KPMG

Northern Ireland
Policing Board

Final Best Value
Review of Community
Engagement

March 2008

ADVISORY

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Contents

Glossary of Terms

BVR	Best Value Review
DPPs	District Policing Partnerships
GPA	Gay Police Association
IAGs	Independent Advisory Groups
LGBT	Lesbian, Gay, Bisexual and Transgender
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
NBPA	National Black Police Association
NIPB	Northern Ireland Policing Board
NISRA	Northern Ireland Statistics and Research Agency
OPONI	Office of the Police Ombudsman for Northern Ireland
PSNI	Police Service of Northern Ireland
SPSS	Statistical Package for the Social Sciences

1 Executive Summary

1.1 Background

The Northern Ireland Policing Board (NIPB) commissioned KPMG to undertake a Best Value Review of Community Engagement for the period between April 2007 and March 2008. The aim of this Best Value Review was to consider how the NIPB's legislative obligations, functions and processes relating to community engagement have been currently fulfilled. The focus of the review was on the Board's province-wide community engagement activities due to the fact that its statutory community engagement responsibilities in respect of District Policing Partnerships (DPPs) were being covered as part of other reviews. This report makes recommendations to secure ongoing continuous improvement within community engagement.

1.2 Methodology

A standard Best Value approach was employed which focuses on the four key elements of continuous improvement: challenge, compare, consult and compete. This involved undertaking a comprehensive review of the community engagement literature, a KPMG review of all NIPB community engagement activities during 2007, a postal survey and focus groups among organisations known to the NIPB and individual face-to-face interviews with NIPB Officials, NIPB Members and comparator organisations.

1.3 Literature Review

A review of the literature has shown that a wide variety of community engagement methods exist. These range from sharing information to partnership working between police organisations and communities on an ongoing basis. It has also been highlighted that whatever method or methods of engagement are used should be appropriately tailored to meet the needs of the communities being engaged with. A range of benefits that can be derived from community engagement were also identified, including more effective decision making, improved relations between police organisations and communities, better informed members of the public, improved monitoring and performance measurement and reduced levels of crime. Barriers to effective community engagement were identified, including willingness to engage, lack of adequate feedback to communities and lack of a co-ordinated, multi-agency approach to community engagement. A range of community engagement strategies were reviewed. Some common themes arising from this review were the importance of partnership working, the need to evaluate the effectiveness of community engagement methods and the need to provide feedback.

1.4 Level and nature of NIPB community engagement

A review of the level and nature of community engagement undertaken by the NIPB found that the NIPB undertakes fewer community engagement activities per head of the population than other police authorities. Other methods of community engagement have been identified that are not currently employed by the NIPB. The NIPB Members are not involved to a significant degree in the community engagement work of the NIPB although they are willing to become more involved. While the NIPB publicises its community engagement activities using a number of methods at present it should also consider others. A number of NIPB reference groups

representing a range of interests had been established. The NIPB intends to increase the number of meetings that take place with its existing reference groups and has plans to establish new reference groups. The extent of partnership working on community engagement activities was considered. Partnership working had taken place with a number of external organisations including the PSNI.

1.5   Effectiveness of NIPB community engagement

A review of the effectiveness of NIPB community engagement found that a broad range of groups are involved in NIPB community engagement activities and that the NIPB has established relationships with a number of communities listed in the Revised Community Engagement Strategy (2008). A considerable proportion of NIPB activities are organised by external organisations and not the NIPB itself and it was felt that more of the activities undertaken should be NIPB organised events to ensure they are in control of the content and quality of those events and the audience in attendance. Feedback to communities involved in community engagement did not appear to take place and it was felt that this needed to be addressed.

1.6   NIPB Community Engagement Strategy

A review of the NIPB Community Engagement Strategy concluded that the NIPB Community Engagement Branch should consult with all relevant directorates before finalising its revised Community Engagement Strategy. The NIPB should also consider extending its definition of community engagement to recognise the need to engage with communities at an appropriate level using appropriate methods and by working in partnership with communities and other statutory organisations in order to identify and implement solutions to local problems. It was felt that the NIPB should have clarity on where its baseline of community engagement is before it can successfully build upon and deliver against its aims and objectives.

1.7   Recommendations

The recommendations arising from this review are as follows:

- The NIPB should:

    o   Clarify what is regarded as a community engagement activity; and

    o   Clarify how each activity contributes to the strategic objectives of the NIPB.

- Further to clarifying what the NIPB consider to be a community engagement activity the NIPB should:

    o   Baseline all NIPB activity; and

    o   Ensure the quality and type of activity is comparable to similar police authorities/organisations.

- The NIPB should place greater emphasis on undertaking informal activities, to effectively outreach to target communities.

- The NIPB should consult with other police authorities, police forces and criminal justice agencies when considering what methods of community engagement it employs in the future.

- The nature of and expectations surrounding the community engagement role of all NIPB Members should be clarified and formally communicated in writing to them.

- Support should be developed and provided to NIPB Members to ensure that they are properly briefed in advance, as appropriate, for community engagement activities.

- The NIPB should examine the scope for ensuring a complementary approach to community engagement with the PSNI.

- The NIPB should maintain a comprehensive database of all relevant individuals and organisations that it wishes to involve in its community engagement activities. This should be updated on a continuous basis and should include contacts already held by the NIPB across all its directorates. The contacts database should be shared with all other NIPB directorates.

- The NIPB should review the balance of events it organises to ensure they are in control of the content and quality of those events and the audience in attendance. The NIPB organised community engagement events should significantly outweigh the number of community engagement events attended by the NIPB that are organised by external organisations.

- The NIPB should provide appropriate feedback to all those organisations involved in its community engagement activities.

- As the community engagement activities delivered by the NIPB increase it is vital that effective systems to monitor their usefulness and value are introduced.

- Observations relating to the draft revised Community Engagement Strategy (2008) should be considered as part of the consultation.

2   Introduction

The Northern Ireland Policing Board (NIPB) commissioned KPMG to undertake a Best Value Review of Community Engagement between April 2007 and March 2008. The aim of this Best Value Review was to consider how the Board's legislative obligations, functions and processes relating to community engagement are currently fulfilled. The focus of the review was on the Board's province-wide community engagement activities due to the fact that its statutory community engagement responsibilities in respect of District Policing Partnerships (DPPs) were being covered as part of other reviews. The review was carried out using a Best Value approach. This report discusses the findings from this review and makes recommendations to secure ongoing continuous improvement within community engagement. Each section of this chapter is listed below:

Section	Detail
2.1	Northern Ireland Policing Board (NIPB)
2.2	NIPB Statutory Community Engagement Responsibilities
2.3	Terms of Reference
2.4	Methodology
2.5	Review Methods
2.6	Acknowledgements

2.1   Northern Ireland Policing Board (NIPB)

The NIPB is an independent public body established to ensure the delivery of an effective, efficient, accountable and impartial police service which will secure the confidence of the whole community. It was established under the Police (Northern Ireland) Acts 2000 and 2003 (as amended) and was reconstituted in May 2007 to include 10 political and 9 independent members.

The main statutory duties and responsibilities of the NIPB are:

- To hold the Chief Constable and PSNI to account

- To secure an effective and efficient local police service

- To appoint (and discipline, if necessary) the Chief Constable and senior police officers (Assistant Chief Constable and above as well as civilian directors)

- To consult widely with local people about the policing of their area

- To local policing priorities and targets for police performance

- To monitor how well the PSNI perform against the targets set by the Policing Board

- To publish a policing plan which tells local people what they can expect from their police service and report on police performance every year

- To make sure local people get best value from their local police

- To oversee complaints against senior officers.

The NIPB's responsibilities to consult widely with local people about the policing of their area and to make sure local people get best value from their local police are deemed to be most relevant to NIPB community engagement.

2.2   NIPB Statutory Community Engagement Responsibilities

The statutory community engagement responsibilities of the NIPB are outlined in the Police (Northern Ireland) Acts 2000 and 2003 (as amended). These relate both to the community engagement work of the NIPB and DPPs in making arrangements for obtaining the co-operation of the public with the police in preventing crime.

In relation to DPPs the NIPB is required to:

"Assess the effectiveness of district policing partnerships in performing their functions and, in particular, of arrangements made under Part III in obtaining the views of the public about matters concerning policing and the cooperation of the public with the police in preventing crime" (Part II, section 3 d iii).

The NIPB itself is required to:

"Make arrangements for obtaining the cooperation of the public with the police in the prevention of crime" (Part II, section 3 e).

In carrying out all its functions the NIPB is also required to:

"Coordinate its activities with those of other statutory authorities; and to cooperate with such authorities" (Part II, section 4 d, i and ii).

2.3   Terms of Reference

2.3.1   The Scope of the Best Value Review of Community Engagement

The aim of this Best Value Review was to consider how the NIPB's functions and processes in relation to community engagement are currently fulfilled in:

- Discharging its statutory community engagement duties

- Promoting public confidence

- Measuring the effectiveness of the Board's community engagement strategy and associated activities including the contribution made to the NIPB's statutory duty of holding the Chief Constable to account

- Involvement of NIPB Members in the community engagement strategy and activities in communication of community engagement activities to the wider public

- Identifying key stakeholders within the community, their needs and how these needs are communicated, considered and integrated within the wider policing agenda

- Making recommendations for improvement.

The focus of the review was only on the NIPB's province-wide community engagement. The statutory community engagement responsibilities in respect of District Policing Partnerships (DPPs) were being covered as part of other reviews (NIPB, 2008c).

2.3.2 Period of Review

This Best Value Review was carried out for the period between April 2007 and March 2008. The KPMG Review of NIPB activity discussed in Section 4 was conducted for the calendar year January 2007 to December 2007. This enabled the KPMG review team to have a full year of community engagement activities to discuss and review.

2.4 Methodology

A standard Best Value approach was employed which focuses on the four key elements of continuous improvement: challenge, compare, consult and compete.

- Challenge - why a service is required, how it links to customer needs, how it should be delivered and who should deliver it

- Compare - with 'best' and 'most similar' service providers to increase standards and targets and to determine whether or not the organisation is operating effectively

- Consult - with a wide variety of stakeholders using a number of methods

- Compete - where emphasis is not on who delivers the service but the quality and standard of service delivery – can the service be delivered more economically, efficiently and effectively than at present?

2.5 Review Methods

The following methods were used when undertaking this review:

2.5.1 Literature Review

A comprehensive review of the community engagement literature was undertaken in order to identify an appropriate definition of community engagement and to identify the various levels, methods, benefits and barriers to community engagement. Community engagement strategies from other police services and authorities were also considered in order to identify best practice.

2.5.2 KPMG Review of NIPB activity

A KPMG review of all NIPB community engagement activities during 2007 was undertaken in order to determine the nature and extent of current community engagement activity. This was conducted for the calendar year January 2007 to December 2007. This enabled the KPMG review team to have a full year of community engagement activities to discuss and review. A

full list of all community engagement activities undertaken within this period was requested and provided by the NIPB. Additional information about the nature, aim and groups involved in these activities was collected using a standardised proforma (see Appendix 1). Data collected during the review was analysed using SPSS (Statistical Package for the Social Sciences).

2.5.3 Survey

A postal survey was issued to a range of organisations known to the NIPB (see Appendix 2). This included organisations that had been in contact with the NIPB's Community Engagement Branch and organisations that were included on the NIPB's publications circulation list (held by the Northern Ireland Statistics and Research Agency - NISRA) only some of which had been involved in the community engagement work of the NIPB. Interest groups with whom the NIPB already had established relationships as well as those hard to reach interest groups with whom relationships did not yet exist were both included. A total of 212 questionnaires were issued during November 2007, of which seven questionnaires were returned undelivered. This gave a valid sample size of 205. A total of 46 questionnaires were returned completed giving a response rate of 22%. SPSS was used to analyse returned questionnaires.

