



Northern Ireland Policing Board

Best Value Review of External Communication and Public Consultation Final Report

Notice: About this report

This report has been prepared on the basis set out in our Project Initiation Document of December 2005, and should be read in conjunction with this.

This report is for the benefit of the NIPB only and the other parties that we have agreed in writing to treat as addressees of the Project Initiation Document, and has been released to the NIPB on the basis that it shall not be copied, referred to or disclosed, in whole or in part, without our prior written consent.

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

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

April 2006
This report contains 68 pages

Contents

1	Executive Summary	4
2	Introduction	13
3	Terms of Reference	17
4	Strategic Context	20
5	Public Perception	24
6	External Communication	26
7	Public Consultation	34
8	Resources and Structure	36
Appendix 1	SWOT Analysis	43
Appendix 2	Performance Improvement Plan	44
Appendix 3	NIPB Publications Review	56
Appendix 4	NIPB Publications Costs, Stockholding, and Targeted Audience	60
Appendix 5	NIPB Events 2005	65

Glossary NISRA	
DPP	District Policing Partnership
NIPB	Northern Ireland Policing Board
OPONI	Office of the Police Ombudsman of Northern Ireland
PSNI	Police Service of Northern Ireland
WAI	Web Accessibility Initiative

1 Executive Summary

1.1 Terms of Reference

The NIPB have engaged consultants to complete its Best Value Review of External Communication and Public Consultation. The review is based on the Prince2 methodology and the Home Office Handbook for Best Value methodology with NIPB/PSNI.

The approach will ensure that the components of Best Value are delivered:

- Challenge why a service is required, how it links to customer needs how it should be delivered and who should deliver it.
 - In the case of the External Communication and Public Consultation activities of the NIPB we have reviewed each of the processes in detail. We have reviewed the effectiveness of the processes in meeting their set objectives. We have reviewed them with relation to their impact on the stakeholder perception of the NIPB and its activities. As part of the review we have always questioned whether or not it is appropriate that the NIPB delivers the process, whether it is needed at all or if it is, whether it should be outsourced.
- Compare with ‘best’ and ‘most similar’ service providers to increase standards and targets and to determine whether or not the organisation is operating effectively.
 - We have used the Office of the Police Ombudsman of Northern Ireland as our comparator. We have used the activities delivered by this organisation as a benchmark with which to measure the NIPB with a view of highlighting good practice where applicable.
- Consult with a wide variety of stakeholders using a number of methods.
 - We have relied on the many public consultation surveys and interviews carried out by the NIPB in an effort to quantify the views of the stakeholders on the External Communication and Public Consultation process. We have also used these views to measure the effect these activities are having on the stakeholders’ views of the organisation as a whole.
- Compete, where emphasis is not on who delivers the service but the quality and standard of service delivery – can the service be delivered more economically, efficiently and effectively than at present?
 - Throughout this review we have asked the questions, why the activities are delivered the way they are presently? Can the NIPB refine their process to become more responsive to the needs of the community? Is there another way to communicate and consult with the community? We have tried to answer these questions using all the information at our disposal.

1.2 Methodology

Using the Home Office Handbook for 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:

- **Desktop Research**
The desktop research included reviewing a large variety of material relating specifically to the NIPB and the District Policing Partnerships.
- **Communication Audit**
An audit was carried out of the NIPB's current methods of communication assessing the use of logos, branding and the overall presentation in addition to the content of the printed and electronic material produced.
- **Interviews**
As part of the consultation process, one-to-one interviews were carried out with officers of the NIPB who had direct connection with the processes.
- **Consultation Questionnaire**
As part of this Best Value Review, the NIPB developed and distributed a questionnaire which was aimed at obtaining stakeholder perceptions.
- **Comparator Organisation (OPONI)**
Several organisations were approached during this review to act as comparator organisations. Interviews were conducted with members of OPONI to compare as far as practicable the effectiveness of its external communications and public consultation activities.

1.3 Strategic Context

As a result of the Belfast Agreement, the Patten Commission was established in 1998 as an independent body to review all aspects of policing including police accountability. The Commission recommended that in order to signal a new beginning for police accountability a new Policing Board should be created to replace the Police Authority for Northern Ireland.

In order to ensure that it meets its statutory requirements, the NIPB has developed and is working toward achieving its three year Corporate Plan (2005-2008). The NIPB have identified three key strategic objectives in the discharge of its responsibilities.

Objective 1: To encourage confidence in policing

Objective 2: To ensure the delivery of an effective police service

Objective 3: To ensure the delivery of an efficient police service

1.3.1 Strategic Communications

Arising from our consultations with NIPB officials we have found that the Director of Communications had developed a communications plan for the organisation but on inspection of the plan we found that the linkages with the strategic objectives of the NIPB were not easily apparent. It is important that if the message of the NIPB is to reach a greater audience then a systematic approach needs to be taken.

In order to ensure the success of the communications strategy an annual external communications campaign should be produced. The aim of the yearly campaign is to ensure that the correct audience is being targeted.

Those who are responsible for the communications of the NIPB meet their counterparts in other criminal justice bodies to discuss issues facing each of their organisations but this is not in a structured manner.

1.4 External Communications

The Branches that have the greatest involvement with the External Communication activities of the NIPB are the Press Office and Community Affairs.

1.4.1 Branding

There is a very strong corporate brand with the logo and colours evident in all the publications of the NIPB. This ensures that the publications are easily recognised by the public. In the main, all the documents produced display the corporate logo prominently. With relation to the corporate colour of blue, on the whole the documents produced by the NIPB incorporate this.

