

NORTHERN IRELAND POLICING BOARD

DETAILED GUIDANCE ON THE IMPLEMENTATION OF THE BOARD'S COMMUNITY ENGAGEMENT STRATEGY

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1: Introduction

1.1 Introduction

The Board's Community Engagement Strategy, which has been revised following consultation, aims to add to the wide range of activities the Board undertakes in relation to its other statutory functions that raise awareness of policing, help build confidence in policing and thereby encourage the public to work with the police in preventing crime. This Strategy will cover the period from November 2008 until May 2011 and will be reviewed on an annual basis by the Board's Community Engagement Committee.

The Policing Board¹ has responsibility under Section 3 (3) (e) of the Police (Northern Ireland) Act 2000, to make arrangements for obtaining the co-operation of the public with the police in preventing crime, The challenge inherent in this task cannot be overlooked. This is an area where progress will come through many small incremental steps as opposed to dramatic breakthroughs.

In developing this Strategy the Board has taken account of the National Standards for Community Engagement and incorporated these into standards which will guide the work of the Board in implementing its Community Engagement Strategy. A copy of the Board's Community Engagement Standards is to be found at Appendix 2.

1.2 The Programme for Government

Consideration has also been given to the Programme for Government and in particular to the priority within the Programme to, "Promote Tolerance, Inclusion and Health and Well-being". The following extract from the Programme for Government identifies those aspects of the Programme that are especially relevant to the work that the Board is taking forward by way of its Community Engagement Strategy.

"Advancing social transformation and the inclusion of all of our people is essential if we are to deliver the peaceful, prosperous, fair and healthy society we all want. Real progress has been made in recent years and our society is continuing to be transformed. But significant challenges remain to be addressed if everyone is to be given the opportunity to contribute to, and benefit from, a shared and better future. ... People with a disability still face major barriers across all sections of society. ... there remains a need for effective programmes and strategies aimed at achieving the eradication of all forms of violence against women, and strategies to combat the lack of women's representation in political and public life. ... we must continue our efforts to address the divisions within our society. Progress has been made, but at a time when our society is being transformed, sectarianism, racism and

¹ A summary of the role and responsibilities of the Board is to be found at Appendix 1.

intolerance are still too evident. They mar our reputation, blight our economic prospects and have a corrosive effect on our society. For these reasons it is imperative that we all embrace the opportunity to create a shared and better future, based on tolerance and respect for cultural diversity.”

1.3 Policing a Shared Future

The relationship between the police and parts of our community has often been and at times continues to be difficult, and sometimes violent. In addressing community problems, the Board will work to build collaboration and trust between the police and the community. In doing this the Board recognises the importance of the PSNI strategy “Policing a Shared Future” and in particular the four overarching themes to:

- Ensure equality;
- Promote diversity;
- Develop an understanding of the different perspectives of our past; and
- Contribute to bettering relations between different groups in our society.

1.4 Policy and Strategic Framework for Good Relations in Northern Ireland

The development of good relations, within, and between the Board, the police, and the community is crucial and requires commitment and leadership. In taking this forward the Board takes account of the guidance contained in the Policy and Strategic Framework for Good Relations in Northern Ireland where it states:

It is important for all parts of civic society to take responsibility for building a shared, tolerant and inclusive society. **Relationships are central.** There is, therefore, an onus on all of us to play a part in initiating, encouraging and developing dialogues. We need to ensure that the ‘spaces’ where we have a responsibility are really safe for everyone and they are used actively to create those conversations to build relationships.

In developing and implementing its Community Engagement Strategy the Board is contributing to the achievement of Good Relations in Northern Ireland in the following areas identified in the Policy document referred to above:

- ensure that all public services are delivered impartially and guided by economy, efficiency and effectiveness;
- shape policies, practices and institutions to enable trust and good relations to grow;
- encourage communication, tolerance and trust across Northern Ireland, but particularly in areas where communities are living apart;
- promote dialogue between and mutual understanding of, different faiths and cultural backgrounds, both long standing within Northern Ireland and recent arrivals to these shores, guided by overarching human rights norms.

1.5 Section 75 of the Northern Ireland Act 1998

The Community Engagement Strategy was developed and implemented in line with the Board's responsibilities as set out in Section 75 of the Northern Ireland Act 1998 to promote equality of opportunity and to promote good relations between persons of different religious beliefs, political opinions or racial groups from diverse backgrounds and communities.

