

# NORTHERN IRELAND POLICING BOARD

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## ENGAGEMENT STRATEGY 2020-2023

## **Introduction**

In March 2020 the Northern Ireland Policing Board agreed a new three year Corporate Plan 2020–2023 and a new five year Policing Plan for the period 2020 to 2025. This Engagement Strategy is intended to compliment both these key documents.

The Engagement Strategy has a significant role in contributing towards the new outcome of “We have engaged and supportive communities” identified within the 2020-2025 Policing Plan. It will also contribute towards our value of collaboration as identified within the Corporate Plan 2020-2023 as well as contributing towards building public trust and confidence in policing.

The purpose of this Engagement Strategy is to illustrate and guide the Board in relation to outward engagement with its key stakeholders over this period. The Strategy will focus on the three key areas of:

- Why do we want to engage?
- Who do we want to engage with? And;
- How are we going to deliver on engagement?

### **Why do we want to engage?**

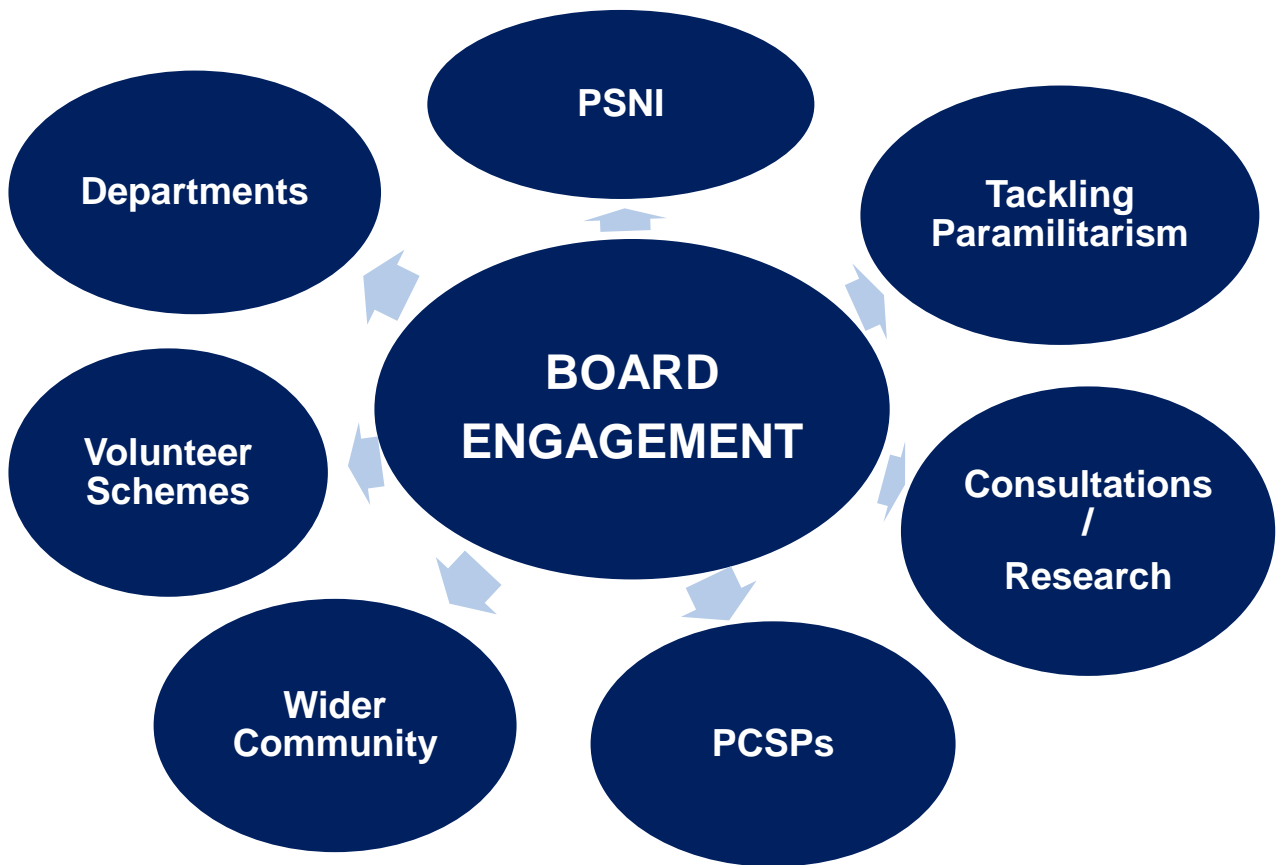
This Strategy will enable the Board to:

- Listen to key stakeholder’s views and experiences of policing;
- Identify key issues or concerns affecting stakeholders and the community regarding policing;
- Build upon existing relationships; and
- Establish and develop new collaborative partnerships.