1.4.2 Printed Publications

The NIPB produces a substantial amount of paper publications ranging from the legislatively required Annual Report and Policing Plan to the more incident driven Report on the Policing of the Ardoyne and Whiterock parades.

The design and print for the majority of the NIPB work has been contracted out to one supplier on the basis of a tender competition. Due to the close management of the contractors and the work that they produce there is little opportunity for publications from the NIPB being released that does not meet their stringent publication standards.

In the calendar year 2005 the NIPB spent £180,773 on 280,010 publications of which 20,442 were not distributed. Each document is quoted for separately. It may be more economical if the NIPB obtain a quote for the production of their legislatively required documents at the start of the year as the timetabling for the majority of the NIPB publications is set in advance.

1.4.3 Internet

The NIPB administers two separate websites, the corporate site and the DPP site. The responsibility for the administration of these sites lies with two branches, the Press Office and Community Affairs. Through the course of our review it was acknowledged by those who were interviewed that the corporate website needed to be revamped.

The DPP website has been developed quite recently and on review it compares favourably with the comparator sites and the WAI guidelines. The homepage of the DPP website has no NIPB logo present which means that those using the website do not make the connection between the NIPB and the DPP functions.

The NIPB spends in excess of £50,000 each year on its two websites and although both websites are stand alone, it does not mean that the administration function needs to be separate as it is at present. This arrangement is currently under consideration as part of the review of the external affairs activities of the NIPB.

1.4.4 Events

The NIPB organise all their events internally. These events range from seminars to press launches and from conferences to public meetings. The management of these events rests with the Press Office and Community Affairs, whilst the budget is the responsibility of the specific branch who has requested the event.

1.4.5 Media Relations

The main contact for the media organisations in the NIPB is the Press Office. The Press Office also monitors the media coverage given to the NIPB.

The Press Office receives requests for information from the Press either by phone, through the website or via email. Media organisations can contact the Press Office by phone either during working hours or out of hours. An out-of-hours rota is in place to ensure that a member of the Press Office team is available to answer.

1.4.6 Comparator Organisation (OPONI)

The corporate brand is present in all the documents with no deviations. The number of copies ordered and printed of each publication is the maximum amount required. If further copies are required these can be obtained electronically. The website is used as a communication tool with the community. It is used to seek feedback on issues which are presented in the media.

Informal briefing sessions with the media on content issues is the preferred approach in the organisation. It is considered important for the nurturing of good relationships with media representatives and generally the feedback has proven that this is a positive course of action.

A yearly outreach programme is undertaken to target specific sections of the community (hard-to-reach groups).

NIPB Best Value Review of External Communications and Public Consultation 2006

This Report is CONFIDENTIAL and its circulation and use are RESTRICTED. Please see note on cover page.

1.5 Public Consultation

The NIPB undertake numerous public perception surveys. The main aim of these surveys is to inform the Policing Plan and Annual Report preparation stage and satisfy legislation.

OPONI for example has at least forty meetings a year with community groups.

As the meetings of each DPP are set in advance, a rolling programme of meetings between NIPB officials and DPP representatives to discuss pertinent issues could be organised.

A major interest group in Northern Ireland affairs is the Northern Irish Diaspora. The Board have actively been involved with press release and publication information dissemination for a number of years and have recently undertaken a visit to Washington but this work needs to be more clearly linked to its strategic goals

The NIPB officials acknowledged that its progress towards achieving its strategic objectives has not been assessed by way of a public consultation/satisfaction survey exercise.

1.6 Resources and Structure

The NIPB consists of nineteen Members, nine of whom are political representatives and ten of whom are independent Members appointed by the Secretary of State following an open competition. The NIPB is supported by a staff of approximately 60 headed by a Chief Executive and organised into a number of Directorates and Branches.

The Press Office's specific remit relates to the Public Relations activities of the NIPB which includes the organisation of NIPB events, administration of the design and print contract inter alia, including the preparation of NIPB documents for publishing.

The Community Affairs Branch's main remit is the support of the District Policing Partnerships which includes the administration of the DPP website and other support to each individual DPP.

1.6.1 Systems and Procedures

Some standard systems and procedures are in place such as events management but specific activity is not collated.

1.6.2 Budget

The NIPB has a total budget of £8.2 million of which more than £800,000 is allocated to external communications and public relations (39% of the total costs relate to staffing).

A more co-ordinated approach needed to improve the Board's External Communication and Public Consultation.

1.6.3 Comparator Organisation (OPONI)

The main externally focused work delivered by OPONI is carried out by their Directorate of Information.

The cost of the staffing complement is approximately £135,000. The budget for the activities carried out by the directorate is approximately £110,000. Any additional expenditure must be supported by a business case.

1.6.4 Resource Implications

Twenty-nine recommendations have been made as a result of this review, some aimed at obtaining a strategic direction for the organisation and its future external communication and public consultation activities which do not have a specific cost or manpower impact whilst others are very much operationally focused and consequently, if implemented fully will have an immediate effect on costs and the staffing of the NIPB.

We have attempted to illustrate the indicative impacts of each of the recommendations, at no time have we carried out detailed costing or job sizing exercises in arriving at these conclusions.

Recommendation 1 the development of formal speaking engagements for designated board members/officials will add to the burden of staff responsible for the management of NIPB events and may need some job reorganisation for current staff. If the event management is outsourced then a cost of approximately £2,500 per event would not be unreasonable but this is dependant on the nature of the event and the audience. If a dedicated speech writer is appointed, this will result in an increase in workload.

Recommendation 2 the cost of public speaking courses is in the region of £1,400 per day but this is dependant on the volume of work required.

