



POST IMPLEMENTATION REVIEW

# Northern Ireland Policing Board

Community Engagement  
(2008)

Final Report - April 2009

ADVISORY



**Notice: About this report**

This report has been prepared on the basis set out in our Project Initiation Document of December 2008, and should be read in conjunction with this.

This report is for the benefit of the NIPB only and has been released to the NIPB on the basis that it shall not be copied, referred to or disclosed, in whole or in part, without our prior written consent.

Other than in the limited circumstances as set out in the Project Initiation Document, we have not verified the reliability or accuracy of any information obtained in the course of our work.

This report is not suitable to be relied on by any party wishing to acquire rights against KPMG for any purpose or in any context. Any party that obtains access to this Report or a copy (under Freedom of Information Act 2000 or otherwise) and chooses to rely on this Report (or any part of it) does so at their own risk. To the fullest extent permitted by law, KPMG does not assume any responsibility and will not accept any responsibility in respect of this Report to any party other than the NIPB.

## **Contents**

1	Executive Summary	1
2	Background and Introduction	6
3	Review Methodology	8
4	Progress on Performance Improvement Plan	9
5	Summary	15

<b>Glossary</b>	
<b>APA</b>	Association of Police Authorities
<b>BVR</b>	Best Value Review
<b>DPP</b>	District Policing Partnership
<b>GB</b>	Great Britain
<b>LGBT</b>	Lesbian, Gay, Bisexual and Transgender
<b>NIPB</b>	Northern Ireland Policing Board
<b>PIP</b>	Performance Improvement Plan
<b>PIR</b>	Post Implementation Review
<b>PSNI</b>	Police Service of Northern Ireland



# **1 Executive Summary**

## **1.1 Background and Introduction**

This report is a Post Implementation Review (PIR) of the Best Value Review (BVR) of Community Engagement conducted in 2008.

The purpose of the original Best Value Review (BVR) was to consider how the Board's legislative obligations, functions and processes relating to community engagement were fulfilled and to make recommendations to secure continuous improvement. Tangible benefits must be achieved from the implementation of the recommendations and Performance Improvement Plan (PIP). These benefits must also achieve value for money for the organisation, having regard to a combination of economy, efficiency and effectiveness.

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

- 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, 2008).

## **1.2 Review Methodology**

### **1.2.1 Objectives**

The objectives of this Post Implementation Review (PIR) were:

- To identify the main drivers for the original Best Value Review
- To identify and interview the key stakeholders in the review in order to assess progress

- To identify any other pertinent information and documentation which would be useful for the review.

## 1.2.2 Approach

Through the use of the agreed Performance Improvement Plan from the Best Value Review, this PIR will:

- Review the progress to date against each recommendation by interviewing key stakeholders and owners of the recommendations and examining the evidence provided; and
- Measure the costs and benefits of the implementation where appropriate.

## 1.3 Progress on Recommendations

12 recommendations were made as a result of the Best Value Review of Community Engagement. These recommendations can be grouped into two specific areas; Internal Monitoring/Organisation of Community Engagement Activities and the Level and Nature of Community Engagement Activities.

This Post Implementation Review was carried out between December 2008 and February 2009 and included interviews with key stakeholders and a review of various documents. As a result of this we concluded that; 9 (76%) of the recommendations were implemented, 1 (8%) was superseded by NIPB's rejection of some aspects of the recommendation and 2 (16%) were not fully implemented. It is noted that while these recommendations are not fully implemented progress towards implementation of both recommendations has been made.

These recommendations will therefore be carried forward and reviewed in the next financial year. It is important to the success of these reviews that a responsible person and timescale for completion is agreed in advance.

Category	Recommendation Number	Implemented	Superseded	Not fully Implemented
Internal Monitoring/ Organisation of Community Engagement Activities	5, 6, 8, 9, 11	3	1	1
Level and Nature of Community Engagement Activities	1, 2, 3, 4, 7,10, 12	6	0	1
<b>Total</b>	<b>12</b>	<b>9 (76%)</b>	<b>1 (8%)</b>	<b>2 (16%)</b>

## 1.4 Summary

### 1.4.1 Summary of benefits obtained

Through the actions which the NIPB has taken as a result of the implementation of the recommendations from the Performance Improvement Plan, benefits have been accrued. Specific examples of these benefits include:

- NIPB Members have a clearer knowledge of the type and range of Community Engagement activities that they are expected to undertake. To ensure that Members are supported in this role, NIPB Officials provide Members with a range of notes to prepare them for all Community Engagement activities.
- A database of key Community Engagement contacts has been developed and can be accessed by all NIPB Officials. This central system allows all NIPB directorates to consider the various individuals and organisations listed when undertaking their work.
- The new NIPB Community Engagement Strategy defines what is regarded as a Community Engagement activity. This includes sharing information, consulting and participating/working in partnership. The introduction of this definition has helped to focus NIPB Officials on the range and type of community engagement activities that have been undertaken historically. This has helped them to clarify what type of activities they wish to undertake in the future.
- Post the agreement of the new Strategy, NIPB considered the range of activities that they were undertaking to provide it with a baseline for comparison with other comparable police authorities/organisations. NIPB was assessed by the APA as providing community engagement activities which were comparable with other similar organisations.
- NIPB have worked formally and informally with PSNI in relation to adopting a complementary approach to community engagement. This has produced a number of joint initiatives during the period such as a Polish Picnic, a knife campaign and 'message in a bottle'.
- NIPB have introduced a range of Sector Reference Groups to facilitate a two way exchange of ideas between NIPB and these specific interest groups e.g. organisations which represent the elderly, young people and minority groups.

The implementation of the recommendations provided in the Best Value Review have produced a range of benefits in terms of the efficiency, economy, effectiveness and overall value for money of NIPB's Community Engagement. Only two recommendations have yet to be implemented and the impact of those which have been introduced is evident. Improved recognition of how community engagement contributes to the overall strategic position of the NIPB, the improvement in the balance of activities undertaken and increased interaction with the general public and other criminal justice agencies such as PSNI and APA have been evidenced as a result of the Best Value Review.

#### **1.4.2 Cost of benefits obtained**

The majority of the recommendations have been implemented by changing information provision and working methods, which have no cost implications. The main focus of the review was to improve the quality of community engagement. The evidence which we have gathered through the course of our review would suggest that this has been the case.

The key cost of the benefits obtained has been the time dedicated by NIPB Officials and Members to plan and deliver the community engagement activities introduced.

### **1.4.3 Recommendations which have been superseded**

One of the recommendations has been deemed to be superseded due to the NIPB's rejection of some of the aspects of the recommendation. While it was agreed that the NIPB should be proactive and remain in control of the content and quality of community engagement events, the NIPB Community Engagement Committee rejected the concept that the NIPB should organise significantly more events than the number which are attended but are organised by other organisations. The NIPB expressed their wish to continue to adopt a flexible and responsive approach to Community Engagement.

### **1.4.4 Impact of Non Implemented Recommendations**

Of the 12 recommendations, two have not been implemented. It is noted that while these recommendations are not fully implemented, progress has been made towards their implementation. Specifically:

- A work plan has been developed showing the types of community engagement activities that are being undertaken and NIPB Officials are currently working to produce specific actions and targets to identify the outcomes of the activities undertaken. To achieve the full benefit of this recommendation NIPB Officials should ensure that the targets developed are used effectively to monitor the usefulness of the community engagement activities undertaken.
- Some feedback is being provided to organisations which are involved in community engagement activities through the Sector Reference Groups however it does not appear to be substantial. To achieve the full benefit of this recommendation NIPB Officials should provide more detailed feedback going forward.

### **1.4.5 Overall Impact of Best Value Review**

Overall as a result of the Best Value Review, there are a number of areas within which clear evidence of improvements and increased efficiencies can be seen. These include:

- The development of a Community Engagement Strategy has led to clarification of the definition of community engagement and increased focus on the types of activities undertaken
- Increased/improved interaction now occurs between NIPB, other criminal justice agencies and the general public
- The role of NIPB Members in relation to Community Engagement has been formally communicated to them and NIPB Members are provided with assistance to ensure they are adequately prepared to undertake community engagement activities.

From the information which we have obtained as a result of our review, it is clear that, where changes have occurred, these have been managed by the NIPB, and the benefits obtained have arisen as a direct result of the implementation of the recommendations of the Best Value Review.

## **1.5 Acknowledgement**

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

## 2 Background and Introduction

### 2.1 Background

The purpose of the original Best Value Review was to consider how the Board's legislative obligations, functions and processes relating to community engagement were fulfilled. The Best Value Review provided a number of recommendations to secure continuous improvement in relation to NIPB's community engagement activities having regard to a combination of economy, efficiency and effectiveness. The outcome of these improvements will ultimately assist NIPB to deliver more targeted and effective Community Engagement.

