



POST IMPLEMENTATION REVIEW

## Northern Ireland Policing Board

External Communication  
and Public Consultations

Final Report - March 2008

ADVISORY





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<b>Glossary</b>	
<b>APA</b>	Association of Police Authorities
<b>CPD</b>	Central Procurement Directorate
<b>DID</b>	Delivery and Innovation Division
<b>DFP</b>	Department of Finance and Personnel
<b>DPP</b>	District Policing Partnership
<b>EU</b>	European Union
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>HR</b>	Human Resources
<b>NIO</b>	Northern Ireland Office
<b>NIPB</b>	Northern Ireland Policing Board
<b>OPONI</b>	Office of the Police Ombudsman for Northern Ireland
<b>PSNI</b>	Police Service of Northern Ireland
<b>Section 75</b>	Section 75 of the Northern Ireland Act 1998
<b>SMT</b>	Senior Management Team
<b>TRIM</b>	Tower Records Information Management
<b>W3C</b>	World Wide Web Consortium



# **1 Executive Summary**

## **1.1 Background and Introduction**

The purpose of the Best Value Review was to consider the key processes in relation to Service Delivery in relation to External Communications and Public Consultations and to make recommendations to secure continuous improvement. Tangible benefits must be achieved from the recommendations and Performance Improvement Plans. These benefits must also achieve value for money for the organisation having regard to a combination of economy, efficiency and effectiveness.

Using the Home Office Handbook for the Best Value Methodology with NIPB/PSNI as guidance, information for this review was gathered over a five week period using a variety of research methods.

The Northern Ireland Policing Board (NIPB) is responsible to the people of Northern Ireland and as its purpose is to ensure the effectiveness and efficiency of the police service, thereby gaining the confidence of the whole community. Communicating with and informing the public is an integral element of the Board's work. Within the Corporate Plan 2005-2008 the NIPB identified encouraging public confidence in policing in Northern Ireland as an objective.

The NIPB has a number of channels through which it communicates with the public:

- The Press Office is responsible for external communications and for promoting the role and work of the NIPB including: responsibility for the corporate website, dealing directly with the publishing company ensuring the corporate branding of all material and managing NIPB events. They also deal with any queries from the press, produce any press releases arising from the NIPB and are the main speech writers for the Board spokesperson.
- One of the primary means the Board has of consulting with the public is through the District Policing Partnerships (DPPs). DPPs provide a forum which enables the community to be consulted at a local level and participate in how policing in their area is delivered and raise any issues of concern by being a forum for regional discussion on local policing.

## **1.2 Review Methodology**

### **1.2.1 Objectives**

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

- Identify the main drivers for the initial Best Value Review
- Identify and interview the key stakeholders in the review in order to assess progress
- Identify any other pertinent information and documentation which would be useful for this 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

29 recommendations were made as a result of the Best Value Review relating to External Communications and Public Consultations. These recommendations can be grouped into four specific areas; Strategy and Board Structure, Media Relations and Public Consultation, Printed Publications and Events and Internet.

This Post Implementation Review was carried out between October 2007 and December 2007 and included interviews with key stakeholders and a review of various documents. As a result of this we concluded that; 14 (48%) of the recommendations were implemented, 8 (28%) were superseded by external circumstances i.e. change in legislation or in working practices and 7 (24%) were not fully implemented or insufficient evidence was received to confirm their implementation. Out of the 7 recommendations not fully implemented it is noted that progress has been made in respect of each of these.

These 7 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	Implemented	Superseded	Not fully Implemented
Strategy and Board Structure	1,2,3,4,5,6,7,28,29	6	2	1
Media Relations and Public Consultation	19,20,21,22,23,24,25,26,27	3	3	3
Printed Publications and Events	8,9,10,17,18	2	1	2
Internet	11,12,13,14,15,16	3	2	1
<b>Total</b>	<b>29</b>	<b>14(48%)</b>	<b>8(28%)</b>	<b>7(24%)</b>

## **1.4 Summary of benefits obtained**

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

- The Board has developed a Statistical and Research Strategy 2007-2011
- The Board has invested in training eight staff members in plain English for publications
- A new Board website went live in May 2007.