Recommendations 3, 4, 5, 6, 7, 13, 17, 19, 20, 21, 23, 24, 27, 28, 29 these recommendations are unlikely to have any significant cost implications taken on an incremental basis but when aggregated they are likely to have an impact on the workload of some Board officials.

Recommendation 8 the main legislatively required documents; the Policing Plan, Annual Report, Omnibus Survey cost an average of £2.50 per copy. A bulk purchasing agreement with the printer in advance could result in a discount.

Recommendation 9 if there is less publications printed then the cost will reduce but this may affect the discount achieved as a result of Recommendation 8.

Recommendation 10, 12 the Crystal Mark accreditation has associated costs which are between £1,500 and £12,000 for initial membership and a yearly cost of up to £3,000 per year.

Recommendation 11 NIPB officials informed us that the cost of the DPP website was in the region of £100,000. The amount of work required to update the corporate site to meet current good practice could be equivalent to that required to build a site.

Recommendation 14 if this function was not considered worthwhile in the future the maintenance cost of the site would as a result be reduced.

Recommendation 15 this addition to the DPP website may not have a cost but this is entirely dependant on the provider.

Recommendation 16 at this point there are two members of staff dedicating half their time to the administration of the two websites. If this role was the responsibility of one member of staff then one half of the others time could be freed to concentrate on achieving some of the other recommendations.

Recommendation 18 if the events management function is kept in-house; this will have implications on the workload of the staff. If the management of events was outsourced then a cost in the region of £2,500 per event could be charged.

Recommendation 22, 26 this survey can be developed in house, the current cost, taking the Omnibus Survey as an example, is £500 per question.

Recommendation 25 an outreach programme to the US and Europe will include events management, travel and subsistence, plane tickets and lost time costs (staff). Embarking on such a programme could mean quite considerable cost implications at the start of the project but these will decrease over time.

1.7 Summary

We have conducted a very thorough review of the External Communication and Public Consultation activities of the NIPB assessing the economy, efficiency and effectiveness of the processes. Our review work on site was consolidated by the work already completed by the NIPB review team which included interviews with OPONI officials and the development and distribution of the stakeholder questionnaire. Throughout the review, the team found that those officials dealing specifically with external communication and public consultation were highly motivated and dedicated. We found areas of good practice; contractor management, events organisation and management, editorial control of publications, corporate branding, DPP website, DPP training, surveys, media relations and responses to queries from the public. Areas where improvements could be made were also identified; corporate internet site, publications stockholding, performance management arrangements, interfaces with the DPPs and information sharing with other organisations. We have used OPONI as the comparator organisation for this review. Although similar in function it does not operate under the same financial, legislative or political circumstances as NIPB. Consequently the volume and the scale of work the officials of OPONI are required to deliver is considerably less than the NIPB. However the comparison does illustrate that if a co-ordinated plan of action is put in place for the delivery of external communication and public consultation activities then a more effective service can be delivered.

When reviewing the public perception of the organisation it must be taken into account that factors outside its control can positively or negatively influence how the community views its activities. Although certain situations may affect the public perception of the NIPB at a given

point in time, the organisation must always ensure that they are employing the most effective and efficient communication and public consultation methods.

The key recommendations are detailed below:

Recommendation 1 (pg.22)

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.

A designated Board official should be responsible for the speeches and presentations ensuring the corporateness and continuity of message.

Recommendation 3 (pg.22)

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.

Recommendation 5 (pg.23)

The NIPB should develop a forum to enable the regular sharing of information and best practice in communications and public consultation with the PSNI, DPPs, OPONI, etc.

Recommendation 9 (pg.27)

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.

Recommendation 11 (pg.29)

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.

Recommendation 22 (pg.32)

NIPB should develop and distribute an annual customer satisfaction survey with media organisations in order to measure year on year improvement in the service.

Recommendation 26 (pg.35)

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.

2 Introduction

2.1 Legislation

Part V of the Police (Northern Ireland) Act 2000 states:

'The Board shall make arrangements to secure continuous improvement in the way its functions, and those of the Chief Constable, are exercised, having regard to a combination of economy, efficiency and effectiveness'

The Best Value Review of External Communications and Public Consultation was included in the Audit and Best Value plan 2005/2006 and agreed by the Audit and Best Value Committee and the Northern Ireland Policing Board (NIPB).

Best Value reviews require application of the Government's four Best Value principles of challenge, comparison, consultation and competition (the 4C's). It should be noted that such an approach is not linear in nature, but rather the 4C's are interactive elements, which are necessary for an extensive review.

2.2 Purpose

The purpose of the Best Value Review was to consider the key processes in relation to External Communication and Public Consultation and to make recommendations to secure continuous improvement within this area of work having regard to a combination of economy, efficiency and effectiveness.

2.3 Background

As a result of the Belfast Agreement, the Patten Commission was established in 1998 as an independent body to review all aspects of policing including police accountability. The Commission recommended that in order to signal a new beginning for police accountability a new Policing Board should be created to replace the Police Authority for Northern Ireland, which had been responsible for police accountability.

This new independent body was set up on 4th November 2001 and consists of 10 political members and nine independent members appointed through open competition.

The role of the Northern Ireland Policing Board (NIPB) is 'to ensure for all the people of Northern Ireland the delivery of an effective, efficient, impartial and accountable police service which will ensure the confidence of the whole community.'

Under the Police (Northern Ireland) Act 2000 as amended, the NIPB's main duty is to ensure the police in Northern Ireland are effective and efficient. Arising from these Acts the NIPB have a number of responsibilities which are:

- Accountability of Chief Constable

NIPB Best Value Review of External Communications and Public Consultation 2006

This Report is CONFIDENTIAL and its circulation and use are RESTRICTED. Please see note on cover page.