2.5.4 Focus Groups

Those organisations that were issued a questionnaire were also asked to participate in a focus group in order to further explore the issues raised in the questionnaire. Initial expressions of interest to take part in a focus group were received from 34 organisations representing a wide range of interests (see Appendix 4). Of these, 15 were willing and able to attend. Two focus groups were scheduled to take place and a total of nine participants representing a range of interests attended (see Appendix 4). One focus group was held in Belfast and the other in Limavady. Data was coded and analysed according to emerging themes.

2.5.5 Interviews with NIPB Members and Officials

Individual face-to-face interviews were undertaken with NIPB Officials (n=9)[1] and the Chairman of the NIPB Community Engagement Committee (n=1) in order to gain information on how the NIPB delivers its community engagement responsibilities at a strategic level. The NIPB Community Engagement Committee was also consulted during the February 2008 committee meeting. Data was coded and analysed according to emerging themes.

2.5.6 Interviews with External Stakeholders

Individual face-to-face interviews were undertaken with a range of external stakeholders within the criminal justice sector in Northern Ireland (n=3) in order to gain further information on how the NIPB delivers its community engagement responsibilities at a strategic level. Data was coded and analysed according to emerging themes.

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[1] n= number

2.5.7   Interviews with Comparator Organisations

Comparator organisations were identified and individual telephone interviews were conducted with key personnel within these organisations in order to determine how other organisations fulfil their community engagement responsibilities. A total of three comparator organisations were identified:

- Metropolitan Police Service London

- Metropolitan Police Authority London

- Gauteng Community Safety Forum South Africa

Data was coded and analysed according to emerging themes.

2.6   Acknowledgement

We would like to thank the members and officials of the Northern Ireland Policing Board for their assistance in undertaking this review.

3 Literature Review

3.1 Background

An increasing emphasis has been placed on community engagement in policing in Northern Ireland in an attempt to ensure that all communities have an input in the way policing is provided. This chapter begins by discussing the various definitions of community engagement and the different levels at which community engagement can take place. It considers a variety of community engagement methods as well as the benefits and disadvantages of community engagement. Community engagement strategies from other police services and authorities are also considered. Each section of this chapter is listed below:

Section	Detail
3.2	Definitions of Community Engagement
3.3	Levels of Community Engagement
3.4	Methods of Community Engagement
3.5	Benefits of Community Engagement
3.6	Barriers to Effective Community Engagement
3.7	Community Engagement Strategies
3.8	Literature Review Conclusion

3.2 Definitions of Community Engagement

There is no single definition of community engagement in policing. This is partly because the concept of community is often contested and partly because there are numerous different levels and methods of engagement (Myhill, 2006). Some definitions of community engagement are narrow and focus on developing and sustaining relationships between the police and local communities, listening to local communities and identifying local problems. Others are wide ranging and suggest that community engagement involves establishing a meaningful, two-way dialogue with local communities and partner organisations that is undertaken on a continuous basis with the aim of finding and implementing solutions to local problems. This section discusses the various definitions of community engagement.

There are numerous definitions of community but it is generally accepted that a community is a group of people with something in common (Hampshire Constabulary, 2007). This may be because of where they live or because they have similar interests, identities or experiences. An individual may be a member of multiple communities at any one time and may move in and out of one or more communities over time (Myhill, 2006). Some people may not identify with any community at all while different communities may have different wants and needs that have to be balanced (Hampshire Constabulary, 2007).

The Scottish Executive (2005) defines community engagement as the process of developing and sustaining working relationships between the police and local communities in order to identify problems and find locally appropriate solutions.

Suffolk Police Authority and Constabulary (2007) also emphasises the importance of developing and sustaining relationships with local communities but adds that community engagement should also jointly identify solutions to local problems and should involve the police working together with local communities and other partner organisations.

Hampshire Constabulary (2007) suggests that the police should work collaboratively with local communities on a continuous basis but adds that community engagement should be a dialogue

involving a two-way flow of information and views. The need to provide opportunities for communities to become involved is also noted.

The Home Office (2008) suggests that community engagement is the involvement of the public (individuals or communities) in policy and service decisions that affect them. This involvement may take various forms ranging from information gathering, consultation and participation but it is argued that community engagement can only be effective if the appropriate level of engagement in used in each instance.

Myhill (2006) provides the most comprehensive definition of community engagement and has been adopted as the definition of community engagement for this review. It draws on elements of all those definitions that have already been discussed. Myhill (2006) argues that police organisations should engage with communities at an appropriate level: this may involve the straightforward provision of information between police organisations and communities but equally could involve ongoing partnership working. Myhill also adds that police organisations and communities should both have the willingness, capacity and opportunity to identify and implement solutions to local problems and argues that police and partner organisations have a responsibility to respond to community input.

3.3   Levels of Community Engagement

Community engagement can take place at a number of levels ranging from the straightforward communication of information to genuine community participation (Home Office, 2008). The various levels at which community engagement can take place are typically placed along a spectrum (Myhill, 2006). Sharing of information tends to appear at the beginning of the scale and is often regarded as the most basic form of engagement: some authors do not regard information sharing as a form of engagement at all (Arnstein, 1969 as cited in Myhill, 2006). Consultation tends to appear in the middle of the scale. It involves police organisations and communities working together for a defined period of time, often to discuss a specific issue, but may be regarded as tokenistic (Home Office, 2008). Partnership working appears at the top of the scale. Partnership requires there to be an equal distribution of power between police organisations and communities (Myhill, 2006). It also involves working on an ongoing basis and is held as the ideal level at which community engagement should take place (Home Office, 2008).

It is important to note that whatever level of involvement is being offered to the public is clearly communicated to ensure they have realistic expectations of what can or cannot be achieved (West Midlands Police). The level of engagement that is achievable is dependent on the method of community engagement that is adopted.

3.4   Methods of Community Engagement

A review of the community engagement literature identifies a broad range of methods that can be used to engage with communities. These are detailed below along with a brief summary of the strengths and weaknesses associated with each method. However, it is important to note that the method or combination of methods that are adopted should be locally appropriate in order to achieve optimum effectiveness (Home Office, 2008). The methods employed should also be fully explained to participants and should be acceptable to them, should involve and support excluded groups and diverse views and should be evaluated and adapted in response to feedback (Scottish Executive, 2005).

3.4.1 Discussion group techniques

Technique Description	Strengths	Weaknesses
Focus Groups - a group of 6-12 people brought together to discuss a pre-defined issue in depth.	Good for in depth exploration of people's views on an issue/service Can be used at different stages of a consultation process from set up to feedback Can target specific groups Can gain views of those who may not respond to other forms of consultation (e.g. surveys, written exercises)	Some people may feel inhibited in expressing non-consensus views Not guaranteed to be statistically representative because of small numbers involved
Scenario Planning - a technique that tests out a number of "future scenarios" for the development of a community or neighbourhood. Usually run over a series of workshops. Participants work in small groups to envisage what things will be like in the future under a range of proposed scenarios. The aim is that this will enable consensus on how best to deal with the issues that either pose a threat or opportunity for the future of an area or organisation.	Increases knowledge of the environment Widens receivers and participants perception of possible future events Focuses attention on underlying interactions that may have particular policy significance	Not using an experienced facilitator Failing to put enough imaginative stimulus into the scenario design Constructing scenarios that are too simplistic Treating scenarios as informational / instructional rather than participative
Conflict Resolution - involves bringing together people with opposed views. The aim of this approach is to begin to build understanding between people who do not agree on a particular issue, and then move towards an agreement about how a contentious issue could be addressed. The event needs to be facilitated by an independent person in order to be effective	Can begin to develop a consensus Allows people to air their worries Can lead to suggestions and agreeing future action	Can involve long term commitment to discussing the issue In some cases agreement may never be reached. May be difficult to identify someone who is seen as independent by all participants

Source: Effective Interventions Unit, 2002; Association of Police Authorities, 2004: Suffolk Police Authority and Constabulary, 2007; Home Office, 2008.

3.4.2 Public event techniques

Technique Description	Strengths	Weaknesses
Conferences / Seminars.	Opportunity for organisations to share large amounts of information Large numbers of people can participate Encourages participants to 'network' and share experiences, knowledge and expertise	Requires skilled facilitators to ensure objectives are achieved Requires a great deal of organisation
Open Space Event – can be used with community groups in local settings or large numbers of people at a specially convened event. Participants start off in a circle and are given pieces of paper on which they write issues they are concerned about. Dominant themes are likely to emerge and workshops are written up and reported back to a plenary session held in a circle.	Can address a wide variety of issues Allows bottom up agenda to emerge Can enable new alliances to be formed across former social barriers Equal opportunity for participants to be heard	May not be representative May be difficult to focus attention on action as opposed to issues
Planning for Real – involves building a 3-dimesional model of an area and holding a consultation event. Around 300 cards are placed around the model and participants are asked to place the cards on the model to show what they want and where they want it. Smaller group sessions are then used to prioritise issues into Now, Soon or Later which are developed into an action plan – This is a trademarked technique and approval must be sought from the Neighbourhood Initiatives Foundation before progressing.	Starts with an open agenda Can accommodate large numbers of participants Is inclusive to all sections of the community Enables discussion of a large number of topics Informal and non confrontational	Can take a lot of time and effort to organise Feedback to participants may be difficult May not be totally representative

Source: Effective Interventions Unit, 2002; Association of Police Authorities, 2004: Suffolk Police Authority and Constabulary, 2007; Home Office, 2008.

3.4.3 Survey techniques

Technique Description	Strengths	Weaknesses
Questionnaire Surveys – may be conducted by post, internet, e-mail, face to face or telephone.	Can obtain opinions from a large number of people Data is specific and quantifiable therefore can be used for comparison Results can be analysed relatively quickly Further explanation / clarification can be provided when face to face or telephone scenario.	Postal surveys may have poor response rates May exclude those with low literacy, no telephone, low IT skills in some circumstances May not allow two way dialogue/exploration

Source: Effective Interventions Unit, 2002; Association of Police Authorities, 2004: Suffolk Police Authority and Constabulary, 2007; Home Office, 2008.

3.4.4 Regular involvement techniques

Technique Description	Strengths	Weaknesses
Citizen's Jury – a group of 10-25 citizens who are representative of the local community take evidence on a particular issue and deliberate over a period of 3-5 days before making recommendations	Can promote a culture of citizenship and participation Good for obtaining informed opinions on complex or controversial issues Can help determine solutions.	Expensive and time-consuming Can small numbers be fully representative May exclude those with low literacy
Citizen's Panel – a group of 500-2000 citizens representative of the population who agree to participate in regular surveys that may be carried out by post or telephone and may sometimes convene focus groups.	Should have better response rates due to agreement by panel members to take part Can measure changes over time Panel members develop an understanding of issues over time Quick and inexpensive once established Participants feel valued provided adequate feedback is given Allows partnership approach to consultation	As panel members become more knowledgeable they need to be replaced as they are no longer representative of the general population Considerable degree of commitment required from panel members

Source: Effective Interventions Unit, 2002; Association of Police Authorities, 2004: Suffolk Police Authority and Constabulary, 2007; Home Office, 2008.

3.4.5 Capacity Building and Support

Technique Description	Strengths	Weaknesses
Partnership working – where partnerships are formed between a number of individuals, agencies or organisations with a shared interest. There is usually an overarching purpose for partners to work together and a range of specific objectives. Partnerships are often formed to address specific issues and may be short or long term.	Removal of barriers to progressing towards stabilisation / rehabilitation Providing more consistent, co-ordinated and comprehensive approach Develop a better understanding of other's skills and to develop a wider range of personal skills in dealing with issues Develop a wider skill base to meet more effectively the needs of individuals Recognise and utilise the strengths and areas of expertise of all the partner agencies involved Make the best use of available resources by managing care of more people in a co-ordinated and cost effective way - including pooling resources	No clear boundary between partners responsibilities' Reluctance to share information and data with other partners Lack of time available to commit to the partnership particularly in the early stages Misconceptions or previous negative experiences of partnership working Conflicts in philosophies of the potential partners Lack of training among partners on substantive issues and partnership working
Participatory evaluation – involves all key stakeholders in assessing the performance and achievements of an organisation, project or initiative	Helps identify locally relevant evaluation questions Participating in an evaluation from start to finish can give stakeholders a sense of ownership over the results Promotes participant learning whereby evaluation skills are introduced and strengthened	Requires a significant amount of time and commitment Conflict may hinder the successful teamwork required

Source: Effective Interventions Unit, 2002; Association of Police Authorities, 2004: Suffolk Police Authority and Constabulary, 2007; Home Office, 2008.