### **Who do we want to engage with?**

The Board has identified key stakeholders who we will engage with over the next three years, as presented in Figure 1 below:

**Figure 1: Board’s Key Stakeholders**



In addition to the key stakeholders, the Board will also engage with sectoral groups detailed at **Annex A** to achieve the following overall strategic engagement objectives:

**Wider Community**

To foster collaborative ways of working with the community and make a significant contribution to Objective 3 of the Policing Plan of engaged and supportive communities.

**Policing and Community Safety Partnerships (PCSPs)**

To work within the existing accountability and advocacy structures to enable meaningful and widespread local community engagement and support.

## **Volunteer Schemes**

To manage the Board's Volunteer Schemes and enable volunteer involvement to deliver on independent oversight of policing.

## **PSNI**

To lead on the Board's work to ensure confidence in policing through monitoring and reviewing of Police Performance and the Policing with the Community ethos across PSNI.

## **Departments**

To work closely with the Department of Justice and other Government Departments to support the delivery of Programme for Government (PfG) and contribute to better collaboration and multi-agency working.

## **Tackling Paramilitarism**

To lead on the Board's work to implement the recommendations A5 – A8 in the Northern Ireland's Executive Plan in tackling paramilitary activity, criminality and organised crime.

## **Consultations/Research**

To co-ordinate the Board's work on delivering and responding to consultations and support engagement opportunities in relation to commissioned research as part of the Policing Plan.

## **Board Engagement**

As an overarching objective the Board will develop a strategic and targeted programme of engagement for Board Members and Board Officials which will run concurrently throughout the actions of the annual programme of work.

## How are we going to deliver on engagement?

The following tables outline how the Board will engage with the key stakeholders and sectoral groups to implement the objectives of the Engagement Strategy. The tables highlight the work to be undertaken over the three year period of the Engagement Strategy 2020–2023. In addition, the Engagement Branch within the Board will develop an annual programme of work for each of the three years in order to deliver strategy.

Wider Community			
Objective 1	To foster collaborative ways of working with the community and make a significant contribution to Objective 3 of the Policing Plan of engaged and supportive communities.		Year
Actions	1.1	Deliver at least five targeted exhibitions at events to raise awareness and promote the Board;	1, 2 & 3
	1.2	Represent the Board on wider groups <sup>1</sup> as required;	1, 2 & 3
	1.3	Engage with communities and civil society on policing issues and community focussed thematic topics as required;	1, 2 & 3
	1.4	Involvement of civil society as a delivery mechanism to key Board consultations;	1, 2 & 3
	1.5	Collate findings from these meetings to identify emerging themes/areas/issues and report accordingly to the Partnership Committee to determine future action.	1, 2 & 3
Outcomes	<ul style="list-style-type: none"> <li>Continuation of focused ongoing engagement in a variety of forms to include online / social media as well as through established mechanisms; and</li> <li>Identification and monitoring of the positive impact on communities and action taken of emerging themes or areas to address regarding policing with key sectors.</li> </ul>		

<sup>1</sup> Domestic and Sexual Abuse Independent Advisory Group/NIACRO Get Real Project, Information Risk Owner's Council (IROC) Reducing Crime Outcomes Group (RCOG) , Scamwise NI Partnership, Neighbourhood Watch.

Policing & Community Safety Partnerships			
Objective 2	To work within the existing accountability and advocacy structures to enable meaningful and widespread local community engagement and support.		Year
Actions	2.1	Board Members representation on Joint Committee <sup>2</sup> ;	1, 2 & 3
	2.2	Involve the PCSPs as a delivery mechanism to key Board consultations;	1, 2 & 3
	2.3	Develop engagement event opportunities in partnership with PCSPs;	1, 2 & 3
	2.4	Board officials will represent the Board at PCSP Managers Quarterly Meetings.	1, 2 & 3
Outcomes	<ul style="list-style-type: none"> <li>• Active participation in Joint Committee; and</li> <li>• Successful delivery of a minimum of 2 joint Board/PCSP initiatives and events per year.</li> </ul>		

<sup>2</sup> Joint Committee membership includes 3 Senior representatives from the DoJ with the Board being represented by the Chief Executive, Partnership Committee Chair and Vice Chair and Board Officials.