- Power of inquiry into PSNI activities
- Police effectiveness in tackling crime
- Human Rights
- Oversight for Police Recruitment
- To monitor the effectiveness of the local Accountability of DPPs

2.4 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, thereby gaining the confidence of the whole community, communicating with and informing the public is an integral element of the Board's work.

Under the Freedom of Information Act 2000 any individual has the right to request information from public authorities.

Under this Act the NIPB have in place a Publication Scheme which informs the public of the information which is readily available without having to be requested.

Within the Corporate Plan 2005-2008 the NIPB have identified as an objective, encouraging public confidence in policing in Northern Ireland. To help achieve this over the next three years the Board aims 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 3 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 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.

2.5 External Communication

In addition to the reports that it must produce and publish in compliance with legislation (Annual Report, Policing Plan) the NIPB also publishes a large amount of other information which it uses for a variety of purposes and aimed at different audiences (Appendix 3).

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

- **Surveys and Research**
Over the period of its existence the NIPB have conducted a number of public opinion surveys and research projects in order to obtain the public's view on a variety of issues
- **The Omnibus Survey**
NIPB commissions questionnaires twice yearly and is a main constituent of the NIPB's responsibility to measure public satisfaction with PSNI and monitor the Police's effectiveness in tackling crime and in the production of the annual Policing Plan. The aim of the survey is to gain the public's perception on the performance of the PSNI, the District Policing Partnerships (DPPs) and the NIPB.
- **Focus Groups/Meetings with Local Community Groups**
NIPB have carried out some Focus Groups in an effort to obtain local views with relation to specific pieces of work such as the report on the Ardoyne Parades 2005.
- **Website**
The NIPB has one main website where it places information on Board meetings, committee minutes, publications schemes, latest news, etc. It also has the administrative responsibility for the main DPP website and the twenty six individual DPP web pages
- **Media**
The NIPB deal with many queries from the media over the course of the year. These queries come in the form of telephone conversations, written requests and Freedom of Information queries. Media briefings are also held on specific issues.
- **Events**
As part of the wider external communication activities NIPB organise many corporate and DPP events such as press launches and seminars. These are used to communicate specific messages to the invited audiences.

2.6 District Policing Partnerships (DPPs)

Perhaps the most effective way the Board has of consulting with the public is through the development of 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.

In addition to monitoring police performance against local policing plans targets they aim to gain the co-operation of the public in preventing crime and work together to address crime in local communities.

The five key functions of a DPP are to:

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

3 Terms of Reference

The NIPB engaged consultants to complete its Best Value Review of External Communication and Public Consultation. The review is based on the Prince2 methodology and the Home Office Handbook for Best Value methodology with NIPB/PSNI.

The approach will ensure that the components of Best value are delivered:

- Challenge why a service is required, how it links to customer needs how it should be delivered and who should deliver it.
 - In the case of the External Communication and Public Consultation activities of the NIPB we have reviewed each of the processes in detail. We have reviewed the effectiveness of the processes in meeting their set objectives. We have reviewed them with relation to their impact on the stakeholder perception of the NIPB and its activities. As part of the review we have always questioned whether or not it is appropriate that the NIPB delivers the process, whether it is needed at all or if it is, whether it should be outsourced.
- Compare with ‘best’ and ‘most similar’ service providers to increase standards and targets and to determine whether or not the organisation is operating effectively.
 - We have used the Office of the Police Ombudsman of Northern Ireland as our comparator. We have used the activities delivered by this organisation as a benchmark with which to measure the NIPB with a view of highlighting good practice where applicable. When taking into account the comparisons it must be borne in mind that OPONI operate under different financial, legislative and political circumstances and therefore direct comparison is difficult.
- Consult with a wide variety of stakeholders using a number of methods.
 - We have relied on the many public consultation surveys and interviews carried out by the NIPB in an effort to quantify the views of the stakeholders on the External Communication and Public Consultation process. We have also used these views to measure the effect these activities are having on the stakeholder’s views of the organisation as a whole.
- Compete, where emphasis is not on who delivers the service but the quality and standard of service delivery – can the service be delivered more economically, efficiently and effectively than at present?
 - Throughout this review we have asked the questions, why the activities are delivered the way they are presently? Can the NIPB refine their process to become more responsive to the needs of the community? Is there another way to communicate and consult with the community? We have tried to answer these questions using all the information at our disposal.

3.1 Methodology

Using the Home Office Handbook for 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:

- **Desktop Research**
The desktop research included a large variety of material relating specifically to the NIPB and the District Policing Partnerships and to a lesser extent the Police Service of Northern Ireland. This is outlined in Appendix 3.
- **Communication Audit**
We carried out an audit of the Board's current methods of communication as part of the 'challenge' process; assessing the use of logos, branding and the overall presentation in addition to the content of the printed and electronic material produced by NIPB. These tools were assessed against a range of communication tools used by OPONI. In the case of the website we compared that to several other public sector websites which are viewed as 'good practice' websites.
- **Interviews**
As part of the consultation process, interviews were carried out with officials of the NIPB who had direct connection with the external communication and public consultation processes carried out by the NIPB.
- **Consultation Questionnaire**
As part of this Best Value Review, the NIPB developed and distributed a questionnaire which aimed to obtain stakeholder perceptions. The questionnaire was issued to 246 stakeholders and associated organisations. Sixty two questionnaires were returned (25%). This return rate was acceptable for the NIPB.
- **Comparator Organisation (OPONI)**
Several organisations were approached by the NIPB during this review to act as comparator organisations. Interviews were conducted with members of OPONI by NIPB officials to compare as far as practicable the effectiveness of its external communications and public consultation.