3.5 Benefits of Community Engagement

Undertaking effective community engagement can result in a range of benefits for police organisations as well as for the individuals and communities that are involved. These benefits include more effective decision making; improved relations between the police and local communities; better informed members of the public; improved monitoring and performance measurement; and reduced levels of crime (Myhill, 2006).

3.5.1   More effective decision making

Decision making is considered to be more effective where local first-hand knowledge and a different perspective to problems can be brought to policy and services issues. This in turn should result in decisions that better reflect the perceived needs and demands of users and citizens and should help avoid incorrect or unpopular decisions being taken forward saving both time and money. Community engagement is by nature likely to increase the openness and transparency of the decision making process within the police service which will lead to greater accountability to the public (Myhill, 2006).

3.5.2   Improved relations between the police organisations and local communities

Community engagement can also help to build trust, knowledge, legitimacy and ownership by bridging the 'us and them' divide and opening up the decision making process to all parts of the community. It can also provide a forum for building relations across communities and tackle feelings of isolation that may exist. It may also stimulate interest within communities to develop their skills and increase their level of involvement in community issues over the longer term enhancing the view that everyone not only has a stake in but should take part in the democratic processes which are open to them (Myhill, 2006).

3.5.3   Better informed members of the public

Other benefits of community engagement include the provision of information and opportunities for the public to be better informed. This can include helping the public to gain an understanding of the policies or priorities of the police and management of expectation whereby explanations are given as to what can and cannot be achieved/why something is or is not being done and what constraints exist.

3.5.4   Improved monitoring and performance measurement

Community engagement can also help the police to monitor and measure performance. In an ever increasing culture of performance management, engagement and particularly consultation through surveys is an effective way of establishing base line data for performance indicators to measure public satisfaction. This information can be used to improve the service that is provided to the public in the future (Myhill, 2006).

3.5.5   Reduced levels of crime

A review of US community policing outcome evaluations and an evaluation of the National Reassurance Policing Programme indicated that community engagement can result in reduced levels of crime, reduced levels of disorder/anti-social behaviour, increasing feelings of safety among local communities and improving police community relations and community perceptions of the police (Myhill, 2006). The Chicago Alternative Policing Strategy sustained high levels of community engagement over a prolonged period of time and has been shown to reduce crime, fear of crime and anti-social behaviour (Rogers and Robinson, circa 2004).

3.6 Barriers to Effective Community Engagement

Despite the benefits associated with community engagement a number of practical difficulties may be encountered when undertaking any community engagement activity. These challenges have not only been experienced by police organisations when undertaking community engagement but have also been encountered by other public sector organisations when engaging with the public.

3.6.1 Willingness to engage

One of the main difficulties associated with community engagement is getting target communities to engage in the process in the first instance, or in sufficient numbers. The reasons for this will vary depending on the demographic and socio-economic characteristics of local communities as well as on the history of policing in an area. This means that some groups will require greater encouragement to become involved in community engagement activities than others.

Jones and Newburn (2001) suggest that such 'hard to reach' groups include those who have a suspicion of the police, suffer acute socio-economic deprivation, are socially invisible, have cultural or ideological barriers to engaging with the police, have distinctive service needs, or have language barriers. The following groups typically have one or more of these characteristics:

- People with specific health issues or disabilities

- Lesbian, gay, bisexual and transgender groups

- Minority ethnic communities

- Travellers

- Refugees

- People in specific areas (e.g. rural areas or peripheral estates)

- Religious/faith groups

- Women

- Young people

- Older people

- Asylum seekers

- People on low incomes

While the extent of willingness to engage can be an obstacle to community engagement it can be overcome. A number of police authorities have undertaken a multi agency approach to identify how 'hard to reach' communities would like to engage in order to tailor their

engagement activities more appropriately. Several Independent Advisory Groups (IAG's) have been established by police forces in England to provide independent advice to inform decision makers about the effects of police action, particularly in communities where there is a lack of trust and confidence in the police. Internal support groups and networks have also been established by the police. These include the National Black Police Association (NBPA), the Gay Police Association (GPA) and the British Association for Women in Policing which can provide vital intelligence and links with these minority communities. Other simple measures that can be employed to overcome barriers to engagement include the use of interpreters or visual aids, adapting facilities for the disabled, providing care for dependants and being flexible in terms of timing, location and transport arrangements.

3.6.2 Lack of adequate feedback to communities on action from engagement

Myhill (2006) argues that communities who do not receive adequate feedback can feel frustrated or disappointed and are less likely to engage in the future.

The Scottish Executive (2005) also emphasises the importance of regular feedback to all those who have participated in community engagement and sets specific standards for providing feedback. It argues that feedback should be provided within agreed timescales and to an agreed and suitable format and should include feedback on the options that have been considered and the decisions and actions that have been agreed. The justification for providing feedback is that further contributions from individuals and communities are encouraged in the future.

The Metropolitan Police Service and Metropolitan Police Authority London (April 2007) also emphasise the importance of providing feedback when community engagement has taken place. They suggest that the method of feedback should suit the scale and scope of the community engagement but should nevertheless reach the widest possible audience. Police websites and local newspapers are identified as important methods for providing feedback.

West Midlands Police Authority and West Midlands Police (2006) believe that all participants in community engagement should receive feedback. It is argued that feedback need only be of a general nature but can help to ensure that all input is considered as part of the decision-making process and can help people feel that their contribution is valued, even if they disagree with the outcomes.

A substantial body of evidence arising from research undertaken on service user involvement in the area of health indicates that failure to communicate back to participants can negatively affect their motivation and confidence to participate in the future (Kraus et al, 2003; Social Care Institute for Excellence, 2004; Persaud, 2003).

3.6.3 Lack of co-ordinated, multi-agency approach to community engagement

A multi-agency approach is an effective means of reducing duplication of effort in terms of the nature and level of community engagement that is undertaken. This has the benefit of minimising the likelihood of 'consultation fatigue' among frequently consulted communities (Olsen et al 1997).

There are a number of barriers to multi-agency working in respect of community engagement that were identified in three Community Engagement demonstration projects undertaken by police authorities in Cheshire, Merseyside and Northumbria (Myhill and Rudat, circa 2006;

Myhill and Clarke, circa 2005; Myhill and Cowley, circa 2005). A high level of support, involvement and resources is required to initiate strategic multi-agency working in the first instance. There must also be the desire to adopt a multi-agency approach, which can be affected by local politics and personalities and the desire of some stakeholders to maintain control of their traditional domains. Despite these barriers a multi-agency approach to community engagement was found to be possible where there is a high level of support and facilitation by all agencies involved. This may involve agencies in the short term leading on a piece of work to ensure delivery. For example, work undertaken by Merseyside Police Authority through Merseyside Multi Agency Group resulted in a national street crime initiative aimed at tackling the problems of rising street crime on Merseyside. This group involves partners from the police force, local authorities, housing trusts, criminal justice agencies, the fire service and voluntary sector groups.

3.7 Community Engagement Strategies

The Home Office (2008) suggests that the purpose of a community engagement strategy is to provide a framework for effective community engagement. It proposes that the strategy should be specifically developed to ensure that mechanisms are put in place to ensure accessibility and inclusiveness to all within the community engagement and argues that a successful strategy should realise the benefits of community engagement identified and straddle the barriers to community engagement. This section reviews the community engagement strategies that have been developed by a range of police authorities and services in the UK. Many of these are joint strategies.

3.7.1 The Metropolitan Police Authority (MPA) and Metropolitan Police Service (MPS)

The Metropolitan Police Authority (MPA) and Metropolitan Police Service (MPS) London have developed a joint community engagement strategy (MPA and MPS, April 2007a). The strategy places community engagement at the heart of the MPA and MPS and outlines their respective community engagement responsibilities; sets out how these will be undertaken in a coordinated way; establishes methods and measures for assessing the effectiveness and efficiency with which community engagement is undertaken; and proposes how the capacity of local communities to participate in community engagement can be enhanced. Implementation plans have been developed in order to provide detailed activity plans of how the MPA and MPS plan to deliver the strategy. This strategy is complemented by a community engagement checklist to consider when planning, undertaking and reviewing any community engagement work (MPA and MPS, April 2007b).

3.7.2 The West Midlands Police Authority

The West Midlands Police Authority (2006) places community engagement at the heart of their planning and decision making processes. The overall aim of the strategy is to ensure that police services are adequately targeted to meet community needs and is supported by a delivery plan that is reviewed and updated annually. The strategy emphasises the importance of multi-agency partnership working in community engagement in order to improve efficiency and cost effectiveness and provides a clear structure for any community engagement work undertaken. The need to evaluate the effectiveness of the community engagement methods used is also emphasised.

3.7.3 Suffolk Police Authority and Constabulary

Suffolk Police Authority and Constabulary (2007) joint strategy states that community engagement can improve the services provided by police and impact positively on levels of crime and anti-social behaviour but emphasises that these benefits can only be realised if communities are listened to and their views incorporated into the decision making process. This strategy also emphasises the benefits that communities themselves can derive from engagement in terms of enhanced decision-making and increased levels of trust, confidence and satisfaction within communities. The need to work in partnership with local statutory organisations to enhance the capacity for local communities to engage is also emphasised.

3.7.4 Norfolk Police Authority

Norfolk Police Authority (February 2008) community engagement strategy outlines how it monitors and scrutinises the statutory community engagement responsibilities of Norfolk Police Constabulary and how it works in partnership with other statutory bodies to provide services that best meet the needs of local communities. The importance of providing feedback following engagement is highlighted, although it is noted that this feedback should be provided to the whole community and not only to those involved in the engagement. This strategy notes that it is useful to manage the expectations in advance of any engagement so that limitations surrounding any issue are apparent from the outset. The strategy includes a comprehensive breakdown of community engagement methods used by the Authority. It is interesting to note that this strategy replaces a joint strategy between Norfolk Police Authority and Norfolk Constabulary (2005).

3.7.5 Dyfed-Powys Police and Dyfed-Powys Police Authority

Dyfed-Powys Police and Dyfed-Powys Police Authority (2005) community engagement and consultation strategy sets out the strategic aims and priorities in these areas of work. In doing so, clear targets, timetables and actions for community engagement are outlined and responsibility for targets are attributed to key individuals.

3.8 Literature Review Conclusion

This review of the relevant literature has shown that a wide variety of community engagement methods exist. These range from sharing information to partnership working between police organisations and communities on an ongoing basis. It has also been highlighted that whatever method or methods of engagement are used, these should be appropriately tailored to meet the needs of the communities being engaged with. A range of benefits that can be derived from community engagement were also identified, including more effective decision making, improved relations between police organisations and communities, better informed members of the public, improved monitoring and performance measurement and reduced levels of crime. Barriers to effective community engagement were identified, including willingness to engage, lack of adequate feedback to communities and lack of a co-ordinated, multi-agency approach to community engagement. A range of community engagement strategies were reviewed. Some common themes arising from this review were the importance of partnership working, the need to evaluate the effectiveness of community engagement methods and the need to provide feedback.

4 Level and Nature of NIPB Community Engagement

4.1 Introduction

Community engagement can take place at a number of levels ranging from the straightforward communication of information to genuine community participation (Home Office, 2008). There are also a broad range of community engagement methods with associated strengths and weaknesses. This section outlines the level of community engagement, the nature of community activities and the involvement of NIPB Members in undertaking these activities. Each section of this chapter is listed below:

Section	Detail
4.2	Level of Community Engagement Activity
4.3	Nature of Community Engagement Activity
4.4	Reference Groups
4.5	Involvement of NIPB Members in Community Engagement Activity
4.6	Involvement of Partner Organisations in Community Engagement Activity
4.7	Publicising Community Engagement Activity
4.8	Conclusion

4.2 Level of Community Engagement Activity

This review considered the level of community engagement undertaken by the NIPB. The NIPB was asked to provide a list of all community engagement activities it had been involved in between January 2007 and December 2007 inclusive. It was found that the NIPB Community Engagement Branch had recorded a total of 52 community engagement activities during this period (see Appendix 3).