This PIR will assess the progress made since the Best Value Review was carried out. There are three purposes of this PIR:

- To ascertain the degree of success from the original review, in particular the extent to which it met its objectives, delivered planned levels of benefit and addressed the specific requirements as originally defined
- To examine the efficiency of the benefits obtained and to see if further improvements can be made to optimise the benefits delivered
- To continue to improve processes from past experiences.

During the time of this review, evidence was gathered from December 2008 to February 2009 on the progress which had been made against the recommendations of the Best Value Review. This was done through interviews with key stakeholders, communication with NIPB Officials and desktop research.

### 2.2 Introduction

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).*

The Best Value Review of Community Engagement satisfies Part V of the Police (Northern Ireland) Act 2000 that states:

“The Board shall make arrangements to secure continuous improvement in the way it functions, and those of the chief constable, are exercised, having regards to a combination of economy, efficiency and effectiveness”.

## **2.3 Original Best Value Objectives**

The aim of the original Best Value Review was to consider how the NIPB’s functions and processes in relation to community engagement were being fulfilled in relation to:

- 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 (The 2007 Best Value Review of Holding the Chief Constable to Account).

## **3 Review Methodology**

### **3.1 Post Implementation Review Objectives**

The objectives of this Post Implementation Review (PIR) are:

- To identify the main drivers for the original Best Value Review
- To identify and interview the key stakeholders in the review in order to assess progress
- To identify the evidence of implementation
- To identify any other pertinent information and documentation which would be useful for this review.

### **3.2 Approach**

Using the agreed Performance Improvement Plan from the Best Value Review, we will:

- Review the progress to date against each recommendation by interviewing key stakeholders and owners of the recommendations and examining and validating the evidence provided
- Measure the costs and benefits of the implementation where appropriate.

After analysing the information and consulting with stakeholders, we will then highlight any clear improvements that have been achieved since the Best Value Review was carried out and whether any corrective action needs to be taken in order to realise the benefits identified.

We will also assess whether the changes that have occurred have been controlled in a systematic manner to ensure that NIPB Community Engagement attains the full benefit of the Performance Improvement Plan recommendations.

## 4 Progress on Performance Improvement Plan

- Recommendation not fully implemented, to be carried forward
- Recommendation superseded by other events
- Recommendation implemented, evidence of improvement found

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
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	Accepted	<p>The NIPB's Community Engagement Strategy was formally approved by the Board in July 2008. The Strategy notes that Community Engagement assists the NIPB to fulfil its strategic objectives by assisting them to:</p> <ul style="list-style-type: none"> <li>- Ensure effective and efficient police services are delivered to the whole community; and</li> <li>- Improve public confidence in policing by engaging with the public.</li> </ul> <p>The Strategy defines NIPB's Community Engagement activities under three strands:</p> <ul style="list-style-type: none"> <li>- Share Information</li> <li>- Consult</li> <li>- Participate and Work In Partnership.</li> </ul>	●●●




Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
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	NIPB Officials have produced a summary highlighting the various types of community engagement activities that the NIPB now undertake. This was subsequently reviewed by the Association of Police Authorities in October 2008 as part of competition between the various Police Authorities. NIPB was subsequently assessed by the APA to be undertaking activities that were comparable with similar authorities/organisations.	● ● ●
3	The NIPB should place greater emphasis on undertaking informal activities, to effectively outreach to target communities	Accepted	<p>NIPB Members and Staff undertake a range of informal activities including 'Seeing Is Believing' visits, issuing newsletters to LGBT groups, attending community events such as Gay Pride and attending meetings of various community organisations around Northern Ireland. Open discussions have also been facilitated in relation to particular issues, e.g. discussions with religious and community representatives to discuss concerns about policing and the wider criminal justice sector in relation to anti-social behaviour.</p> <p>NIPB events encompass one off events in response to local issues, events that are attended on an ongoing basis and specific events that are organised in relation to particular interest groups.</p> <p>In 2008, NIPB Members attended in excess of 141 formal and informal events.</p>	● ● ●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
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	The Community Engagement Strategy outlines NIPB's intention to keep up to date with Community Engagement developments through the networks that it contributes to. NIPB participate in the North West Group of the Community Engagement Network which is facilitated by the Association of Police Authorities on an ongoing basis. They use this forum to engage with other police authorities to assist them to identify other methods of undertaking Community Engagement.	
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	The Community Engagement Strategy provides detailed narrative on the role of NIPB Members in relation to community engagement. The document continually uses the term 'We' in relation to the stated agreements to undertake various activities. 'We' is commonly understood to encompass NIPB Members and NIPB staff. As NIPB Members approved the content and wording of the strategy this constitutes a formal agreement of their role in relation to Community Engagement.	
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	<p>NIPB provides a briefing note or a speaking note to all NIPB Members who are attending events on behalf of NIPB. A briefing note provides information relating to key issues in the area being visited to ensure that the NIPB Member is briefed in advance of the visit. A speaking note is prepared when a Member may be required to address an audience.</p> <p>In 2008 NIPB provided Members with 46 briefing notes and 95 speaking notes (141 in total).</p>	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
7	The NIPB should examine the scope for ensuring a complementary approach to community engagement with the PSNI	Accepted	NIPB undertook five events and four projects in partnership with PSNI in the last year including a Polish Picnic, a knife campaign and 'message in a bottle'. NIPB should continue to work with PSNI to avoid duplication of consultation and facilitate information sharing.	
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	A database has been developed containing key contact information in relation to a wide range of organisations and individuals. The database also contains notes where key contact information has changed.  The document is held on the internal NIPB computer system and can be accessed by all NIPB directorates as required.	
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	Accepted	The Board's Community Engagement Committee considered this issue at their meeting on 26 June 2008. The Committee rejected the main content of the recommendation and expressed their wish to continue to adopt a flexible and responsive approach to Community Engagement using the most appropriate mechanism available. The Committee did agree that the Board should be proactive and remain in control of the content and quality of events.	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
10	The NIPB should provide appropriate feedback to all those organisations involved in its community engagement activities	Accepted	<p>Where appropriate, feedback and information is now provided at Reference Group meetings to update the Reference Group members by explaining how the issues they have raised at previous meetings have been progressed and addressed by the NIPB.</p> <p>Minutes from various recent Reference Group Meetings shows that while some feedback is being given, it does not appear to be substantial. NIPB should consider providing more detailed feedback going forward.</p>	●
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	<p>A work plan has been developed showing the type of activities which are undertaken under each of the three elements of community engagement. NIPB are currently working to create specific actions and targets for each of the activity types to ensure that the activities are linked to the outcomes obtained.</p> <p>NIPB Officials informed us that a survey is currently being developed to ascertain the opinions of those involved in community engagement activities.</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
12	Observations relating to the draft revised Community Engagement Strategy (2008) should be considered as part of the consultation	Accepted	<p>The BVR observations recommended that those responsible for developing the Community Engagement Strategy should consult with all NIPB Directorates and should consider consulting with other police forces/authorities. It also suggests that the definition of Community Engagement should be extended to include the need to engage and work in partnership with communities and external organisations/departments.</p> <p>The definition of community engagement within the strategy now incorporates a requirement to engage and work in partnership with external organisations. While the Strategy identifies that consultation was undertaken with a range of interested external organisations, it is not clear that NIPB Directorates or other police forces/authorities were involved.</p> <p>As the Community Engagement Strategy has now been approved and implemented by the NIPB, this recommendation is considered to have been implemented.</p>	

-  Recommendation not fully implemented, to be carried forward
-  Recommendation superseded by other events
-  Recommendation implemented, evidence of improvement found

## 5 Summary

### 5.1 Summary of benefits obtained

Through the actions which the NIPB has taken as a result of the implementation of the recommendations from the Performance Improvement Plan, benefits have been accrued. Specific examples of these benefits include:

#### *Internal Monitoring/Organisation of Community Engagement Activities*

- NIPB used the new Community Engagement Strategy to clarify what Community Engagement activities are expected of NIPB's Members and to notify them of the format and nature this engagement should take. This has formalised Members agreement to undertake Community Engagement while simultaneously ensuring that they are fully aware of what they are agreeing to deliver.
- To ensure that Members are supported in their delivery of Community Engagement activities, NIPB Officials provide Members with briefing or speaking notes to prepare them for all Community Engagement activities. A briefing note provides information relating to key issues in the area being visited to ensure that the NIPB Member is briefed in advance of the visit. A speaking note is prepared when a Member may be required to address an audience.
- A database of key Community Engagement contacts has been developed and can be accessed by all NIPB Officials. This central system allows all NIPB directorates to consider the various individuals and organisations listed when undertaking their work.