3.2 Report Format

The report is structured in a way which highlights the different functions of the NIPB when delivering its External Communication and Public Consultation activities:

- **Strategic Context**
This section illustrates the strategic drivers which influence the activities of the NIPB.
- **Public Perception**
The NIPB have carried out many public awareness surveys since its inception, we have highlighted the trends in awareness of the NIPB and its functions.

- **External Communication**
This section highlights the various mechanisms the NIPB utilises to communicate with its stakeholders. The mechanisms used by OPONI are also mapped.
- **Public Consultation**
The methods used by NIPB to consult with the public are detailed in this section. We have compared these with the methods used by OPONI.
- **Resources and Structure**
The staffing complements of those sections involved in the External Communication and Public Consultation activities of the NIPB and the associated costs are detailed. The details of OPONI are also included.

4 Strategic Context

The functions of the NIPB are governed by the legislative requirements as set out in the Police (Northern Ireland) Act 2000 as amended whereby it must:

- Hold the Chief Constable to account for the exercise of his functions and those of the police, the police support staff and traffic wardens.
- Monitor the performance of the police in:
 - Carrying out the general duty as specified under the Act
 - Complying with the Human Rights Act 1998
 - Carrying out the policing plan
- Keep itself informed as to:
 - Trends and patterns in crimes committed
 - The extent to which the membership of the police and police support staff is representative of the community in Northern Ireland
- Assess:
 - The effectiveness of measures taken to secure that the membership of the police and the police support staff is representative of Northern Ireland community
 - The level of public satisfaction with the performance of the Police and the District Policing Partnerships (DPPs)
 - The effectiveness of DPPs in performing their functions and in particular, of arrangements made to obtain the views of the public about matters concerning policing and the co-operation of the public with the police in preventing crime.

In order to ensure that it meets its statutory requirements the Board has developed and is working toward achieving its three year Corporate Plan (2005-2008). Under the strategy three corporate objectives have been identified so that the Board can 'secure an effective and efficient Police Service which gains the confidence of the whole community in policing'.

Objective 1: To encourage confidence in policing

The Board plans to:

- Inform the public and measure public awareness of and satisfaction with advances in policing by publishing:
 - Annual report by 30 September each year

- Annual Policing Plan by 31 March each year
- Best Value Review Programme by 31 March each year
- The results of all public surveys and research within 3 months of the results being available
- Develop and implement a communications strategy

Objective 2: to ensure the delivery of an effective police service

Over the period of the strategy the Board will:

- Agree an annual PSNI Best Value Review
- Measure public satisfaction with the Board and DPPs

Objective 3: to ensure the delivery of an efficient police service

The Board intends to:

- Develop and approve the Annual Policing Plan within the prescribed deadline
- Monitor police performance against the Annual Policing Plan quarterly
- Monitor the implementation of major PSNI strategies
- Maintain community oversight of policing through the custody visiting scheme

In an effort to address issues of a Belfast bias, the NIPB has moved its public meetings to other towns such as Armagh and Ballymena, although these meetings are not an open forum where the public can express their views. The public face of the NIPB is an area where some improvement can be made with the Chairman, Vice-Chairman, Chief Executive and/or a principal board member nominated to deal with a particular issue being promoted as the figure head(s) of the organisation. This can be achieved through the implementation of a programme of formal speaking and informal networking events with key community groups and partner organisations which can be organised throughout the country. This will ensure that the key issues and initiatives the NIPB are involved with, are communicated to the most appropriate audience. The view expressed by OPONI is that this has worked well in increasing the profile of their organisation and how the public perceives its work.

Those involved should be given suitable media relations and presentation/public speaking training and have a Board official designated as speech writer to ensure the corporateness and continuity of message.

Recommendation 1

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.

A designated Board official should be responsible for the speeches and presentations ensuring the corporateness and continuity of message.

Recommendation 2

All those involved in developing and delivering the public events should be given the appropriate media and public speaking training.

4.1 Strategic Communications

Arising from our consultations with NIPB officials we have found that the Director of Communications had developed a communications plan for the organisation but on inspection of the plan we found that the linkages with the strategic objectives of the Board were not easily apparent. It is important that if the message of the NIPB is to reach a greater audience then a systematic approach is taken. This strategy needs to have the support of the Board members and its senior officials in its delivery.

Recommendation 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 the three year period.

In order to ensure the success of the communications strategy, an annual external communications campaign should be developed. The aim of the yearly campaign is to ensure that the correct audiences are being targeted with the messages and with the most appropriate methods of communication. It is essential that one part of the organisation takes ownership of this thereby ensuring consistency of approach and message.

Recommendation 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.

page.

The NIPB is part of a wider Criminal Justice system which includes the PSNI, Police Ombudsman, the Courts Service and the Prison Service. When considering methods and mechanisms for communicating, the NIPB do not operate a formalised pro-active approach in joined up working with those bodies. Those who are responsible for the communications of the NIPB meet their counterparts in other criminal justice bodies to discuss issues facing each of their organisations but this is not in a structured manner. Over the course of the review it was found that the NIPB do not have a formalised relationship with the DPPs with relation to communication, there is no shared learning sessions or focus groups deciding on the best method of communicating messages to the public.

Recommendation 5

The NIPB should develop a forum to enable the regular sharing of information and best practice in communications and public consultation with the PSNI, DPPs, OPONI, etc.

Recommendation 6

The NIPB should investigate the opportunity for collaborative working on communications and community involvement with the PSNI, DPPs, OPONI, etc.