A list of those organisations that the were asked to comment on the Draft Community Engagement Strategy, together with those organisations representing "Section 75" groups that the Board is actively engaged with is to be found at Appendix 2.

The work of engaging with the community in the important issues around policing is a long term process to ensure the voice of the community is heard and that the key issues and priorities which are raised by communities are seen as valued and real. In undertaking this work Board recognises that the Northern Ireland experience and situation is not parallel to that that of England, Wales or Scotland and as such will necessitate different approaches, methods and time frame, and throughout this engagement process must recognise the impact of the conflict and the legacy of the past.

1.6 Consideration of Available Data

In developing its Community Engagement Strategy the Board has utilised the various sources of information that are at its disposal.

1.6.1 Networking and Desktop Research

In keeping up to date on developments in relation to Community Engagement the Board utilises information, knowledge and skills to be found within the wider networks that it contributes to. Significant in this respect is the Community Engagement network facilitated by the Association of Police Authorities (APA). This provides a forum where practical learning can take place and where best practice can be explained and shared.

This networking is supplemented by provision of extensive internet information; in this context the wide range of material produced by the Home Office has been helpful in enabling the Board to establish the context with which it is developing the Community Engagement strategy.

Utilising desktop research has enabled the Board to avail of published examples of best practice in relation to Community Engagement from many different sources. The ability to work in this way ensured that the Board remains abreast of developments in this important and rapidly developing area of work.

1.6.2 Census Material

Against this background of shared experience and desktop research the Board sought to establish a qualitative framework within which to further develop this area of work. The basis for this quantitative framework is Census data.

The Board is responsible for appointing the Independent Members to the District Policing Partnerships (DPP). In doing this the Board must ensure that the DPP is as representative of the district as has been possible to achieve. In order to make this assessment with regard to representativeness **the** Board's statisticians have prepared a demographic profile of each of the 26 Council districts across Northern Ireland. This information gives the Board detail of the population with regard to those issues which are recorded in the Census. While the profiles were prepared in relation to DPP appointments the overview that this information provides in terms of demographic profile has been beneficial in preparing the Community Engagement Strategy.

1.6.3 Research Findings

The overview that is provided by the Census data and demographic profiling is supplemented by research that the Board commissions in relation to more specific issues. Recent examples of research findings feeding directly into the Board's Community Engagement work have been in relation Gay and Lesbian and Bisexual experiences of policing. Similar research was also under taken in relation to young people and to Black and Minority Ethnic communities. The findings from this body of research have been influential in shaping the way in which the Board has developed and implemented its Community Engagement strategy.

The Board also draws on information generated through the Northern Ireland Omnibus Survey. This Survey is independently conducted several times each year and is designed to provide a snapshot of the behaviour, lifestyle and views of a representative sample of people in Northern Ireland. The results from this survey especially in relation to the public's perception of the Policing Board have been used to shape and influence to design and delivery of our Community Engagement Strategy.

1.6.4 Qualitative Information Specific "Section 75 Groups"

In developing the Community Engagement Strategy the Board has extensively supplemented its statistical data and the research information with qualitative information provided directly from relevant communities and representative groups. Details are given at Appendix 2 of the organisations the Board has contacted and those the Board is actively working with. This qualitative and specific feedback has

proved to be of great value in enabling the Board to develop and implement a Strategy that is responsive to the needs of the communities it is seeking to engage with.

In taking this multi faceted approach to the use of data and information sources the Board considers that it now has in place a sustainable process that will allow it to engage effectively with those a significant number of communities across Northern Ireland.

2: Community Engagement

2.1 What is Community Engagement?

The concept of community as a group of people who all hold something in common can be understood as either:

- People who share a locality on geographical place, or
- People who share communities of interest i.e. share an identity, for example on the basis of ethnicity or faith – or share an experience, such as people with a particular disability.

Community engagement is about giving local people a voice and involving them in decisions that affect them, their community and their neighbourhood. At the heart of Community Engagement is the development of relationships, open and clear communication, networking and listening and building understanding of the diverse people and places within our society.

2.2 Strategic Aims for Community Engagement

The Board's strategic aims for its Community Engagement work are to enhance:

- the means by which communities can impact on policing priorities;
- the relationship between the community and the police.
- the work of the Board in holding the Chief Constable to account; and
- police performance and confidence in policing;
- the knowledge of the work of the Board;

In achieving these aims the Board will be contributing to an improved quality of life for people in all of our communities.