Table 1: The NIPB Recorded Community Engagement Activity – January 2007 to December 2007

Nature of event	% (n=)
Meeting (closed)	31 (16)
Information giving	20 (10)
Workshop	12 (6)
Conference	10 (5)
Presentation with Questions and Answers	10 (5)
Launch of new service	6 (3)
Community event	4 (2)
Meeting (open)	4 (2)
Discussion forum	2 (1)
Focus group	2 (1)
Networking with peers	2 (1)
Total	**100 (52)**

Source: KPMG Review of NIPB Activity

While the nature of NIPB community engagement varied widely, further analysis demonstrates that the majority of NIPB community engagement activity was formal events i.e. closed meetings, conferences, presentations with questions and answers, launch of new service, open meeting and focus groups (n=32, 61%) (Table 1).

Findings from the KPMG review of the NIPB activity demonstrated that a substantial proportion of activities took the form of communicating information, for example through

conferences (n=5, 10%) (Table 1) and the distribution of leaflets (n=10, 20%) (Table 1). Specific examples of communicating information included the publication of an article in Glosik magazine and the development and distribution of a NIPB community engagement leaflet (see Appendix 3). A notable proportion of survey respondents indicated that their initial contact with the NIPB had been through receipt of information by post or email (n=5, 15%) or through a telephone conversation (n=6, 18%) (Figure 1). However, communicating information is often regarded as the very minimal requirement for any community engagement and some sources would not regard this as engagement (Arnstein, 1969 as cited in Myhill, 2006). The NIPB should ensure that any subsequent community engagement activity that takes place is a meaningful and genuine engagement that does not only involve the communication of information by the NIPB.

Recommendation 1

The NIPB should:

- **Clarify what is regarded as a community engagement activity; and**

- **Clarify how each activity contributes to the strategic objectives of the NIPB.**

Respondents to the survey who indicated that their organisation had been in contact with the NIPB (n=34, 74%) were asked approximately how many times they had been in contact with the NIPB. The average number of contacts was three. It was also found that almost all of those organisations that had been in contact with the NIPB had done so on more than one occasion (n=33, 97%). These findings indicate that the NIPB endeavours to maintain its relationships with external organisations once initial contact has been made and this is to be commended. Despite this there was demand for greater contact with the NIPB among those organisations it had already engaged with. 42% (n=20) of survey respondents requested more frequent engagement with the NIPB and there was considerable agreement among focus group participants that they would welcome more frequent contact.

As a proxy performance indicator we reviewed the community engagement activities of other police organisations. The number of activities per head of the population is higher than that undertaken by the NIPB (Table 2).

Table 2: Number of Community Engagement Activities undertaken by Police Authorities

Police organisation	Number of activities	Total population of police organisation	Number of activities per head of 1,000 population
Norfolk Police Authority	circa 50	circa 0.8m	0.06
Dyfed-Powys Police Authority	circa 28	circa 0.5m	0.05
Northern Ireland Policing Board	52	circa 1.7m	0.03

NB: The figures contained in the table above are information obtained from internet published sources and have not been verified by KPMG.

These findings indicate that there is a need for the NIPB to increase the number of community activities that it undertakes overall. The level achieved by Dyfed-Powys Police Authority per head of 1,000 population should be considered as an initial realistic and achievable target.

Recommendation 2

Further to clarifying what the NIPB consider to be a community engagement activity the NIPB should:

- **Baseline all NIPB activity; and**

- **Ensure the quality and type of activity is comparable to other similar police authorities/organisations.**

4.3   Nature of Community Engagement Activity

4.3.1   Initial Community Engagement Activity

The nature of community engagement activities undertaken by the NIPB was assessed. Table 1 outlines the primary nature of the community engagement activity undertaken during this period. It was found that the primary nature of community engagement undertaken varied widely, ranging from closed meetings to conferences and community events. This means it is difficult to define what constitutes a community engagement activity.

Survey respondents were asked to indicate the nature of the initial contact their organisation had with the NIPB. It was also found that the nature of this contact varied but primarily took place at formal NIPB events, such as a meeting, conference or community event (n=15, 44%) (Figure 1). Focus group participants further confirmed that all contact they had with the NIPB had been in formal settings through meetings or conferences.

Figure 1: Nature of initial contact with the NIPB
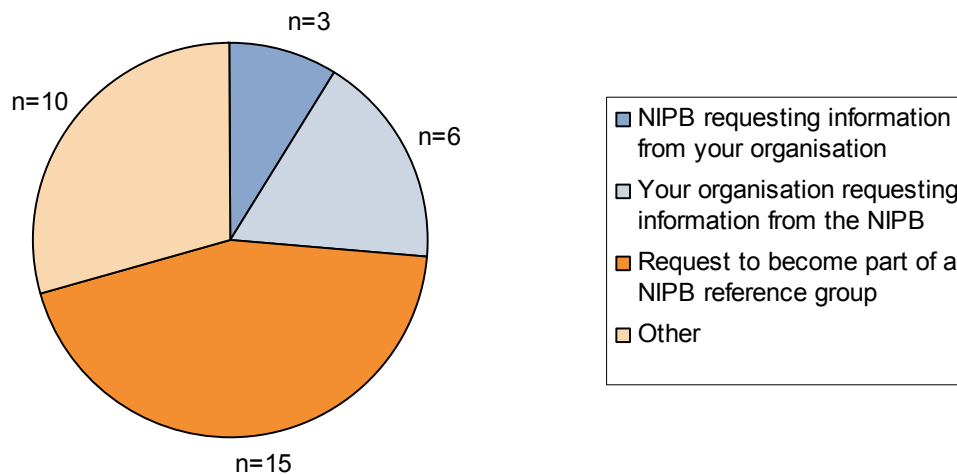
NB: The nature of 'other' contact included: asking questions at NIPB public meeting, email to NIPB, enquiry to NIPB, statutory liaison, translation of documents, meeting.
Base: All surrey respondents who had contact with the NIPB (n=34)
Source: Survey of Community Engagement

These findings are in line with the initial NIPB Community Engagement Strategy (2006) which suggests that the NIPB community engagement should be undertaken through "Board Events". This is the strategy under which these activities were undertaken. A number of focus group participants suggested that the NIPB consider less formal methods of engagement in order to supplement existing work. Suggestions included site visits by NIPB Members to witness in person the work of their organisation and in order to establish contact with members of specific communities.

It should be noted by the NIPB that there are a wide range of methods for community engagement available that have been tried and tested by other police authorities and services in the UK and further afield, ranging from surveys to partnership working. The benefits and disadvantages of each method are outlined in the literature review (Section 3.4). Consultations with NIPB Officials, however, indicated that the NIPB has not fully considered this literature or consulted with other policing organisations regarding what methods of community engagement are available and how well they work. The review of the community engagement literature that is contained in this report (Section 3.4) and discussions with other police organisations should be used by the NIPB to inform what methods of community engagement it uses in the future.

Interviews with comparator organisations also demonstrate that a wide range of innovative community engagement methods are used successfully. The Metropolitan Police Service London established a radio station aimed at the Somali community and developed a contacts database of organisations willing to participate in community engagement. Gauteng Community Policing Forum published joint newsletters in newspapers along with the local community and the police and involved the public in planning renovations to police stations to make them more user friendly.

It is not being suggested that the NIPB adopts sophisticated and potentially expensive methods of community engagement such as those developed and employed by the Metropolitan Police Service London. However, the NIPB should take a more dynamic approach to the methods of community engagement that it employs. This may involve a reduction in the use of formal events and placing a greater emphasis on the use of less formal methods that are already being used to some extent (e.g. workshops, community events).

It should nevertheless be noted that whatever method of community engagement is employed it should be appropriate for the community that is being engaged with. This is apparent from the review of the literature and from our consultations with comparator organisations. This means that careful consideration should always be given to whatever method or methods of engagement are adopted to ensure that they are tailored towards the needs of individual communities and are thus appropriate for each engagement. The Metropolitan Police Service London said it was "constantly looking at innovative methods for engaging with specific communities".

It was found that comparator organisations welcomed the opportunity to share their experiences of what methods of community engagement worked well and what methods worked less well. The NIPB should harness this opportunity by proactively consulting with other police authorities, police forces and other criminal justice organisations when considering what methods of community engagement it employs in the future. This consultation need not be wide-ranging or time-consuming but may involve a simple telephone conversation in order to share experiences.

Recommendation 3

The NIPB should place greater emphasis on undertaking informal activities, to effectively outreach to target communities.

Recommendation 4

The NIPB should consult with other police authorities, police forces and criminal justice agencies when considering what methods of community engagement it employs in the future.

4.4 Reference Groups

The NIPB has established a number of reference groups. The NIPB Revised Community Engagement Strategy (2008) defines reference groups as having a membership of between 10 and 20 people, with each member representing an organisation or network, or having some specialised knowledge.

To date, reference groups have been established for: minority, ethnic and language groups; older people; lesbian, gay, bisexual and transgender (LGBT); and women's groups. It is recognised that the NIPB also plans to establish a reference group for the business community.

The results from the KPMG review of NIPB activity demonstrate that the NIPB met with reference groups a total of six times during 2007 and did not meet with any one reference group on more than two occasions. Meetings with reference groups thus accounted for just over one tenth of all the community engagement activity undertaken during 2007. It is noted that the

draft revised Community Engagement Strategy (2008) indicates that the NIPB anticipates meeting with reference groups on a quarterly basis. Findings from the focus groups and survey suggest that this increase in contact would be welcomed.

## 4.5   Involvement of NIPB Members in Community Engagement Activity

4.5.1   Community Engagement Responsibilities of NIPB Members

This review considered the extent to which NIPB Members were involved in the community engagement activities of the NIPB. The NIPB has a statutory responsibility to consult widely with local people about the policing of their area. This statutory responsibility extends to the NIPB Members and not just to the District Policing Partnerships (DPPs).

4.5.2   Community Engagement Activity of NIPB Members

The findings from the KPMG review of NIPB activity indicate that more than a quarter of the community engagement activities held by the NIPB during 2007 were attended by NIPB Members (n=14, 27%) (Figure 2).

Figure 2: NIPB Member Attendance at Community Engagement Activities
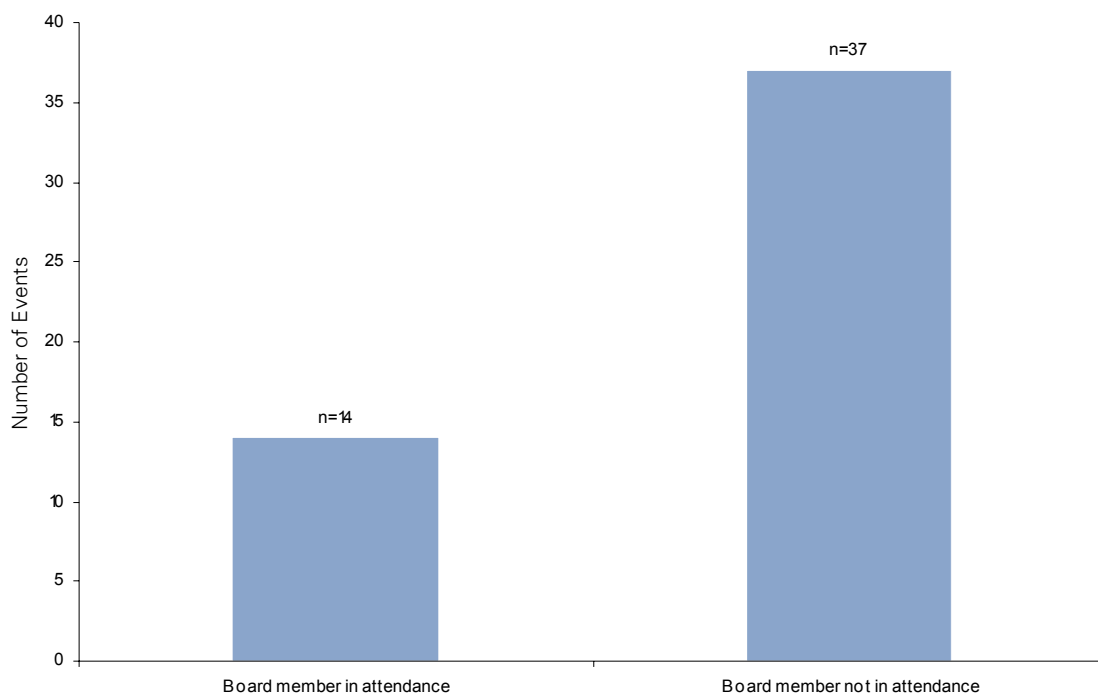
Source: KPMG Review of NIPB Activity

NB: This figure totals 51 activities as one activity was the development and distribution of a Community Engagement leaflet which Board Members could not have attended.