5 Public Perception

Emerging incidents have kept the NIPB at the centre of the public eye and high on the media agenda. The media and the stories they produce influence the perceptions that people have of the Board.

The NIPB have recently carried out surveys aimed at obtaining perceptions on different aspects of their functions. They are:

- DPP Public Consultation Survey (May 2004)
- Public Perceptions of the Police, DPPs and the Northern Ireland Policing Board Omnibus Survey (September 2005)
- DPP Review Survey (October 2005)
- Survey for Northern Ireland Policing Board Best Value Review of External Communication and Consultation (December 2005)

The Omnibus survey of September 2005 reported that 78% of those questioned had heard of the NIPB. This was a decrease from the previous three surveys conducted (April 2005, October 2004 and April 2004) when the rates were 82%, 83% and 84% respectively.

When questioned on how well or poorly the respondents thought the NIPB was at holding the Chief Constable publicly accountable, 39% thought that it did very well/well with 12% thinking poor/very poor. When asked how well they thought the NIPB does on consulting with the public on policing issues, 26% thought very well/well with 28% answering poor/very poor. A further 26% did not commit either way.

When asked what the primary role of the NIPB was, 77% responded, 'To oversee and hold the Chief Constable and PSNI publicly to account.'

When asked how well they thought the NIPB was working, 29% responded very well/well, 42% responded adequately and 17% responded poorly/very poorly.

In December 2005 the NIPB forwarded questionnaires to 246 stakeholders to obtain their views on External Communication and Public Consultation, a 25% response rate was obtained, which was acceptable for NIPB officials for this type of survey.

Of those who responded, 69% found it easy to contact someone who can assist them. 75% of those who responded agreed that the Board provides useful and accurate information. Only 41% were satisfied with the service provided by the Board members.

Specific comments contained in the feedback included:

- ‘I find the Board willing to listen and to discuss issues, however, greater co-operation in the interests of the whole population rather than their community would improve the public service.’
- ‘The Board officials are working hard to raise awareness and understanding of their role to a largely uninformed public.’
- ‘Board members could, if time allowed make more of an effort to engage with DPPs – members and officials, on a frequent basis. This could be a component of the Board’s strategy for gaining the co-operation of the public’
- ‘The Board does not seem responsive to human rights concerns. Too much goes on behind closed doors’

The DPPs were appointed in March 2003 and after the first year in existence in May 2004 the Board carried out a consultation survey to gather the public’s perception of them. Of those surveyed, 67% were aware of the DPPs. Only 17% thought that the DPPs were doing a good job, 68% did not know or did not answer. 34% who replied were very confident / confident that the DPPs were helping to address local problems while 58% were not confident.

When asked if they know the membership of their DPP, only 18% did, whilst 71% responded that they did not know their DPP members. In addition to this only 19% knew how to contact their local DPP with 72% not knowing. The vast majority of respondents were unable to identify the functions or membership. NIPB officials subsequently have invested a lot of time in ensuring that DPPs make positive strides in improving the public’s perception through its monitoring and challenge role. Underperforming DPPs must report back on reasons for their performance.

Overall public knowledge of the Board and its functions is high and the perception of the work that it does is positive.

6 External Communication

The NIPB communicates to its external stakeholders in many different ways. The main conduits of this communication are the Press Office and the Community Affairs branches.

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 and produce any press releases arising from the NIPB. They are the main speech writers for the Board spokesperson.

The Community Affairs branch is responsible for the NIPB's remit of gaining the co-operation of the public with the police in preventing crime and in overseeing the implementation of the PSNI's Policing with the Community strategy. They also have responsibility for managing the DPP network.

6.1 Branding

There is a very strong corporate brand with the logo and colours evident in all the publications of the NIPB (Appendix 3). This ensures that the documents produced by the NIPB are recognised by the public immediately. All the documents produced, apart from the Custody Visitor Handbook, display the corporate logo prominently. With relation to the corporate colour of blue, on the whole the documents produced by the Board incorporate this but again the Custody Visitor Handbook does not, the colour purple is used instead.

Another NIPB publication which does not comply with the corporate colour is the PSNI Gender Action Plan. This is a PSNI document which was produced in association with the NIPB and as such the PSNI green takes precedence.

The NIPB also issues Press Releases to media organisations whenever it wishes to make statements on specific issues.

The Press Office ensures that any communications from the NIPB to its external stakeholders are branded appropriately and are in the correct format. On the whole the officials within the Board are unaware of the requirements of the house style. To this end the development of a house style guide can inform all officials of the requirements.

Recommendation 7

The NIPB should develop a formal house style guide to aid all those who are involved with the preparation of all NIPB documents. This should include an explanation of how to use it. This document can be kept in the corporate document management system for easy retrieval.

6.2 Printed Publications

As illustrated in Appendix 4, the NIPB produces a substantial amount of paper publications ranging from the legislatively required Annual Report and Policing Plan to the more incident driven Report on the Policing of the Ardoyne and Whiterock parades.

The design and print for the majority of the NIPB publications has been contracted out to one supplier on the basis of a tender competition. This has ensured that all documents published are of a similar standard, quality, finish and type face. Our review of the publications on the whole substantiates this. The Press Office is the main point-of-contact for the contractors and this ensures that there is one point of editorial control within the NIPB. Due to the close management of the contractors and the work that they produce there is little opportunity for publications from the NIPB being released not meeting their stringent publication standards.

Even though the Press Office does not develop all the publications (this is the remit of the individual branches) they liaise with the branches and contractors to ensure that the quality and style of each publication is consistent.