Volunteer Schemes			
Objective 3	To manage the Board's Volunteer Schemes and enable volunteer involvement to deliver on independent oversight of policing.		Year
Actions	3.1	Lead on the recruitment, selection, training, support, management and recognition of Independent Custody Visitors (ICVs) and Independent Community Observers (ICOs);	1
	3.2	Ensure all policies and procedures are in place, adhered to and updated in line with volunteer management best practice;	1, 2 & 3
	3.3	Seek Investing in Volunteers re-accreditation for both the ICV and ICO Schemes;	1
	3.4	Host an annual Volunteer Conference aligned to International Volunteer Day (5 <sup>th</sup> December) where possible;	1, 2 & 3
	3.5	Deliver statistics, including report compilation, for internal usage and external dissemination;	1, 2 & 3
	3.6	Represent the Board on associated volunteer programme organisations <sup>3</sup> ;	1, 2 & 3
	3.7	As part of the Local Policing Review Response Document, in partnership with PSNI and other stakeholders, examine and consider ways to develop additional volunteer roles alongside and within policing.	1 & 2
Outcomes	<ul style="list-style-type: none"> <li>• Successful delivery of the Board's volunteer programmes aimed at holding the PSNI to account by ensuring the protection of human rights of detained persons and monitoring and reporting on key aspects of the PSNI's recruitment process;</li> <li>• Successful reaccreditation of the ICV and ICO Schemes;</li> <li>• Delivery of Annual Volunteer Conference;</li> <li>• Effective engagement with associated organisations in relation to custody visiting to ensure best practice and achievement of target number of annual custody visits; and</li> <li>• Exploration of innovative thinking for volunteering involving opportunities alongside and within policing as an outcome from the Local Policing Review Response Document.</li> </ul>		

<sup>3</sup> ICVA - Independent Custody Visiting Association, NPM - National Preventive Mechanism, TACT - Terrorism Act Network and PSNI COG - Custody Operational Group.

PSNI			
Objective 4	To lead on the Board's work to ensure confidence in policing through monitoring and reviewing of Police Performance and the Policing with the Community ethos across PSNI.		Year
Actions	4.1	Work in partnership with PSNI on the delivery of the Local Policing Review Response Document and implementation plan;	1 & 2
	4.2	Partnership Committee to monitor supportive and engaged communities as part of the new Policing Plan 2020-2025;	1, 2 & 3
	4.3	Actively engage with the PSNI on shared priorities as identified by Committees;	1, 2 & 3
	4.4	Represent the Board on relevant PSNI groups <sup>4</sup> where required;	1, 2 & 3
	4.5	Work in partnership with the PSNI in implementing the actions identified as part of the Local Policing Review in relation to collaboration and multi-agency working.	
Outcomes	<ul style="list-style-type: none"> <li>• Delivery of Board actions contained within the Local Policing Review Response Document and implementation plan;</li> <li>• Monitor and support working towards supportive and engaged communities; and</li> <li>• Monitor the Policing with the Community project with the aim of increasing community confidence in policing so the Board, PSNI and communities can work together to shape policing.</li> </ul>		

<sup>4</sup> PSNI's existing IAGs (Independent Advisory Groups) are Domestic and Sexual Abuse and the Youth Champions Forum (whilst not referred to as an IAG the YCF performs the same function). Other engagement forums include Recruitment, Anti-social Behaviour (ASB) and Hate Crime.



Departments			
Objective 5	To work closely with the Department of Justice and other Government Departments to support the delivery of the Programme for Government and contribute to better collaboration and multi-agency working.		Year
Actions	5.1	Represent the Board on appropriate DOJ Subgroups; <sup>5</sup>	1, 2 & 3
	5.2	Work with government departments to identify appropriate opportunities for collaborative work aligned to PfG, in particular Outcome 7. <sup>6</sup>	1, 2 & 3
Outcomes	<ul style="list-style-type: none"> <li>• The Board is fundamentally connected and represented on key groups;</li> <li>• New collaborations and partnerships are formed; and</li> <li>• Enhancement of existing work areas.</li> </ul>		

<sup>5</sup> Business Crime Partnership Strategic Working Group/Hate Crime Delivery Group/Older Person's Delivery Group/Rural Crime Delivery Group/Anti-Social Behaviour Delivery Group/Neighbourhood Watch Steering Group.