The NIPB has developed the Buddy System, where each individual NIPB Member is linked with a specific DPP. With the reconstitution of the NIPB in 2007 individual members have only recently been linked to their specific DPP. Our fieldwork indicated that NIPB Members are concerned that they are not fully aware of all the issues surrounding each community and/or organisation they are expected to engage with through the Buddy System.

The extent of the NIPB Member involvement in community engagement activities was explored further as part of the focus groups and it was found that none of the focus group participants had any contact with NIPB Members. There was unanimous agreement among all focus group participants that they would like to have direct contact with NIPB Members and suggested that this could take place through the attendance of NIPB Members at reference group meetings.

Consultation with the Metropolitan Police Authority London and Gauteng Community Policing Forum South Africa indicated that their members hold frequent meetings with communities and they are encouraged to take a hands-on-role within their local boroughs.

These findings demonstrate that there is a low level of involvement of NIPB Members in the community engagement work of the NIPB but there is a desire among those who are involved in community engagement activities to see NIPB Members more involved. It is however recognised that NIPB Officials have an important role to play and their attendance at community engagement activities is required to ensure that the necessary administrative procedures are followed. It is also recognised that NIPB Members cannot attend all Board events.

4.5.3 NIPB Members Participation in Community Engagement Activities

Consultation with NIPB Members indicated that they are willing to take part in community engagement activities but highlighted their limited capacity to do so as a result of their other Policing Board commitments, such as attending Board committees and other meetings. It was the view of one NIPB Member that outreach work with communities should be a fundamental aspect of the work undertaken by NIPB Members but observed that this was not possible at present due to the amount of time spent attending meetings at the Board. Findings from our fieldwork indicated that NIPB Members had not fully embraced the Buddy System because they were apprehensive about engaging with unfamiliar organisations and interests and that Members roles and responsibilities with regard to community engagement had not been outlined to them.

Lack of capacity among NIPB Members to take part in community engagement activities should be addressed. This will require a commitment from NIPB Members to ensure they allocate sufficient time to take part in Board activities where members of the public are present, including attendance at reference group meetings.

Recommendation 5

The nature of and expectations surrounding the community engagement role of all NIPB Members should be clarified and formally communicated in writing to them.


> **Recommendation 6**
>
> **Support should be developed and provided to NIPB Members to ensure that they are properly briefed in advance, as appropriate, for community engagement activities.**

4.6 Involvement of Partner Organisations in Community Engagement Activity

Jones and Newburn (2001) identified difficulties surrounding the coordination and duplication of the community engagement activities of police forces and authorities in the UK but note that joint working might happen at a number of stages (i.e. producing strategies and planning for community engagement; carrying out community engagement activities; feeding back the results of community engagement activity to other agencies and the public; ensuring that it influences the planning processes and other decision making).

The extent to which the NIPB works with other external organisations in undertaking its community engagement work was considered as part of this review. The KPMG review of the NIPB activity demonstrated that the NIPB had worked in partnership with other external organisations on a quarter of the community engagement activities it had been involved in (n=13, 25%) (Figure 3).

Figure 3: Organiser of NIPB Community Engagement Activities
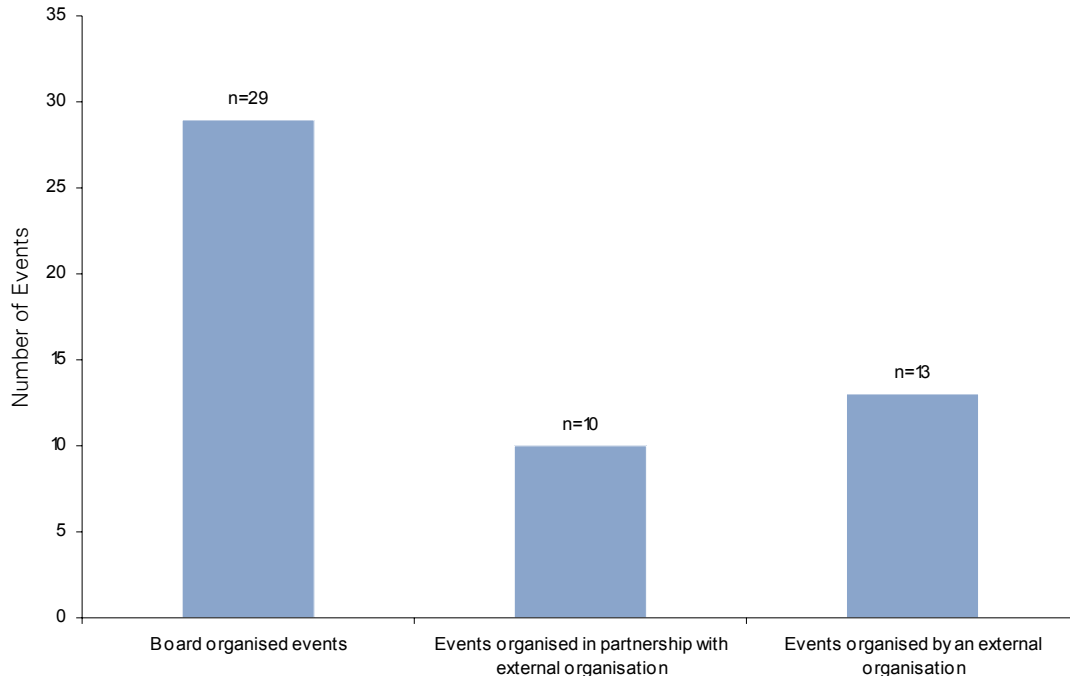
Source: KPMG Review of NIPB Activity

The NIPB had organised a very small number of these events with the PSNI (n=3, 23%). These were the launch of the Raid Control Pilot, an Organised Crime Task Force event and the launch of the Anti Knife Campaign. A number of focus group participants felt there was a lack of

coordination in the community engagement activities of the NIPB and the PSNI in that they contributed separately to the community engagement activities of both. Consultations with PSNI indicated that they felt the NIPB was reluctant to work with them on community engagement activities. NIPB Officials and NIPB Members both expressed their concern that the Board's independence and ability to hold the PSNI to account could potentially be impaired if the NIPB was seen to be working too closely with the PSNI.

Our review of community engagement strategies from police organisations (Section 3.7) demonstrates that a number of police authorities work in partnership with police services when undertaking community engagement (MPA and MPS, April 2007a; Suffolk Police Authority and Constabulary, 2007). The Metropolitan Police Authority and Metropolitan Police Service London and Dyfed-Powys Police Authority have joint community engagement strategies and there is a high degree of joint working. There is less collaboration between North Yorkshire Police Authority and Police Service in their community engagement activities (HMIC, 2003).

Police authorities have identified considerable benefits associated with partnership working on community engagement with police forces (Home Office, 2003). These include:

- Sharing of information, ranging from databases of contacts to the results of community engagement activities

- Cost effectiveness

- Preventing duplication and consultation overload

- The promotion of 'joined up' thinking.

This suggests that it is possible for police organisations to work together on community engagement and that many benefits can be derived from doing so.

The NIPB has a statutory duty to coordinate its activities and cooperate with other statutory authorities (Police (Northern Ireland) Acts 2000 and 2003 as amended). The Best Value Review of External Communications and Public Consultation recommended that the NIPB should investigate the opportunity for collaborative working on communications and community involvement with the PSNI, DPPs, OPONI, etc. It is recognised that this currently takes place through a number of jointly funded initiatives between the NIPB and the PSNI (e.g. the Christmas Anti Drink Driving Campaign). This relates to all NIPB communication activities and does not specifically examine the extent of partnership working in relation to community engagement.

In order to prevent duplication, facilitate information sharing, reduce potential public consultation overload and help to ensure cost effectiveness the NIPB should examine the scope for ensuring a complementary approach to community engagement with the PSNI. This should be done in such a manner that ensures the independence and impartiality of the NIPB is maintained in holding the Chief Constable to account.

Recommendation 7

The NIPB should examine the scope for ensuring a complementary approach to community engagement with the PSNI.

4.7   Publicising Community Engagement Activity

The extent to which the NIPB publicises its community engagement activities was examined. It was found through consultations with Board Officials, that Press Releases were issued for all community engagement activities undertaken. However, it was noted that the extent to which these were publicised in the media was out of the NIPB's control because uptake of Press Releases by the media was heavily dependent on the other events of the day.

A review of recent editions of the Northern Ireland's DPP's quarterly magazine DPP News demonstrates that the NIPB also publicises some of its community engagement activities through this channel of communication.

A number of focus group participants were unaware of what community engagement activity was being undertaken by the NIPB beyond the activities that they themselves were involved in. This suggests that current methods of publicising community engagement activities through press releases and the DPP publications may not be sufficient. The NIPB should therefore consider other additional ways of publicising its community engagement activities. This could include advertisements in the local and national press, publicising information on the NIPB webpage and securing agreement from other relevant external organisations to publicise information on their websites (e.g. DPP, PSNI, local councils and interest groups involved in community engagement activities). It might also include considering where DPP News is distributed.

4.8   Conclusion

This chapter has found that the NIPB undertakes fewer community engagement activities per head of the population than other police authorities. Other methods of community engagement have been identified that are not currently employed by the NIPB. The NIPB Members are not involved to a significant degree in the community engagement work of the NIPB although they are willing to become more involved. While the NIPB publicises its community engagement activities using a number of methods at present it should also consider others. A number of NIPB reference groups representing a range of interests had been established. The NIPB intends to increase the number of meetings that take place with its existing reference groups and has plans to establish new reference groups. The extent of partnership working on community engagement activities was considered. Partnership working had taken place with a number of external organisations including the PSNI.

5 Effectiveness of NIPB Community Engagement

5.1 Introduction

A review of the literature suggests that it is important to engage with all relevant interests and to provide feedback to all those who have participated in community engagement (Scottish Executive, 2005). Best practice in community engagement also suggests that community engagement should result in solutions being provided to issues affecting communities that have been consulted (Myhill, 2006). This chapter considers what communities the NIPB has engaged with, the extent to which its community engagement work is reactive as opposed to pro-active, the extent to which feedback is provided to participants in community engagement activities and the extent to which the NIPB considers the views that have been expressed.

| Section	Detail
5.2	Groups involved in Community Engagement Activity
5.3	Responsiveness of the NIPB in its Community Engagement Activity
5.4	How effectively NIPB considers views expressed
5.5	Promoting Public Confidence
5.6	Impact of Community Engagement
5.7	Effectiveness of NIPB Community Engagement Conclusion

5.2 Groups Involved in Community Engagement Activity

This review considered what groups the NIPB had involved in its community engagement activities. The results from the KPMG review of NIPB activity demonstrate that NIPB community engagement activities that took place during 2007 were targeted towards a range of different interest groups but that the greatest number of activities were targeted towards young people (n=7, 21%), older people (n=6, 18%) and minority ethnic groups (n=6, 18%). This reflects the fact that the NIPB has established reference groups with older people and minority ethnic groups and that activity surrounding these reference groups are regarded by NIPB Officials as an important part of their community engagement work.