### **1.4.1 Cost of benefits obtained**

The major cost associated with the implementation of these recommendations was that of the development of the new website. This amounted to £99,000. The Board now undertake the day to day management of the site, which has replaced the need for an external contractor to facilitate this. External contractor costs ranged from £200-£800 per month depending on the level of changes required. This represents a cost saving to the Board.

### **1.4.2 Impact of Not Fully Implemented Recommendations**

Of the 29 recommendations from the initial Best Value Review, there were 7 of these which we found to be not fully implemented. Of these we note that work had been ongoing on 7 of these. With the current status of the recommendations the NIPB are not accruing all potential benefits which would have accrued had the recommendations been implemented. Also there may be an element of risk to the NIPB with some recommendations not being implemented. Some of the foregone benefits and potential risks as identified by KPMG are noted below:

- The marketing strategy was not prepared by the NIPB. The rationale behind introducing this was to take the message of the NIPB and what it does to a wider audience.
- It was recommended that the Board develop a marketing/outreach strategy aimed at US and EU audiences. This has not been developed by the Board. This strategy was recommended in order to increase the exposure of the Board to new interest groups and audiences.
- There has not been the establishment of the formal diary system which was recommended for the coordination of authorising events. It was hoped that this system would have eradicated potential clashes of events or also periods of inactivity.

### **1.4.3 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, including:

- Public consultation



- New website, with increased branding of the Board.

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 which have been 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 Officials of the Northern Ireland Policing Board for their assistance in undertaking this review.

## **2 Background and Introduction**

### **2.1 Purpose**

The purpose of the Best Value Review was to consider the key processes in relation to Service Delivery within the External Communications and Public Consultations (2006) aspect and to make recommendations to secure continuous improvement. Tangible benefits must be achieved from the recommendations and Performance Improvement Plans. These benefits must also achieve value for money for the organisation having regard to a combination of economy, efficiency and effectiveness.

This PIR will assess progress made since the Best Value Review was carried out. There are three purposes for a 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 optimize the benefits delivered
- To continue to improve processes from past experiences.

### **2.2 Methodology**

Using the Home Office Handbook for the Best Value Methodology with NIPB/PSNI as guidance information for this review, evidence was gathered over a five week period using a variety of research methods:

- Desktop Research
- Communication Audit
- Interviews
- Consultation Questionnaire
- Comparator Organisation, Office of the Police Ombudsman for Northern Ireland (OPONI).

### **2.3 Communication of Information to the Public by the Northern Ireland Policing Board**

The NIPB is responsible to the people of Northern Ireland and as its purpose is to ensure the effectiveness and efficiency of the police service, they thereby gain the confidence of the whole

community. Communicating with and informing the public is an integral element of the Board's work.

Within the Corporate Plan 2005-2008, the NIPB identified encouraging public confidence in policing in Northern Ireland as an objective. To help achieve this, the Board aimed to:

- Publish an annual report by 30 September each year
- Publish an annual policing plan by 31 March each year
- Publish a Best Value Review programme by 31 March each year
- Publish the results of all public surveys and research within three months of the results being available
- Develop, implement and review a communications strategy
- Measure public satisfaction by conducting research including at least two public surveys per annum.

The Board also meets at least eight times each year in public session and at these meetings the Chief Constable provides a report on key policing issues and is questioned by the Board in relation to these issues.

The Board was reconstituted on 22<sup>nd</sup> May 2007. Arising from this there has been a reorganisation of the staffing structure within the Press Office.

## **2.4 External Communication**

The NIPB utilise a number of methods when communicating with and informing the public. These include:

- Surveys and Research
- The Omnibus Survey
- Focus Groups/Meetings with Local Community Groups
- Website
- Media
- Events.

The NIPB communicates to its external stakeholders in many different ways.

The Press Office is responsible for external communications and for promoting the role and work of the NIPB including: responsibility for the corporate website, dealing directly with the publishing company ensuring the corporate branding of all material and managing NIPB events. They also deal with any queries from the press, produce any press releases arising from the NIPB and are the main speech writers for the Board spokesperson.