In the calendar year 2005 the NIPB spent £180,773 on 280,010 publications (Appendix 4) of which 20,442 were not distributed. This spend is within the tender parameters but we have found that each document is quoted for individually. It may be more economical if the NIPB obtain a quote for the production of all their legislatively required documents at the start of the year as the timetabling for the majority of the NIPB publications is set in advance. Any ad-hoc publications that arise out of specific requests or requirements can then be quoted for on an individual basis but using the quote obtained at the start of the year as a benchmark for negotiation purposes.

Recommendation 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.

As can be seen from Appendix 4, 20,442 documents were not distributed. Although the order quantities may have been the minimum allowed by the printer, the total left undistributed has an additional stock holding charge for the NIPB. It may be useful to investigate alternative methods of communication (such as electronically) for some of the documents.

Recommendation 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.

As previously stated the publications reviewed were of the same quality and standard. Other formats are also available such as Braille, large print and minority languages for those who are not fluent in English. However, the publications do not have the Crystal Mark which signifies that the documents contain 'plain English' albeit Board officials assert there is a strong drive to use plain English in all documents. Plain English is something that the intended audience can

NIPB Best Value Review of External Communications and Public Consultation 2006

27

This Report is CONFIDENTIAL and its circulation and use are RESTRICTED. Please see note on cover page.

read, understand and act upon the first time they read it. As a mark of a quality publication the Crystal Mark signifies that the document meets specific standards and it may be appropriate that the NIPB investigate the possibility of attaining this accreditation for its publications taking into account the time pressures involved.

Recommendation 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.

The results arising from the stakeholder consultation survey undertaken in December 2005 are very positive with relation to the NIPB publications, with a majority of respondents having knowledge of the publication either very satisfied or satisfied.

A very interesting fact arising from the consultation is that 57% of those who responded, received their document electronically and a further 23% used the NIPB website to download the document.

Some comments included:

- ‘good – but I feel sometimes too detailed when less would do.’
- ‘publications need to be more disability aware, gloss and colouring make it difficult for people with visual impairments’
- ‘very professional, interesting and informative. We consider that colleagues in England and Wales could learn a lot from these publications.’

6.3 Internet

The NIPB administers two separate websites, the corporate site and the DPP site. The responsibility for the administration of these sites lies with two separate branches, the Press Office and Community Affairs. Through the course of our review it was acknowledged by those who were interviewed that the corporate website is in need of upgrading. It was stated that at the time of its development it was at the forefront of public sector websites but now it does not meet present requirements.

As part of our work programme we reviewed the NIPB website against the Web Content Accessibility Guidelines – the most generally accepted guidelines from constructing accessible websites. Overall the website does not score very highly using this protocol. There is no A-Z, no quick search facility nor is there a site directory/map. The colours are very bland which will make it difficult for the visually impaired to differentiate the text. When the text option is used the text size does not increase noticeably from the original. Updated news is within the Press Room section and is not visible on the opening page of the site.

The site was also compared with the sites of similar organisations in Great Britain and Northern Ireland and it did not compare favourably, with the majority being more user friendly and up-to-date. The Corporate site did not compare favourably against the District Policing Partnership site which is administered by the Community Affairs branch. Those who responded to the December 2005 survey and who had previously accessed the site had mixed views on it:

- ‘the fuzzy photo of smiling police officers doesn’t project the oversight function of the Board. Otherwise it works well.’
- ‘make it disability friendly.’
- ‘breaking news ticker tape message in Home page. More transparent and encouraging.’
- ‘we want ‘your views’ section.’

Recommendation 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.

Recommendation 12

The NIPB should attempt to gain a compliance award for the website from a recognised accessibility standards body for internet communication.

Further review of the website highlighted that the publication scheme of the NIPB was not linked to the publications section on the website, with more up-to-date reports not available and older versions still on the site and not archived.

Recommendation 13

The NIPB should ensure that the publications section of the website is updated as per the publications scheme.

The DPP website has been developed quite recently and on review it compares favourably with the comparator sites and the WAI guidelines. The main focus of the DPP website is to inform DPP managers and members, to this end each DPP has its own web page where local news is displayed. Any new policy developments or news which directly impacts the DPPs is uploaded by the Community Affairs branch. Anything that is of a particularly confidential nature is passed on through the ‘extranet’, a section of the site that is only accessible to those with passwords (Community Affairs, DPP managers and members). Our review has found that this section is not particularly well used as documents are forwarded via the council email address that the DPP managers use. Additionally, there is no NIPB logo or link to the corporate site on

the homepage of the DPP website which could mean that those using the website do not make the connection between the NIPB and the DPP function.

Recommendation 14

NIPB should review the usage of the 'extranet' function of the DPP website with a view to its long term appropriateness.

Recommendation 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.

The NIPB spends in excess of £50,000 each year on its two websites and although both websites are stand alone, it does not mean that the administration function needs to be separate as it is at present. It would be more effective and efficient if a 'web master' were in place to update and maintain both sites.

Recommendation 16

The NIPB should review the website administration and maintenance processes with a view to the appointing a 'web master' who will be responsible for both sites. This post should be appropriately graded in line with other public sector bodies.

6.4 Events

As can be seen from Appendix 5, the NIPB organise events internally. These events range from seminars to press launches and from conferences to public meetings. The management of these events rests with the Press Office and Community Affairs whilst the budget is the responsibility of the specific branch who has requested the event.

The authorisation process is not as clearly defined as the process for managing the events. Through our consultations we found that the main requirement for an event is that it must meet organisation needs within the provisions of the corporate or the branch business plan. Some events are authorised by Committee whilst others are Board direction. Some events are set in advance, for instance open board meetings whilst others are based on need, i.e. training seminars for DPPs.