2.3 Our Vision

The Board's overall vision for its community engagement work is:

“To 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”

2.4 Our Model for Community Engagement

Community Engagement is not a single process and can happen in a number of ways. In developing its Strategy the Board has adopted a three tier model of Community Engagement based on:

- Sharing of Information
- Consultation, and
- Active Participation

2.4.1 Sharing Information

Information giving is a one-way relationship in which the Policing Board provides information to the community. It does this through the work of its Press and Public Relations Branch, issuing Publications and general awareness raising activities.

In doing this the Board will ensure that the community has access to information that is accurate, relevant; appropriate, easy to access and easy to understand. While information sharing alone does not constitute public involvement, stakeholders need information in order to contribute to the consultation or active participation processes.

The community must have easy, equitable and timely access to information and the method of delivery must be appropriate for the issue and the intended audience

A measure of success will be if the community is better informed about the Board and its role and responsibilities and knows how to access information and services.

2.4.2 Consultation

The Policing Board consults the public through a variety of surveys and research projects in order to seek and receive the views of the community/stakeholders on issues that directly affect them or which may have a significant interest, and provide feedback how their input has contributed to the final outcome.

In doing this there must be clarity about the:

- Purpose of consultation;
- Role and responsibility of the Board
- Level of influence by the community, and
- Mechanism for feedback

The anticipated outcome from this will be understanding of how both individuals and groups can easily make their views known and to have put in place structures to facilitate this, and greater confidence in all sections of the community that they will be listened to, and that their priorities and concerns acted upon where possible and appropriate.

2.4.3 Active Participation

In order to identify opportunities for community participation the Board will develop relationships that enable the Board and the community to share in agenda setting and policy dialogue. Members of the public and the Policing Board work together to gain the community's co-operation in working with the police to prevent crime.

In order to achieve this the Board will ensure there is clarity about the extent to which the views of the community will be taken into account in the decision making processes and allow sufficient time and flexibility for the development of relationships and the emergence of new ideas by the community.

The anticipated outcomes from this work will be:

- Greater involvement of the community, especially "harder to hear" communities in policing issues;
- Development of strong networks and links across the public and community sectors;
- Heightened trust and confidence in the Board
- Support from all sections of the community.

In implementing this three tier model, the Board will adhere to its Communication Strategy which is available for viewing and downloading on the Board's Website at www.nipolicingboard.org.uk.

3 Making Community Engagement Happen

3.1 Responding to Community Issues

In implementing its Community Engagement Strategy using the three stage model referred to above, the Board will respond to issues in a way that raises public awareness, enhances public confidence in the work of the police and creates a platform upon which the District Policing Partnership can build a more detailed or specific local response.

The Board's response will be as a result of analysis of information being received by the Board from surveys, from PSNI crime figures, from issues being raised by engagement with community groups or from information received from DPPs.

Depending on the nature of the issue that the Board is responding to, the Board will consider generating wider publicity and, as appropriate, co-ordinating their response with the police.

In taking this forward, the Board will work with the DPPs in developing an appropriate and specific response to address issues at a local level.

3.2 Working in Partnership

3.2.1 Working with the DPPs

The Board recognises the importance of the DPPs in addressing local issues and in gaining the co-operation of the public with the police at a local level. As such the DPPs make an important contribution to community engagement both individually and collectively with the Board. In working with the DPPs to engage local communities the Board through its Community Engagement work will engage communities at a headquarters or strategic level, however change happens at a local level. In order to align both the strategic and the local, issues that are raised with the Board will, as appropriate, be cascaded via the representative organisations to the local level. In parallel to this the Board will cascade issues to the DPPs in order that at a local level there will be a common understanding of the issues that are being raised.

3.2.2 Working with the PSNI

The Board will look for every opportunity to work with PSNI in order to increase community confidence in policing and to gain the cooperation of the public with the police in preventing crime.

3.3 Working with Sector Reference Groups

One way in which the Board is implementing its Community Engagement Strategy Board is by working with Sector Reference Groups in the following community sectors;

- Minority Ethnic
- Older People
- LGBT
- People with Disability
- Women

3.4 Membership of the Reference Groups

The Sector Reference Groups consist of volunteers and workers from the specific communities together with representatives from the Board. With regard to community members, preference for membership of the Group is given those who belong to a wider representative organisation.

3.5 Remit for the Sector Reference Groups:

- To give communities better access to information and understanding of the role of the Board and the relationship with PSNI.
- To provide feedback to the Board on issues or concerns that affect particular communities in order that these issues may be considered for inclusion in the Annual Policing Plan.
- To identify opportunities to work with police to prevent crime and contribute to community problem solving.
- To help the Board better understand the dynamics of the communities they are working with.
- To help provide networking opportunities for the Board at a Northern Ireland and a local level.