Survey responses indicate that the NIPB has established contacts with a wide range of groups. It was found that contact had taken place with groups representing a wide range of interests: older people, young people, families, children, women, minority ethnic groups, people with disabilities, LGBT, sectarian interface communities, nationalists/republicans, unionists/loyalists, businesses, faith groups and homeless people. This demonstrates that contact has taken place with all nine categories identified in Section 75 of the Northern Ireland Act 1998 as well as with a number of other interest groups (e.g. business community, homeless people). This is a positive finding.

It is also encouraging that almost two thirds of those organisations that had been in contact with the NIPB said the NIPB had made the initial contact with their organisation (n=21, 62%) (Figure 4). This indicates that the NIPB has been proactive in establishing relationships with external organisations.

Figure 4: Who Made Initial Contact
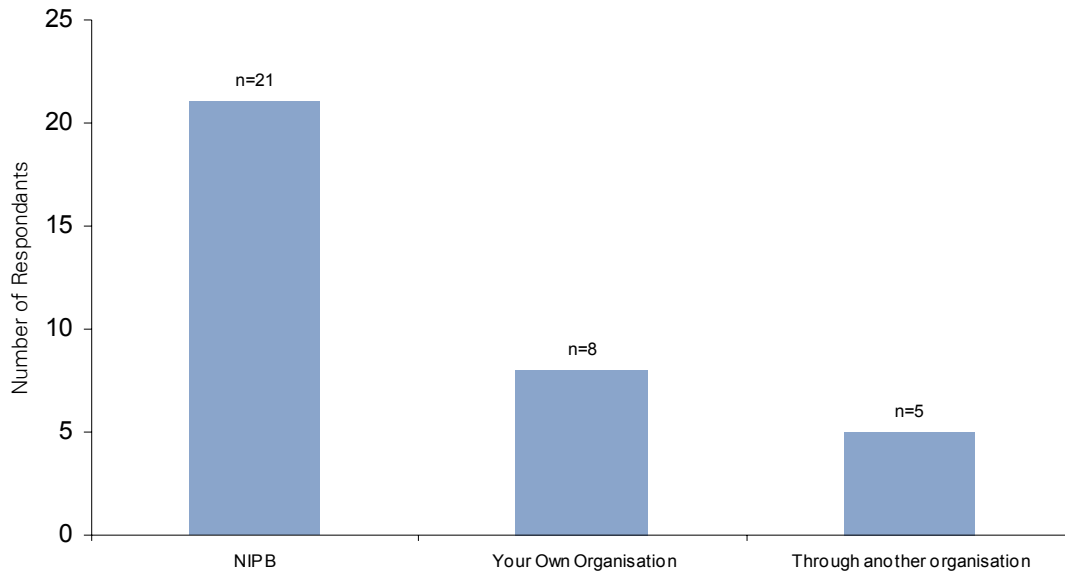
Source: Survey of Community Engagement

A number of focus group participants, however, indicated that they had developed a relationship with the NIPB on the basis of having proactively lobbied the NIPB. The business community were a particular example of this and emphasised that it had been "hard work" to get the NIPB to engage with them. This demonstrates that the NIPB may not always been readily accessible to all communities and could result in the exclusion and isolation of those communities that do not have the resources to proactively and persistently lobby the NIPB. It is recognised that a list of communities is contained in the revised community engagement strategy that is currently out for consultation. In order to ensure that the NIPB engages with all relevant communities at all times it should periodically review and update the list contained in the Revised Community Engagement Strategy (2008) that is currently out for consultation.

Focus group participants agreed that the NIPB could take a number of measures to ensure it establishes and maintains contact with those communities it plans to engage with. It was suggested that these would raise awareness of the role of the NIPB and of its community engagement work among a wide range of communities and would open up initial channels of communication between the NIPB and a range of communities that could later be built upon as the need arises and circumstances dictate. These suggestions were as follows:

- Now that the NIPB has compiled a comprehensive list of all communities that it wishes to engage with it should identify organisations and/or individuals that represent those communities and develop a contacts database for them.

- This database should be updated on a continuous basis as the NIPB develops links with new contacts or as some contacts become obsolete.

- This database should include contacts already held by the NIPB across all its directorates and will thus require a coordinated approach to develop and maintain the database.

- Initial contact should be made with all database contacts by way of a simple letter that contains information about the NIPB, explains the community engagement work that is undertaken and provides contact details for NIPB Community Engagement Officials.

- The contacts database should be shared with all other NIPB directorates.

Consultation with the Metropolitan Police Service London demonstrated that it maintains a community engagement contact database of individuals and organisations that is used to make contact with various interests as the need arises.

Recommendation 8

The NIPB should maintain a comprehensive database of all relevant individuals and organisations that it wishes to involve in its community engagement activities. This should be updated on a continuous basis and should include contacts already held by the NIPB across all its directorates. The contacts database should be shared with all other NIPB directorates.

5.3 Responsiveness of the NIPB in its Community Engagement Activity

Community engagement should result in solutions being provided to issues affecting communities that have been consulted. The extent to which the NIPB uses the results of its community engagement activity to affect change was considered as part of this review. It is recognised that the NIPB needs to be responsive to incidents as they arise: the initial community engagement strategy (2006) suggests that NIPB community engagement should be undertaken through "Incident Based Response". These are likely to be high profile incidents that are reported in the press or in PSNI and NIPB performance reports.

It was also found that the community engagement work of comparator organisations is often reactionary. For example, the Metropolitan Police Service London increases the level of engagement with specific communities when issues affecting those communities arise but maintains a continuous level of contact at all other times. It is appropriate that the NIPB provides an incident based response. In doing so it needs to make a subjective judgement as to what constitutes an incident on a case by case basis. A subjective judgement also needs to be made on whether the NIPB should respond to the incident. This will be dependant on the availability of resources (e.g. staff, time, cost).

The results from the KPMG review of NIPB activity demonstrated that a significant proportion of the activities undertaken during 2007 were activities that the NIPB attended but did not organise itself (n=23, 44%) (Figure 3). It is positive that the NIPB is engaging with a range of interest groups through both NIPB organised events and events held by other external bodies. However, the NIPB needs to ensure that its community engagement activities are not dominated by events that are organised by external organisations. By participating in such events there is a risk that the NIPB could be perceived as having its community engagement agenda dictated by others.

The NIPB should also ensure that all externally organised events to which the NIPB are invited are carefully considered before NIPB Officials and Members agree to attend in order to ensure that these events add value to the community engagement work of the NIPB.

Recommendation 9

The NIPB should review the balance of events it organises to ensure they are in control of the content and quality of those events and the audience in attendance. The NIPB organised community engagement events should significantly outweigh the number of community engagement events attended by the NIPB that are organised by external organisations.

5.4 How effectively NIPB considers views expressed

It is important to provide feedback to all those who have participated in community engagement (Scottish Executive, 2005). The extent to which the NIPB provides such feedback was considered as part of this review. More than half of survey respondents felt the NIPB fully or mostly listened to the views they had expressed (n=18, 53%). This is positive but almost a third said they did not know to what extent the NIPB had listened (n=11, 32%) (Figure 5).

Figure 5: Extent that the NIPB listened to the views expressed by respondents' organisation
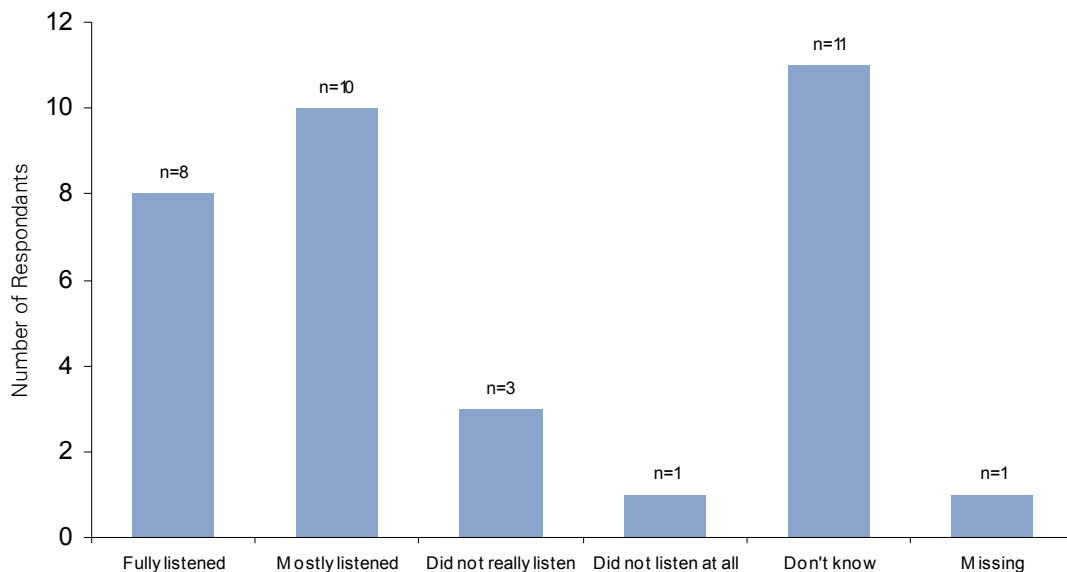
Source: Survey of Community Engagement

This should be considered in light of the finding that some survey respondents felt that the views they had expressed had been used in a constructive way by the NIPB (n=4, 12%) and there was unanimous agreement among focus group participants that they had never received any feedback from the NIPB regarding any action that had been taken as a result of their engagement. Some focus group participants suggested that they would welcome feedback in the form of quarterly email updates. The Home Office Community Engagement in Policing webpage also identifies email updates as a useful feedback mechanism.

These findings suggest that the NIPB is thought to be good at listening to the views expressed by those organisations it involves in community engagement but that it does not always provide feedback regarding what action, if any, is taken as a result of the engagement. Best practice in

community engagement suggests that feedback should be provided to encourage further contributions from individuals and communities in the future (see for example MPA and MPS, April 2007a; Norfolk Police Authority, 2008). The Metropolitan Police Authority London stated that feedback had included what action had been taken as a result of the engagement as well as the reasons why action had not been taken. It was also noted by focus group participants that failure to provide feedback would result in their disengagement from the NIPB in the future.

The NIPB needs to ensure that it provides feedback to all those organisations involved in its community engagement activities. This could involve: email updates to relevant organisations and individuals contained in the community engagement database, previously recommended; and feedback presented at NIPB Reference Group meetings.

Recommendation 10

The NIPB should provide appropriate feedback to all those organisations involved in its community engagement activities.

5.5   Promoting Public Confidence

This review considered the extent to which the NIPB promoted public confidence in relation to its community engagement activities. A total of 1,331 interviews were undertaken across Northern Ireland for the Omnibus Survey (October 2007). Respondents were asked how well or poorly they thought the NIPB does on consulting with the public about policing issues. Table 3 shows that a third of the respondents who had heard of the NIPB (33%) thought the NIPB did well or very well in consulting the public on policing issues, almost a third (29%) thought the NIPB did neither well or poorly and just over a quarter (26%) though the NIPB did poorly or very poorly. It should be noted that the proportion of respondents who thought the NIPB did well or very well in consulting the public on policing issues had increased by eight percentage points from April 2006. This is a positive finding. However, there is room for improvement especially where 26% of respondents to the Omnibus Survey found that the public believe NIPB does poorly or very poorly on consulting the public on policing issues.

Table 3: How the NIPB does on consulting the public on policing issues

All those who have heard of the NIPB	2006 (April) %	2006 (October) %	2007 (April) %	2007 (October) %
Very Well	2	3	4	4
Well	23	22	31	29
Neither well nor poor	31	32	33	29
Poor	18	19	16	22
Very poor	6	5	5	4
Don't know/refusal	19	18	12	12

Source: Northern Ireland Policing Board and Northern Ireland Statistics and Research Agency (2007)

5.6   Impact of Community Engagement

Best practice in community engagement suggests that community engagement should result in solutions being provided to issues affecting communities that have been consulted (Myhill, 2006). Consultations with NIPB Officials indicated that the NIPB is undertaking research into crimes against businesses in Northern Ireland as a result of engagement with the business

community. This is the only instance that we are aware of where community engagement has affected a change in the work of the NIPB. Other than this it is not apparent what impact, if any, the community engagement work that has been undertaken by the NIPB.