#### *Level and Nature of Community Engagement Activities*

- The new NIPB Community Engagement Strategy clearly defines what is regarded as a Community Engagement activity. This includes sharing information, consulting and participating/working in partnership. The introduction of this clear definition has helped to focus NIPB Officials on the range and type of community engagement activities that have been undertaken historically. This has helped them to clarify what type of activities they wish to undertake in the future.
- Post the agreement of the new Strategy, NIPB considered the range of activities that they were undertaking to provide it with a baseline for comparison with other comparable police authorities/organisations. NIPB was assessed by the APA as providing community engagement activities which were comparable with other similar organisations.
- NIPB have worked formally and informally with PSNI in relation to adopting a complementary approach to community engagement. This has produced a number of joint initiatives including a Polish Picnic, a knife campaign and 'message in a bottle'. NIPB should continue to work with PSNI to avoid duplication of effort in relation to Community Engagement activities.

- NIPB works with a range of other police authorities and criminal justice agencies such as the Criminal Justice Expectorate on an ongoing basis to consider other methods of community engagement activities that they could employ. They have also participated in a competition to benchmark their community engagement activities with other similar organisations. This allowed NIPB to consider the level and nature of community engagement activities that it undertakes while also providing a forum for NIPB Officials to view the activities which are undertaken by similar organisations.
- NIPB have introduced a range of Sector Reference Groups to facilitate a two way exchange of ideas with NIPB. The participants represent a range of organisations, for example representatives from minority ethnic groups and organisations which work with women and young people. These meetings are routinely minuted and Board Officials and Members can view the key messages of the meetings. NIPB Officials attend Sector Reference Group meetings and have begun to provide feedback regarding how their comments and suggestions have been used by NIPB. It is apparent that while feedback is given, it is not substantial. NIPB should therefore consider whether more substantial feedback should be provided to the Sector Reference Groups.

The implementation of the recommendations provided in the Best Value Review have produced a range of benefits in terms of the efficiency, economy, effectiveness and overall value for money of NIPB's Community Engagement. While some of the recommendations have yet to be implemented, the impact of those which have been introduced is evident. Improved recognition of how community engagement contributes to the overall strategic position of the NIPB, the improvement in the balance of activities undertaken and increased interaction with other criminal justice agencies and the general public have been evidenced as a result of the Best Value Review.

## **5.2 Cost of benefits obtained**

The majority of the recommendations have been implemented by changing information provision and working methods, which have no cost implications. The main focus of the review was to improve the quality of community engagement. The evidence which we have gathered through the course of our review would suggest that this has been the case.

The key cost of the benefits obtained has been the time dedicated by NIPB Officials and Members to plan and deliver the community engagement activities introduced.

## **5.3 Recommendations which have been superseded**

One of the recommendations has been deemed to be superseded due to the NIPB's rejection of some of the aspects of the recommendation. While it was agreed that the NIPB should be proactive and remain in control of the content and quality of community engagement events, the NIPB Community Engagement Committee rejected the concept that the NIPB should organise significantly more events than the number which are attended but are organised by other organisations. The NIPB expressed their wish to continue to adopt a flexible and responsive approach to Community Engagement.

## 5.4 Impact of Non Implemented Recommendations

Of the 12 recommendations, two have not been implemented. It is noted that while these recommendations are not fully implemented, progress has been made towards their implementation. Specifically:

- *Putting systems in place to monitor the usefulness of Community Engagement activities* - A work plan has been developed showing the types of community engagement activities that are being undertaken and NIPB Officials are currently working to produce specific actions and targets to identify the outcomes of the activities undertaken. To achieve the full benefit of this recommendation NIPB Officials should ensure that the targets developed are used effectively to monitor the usefulness of the community engagement activities undertaken.
- *Provision of feedback to organisations* - Some feedback is being provided to organisations which are involved in community engagement activities through the Sector Reference Groups however it does not appear to be substantial. To achieve the full benefit of this recommendation NIPB Officials should provide more detailed feedback going forward.

## 5.5 Overall Impact of Best Value Review

Overall as a result of the Best Value Review, there are a number of areas within which clear evidence of improvements and increased efficiencies can be seen. These include:

- The development of a Community Engagement Strategy has led to clarification of the definition of community engagement and increased focus on the types of activities undertaken
- Increased/improved interaction now occurs between NIPB, the general public and other criminal justice agencies such as PSNI and other police authorities
- The role of NIPB Members in relation to Community Engagement has been formally communicated to them and NIPB Members are provided with assistance to ensure they are adequately prepared to undertake community engagement activities.

From the information which we have obtained as a result of our review, it is clear that, where changes have occurred, these have been managed by the NIPB, and the benefits obtained have arisen as a direct result of the implementation of the recommendations of the Best Value Review.