<sup>6</sup> We have a safe community where we respect the law and each other.

Tackling Paramilitarism		
Objective 6	To lead on the Board's work to implement the recommendations A5 – A8 in the NI Executive Plan in tackling paramilitary activity, criminality and organised crime.	
Actions	6.1	Represent the Board on applicable Tackling Paramilitary Programme Board groups;
	6.2	Produce a six monthly report for Partnership Committee centred on updated information on the four recommendations aligned to the Board - A5, A6, A7 and A8; <sup>7</sup>
	6.3	Produce a detailed report on the thematic investigation undertaken by the Partnership Committee on Tackling Paramilitary Activity, Criminality and Organised Crime;
	6.4	Engage with the Independent Reporting Commission (IRC) as applicable, taking into account any of their updated Reports, including recommendations.
Outcomes	<ul style="list-style-type: none"> <li>Comprehensive engagement, through existing Tackling Paramilitarism work structure, with those communities most vulnerable to criminal control; and</li> <li>Two reports produced.</li> </ul>	

<sup>7</sup> **A5** - The Executive, the Policing Board and the PSNI should review the resourcing and operation of policing in communities to ensure that policing is visible and resourced to fully engage in those communities most vulnerable to criminal control.

**A6** - In setting the strategic objectives of PCSPs, the Department of Justice and Policing Board should ensure that the partnerships focus on building community confidence in the rule of law and embedding a culture of lawfulness.

**A7** - The designated organisations should also ensure that their representatives are sufficiently senior and committed to building effective partnerships.

**A8** - The Executive and the PSNI, in conjunction with the Policing Board, should review their protocols for engaging with representatives of paramilitary groups. This change in approach should also apply to other public and community bodies and public representatives.

Consultations/Research		
Objective 7	To coordinate the Board's work on delivering and responding to consultations and support engagement opportunities in relation to commissioned research as part of the Policing Plan.	
Actions	7.1	Support the lead branch, via a working group as necessary, in the co-ordination of the Board's delivery of consultations;
	7.2	Co-ordinate the Board's response to relevant consultations;
	7.3	Assist with engagement opportunities around commissioned research as part of the Policing Plan;
	7.4	Develop the Board's Contacts Database to enable improved effective and efficient organisational communications.
Outcomes	<ul style="list-style-type: none"> <li>• Consultation with the public and key stakeholders as applicable;</li> <li>• Responses made to applicable consultations, within the related Committee, on behalf of the Board; and</li> <li>• Identify and develop engagement opportunities around the delivery of the Policing Plan and research projects.</li> </ul>	

Board Engagement			
Objective 8	To develop a strategic and targeted programme of engagement for Board Members and Board Officials.		Year
Actions	8.1	Develop an overarching, consistent and clear message for delivery when undertaking engagement meetings/events;	1, 2 & 3
	8.2	Co-ordinate a schedule of meetings with key opinion formers;	1, 2 & 3
	8.3	Engage with Society of Local Authority Chief Executives (SOLACE) when required on local government and PCSP issues;	1, 2 & 3
	8.4	Undertake a review of current Board Members and Board Officials representation on external groups.	1, 2 & 3
Outcomes	<ul style="list-style-type: none"> <li>Raise the profile of the Board with the delivery of clear and consistent messages on the Board's behalf; and</li> <li>Share identified issues with key opinion informers and enablement of a connected and informed Board.</li> </ul>		

## **Annex A**

### **Sectoral Groups**

- Faith
- Victims
- Disability
- Socially deprived
- Domestic Abuse
- Other Emergency services
- Children and Younger People
- Older People
- Loyalist/Republican communities
- Business
- Race
- Sexual Orientation
- Rural
- Political Opinion
- Neighbourhood Watch Schemes
- Voluntary, Community and Social Enterprise Sector
- Travelling community

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## DOCUMENT TITLE

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Engagement Strategy 2020-2023  
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## ONLINE FORMAT

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