The <u>Best Value Review of Holding the Chief Constable to Account</u> (2007) found that the community engagement work of the NIPB had focused on building relationships. The results from the KPMG review of NIPB activity indicate that a substantial proportion of the community engagement work that has been undertaken by the NIPB to date has involved developing relationships with a range of communities (n=10). This demonstrates that the community engagement work of the NIPB has not significantly progressed in that many of the activities undertaken continue to focus on relationship building.

It has already been noted that the NIPB may still need to develop relationships with some communities. It is also recognised that the NIPB needs to maintain the relationships that it has already developed. However, the NIPB also needs to increase the number of substantive community engagement activities that contribute to the NIPB's ability to make arrangements for obtaining the cooperation of the public with the police in preventing crime.

As per Recommendation 1:

The NIPB should implement a phased increase to the number of community activities that it undertakes. In year one the NIPB should increase community engagement activity to 0.05 per head of 1,000 population which will increase community engagement activities from 52 to 85.

It is difficult to measure what impact the process of relationship building alone has on the NIPB's ability to make arrangements for obtaining the cooperation of the public with the police in preventing crime. The <u>Best Value Review of Holding the Chief Constable to Account</u> (2007) recommended that:

"As the community engagement activities delivered by the NIPB increase it is vital that effective systems to monitor their usefulness and value are added".

This recommendation is still applicable but formalised monitoring of NIPB community engagement activities has not yet taken place.

It is recognised that the Community and Human Rights Committee in November 2006 rejected proposals to establish a formal evaluative framework for its community engagement work. At that stage they felt that the focus should be on identifying key stakeholders, developing a methodology that would work across different groups and to make contact with the wide range of groups in society and encourage them to work with the NIPB (NIPB, 2008b). However, the absence of a formal evaluative framework means the value of the NIPB's community engagement activities cannot be systematically measured and improved.

It is worth noting that other police authorities emphasise the importance of evaluating community engagement processes (West Midlands Police Authority, 2006). Consultation with the Metropolitan Police Authority London indicated that delivery of all their community engagement programmes and individual projects are monitored. They have recently reviewed their community engagement monitoring process and will be putting in place for 2008-09 a contract monitoring process of each activity including milestones achieved. The Metropolitan

Police Service London also noted that participants are asked to complete a short questionnaire at the end of each community engagement activity asking for their feedback.

Recommendation 11

As the community engagement activities delivered by the NIPB increase it is vital that effective systems to monitor their usefulness and value are introduced.

5.7   Effectiveness of NIPB Community Engagement Conclusion

It has been found that a broad range of groups are involved in NIPB community engagement activities and that the NIPB has established relationships with a number of communities listed in the Revised Community Engagement Strategy (2008).   It was demonstrated that a considerable proportion of NIPB activities are organised by external organisations and not the NIPB itself and it was felt that more of the activities undertaken should be NIPB organised events to ensure they are in control of the content and quality of those events and the audience in attendance. Feedback to communities involved in community engagement did not appear to take place and it was felt that this needed to be addressed.

6 NIPB Community Engagement Strategy

6.1 Background

A Community Engagement Strategy was developed in June 2006 which set out how the NIPB would fulfil its statutory responsibility to gain the cooperation of the public with the police in preventing crime (NIPB, 2006). It recommended that the NIPB would engage with communities in two main ways:

- Through "Board Events" that were aimed at raising awareness, examining and challenge best practice, increase knowledge and encourage partnership working.

- Through "Incident Based Response" that aimed to provide a NIPB response to specific events.

A public consultation exercise was launched in January 2008 on how the NIPB engages with the public on policing and a draft revised Community Engagement Strategy (2008) was issued. We acknowledge that this strategy is still out for consultation and do not want to pre-empt the outcome of the consultation. This review of the development and content of the community engagement strategy is therefore to contribute to the consultative process and finalisation of the strategy, thus we have not provided specific recommendations regarding how the strategy should be developed but have made observations based on our work and consultations. We have recommended that these observations should be considered in finalising the consultation process.

Section	Detail
6.2	Draft Revised Community Engagement Strategy (2008)
6.3	NIPB Community Engagement Strategy Conclusion

6.2 Draft Revised Community Engagement Strategy (2008)

6.2.1 Development of the draft revised Community Engagement Strategy (2008)

The Community Engagement Strategy and its development is the responsibility of the Community Engagement Branch within the External Communications Directorate. Prior to drafting the revised Community Engagement Strategy (2008) the NIPB undertook an initial consultation exercise among those interest groups with whom it had existing relationships. This was carried out between June 2006 and December 2007 and the results were used to inform the consultation questions contained in the draft revised Community Engagement Strategy (2008).

The NIPB also has a dedicated Policy Directorate that provides Members and other branches with advice on and analysis of various policies, initiatives and legislation. There is no evidence that the expertise of this, or any other NIPB directorate, being used in the development of the draft revised Community Engagement Strategy (2008).

Observation 1

The Community Engagement Branch should liaise with all relevant directorates before finalising the revised Community Engagement Strategy.

During the course of this review we have identified a significant volume of comparable information from other police organisations on community engagement. Such strategies do not appear to have been considered or consulted as part of the process of developing the strategy.

Observation 2

The Community Engagement Branch should also consider liaising with other police authorities and forces before finalising the revised Community Engagement Strategy. This will also ensure that the best possible strategy is developed.

6.2.2 Definition of community engagement

The definition provided in the draft revised Community Engagement Strategy (2008) is that community engagement should:

"...support and enable all communities in Northern Ireland to meaningfully participate in shaping the police service they use and thereby contribute to a reduction in crime, enhanced confidence in policing and an improved quality of life".

When compared with the comprehensive definition of community engagement provided by Myhill (2006) and adopted for this review the above definition could be enhanced. The NIPB's definition of community engagement focuses on the need for community engagement to ultimately result in improvements to the provision of police services and a reduction in crime. The definition does not currently recognise the need to engage with communities at an appropriate level or define the methods of engagement that will be used. It does not focus on the importance of partnership working with communities or other statutory organisations and does not recognise that community engagement should be undertaken in order to identify and implement solutions to local problems.

Observation 3

We would encourage the NIPB to consider extending the definition of community engagement in the final revised Community Engagement Strategy to recognise the need to engage with communities at an appropriate level using appropriate methods and by working in partnership with communities and other statutory organisations in order to identify and implement solutions to local problems.

6.2.3 Aims of strategy

We compare below the aims of both the initial (2006) and draft revised community engagement strategies (2008).

- Establish contact with a range of key groups in Northern Ireland Society

- Build knowledge of the work of the Board

- Enhance the influence that communities have on policing

- Enable the Board to understand the policing needs of the whole community.

The draft revised Community Engagement Strategy (2008) has included as it overall aims for community engagement to work to be:

- Enhance the means by which communities can impact on policing priorities

- Enhance the relationship between the community and the police

- Enhance the work of the Board in holding the Chief Constable to account

- Enhance police performance and confidence in policing

- Enhance the knowledge of the work of the Board.

From a comparison of both sets of aims, it can be concluded that the initial aims of the NIPB as set out in June 2006 remain a core element in the current Community Engagement Strategy, specifically, the initial aim that the NIPB should "establish contact with a range of key groups in Northern Ireland society" as a means of developing an engagement strategy. This has been updated to reflect that the NIPB must now focus on the process of their engagement strategy and "enhance the means by which communities can impact on policing priorities."

This suggests that the NIPB has already established initial relationships with all necessary communities and is now in the process of enhancing those relationships. However, the evidence presented in Sections 4 and 5 of this report demonstrate that the NIPB is still in the process of establishing relationships and is not yet at the stage whereby it can focus solely on enhancing relationships.

Observation 4

It is important that the NIPB has clarity on what its baseline of community engagement is. This will enable the NIPB to successfully build and deliver against its aims and objectives.

6.2.4   Interest groups involved in community engagement

The draft revised Community Engagement Strategy (2008) acknowledges the growing diversity of Northern Ireland and identifies a number of key groups that it will engage with. These are:

- Young people

- Older people

- Lesbian, Gay, Bisexual and Transgender

- Minority ethnic and language groups

- Business community

- Women's groups

- Communities traditionally disengaged with policing, for example people living in loyalist or republican areas.

Section 5 of this report has already addressed the issue of whether this is a sufficiently comprehensive range of interests with which the NIPB should engage and includes an observation to ensure the NIPB does not exclude any significant communities.

6.2.5   Implementing the Community Engagement Strategy

The draft revised Community Engagement Strategy (2008) outlines its key principles for community engagement. These are:

- Building on good practice from elsewhere

- Providing support for DPPs

- Sponsoring key events involving different communities and partnering with PSNI on some of these

- Supporting the development of Neighbourhood Watch

- Having an effective communication strategy.

A number of these principles do not fall within the remit of this review (i.e. providing support for DPPs, supporting the development of Neighbourhood Watch, having an effective communication strategy). It is positive that the NIPB has expressed its willingness to work in partnership with the PSNI. A review of the community engagement literature and the experience of comparator organisations would suggest that such collaboration is good practice. However this review demonstrates that to date the NIPB has only worked in partnership with the PSNI on a very small number of events and initiatives with regard to community engagement (Section 4).

6.2.6   Working with Sector Reference Groups

The draft revised Community Engagement Strategy (2008) provides a clear remit for its Reference Groups. It also outlines what interest groups have been established and those that it plans to establish. This is positive in that it highlights the communities for which the NIPB is going to establish a reference group i.e. the Business Community, Youth, Loyalist and Republican communities and groups representing people with a disability.

> **Recommendation 12**
>
> **Observations relating to the draft revised Community Engagement Strategy (2008) should be considered as part of the consultation.**

6.3   NIPB Community Engagement Strategy Conclusion

This chapter concludes that the NIPB Community Engagement Branch should consult with all relevant directorates before finalising its revised Community Engagement Strategy. It was also

concluded that the NIPB should consider extending its definition of community engagement to recognise the need to engage with communities at an appropriate level using appropriate methods and by working in partnership with communities and other statutory organisations in order to identify and implement solutions to local problems. It was felt that the NIPB should have clarity on where its baseline of community engagement is before it can successfully build upon and deliver against its aims and objectives.