The Sector Reference Groups meet on a quarterly basis, or more frequently as needed, and each Reference Group develops its own Action Plan and monitoring framework. The Board provides administrative support for the development and sustainability of the Reference Groups. The Sector Reference Groups will contribute to monitoring and evaluation that the Board will undertake to establish the effectiveness of its Community Engagement Strategy.

3.6 Working with Young People

Following extensive consultation with young people the Board has established a Youth Co-ordinating Group to advise the Board in taking forward its engagement with young people. The outcome from the consultation was confirmation that engagement with young people was of critical importance but that the formal structure of a Sector Reference Group was not the appropriate mechanism. As such the Board is currently

working with young people, and a wide range of providers from within the youth sector, to ensure that issues relevant to young people and policing are identified.

3.7 Single Identity Communities

The Board is working to build and develop its relationship with those single identity communities who would identify themselves as Republican or Loyalist. In doing this the Board is committed to developing appropriate structures that will enable the voices of these communities to be heard in a way that is appropriate for the different communities.

4. Community Engagement, What Will We Achieve?

4.1 Benefits and Outcomes

In implementing its Community Engagement Strategy the Board recognises that success will be achieved at a number of different levels. There are generic benefits that derive from community engagement and these primarily fall into two categories: improved decision-making and enhanced citizenship. Then there are areas where the Board has direct control and responsibility and where specific outcomes can be identified and quantified. Into this context falls the direct engagement that the Board has with different communities and groups. Finally there are the indirect outcomes where as a result of the Board building a relationship with a range of different communities and acting upon the issues which they raise there is greater confidence in policing and a reduction in crime both of which contribute to the improved quality of life that communities are looking for.

4.2 Direct Outcomes

The Board's vision for Community Engagement has five main components.

“To 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”

Two of these namely, *“to support and enable all communities”* and *“meaningfully participate in shaping the police service”* will produce direct measurable outcomes and will form the basis for monitoring the implementation of the Community Engagement Strategy. The monitoring framework for the Board's Community Engagement Strategy is to be found at Appendix 3.

4.3 Indirect Outcomes

The three remaining components comprising, *“Reduction in crime”*, *“Enhanced confidence in policing”* and *“Improved quality of life”* are indirect outcomes where the work of the Policing Board contributes to higher level strategic objectives. As such these components all relate to the policing objectives published in Part 2 of the Annual Policing Plan. The contribution of the Board's Community Engagement Strategy can be measured in the achievement of the targets contained within the objectives in Part 2 of the Annual Policing Plan.

4.4 Benefits - Improved Decision Making and Enhanced Citizenship

4.4.1 Decision-making

Improved policies and services:

Community engagement brings current local first-hand knowledge to issues of policy and service provision. Local people and service users bring a different perspective to problem solving.

Public interest decisions:

Policy and service decisions better reflect the needs of users and citizens.

Improved accountability:

Community engagement increases the openness and transparency of the Policing Board. It increases their accountability to the public.

Savings in time and money:

Accurate information from users and citizens avoids the wrong decisions being taken and reduces the need to undertake costly corrective action.

4.4.2 Citizenship

Higher levels of trust:

Community engagement bridges the 'us and them' feeling between decision-makers and the public. It builds trust, knowledge, legitimacy and ownership.

Active citizenship:

Being able to take part in decision-making encourages people to develop the skills and interest in becoming more active in their communities.

Inclusiveness:

Community engagement is a way of opening up decision-making to all parts of the community. It builds relations across communities and tackles problems of isolation.

Enhanced democracy:

It can build the sense that democracy is something that everyone has a stake in, and takes part in.

Northern Ireland Policing Board

Status of the Policing Board

The Policing Board is a statutory body, independent of the police, established on 4th November 2001 by the Police (Northern Ireland) Act 2000.

Full details on all aspects of Board can be found on our website at:

www.nipolicingboard.org.uk.

Membership of the Policing Board

The Board has 19 Members, 10 Political Members who are MLAs and nominated to the Board by their respective parties, and nine Independent Members appointed by the Secretary of State. Both are important, because even though Northern Ireland is one of the safest places to live in Europe, unlike anywhere else in Europe policing has been a divisive issue within our society. As such it is important that the work of the Board is undertaken with the active support and engagement of a wide cross section of the community.