## **2.5 District Policing Partnerships (DPPs)**

One of the primary means the Board has of consulting with the public is through the District Policing Partnerships (DPPs). DPPs provide a forum which enables the community to be consulted at a local level, participate in how policing in their area is delivered and raise any issues of concern by being a forum for regional discussion on local policing.

The five key functions of a DPP are to:

- Consult with the public
- Identify local policing priorities
- Monitor police performance
- Engage with the community
- Act as a general forum for discussion and consultation

## **3 Review Methodology**

### **3.1 Objectives**

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

- To identify the main drivers for the initial 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:

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

After analysing the information and consulting with stakeholders we have highlighted 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 also assessed whether the changes that have occurred have been controlled in a systematic manner to ensure that External Communication and Public Consultation within the NIPB 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

### Best Value Review of External Communication and Public Consultation 2006

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
1	<p>To raise its profile the Board should develop a programme of public speaking events or informal networking meetings with key stakeholders and community groups. Those involved in this should be the Chairman, Vice-Chairman and the Chief Executive or appropriate deputies.</p> <p>A designated Board official should be responsible for the speeches and presentations ensuring the corporateness and continuity of message.</p>	Accepted in part.	<p>Since the time of the Best Value Review 48 speaking events have been attended by Board Officials. The speakers from the Board at these events included the Chairman, and the Vice Chairman. The Press Office is directly involved; both in the preparation of speaking notes and where they have not prepared in the notes they will review them. Through the introduction of the new Community Engagement Branch infrastructure the Board has prioritised a number of areas to target (these are based on Section 75 Legislation). A revised Community Engagement Strategy is being developed and is going through a consultation period. This includes enhanced detail around the targeting of reference groups and their remit.</p> <p>The Board have held meetings with 5 key reference groups, and the relationships between these groups and the Board are currently being formalised through the issuing of Terms of Reference to the reference groups detailing out their role and the level of involvement with the Board.</p> <p>David Jackson/Lorraine Calvert</p>	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
2	All those involved in delivering the public events should be given the appropriate media and public speaking training.	Accepted.	<p>This training was undertaken through McMillan Media (an external training agent). This was undertaken during a fixed contract to deliver a set level of training to the value of £20,000, which expired in January 2008. This will not be renewed, as it is deemed to be more cost effective if the training is paid for on an individual case by case basis.</p> <p>The Board Members training and development plan 2007-2008 takes account of this for future training. The approved Communications Strategy makes reference to the training which should be given.</p> <p>Lorraine Calvert, Sam Hagen</p>	
3	The NIPB should develop an external communication and marketing strategy which is congruent with its key strategic priorities. Milestones and goals should be incorporated into the plan in order to measure its effectiveness over a three year period.	Accepted.	<p>The Communications Strategy of the Board was approved at the December 2006 Policing Board meeting. The Strategy is monitored through a 6 monthly report on activity as well as action plans on any issues arising. The level and frequency of the monitoring is laid out in the strategy.</p> <p>The Board also issue media/handling strategies both proactively and reactively in order to assist members when dealing with high profile issues such as the reconstitution of the DPPs and the Raymond McCord Jr murder.</p> <p>The Board has not developed a specific marketing strategy. However, the Board has made progress through the Communications Strategy with regard to marketing.</p> <p>Lorraine Calvert/Deputy Chief Executive</p>	







Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
4	The NIPB should develop an annual external communication campaign, targeting specific audiences and the methods of communication to them. Communication toolkits and quality standards should also be developed to support the delivery. The campaign should be reviewed each year with a view to improving performance in future years.	Accepted.	<p>The Board has not devised a separate marketing strategy. Marketing elements are detailed within the Board Communication Strategy through communication objectives and target external audiences.</p> <p>There is also a communications action plan which is in place. This includes events management, and guidelines for the production of publications.</p> <p>Deputy Chief Executive/Lorraine Calvert</p>	●●
5	The NIPB should develop a forum to enable the regular sharing of information and best practice in communications with the PSNI, DPPs, OPONI, etc.	Accepted.	<p>There is no formalised forum in place. The Board shares information with a number of bodies and has regular meetings with the Association of Police Authorities (APA), and DPPs. The Board also works closely with the PSNI, NIO, OPONI, for example, joint advertising campaigns into knife crime and the Christmas campaign with PSNI, and Project Groups such as the International Policing Conference held in Belfast in February 2007.</p> <p>Lorraine Calvert/Deputy Chief Executive</p>	●●
6	The NIPB should investigate the opportunity for collaborative working on communications and community involvement with the PSNI, DPPs, OPONI, etc.	Accepted.	<p>This currently takes place through a number of jointly funded initiatives between the Board and the PSNI such as the knife crime project, and the Christmas advertising campaign which were rolled out to the DPPs.</p> <p>Lorraine Calvert</p>	●●●





Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
7	The NIPB should develop a formal house style guide to aid all those who are involved with the preparation of NIPB publications. This should include an explanation of how to use it. This document can be kept in the corporate document management system for easy retrieval.	Accepted in part.	<p>The Board has developed a corporate identity guidelines document which was presented to the Board's Senior Management Team (SMT) in January 2007. This was agreed and presented to Board staff and DPPs. The new guidelines were also issued and published on the website and consultants were made aware of them.</p> <p>Lorraine Calvert</p>	
8	When re-negotiating the Print and Design tender the NIPB should obtain a quote for the print, design and publication of their legislatively required documents, thereby enabling greater control of the cost of publications.	Accepted in part.	<p>Discussions around the re-negotiation of the contract are at a very early stage. No direction has been provided as of yet from CPD.</p> <p>An in-house discussion paper was taken to the Board's SMT to discuss the production, distribution and storage of Board publications.</p> <p>Board Officials note that it is not always possible to gain quotes, as it can be difficult to assess the potential size of documents until text is received. Another challenge is the time taken by designers to make amendments from Board Officials.</p> <p>Lorraine Calvert</p>	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
9	A review should be undertaken of the method of document production. The review should concentrate on the appropriateness of the publication of the documents in paper, considering the stock that is being held at present on site.	Accepted.	<p>Board Officials have informed us that a paper has been taken to the Board's SMT to review publication methods and also to evaluate the prospect of outsourcing distribution.</p> <p>Board Members have agreed that, in future, where appropriate to the target audience, all future Board publications should be published on the Board's website.</p> <p>Lorraine Calvert</p>	●●●
10	Taking into account the time pressures involved with the production and publication of the documents the NIPB should aim to obtain the Crystal Mark certification.	Accepted.	<p>Board Officials have informed us that the Board has aimed to gain the Crystal Mark or other plain English recognition for its publications. However, this has proved difficult due to technical and legislative provisions which are required to be set out, and prohibit full implementation of this recommendation.</p> <p>Plain English training was given to eight staff in 2006.</p> <p>The Board will endeavour to obtain Crystal mark status on all published documents.</p> <p>Lorraine Calvert/Sinead Lappin</p>	●●
11	The NIPB website is in need of update and to remedy this, a working group has been constituted. The group needs to take account of advances in web design to meet the demands of the public. This update should be based on thorough consultation with internal and external users using areas of good practice as the basis for the new site.	Accepted.	<p>The new Board website went live in May 2007. Guidance was also issued around preparing, amending and uploading content to the website.</p> <p>Lorraine Calvert/Deputy Chief Executive</p>	●●●



Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
12	The NIPB should attempt to gain a compliance award for the website from a recognised accessibility standards body for internet communication.	Accepted.	<p>There are no formalised accessibility awards as such. The website has been audited to AA standard of the W3C Web Content Accessibility Guidelines by the Delivery and Innovation Division (DID), a branch within the Department of Finance and Personnel (DFP). This audit focused upon the usability and accessibility of the new NIPB website.</p> <p>Lorraine Calvert/Deputy Chief Executive</p>	
13	The NIPB should ensure that the publications section of the website is updated as per the publications scheme.	Accepted.	<p>Board Officials have informed us that the Board's website does reflect the current status of the Board's Publication scheme and that any new publications are added to the website after being published.</p> <p>Lorraine Calvert/Deputy Chief Executive</p>	
14	NIPB should review the usage of the 'extranet' function of the DPP website with a view to its long term appropriateness.	Accepted.	<p>After an internal review the decision was taken not to renew the extranet function at the end of the current contract.</p> <p>David Jackson/Deputy Chief Executive</p>	
15	NIPB should ensure that there is a prominent link to the NIPB site from the DPP site and the NIPB logo is also visible on the DPP homepage.	Accepted.	<p>There is a prominent link on the DPP website to the Board website and the NIPB logo is on the DPP homepage.</p> <p>David Jackson</p>	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
16	The NIPB should review the website administration and maintenance processes with a view to appointing a 'web master' who will be responsible for both sites. This post should be appropriately graded in line with other public sector bodies.	Accepted.	A new coordinator post is in the process of being brought in. This staff member will have responsibility for both the DPP and NIPB sites. This post is not yet implemented.  Lorraine Calvert	●
17	The NIPB should investigate the possibility of developing more formal procedures for authorising events and a timetable/diary system to avoid clashes or periods of inactivity. This will ensure that NIPB Members and Officials know the timings and costings of all events aiding the budgeting and project management process.	Accepted.	The Board has investigated the possibility of developing a diary system. There is no formal system which is used for Microsoft Outlook diaries, which will ensure that NIPB Members and Officials know the timings and costings of all events aiding the budgeting and management process.  The Board has a system that works in so far as Secretariat hold the Members diary, Board events diary, and all Branches work through them. Read access to these diaries is on an organisational wide basis, with authorisation of events in these being controlled at Branch level. Information is provided to Board Members through the Secretariat. A new post for an External Relations Officer is to be put in place, who will also be involved in event management.  Deputy Chief Executive	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
18	If the NIPB deliver more public events in the future this will add to the current workload of Board Officials. It may be advisable for the NIPB to consider the possibility of centralising the events management function and consider the possibility of outsourcing specific events to an external event management organisation to avoid overloading the events management team.	Accepted as an issue for further consideration.	<p>As a result of a staffing review, a new External Relations Officer role is being created (it is anticipated to be an EO1 grade). Job descriptions and personnel specifications have been drawn up and the process is progressing through HR.</p> <p>A tender for events management was awarded for the "Policing the Future" conference held in Belfast in February 2007. For other events for which events management is handled internally there is an events management checklist which is used as an action plan to ensure that all details are undertaken at an appropriate stage.</p> <p>Lorraine Calvert</p>	
19	A customer satisfaction survey should be conducted to gain views on the notice board system. The number of hits on the board should also be collated to support the perceptions with quantitative data. This should be regularly reviewed with specific targets being set.	Accepted.	<p>The customer satisfaction survey took place in January 2008. This contained questions on the use of the notice board.</p> <p>The use of the notice board has been discontinued from October 2007 as the information on this is now available through the Tower Records Information Management (TRIM) system.</p> <p>David Wilson</p>	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
20	Statistics should be kept for all phone queries received and dealt with, including time taken to deal with a query.	Accepted in part.	<p>Statistics on phone queries were recorded on a trial basis. This recommendation has been superseded as it was felt that this process was too resource intensive so was discontinued.</p> <p>Inquiries around interview requests or press inquiries are recorded on the TRIM system.</p> <p>Lorraine Calvert</p>	●●
21	Statistics should be kept on all written information requests including response time. Targets should be set to monitor the performance of the organisation in dealing with written requests.	Accepted in part.	<p>Inquiries around interview requests or press inquiries are recorded on the TRIM system.</p> <p>Press Office produce management information on the numbers received and responded to including FOI, and information requests.</p> <p>SMT are due to consider organisational guidance on timescales for responses to correspondence in line with Government targets.</p> <p>Lorraine Calvert/SMT</p>	●
22	NIPB should develop and distribute an annual customer satisfaction survey with media organisations in order to measure year on year improvement in the service.	Accepted.	<p>An annual media satisfaction survey is now being undertaken and is included in the NIPB Statistical and Research Strategy 2007-2011.</p> <p>The questionnaire was distributed in November 2007 with results available in 2008.</p> <p>David Wilson</p>	●●●



Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
23	The NIPB should develop a consultation/research action plan for the future. This action plan should contain milestones and objectives to ensure that the long term goals of the organisation are achieved and that the performance is managed consistently.	Accepted.	<p>The Board has developed a Statistical and Research Strategy 2007-2011. This shows how any research or statistical work is linked with the overall aims and objectives of the Board. This was approved in May 2006 and is reviewed annually.</p> <p>The strategy details out the pieces of research which are to be undertaken over each year of the period of the strategy.</p> <p>David Wilson</p>	
24	The NIPB should investigate the possibility of organising a series of meetings with all DPPs as part of its outreach programme.	Accepted.	<p>Meetings are held between the Board and DPPs every six weeks to highlight the work of the Board and opportunities for the DPPs in the work of the Board. The Board also respond to serious incidents through the DPPs. Guidelines around when the Board should respond to events are in the process of being drawn up.</p> <p>David Jackson</p>	

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
25	The NIPB should develop a marketing/outreach strategy aimed at the US and European audiences. This will increase the exposure of the Board to new interest groups. This strategy should be regularly reviewed to assess its success.	Accepted.	<p>There is no separate strategy in place aimed at US and EU audiences. There are currently no plans to formulate a strategy on this.</p> <p>However, a number of events have taken place to establish international links such as the Policing the Future conference, a number of Policing Board visits to Washington and New York and visits to the Board by overseas delegations, including Iraqi and Pakistani delegates.</p> <p>Deputy Chief Executive</p>	●
26	The NIPB should develop a public perception survey to measure the impact of the corporate plan. This will set a baseline indicator for 2006 which can be used to compare performance in future years.	Accepted.	<p>After consideration this was not taken forward due to the resources which would have been required. It was decided that the existing Omnibus Survey contains enough detail around the objectives of the corporate plan and holding the Chief Constable to account. It was felt by the Board that adding additional questions if required would be more cost effective than to produce a new survey.</p> <p>David Wison</p>	●●
27	The NIPB should also embark on a series of consultation meetings with interest groups after each year of the strategy. This can be used to feed back results on the previous year and develop an action plan for the coming year.	Accepted.	<p>This is currently carried out through consultation with the community reference groups which have been set up. Information from these consultations will be passed up on a regular basis to the Board when the formal linkages have been fully established with the reference groups.</p> <p>David Jackson/Lorraine Calvert</p>	●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
28	The Press Office and Community Affairs should review procedures to manage the day-to-day communications and public consultation activities of the NIPB. It is important that a performance measurement framework is also in place to ensure the effectiveness of the procedures.	Accepted in part.	This is undertaken through the Business Plan, which sets out a range of specific objectives which are costed and responsibility assigned to Board Officials. Using this Plan, progress against each of the targets is measured and is reviewed at the relevant committee as noted in the Business Plan.  David Jackson/Lorraine Calvert	●●●
29	The NIPB should consider the creation of a specific cost centre for corporate communication which can be monitored easily.	Accepted in part.	Cost codes are currently in place for events, print, design and surveys. These are incorporated into the management accounts for review by each individual budget holder. Any new codes which are required are set up as and when necessary. The current cost codes allow for sufficient monitoring of these codes.  Sam Hagen	●●●

- 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 Board has taken as a result of the implementation of the recommendations from the Performance Improvement Plan, many benefits have been accrued. Specific examples of these benefits include:

- *Strategy and structure*
  - The introduction of the new Community Engagement Branch has given the Board a focus on their Community Engagement activities. This has resulted in the formation of reference groups with minority and ethnic groups, each of which will meet with the Board to raise issues specific to their reference groups. Engagement through these meetings will also help to raise Board awareness within these reference groups and their members once the relationships with these groups have been finalised and they become established.
- *Media Relations and Public Consultation*
  - The Board has developed a Statistical and Research Strategy 2007-2011. In line with this, a customer satisfaction survey is due to take place in January 2008. In addition to this, the Board has also undertaken a media satisfaction survey in November 2007.
  - The Board has also played a part in a number of international events in recent times, which have served to raise the profile of the Board. This includes the Policing the Future Conference, as well as delegate visits to the Board from India and Pakistan, and Board official's visits to the US.
- *Branding and Printed Publications*
  - The Board has undertaken steps to ensure that the brand of the NIPB is raised. As well as a number of joint advertising campaigns with the PSNI, the Board has also developed style guidelines which promote the Board brand. External consultants to the Board have also been made aware of these guidelines.
  - The Board has invested in training eight staff members in plain english for publications. The Board did strive to attain the Crystal Mark accreditation, however, this has not been achieved for all of the publications from the Board due to some of the language which is used around statutory legislation.
- *Internet*
  - A new Board website went live in May 2007, and this has been audited to AA standard by DFP. The new website also has prominent linkages to the DPP website while the DPP website also has prominent linkages to the NIPB website.

## 5.2 Cost of benefits obtained

The progress which has been made across each of the recommendations has been a result of both changes in internal processes and procedures as well as through the use of external contractors.

The major cost associated with the implementation of these recommendations was that of the development of the new website. This amounted to £99,000. The Board now undertake the day to day management of the site, which has replaced the need for an external contractor to facilitate this. External contractor costs ranged from £200-£800 per month depending on the level of changes required. This represents a cost saving to the Board.

The additional co-ordinator post is an upgrade of an existing post. This has resulted in a limited additional cost being recognised.

The development of the Corporate Guidelines had a cost of £8,000. In addition to this cost, there was a time commitment from the Board staff through the working group to progress this project.

Across the process and procedural changes within the Board there has been a time commitment, both in the development, and implementation of these.

## 5.3 Impact of Not Fully Implemented Recommendations

Of the 29 recommendations from the initial Best Value Review, there were 7 of these which we found to be not fully implemented. Of these we note that work had been ongoing on 7 of these. With the current status of the recommendations the NIPB are not accruing all potential benefits which would have accrued had the recommendations been implemented. Also there may be an element of risk to the NIPB with some recommendations not being implemented. Some of the foregone benefits and potential risks as identified by KPMG are noted below:

- *Strategy and structure*
  - The marketing strategy was not prepared by the NIPB. The rationale behind introducing this was to take the message of the NIPB and what it does to a wider audience. However we do note that the Board has made some progress on this through their communications strategy.
  - It was recommended that the Board develop a marketing/outreach strategy aimed at US and EU audiences. This has not been developed by the Board. This strategy was recommended in order to increase the exposure of the Board to new interest groups and audiences. However, we do note that there has been some progress made by the Board through undertaking a number of events which have helped to establish international links such as the Policing the Future conference, as well as delegation visits to and from the Board.

- *Media Relations and Public Consultation*
  - There has not been the establishment of the formal diary system which was recommended for the coordination of authorising events. It was hoped that this system would have eradicated potential clashes of events or also periods of inactivity. At present, events are coordinated for DPPs, Secretariat and the Press Office.
  - The Board does not maintain a record of statistics for phone queries, or on all written requests. As a result of this, it is difficult for the Board to set targets for, and monitor performance of these areas. Inquiries on interview requests or press inquiries are recorded on the TRIM system.
- *Branding and Printed Publications*
  - The Crystal Mark certification had not been reached for all Board publications due to cost and resource implications. Whilst Plain English training had been provided there is still the potential that some readers may mis-read or misinterpret the meaning of some of the Board publications.

## **5.4 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, including:

- Public consultation, including increased public awareness of the work of the Board through the formation of the Community Engagement Branch and the formation of reference groups; and
- New website, with increased branding of the Board, including updated links to publications and to the DPP sites. The DPP site also contains a prominent link to the NIPB website.

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 which have been obtained have arisen as a direct result of the implementation of the recommendations of the Best Value Review.