7   Performance Improvement Plan

Subsection	Recommendation	Management Response	Responsible Official	Time Frame
4.2	**Recommendation 1** The NIPB should: • Clarify what is regarded as a community engagement activity; and • Clarify how each activity contributes to the strategic objectives of the NIPB.	**Under Consideration** This is a fundamental policy issue which the Community Engagement Committee will consider within the preparation of the revised Community Engagement Strategy. The Committee will clarify what is regarded as a community engagement activity and how this activity contributes to the strategic objectives of the NIPB.	Deputy Chief Executive	June 2008
4.2	**Recommendation 2** Further to clarifying what the NIPB consider to be a community engagement activity the NIPB should: • Baseline all NIPB activity; and • Ensure the quality and type of activity is comparable to similar police authorities/organisations.	**Accepted** A baseline of all NIPB community engagement activity will be prepared and benchmarked against similar Police Authorities and other relevant organisations following clarification of what is regarded as a community engagement activity. (See recommendation 1 above).	Deputy Chief Executive	October 2008

Subsection	Recommendation	Management Response	Responsible Official	Time Frame
4.3	**Recommendation 3** The NIPB should place greater emphasis on undertaking informal activities, to effectively outreach to target communities.	**Under Consideration** This is a fundamental policy issue which the Community Engagement Committee will consider within the preparation of the revised Community Engagement Strategy.	Deputy Chief Executive	June 2008
4.3	**Recommendation 4** The NIPB should consult with other police authorities, police forces and criminal justice agencies when considering what methods of community engagement it employs in the future.	**Accepted** Each NIPB Directorate will consult with other Police Authorities, police services and criminal justice agencies as relevant in considering future methods of community engagement activity.	SMT	May 2008
4.5	**Recommendation 5** The nature of and expectations surrounding the community engagement role of all NIPB Members should be clarified and formally communicated in writing to them.	**Accepted** When the revised Community Engagement Strategy is finalised, NIPB Members role and contribution in delivering the strategy will be communicated in writing.	Deputy Chief Executive	December 2008

Subsection	Recommendation	Management Response	Responsible Official	Time Frame
4.5	**Recommendation 6** Support should be developed and provided to NIPB Members to ensure that they are properly briefed in advance, as appropriate, for community engagement activities.	**Accepted** The existing approach to advance briefings and support for NIPB Members in respect of their contribution to community engagement activities will be developed as appropriate to ensure it is proportionate and effective.	Director of Community Engagement	May 2008
4.6	**Recommendation 7** The NIPB should examine the scope for ensuring a complementary approach to community engagement with the PSNI.	**Under Consideration** This is a fundamental policy issue which the Community Engagement Committee will consider within the preparation of the revised Community Engagement Strategy.	Deputy Chief Executive	June 2008
5.2	**Recommendation 8** The NIPB should maintain a comprehensive database of all relevant individuals and organisations that it wishes to involve in its community engagement activities. This should be updated on a continuous basis and should include contacts already held by the NIPB across all its directorates. The contacts database should be shared with all other NIPB directorates.	**Accepted** The existing database for community engagement organisations and individuals will be reviewed and amended where necessary to ensure that is comprehensive and kept up to date. It will be shared with all NIPB Directorates.	Director of Community Engagement	June 2008

Subsection	Recommendation	Management Response	Responsible Official	Time Frame
5.3	**Recommendation 9** The NIPB should review the balance of events it organises to ensure they are in control of the content and quality of those events and the audience in attendance. The NIPB organised community engagement events should significantly outweigh the number of community engagement events attended by the NIPB that are organised by external organisations.	**Under Consideration** This is a fundamental policy issue which the Community Engagement Committee will consider within the preparation of the revised Community Engagement Strategy.	Deputy Chief Executive	June 2008
5.4	**Recommendation 10** The NIPB should provide appropriate feedback to all those organisations involved in its community engagement activities.	**Accepted** Procedures for giving feedback to organisations involved in community engagement activities will be developed and implemented.	Deputy Chief Executive	June 2008
5.6	**Recommendation 11** As the community engagement activities delivered by the NIPB increase it is vital that effective systems to monitor their usefulness and value are introduced.	**Accepted** Systems to monitor the effectiveness of community engagement activities will be developed as part of the revised Community Engagement Strategy.	Deputy Chief Executive	October 2008

Subsection	Recommendation	Management Response	Responsible Official	Time Frame
6.2	**Recommendation 12** Observations relating to the draft revised Community Engagement Strategy (2008) should be considered as part of the consultation.	**Accepted** Observations contained in the BVR report regarding the draft revised Community Engagement Strategy will be considered by Community Engagement Committee.	Deputy Chief Executive	June 2008

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Appendix 1   Activity Review Sheet

NIPB Community Engagement Activity Audit Sheet

1.	Date of the activity:	(_____)

2.	Total numbers participating in the activity:	(_____)

3.	Duration of the activity (only one):	Less than half day	☐
	Half day	☐
	Full day	☐
	More than full day	☐

4.	Primary nature of the activity (only one):

	Community event	☐	| Further details:
	Conference	☐
	Discussion forum	☐
	Focus group	☐
	Information event	☐
	Launch of a new service	☐
	Meeting (closed)	☐
	Meeting (open)	☐
	Residential	☐
	Seminar	☐
	Survey	☐
	Workshop	☐
	Other (please specify) _____

5.	Primary aim of the activity:

	Awareness raising	☐
	Strategy development / review	☐
	Consultation	☐
	Relationship building	☐
	Other (please specify) _____

6.	Interest groups <u>invited</u> to participate in the activity (all that apply):

	Business community	☐
	Children	☐
	Faith groups	☐
	Families	☐
	Homeless people	☐
	LGBT	☐
	Nationalist / Republican	☐
	Older people	☐
	Sectarian interface communities	☐
	Unionist / Loyalist	☐
	Women	☐
	Young people	☐
	Minority ethnic groups (please specify) _____
	People with disabilities (please specify) _____
	Other (please specify) _____

7.   Interest groups that participated in the activity (all that apply):

Business community ☐
Children ☐
Faith groups ☐
Families ☐
Homeless people ☐
LGBT ☐
Nationalist / Republican ☐
Older people ☐
Sectarian interface communities ☐
Unionist / Loyalist ☐
Women ☐
Young people ☐
Minority ethnic groups (please specify) _____
People with disabilities (please specify) _____
Other (please specify) _____

8.   Date activity audit sheet completed: (_____)

9.   Name of person completing activity audit sheet:

     (_____)

10. Name of person providing information:

     (_____)

11. Additional comments (if any):

     _____
     _____
     _____
     _____
     _____
     _____

Appendix 2   NIPB Community Engagement Survey

Northern Ireland
Policing Board

Community
Engagement
Questionnaire

November 2007

How to complete this questionnaire

- Most questions will require you to TICK a single box or series of boxes.
- A number of questions ask you to write an answer using your own words. It would be very helpful if you would answer these questions as fully as possible.
- Individual questionnaires will not be shared with the Northern Ireland Policing Board.
- Results will be reported so that the Northern Ireland Policing Board cannot find out the identity of your organisation.
- Please return the questionnaire in the freepost envelope that is provided by **Friday 9 November 2007**.
- If you have any questions regarding the questionnaire please do not hesitate to contact Kelly Wilson by email (kelly.wilson@kpmg.ie) or telephone (028 9089 3775).

1. What are the <u>main</u> interest group(s) that your organisation represents? Please tick all that apply.

   Families ☐
   Children ☐
   Young people ☐
   Older people ☐
   Women ☐
   LGBT ☐
   Faith groups ☐
   Homeless people ☐
   Business community ☐
   Nationalist/Republican ☐
   Unionist/Loyalist ☐
   Sectarian interface communities ☐
   Minority ethnic groups (please specify) _____
   People with disabilities (please specify) _____
   Other (please specify) _____

2. Has your organisation ever had any contact with the Northern Ireland Policing Board (NIPB)? Please tick one box.

   Yes ☐ …Go to next question
   No ☐ …Go to Q12

3. Who made the <u>initial</u> contact between your organisation and the NIPB? Please tick one box.

   NIPB ☐
   Your own organisation ☐
   Other (please specify) _____

4. Approximately when did this initial contact with the NIPB take place?

   _____ (month)   _____ (year)

5. What was the nature of this <u>initial</u> contact? Please tick one box.

   Receipt of information by post or email (e.g. report, press release) ☐
   Telephone call ☐
   NIPB organised event (e.g. meeting, conference, community event) ☐
   Event organised by external body at which NIPB present ☐
   Participation in NIPB survey / research ☐
   Other (please specify) _____

6. What was the reason for this <u>initial</u> contact? Please tick one box.

   NIPB requesting information from your organisation
   Your organisation requesting information from the NIPB
   Request to become part of a NIPB reference group
   Other (please specify)   _____

7. On approximately how many occasions has your organisation had contact with the NIPB <u>in total</u>?

   _____ (approximate number of contacts)

8. What was the nature of <u>subsequent</u> NIPB contact with your organisation? Please tick all that apply.

   Receipt of information by post or email (e.g. report, press release)
   Telephone call
   NIPB organised event (e.g. meeting, conference, community event)
   Event organised by external body at which NIPB present
   Participation in NIPB survey / research
   Other (please specify)   _____

9. Overall, what has been <u>most</u> beneficial about your contact with the NIPB?
   _____
   _____
   _____
   _____

10. Overall, what has been <u>least</u> beneficial about your contact with the NIPB?
   _____
   _____
   _____
   _____

11. Overall, to what extent do you feel the NIPB has listened to the views expressed by your organisation? Please tick one box.

   Fully listened
   Mostly listened
   Did not really listen
   Did not listen at all
   Don't know

Please explain your answer in the space provided below

_____

_____

_____

12. How well or poorly do you feel the NIPB engages with the interest group(s) that your organisation represents? Please tick one box.

Very well ☐
Fairly well ☐
Not very well ☐
Not at all well ☐
Don't know ☐

Please explain your answer in the space provided below

_____

_____

_____

13. In what ways, if any, do you feel the NIPB could improve the effectiveness with which it engages with the interest group(s) that your organisation represents?

_____

_____

_____

_____

14. Please list the name and contact details for any other interest groups that you feel the NIPB should engage with.

_____

_____

_____

_____

15. If you would like to make any additional comments about the issues raised in this questionnaire, please do so in the space provided below.

_____

_____

_____

_____

_____

_____

<u>Would your organisation like to take part in a focus group to further explore the issues raised in this questionnaire?</u>

KPMG, on behalf of the NIPB, plans to conduct a number of focus groups in coming months to further explore the issue of community engagement. If your organisation would be interested in participating in a focus group, please provide the following details:

Name of contact person: _____

Job title: _____

Contact address: _____

_____

_____

Telephone number: _____

Mobile number: _____

Email address: _____

Time of day that would best suit to participate (tick all that apply):

Morning [ ]
Afternoon [ ]
Evening [ ]

<u>Please note that the details provided on this sheet will not be used in the analysis of the questionnaire.</u>

Appendix 3 NIPB Recorded Community Engagement Activities 2007

Event
Older Person's Sub Group - Indian Community Centre
Business and retail event, Ramada Hotel Belfast
Launch of Raid Control pilot, North Belfast
Organised Crime Task Force event, Londonderry
Invitation to join LGBT Reference Group, Londonderry
Invitation to join LGBT Reference Group, Belfast
Cheshire Police Service and Police Authority, information gathering visit
Cheshire Police Service and Police Authority, Restorative Justice Team information gathering visit
Development and distribution of new Community Engagement leaflet
North West Community Engagement Network
Anti Knife Campaign
Youth residential
Youth consultation
Minority Ethnic Reference Group - facilitation to develop an action plan for the group
Event relating to DPP Reconstitution
International Youth Conference in Downpatrick
Meeting with representative of Association of Colleges
PSNI Roundtable on Travelling community
Older People's Reference Group Development of Action Plan Waterside Tower
Older Person's Strategy Day NICVA
Business Crime & Retail Meeting
Presentation on Board's Ref. Groups to Organisations representing Older people
Message in a bottle - from NIO Community Safety Unit
Young People's Forum
Presentation at St Cecelia's College, Derry
Taste of NI Event
Polish Picnic - a Sharing Culture
Polish Community Conference
Meeting with Polish Vice Consult and others
Women in Power and Public Life presentation
Women's European Parliament Conference presentation
LGBT Reference Group Development of Action Plan Waterside Tower
Launch of Accreditation of NI Alternatives - Stormont (Sept 2007)
LGBT Reference Group Development of Action Plan Europa Hotel (Sept 2007)
Foyle PSNI & DPP
DPP Working Group
Juvenile Justice Agency
Establishment of Older Person's Reference Group
Launch of PSNI Youth Independent Advisory Groups
Meeting Age Concern
Minority Ethnics Reference Group Meeting
Womens Aid Federation Managers meeting
Older Person's Meeting
Belfast Interface Project Event
Town Centre Managers - Business Improvement Districts
Article in Glosik Magazine

Setting up of LGBT Reference Group
Publications - development and distribution of new Community Engagement leaflet
Education & Library Board Young People's Forum
Women's Reference Group
LGBT Reference Group
PSNI

Appendix 4 Focus Groups Organisations

Organisations who Expressed Initial Interest to Attend Focus Groups

- Women

- Rural

- Business

- Minority Ethnic

- Older People

- Sectarian Interface

- LGBT

- Disability

- Children

- Victim Support

Interest Groups Willing and Able to Attend Focus Groups

- Women

- Rural

- Business

- Minority Ethnic

- Older People

- Sectarian Interface

- LGBT

- Disability

Interest Groups Represented at Focus Groups

- Women

- Rural

- Business

- Minority Ethnic

- Older People