Role of the Policing Board

The role of the Board is to ensure the delivery of an effective, efficient, accountable and impartial police service which will secure the confidence of the whole community. The Policing Board does not deal with complaints against the police below the rank of Assistant Chief Constable; these are the responsibility of the Police Ombudsman.

The Chief Constable is accountable to the Board for achieving the targets set out in the Annual Policing Plan and for the actions of all police staff. The Board carries out this important aspect of oversight and monitoring the police through its public Board meetings, Committee meetings and working groups.

The Board has successfully dealt with a number of difficult issues since its inception. On the Board's agenda have also been the complex issues of police reform have also been, issues such as reform of PSNI's Crime Operations Department, and the introduction of a new Human Resources Strategy.

Through all of this the Board has met the challenge of delivering on difficult issues and effecting comprehensive change and in all of its work the Board has ensured that a Human Rights approach is now at the heart of policing.

At the same time much of the Board's work is routine but essential for effective policing. It holds the Chief Constable to account across a range of day-to-day policing issues including monitoring sickness absence, monitoring crime figures and improving police performance through the Annual Policing Plan.

The Board also has responsibility for 26 District Policing Partnerships (DPPs) which are linked to local councils and made up, like the Board, of Political Members and Independent Members. DPPs are a key part of the new policing structures and consult with the public to find out what issues are of concern, identify local policing priorities, monitor police performance and engage with the community to obtain the co-operation of the public with the police in preventing crime. DPPs were first established on 4th March 2003.

Since its establishment there has been a high level of interest in the Board's activities, its membership and its approach to key policing issues. This interest is not just locally based but international as well with senior police officers, politicians and policing experts from as far a field as India, Australia, Canada, Macedonia, Pakistan, Israel, Iraq and Columbia all coming to Northern Ireland to learn about the work of the Board.

Contact Us

If you would like to know more about the Board or have an issue which you want to bring to the Board's attention there are a number of ways in which you can contact us:

You can contact us by phone on:

028 9040 8500

If you are contacting us by phone, please note our staff are not multi lingual and will not be able to respond to calls in languages other than English. However, we would be happy to receive a letter, fax or email from you. If this is in a language other than English we will get it translated and reply to you.

You can write to us at:

Northern Ireland Policing Board
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast BT1 3BG

You can send us a Fax message on:

028 9040 8540

You can send us an email to: information@nipolicingboard.org.uk

NORTHERN IRELAND POLICING BOARD

STANDARDS FOR COMMUNITY ENGAGEMENT

The Policing Board is committed to working with all of the communities in Northern Ireland to ensure that they have a meaningful input into how policing is planned and delivered. The Board recognises the need to listen to all communities and involve them in making a positive contribution to policing and crime prevention.

These Standards for Community Engagement are a good practice tool which will help to provide a framework within which the Board and the community can work together.

The Policing Board acknowledges the work of Communities Scotland in developing the National Standard for Community Engagement and for the influence this has had on the development of the Policing Board's Community Engagement Standards.

PRINCIPLES

The standards are based on following principles:

Fairness, equality and inclusion must underpin all aspects of community engagement, and should be reflected in both community engagement policies and the way that everyone involved participates.

Community engagement should have clear and agreed purposes, and methods that achieve these purposes.

Improving the quality of community engagement requires commitment and learning from experience.

Skill must be exercised in order to build communities, to ensure practise of equalities principles, to share ownership of the agenda, and to enable all viewpoints to be reflected.

As all parties to community engagement possess knowledge based on study, experience, observation and reflection, effective engagement processes will share and use that knowledge.

All participants should be given the opportunity to build on their knowledge and skills.

Accurate, timely information is crucial for effective engagement.

In summary, these principles highlight the importance of equality and recognising the diversity of people and communities; a clear sense of purpose; effective methods for achieving change; building on the skills and knowledge of all those involved; and the commitment to learning for continuous improvement.

STANDARDS FOR COMMUNITY ENGAGEMENT

1. Involvement: we will identify and involve the people and organisations who have an interest in the focus of the engagement

2. Support: we will identify and overcome barriers to involvement

3. Methods: we will agree and use methods of engagement that are fit for purpose

4. Working Together: we will agree and use clear procedures that enable the participants to work with one another effectively and efficiently

5. Sharing Information: we will ensure that necessary information is communicated between the participants

6. Working with Others: we will work effectively with others with an interest in the engagement

7. Improvement: we will help to develop the skills, knowledge and confidence of all the participants

8. Feedback: we will feedback the results of the engagement to the community we are working with

9. Monitoring and Evaluation: we will monitor and evaluate whether the engagement achieves its purposes

PERFORMANCE INDICATORS

An indicator is a characteristic about which evidence can be collected in order to assess performance. The indicators for the standards that follow set out characteristics that will demonstrate high quality community engagement and are for all participants to use to ensure best practice and hold one another to account.

Evidence relating to the indicators can be collected in straightforward ways and regular assessment of performance against the indicators enables all participants to be involved in achieving continuous improvement.

1. THE INVOLVEMENT STANDARD

We will identify and involve the people and organisations who have an interest in the focus of the engagement

Indicators for the Involvement Standard

- 1.1. All groups of people whose interests are affected by the issues that the engagement will address will be given the opportunity to participate
- 1.2. The Board and community groups will actively promote the involvement of people who experience barriers to participation
- 1.3. The Board and community groups will actively promote the involvement of people from groups that are affected but not yet organised to participate
- 1.4. Those who are involved in the Community Engagement process, whether from the Board or from the community:
 - want to be involved
 - have knowledge of the issues
 - have skills, or a commitment to developing skills, to play their role
 - show commitment to taking part in discussions, decisions and actions
 - attend consistently
 - have the authority of those they represent to take decisions and actions
 - have legitimacy in the eyes of those they represent
 - maintain a continuing dialogue with those that they represent

2. THE SUPPORT STANDARD

We will identify and overcome barriers to involvement

Indicators of the Support Standard

- 2.1. The participants identify what support each representative needs in order to participate
- 2.2. Practical barriers to participation in community engagement are removed.

Where needed, participants will have:

- Out of pocket expenses
- Suitable transport
- General assistance
- Personal assistants
- Access to premises
- Communication aids (such as loop systems, interpreting, and advocacy)
- Meetings organised at appropriate times

2.3. Specialist advice is available to assist groups involved in community engagement

3. THE METHODS STANDARD

We will agree and use methods of engagement that are fit for purpose

Indicators for the Methods Standard

3.1. The range of methods used will be:

- Acceptable to the participants
- Suitable for all their needs and their circumstances
- Appropriate for the purposes of the engagement

3.2. Methods used identify, involve and support excluded groups

3.3. Methods are chosen to enable diverse views to be expressed, and to help resolve any conflicts of interest

3.4. Methods are fully explained and applied with the understanding and agreement of all participants

3.5. Methods are evaluated and adapted in response to feedback

4. THE WORKING TOGETHER STANDARD

We will agree and use clear procedures that enable the participants to work with one another effectively and efficiently

Indicators for the Working Together Standard

The participants:

4.1. Behave openly and honestly with no hidden agendas, and respect for confidentiality

4.2. Behave towards one another in a positive, respectful and non-discriminatory manner

4.3. Recognise participants' time is valuable and that they also have other commitments

4.4. Encourage openness and the ability for everyone to take part by:

- communicating with one another using plain language
- ensuring that all participants are given an equal opportunity to engage and have their knowledge and views taken into account when taking decisions
- seeking, listening to and reflecting on the views of different individuals and organisations, taking account of minority views

- removing barriers to participation

4.5. Take decisions on the basis of agreed procedures and shared knowledge

4.6. Identify and discuss opportunities and strategies for achieving change, ensuring that:

- key points are summarised, agreed and progressed
- conflicts are recognised and addressed

4.7. Manage change effectively by:

- focusing on agreed purpose
- clarifying roles and who is responsible for agreed actions
- delegating actions to those best equipped to carry them out
- ensuring participants are clear about the decisions that need to be made
- ensuring that, where necessary, all parties have time to consult with those they represent
- co-ordinating and enhancing skills where necessary
- agreeing schedules
- assessing risks
- addressing conflicts
- monitoring and evaluating progress
- learning from one another
- seeking continuous improvement in how things are done

4.8. Use resources efficiently, effectively and fairly

4.9. Support the process with administrative arrangements that enable it to work

5. THE SHARING INFORMATION STANDARD

We will ensure that necessary information is communicated between the participants

Indicators for the Sharing Information Standard

5.1. Information relevant to the engagement is shared between all participants

5.2. Information is accessible, clear, understandable and relevant, with key points summarised

5.3. Information is made available in appropriate formats for participants

5.4. Information is made available in time to enable people to fully take part and consult others

5.5. All participants identify and explain when they are bound by confidentiality and why access to such information is restricted

5.6. Within the limits of confidentiality, all participants have equal access to all information that is relevant to the engagement

6. THE WORKING WITH OTHERS STANDARD

We will work effectively with others with an interest in the engagement

Indicators for the Working with Others Standard

The participants in the engagement:

6.1. Identify other structures, organisations and activities that are relevant to their work

6.2. Establish and maintain effective links with such other structures, activities and organisations

6.3 Be aware these structures, activities and organisations, in order to avoid duplication of their work and complement it wherever possible

6.4. Learn from others and seek improvement in practice

6.5. Encourage effective community engagement as normal practice

7. THE IMPROVEMENT STANDARD

We will develop actively the skills, knowledge and confidence of all the participants

Indicators for the Improvement Standard

7.1. All those involved in the engagement process are committed to making the most of the understanding and competence of both community and the Board participants

7.2. All participants have access to support and to opportunities for training or reflection on their experiences, to enable them and others to take part in an effective, fair and inclusive way

7.3. Each party identifies its own learning and development needs and together the participants regularly review their capacity to play their roles

7.4. Where needs are identified, the potential of participants is developed and Promoted

7.5. The competence and understanding of the engagement process as a whole is regularly evaluated by the participants as it develops

7.6. Resources, including independent professional support, are available to make the most of the competence and understanding of individual participants and the engagement system as a whole

7.7. There is adequate time for competence and understanding to be developed

7.8. Methods used to improve competence and understanding reflect diverse needs and are fit for purpose

7.9. Participants share their skills, experience and knowledge with community and Board colleagues

8. THE FEEDBACK STANDARD

We will feed back the results of the engagement to the wider community and agencies affected

Indicators for the Feedback Standard

8.1. The Board will feed back, to all those affected, the options that have been considered and the decisions and actions that have been agreed. This is done within an agreed time, to an agreed format and from an identified source

8.2. Feedback on the outcomes and impact of these decisions and actions is provided regularly to communities and organisations within an agreed time, to an agreed format and from an identified source

8.3. Explanations about why decisions and actions have been taken are shared along with details of any future activity

8.4. The characteristics of the audience are identified to ensure that:

- relevant information is provided in easily understood language
- relevant information is provided in appropriate languages
- a suitable range of media and communication channels are used

8.5. Information includes details about opportunities for involvement in community engagement and encourages positive contributions from groups and individuals in the community

8.6. Information promotes positive images of all population groups in the community and avoids stereotypes

9. THE MONITORING AND EVALUATION STANDARD

We will monitor and evaluate whether the engagement achieves its purposes and meets the national standards for community engagement

Indicators for the Monitoring and Evaluation Standard

9.1. The engagement process and its effects are continually evaluated to measure progress, develop skills and refine practices

9.2. Progress is evaluated against the intended results and other changes identified by the participants

9.3. The participants agree what information is needed, to understand the situation both at the start of the engagement and as it progresses

9.4. The information is presented accurately and in a way that is easy to use

9.5. The participants agree on the lessons to be drawn from the evidence of the results and the changes that have occurred

9.6 The results of the evaluation are fed back to the participants and the wider community

9.7. Evidence of good practice is recorded and shared with other agencies and the community

WHO THE BOARD CONSULTS AND ENGAGES WITH

Minority Ethnic

Organisations Contacted	Organisations Represented on the Reference Group
<ul style="list-style-type: none"> • PSNI • NICEM Migrant Workers, • Racial Equality Unit (OFM/DFM) • Foras Na Gaelige • Ulster Scots Society • Belfast District Policing Partnership • Lithuanian Community • NI Filipino Association • World Wide Women • Chinese Welfare Association • An Munia Tober • NI Pakistani Cultural Association • NI Council for Ethnic Minorities • Indian Community Centre • Polish Association NI • Multi Cultural Resource Centre • Afro Community Support Organisation NI • Women into Politics • NI Muslim Family Association • Belfast Islamic Centre • Greater Manchester Police Authority • Greater Manchester Police 	<ul style="list-style-type: none"> • Chinese Welfare Association • An Munia Tober • NI Pakistani Cultural Association • NI Council for Ethnic Minorities • Indian Community Centre • Polish Association NI • Multi Cultural Resource Centre • Afro Community Support Organisation NI • Women into Politics • NI Muslim Family Association • Belfast Islamic Centre • Belfast District Policing Partnership

Older People

<p>Organisations Contacted</p> <ul style="list-style-type: none"> • Help the Aged • Age Concern • Engage with Age • NICVA • Castlereagh Lifestyle Forum • Positive Ageing/Cross Border • Newry & Mourne Consortium • Antrim Branch National Pensioners Convention • Age Sector Platform • Carers N.I. • Changing Age partnership • Indian over 50's Club • Northern Ireland Social Care • St. Mary's Silver Threads • Ballybeen Improvement Group 	<p>Organisations Represented on the Reference Group</p> <ul style="list-style-type: none"> • Help the Aged/Regional reps • Age Concern/Regional reps • Castlereagh Lifestyle Forum • Indian over 50's Club • Castlereagh Council • Engage with Age • Antrim Branch National Pensioners Convention • Positive Ageing/Cross Border • Newry & Mourne Consortium • Carers N.I. • Changing Age partnership • Belfast District Policing Partnership (DPP)
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LGBT

<p>Organisations Contacted</p> <ul style="list-style-type: none"> • Rainbow Project • Causeway LGBT Network • HIV Support Centre • Coalition of Sexual Orientation • Limavady Gay Men's Support Group • N.I. Gay Rights Association • Gay Police association • Queer Space • Newtownabbey & S. Belfast DPP • N. Down & Ards LGBT Group • Belfast Butterfly Group • Gay/Lesbian Youth NI • Cara-friend • Lesbian Advocacy Services Initiative • Greater Manchester Police Authority 	<p>Organisations Represented on the Reference Group</p> <ul style="list-style-type: none"> • Rainbow Project • Causeway LGBT Network • HIV Support Centre • Coalition of Sexual Orientation • Limavady Gay Men's Support Group • N.I. Gay Rights Association • Gay Police Association • Queer Space • Newtownabbey & S. Belfast DPP • N. Down & Ards LGBT Group • Belfast Butterfly Group
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Young People

<p>Organisations Contacted</p> <ul style="list-style-type: none"> • PSNI • Youth Council for NI • Millennium Volunteers • Prince’s Trust • Opportunity Youth • NI Alternatives • Community Restorative Justice Ireland • Belfast Interface Project • St Cecilia’s College, Derry • University of Ulster • Consultation Institute • Playboard • Juvenile Justice Centre Project • Young Farmers • NI Youth Forum • Include Youth • Western Education & Library Board • Youth Action • Youth Action Rural team • Association of NI Colleges • NI Commissioner for Children and Young People • Disability Action • Probation Board • Council for Catholic Maintained Schools • Politics 4 Youth – Women into Politics • Youth Justice Agency • Children in NI • Participation NI 	<p>Organisations Represented on the Reference Group *</p> <ul style="list-style-type: none"> • NI Youth Forum • Include Youth • Children in NI • Western Education & Library Board • Youth Action • Youth Action Rural team • Association of NI Colleges • NI Commissioner for Children and Young People • Disability Action • Probation Board • Council for Catholic Maintained Schools • Politics 4 Youth – Women into Politics • Youth Justice Agency • Young Farmers • Participation NI <p><i>* Please note the structure in relation to engaging with young people is different from that put in place for other groups and there is no formal Reference Group. The organisations noted above are those which have agreed to become involved in the planning and oversight of the Board’s youth engagement work which aims to engage young people in a number of ways other than in a reference group. It may however, be considered appropriate to establish a reference group at some time in the future.</i></p>
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People with Disability

<p>Organisations Contacted</p> <ul style="list-style-type: none"> • Disability Action • Disabled Police Officers Association • MENCAP • Queen’s University • Positive Futures • REAL Network – regional reps through Disability Action 	<p>Organisations Represented on the Reference Group</p> <ul style="list-style-type: none"> • Disability Action • Disabled Police Officers Association • MENCAP • Queen’s University • Positive Futures • REAL Network – regional reps through Disability Action
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Women

<p>Organisations Contacted</p> <ul style="list-style-type: none"> • Shankill Women’s Centre • Women’s Resource & Development Agency • Women’s Centre, Derry • Women into Politics • LASI • NI Women’s Aid Federation • NI Rural Women’s Network • Gingerbread • Women’s Support Network • Training for Women Network • Foyle Women’s Information Network • Women’s European Platform 	<p>Organisations Represented on the Reference Group</p> <ul style="list-style-type: none"> • Women’s Resource & Development Agency • Women’s Centre, Derry • Women into Politics • LASI • NI Women’s Aid Federation • NI Rural Women’s Network • Gingerbread • Women’s Support Network • Training for Women Network • Foyle Women’s Information Network • Women’s European Platform
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