Recommendation 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.

This Report is CONFIDENTIAL and its circulation and use are RESTRICTED. Please see note on cover page.

The Press Office has produced a very comprehensive event management checklist which details the requirements and timeline needed to organise and deliver an event. This has aided the event management process within the Board. Although, the costs of these events was not readily available as these records are not kept centrally. Reviews of the budgets indicate that a cost of over £100,000 has been forecast for the financial year 2005/06.

Recommendation 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 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.

6.5 Media Relations

The main contact for the media organisations in the NIPB is the Press Office. The Press Office also monitors the media coverage given to the Board.

The Board has entered into a Service Level Agreement with the Northern Ireland Office's Media Monitoring Centre whereby the Press Office receives a morning digest of the main stories in the press. They also receive a digest of TV and radio broadcasts and a daily newspaper cutting service. This information is placed onto the notice board and cleared when the next days information is received. At present no quantitative and qualitative data has been compiled on the usefulness of this system.

Recommendation 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.

The Press Office receives requests for information from the Press either by phone, through the website or via direct email. Media organisations can contact the Press Office by phone either during working hours or out of hours. An out-of-hours rota is in place to ensure that a member of the Press Office team is available to answer. No statistics are kept on the number of calls that are received out-of-hours.

Recommendation 20

Statistics should be kept for all phone queries received and dealt with, including time taken to deal with a query.

Information is passed from the Press Office to external bodies via the website Press Room section. No statistics are kept on the number of requests and time taken to respond. There is no proforma request template on the site (the query is in the form of an email) therefore the format of requests can differ which can slow down the responsiveness. The absence of a template

could mean that Freedom of Information requests are not treated as such initially, therefore risking exceeding the legislatively required response time.

Recommendation 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.

THE NIPB deals with media organisations every day but does not have any feedback on how they are perceived in order to manage performance.

Recommendation 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.

6.6 Comparator Organisation (OPONI)

- **Branding**
As part of our work we reviewed some publications from OPONI. The corporate brand is present in all the documents with no deviations.
- **Publications**
The representative interviewed stated that the corporate image was being reviewed at a strategic level with a view to increasing its profile over the next number of years. The documents are not crystal marked due to timetabling pressures. The number of copies printed of each publication is the amount required. If further copies are required these can be obtained electronically. As with the NIPB, the design is agreed between the contractor and the information office.
- **Internet**
The website is used as a communication tool with the community. It is used to seek feedback on issues which are presented in the media. The site itself is of a good standard and is recognised as so in the wider community. The latest information is easily found and a search facility is also available if required. Press releases are also posted onto the site whenever they are released.
- **Events**
Events are managed in-house and are dependent upon financial commitments. The Ombudsman takes up all invitations for her to speak and presents her role and that of the organisation positively.
- **Media Relations**
Press Releases are organisation and issue specific. The Ombudsman prefers to make statements to the press herself. When any issues are released to the press, an analysis of the press reaction is conducted and reported back to the Senior Management Team and the Ombudsman. This analysis is conducted by the Information Office team and is based on

their experience of the media. The organisation also makes use of the NIO Media and Monitoring service press digests and media clippings. These are circulated within the office and highlighted to the Senior Management Team as required.

The Ombudsman is the official voice of the organisation but in some situations deputies are appointed to speak on certain issues. Informal briefing sessions with the media on certain issues is the preferred approach. It is considered important for the nurturing of good relationships with media representatives and generally the feedback has proven that this is a positive course of action.

- **Strategic Communications**

A yearly outreach programme is undertaken to target specific sections of the community (hard-to-reach groups). This can involve upwards of forty meetings a year. These meetings are facilitated by the Information Office staff and they have received significant positive feedback from the audiences and community in general.

7 Public Consultation

Becoming increasingly community focused and engaging more effectively with the community is critical to the NIPB.

As previously stated the NIPB undertake numerous public perception surveys. The main aim of these surveys is to satisfy legislative requirements and inform the Policing Plan and Annual Report preparation stage. The respondents' views highlight areas that must be taken account of in the coming year's Policing Plan and also the successes or areas for improvement for the NIPB in discharging its role.

With relation to specific outreach programmes aimed at obtaining views from the community this has only been used for the Ardoyne and Whiterock Parades report whereby officials from the NIPB met with community representatives from the areas to discuss their views on this specific topic.

Many public sector organisations in Northern Ireland have developed very sophisticated public consultation mechanisms with specific focus groups set up to obtain views on certain initiatives. OPONI for example has at least forty meetings a year with community groups. At this time the NIPB are missing out on a valuable resource.

Recommendation 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.

The composition of each DPP ensures, as far as possible, that they are representative of the community but our review has found that there is little formal consultation between the NIPB and the DPPs. The main method of communication between the two bodies is the dissemination of policy information and the launching of NIPB publications. This is an avenue that needs to be explored if any future public consultation strategy is going to be successful. The meetings of each DPP are set in advance which would mean that a rolling programme of meetings between NIPB officials and DPP representatives to discuss pertinent issues could be organised.

Recommendation 24

The NIPB should investigate the possibility of organising a series of meetings with all DPPs as part of its outreach programme.

As previously stated many public sector organisations and those specifically within the Criminal Justice sector have developed consultation mechanisms and carry out community outreach sessions regularly. It would be advisable for officials of the NIPB to meet up with their counterparts in the PSNI and OPONI to discuss and share best practice in public consultation (see recommendations 5 & 6).

A major interest group in Northern Ireland affairs is the Northern Irish diaspora. The Board have actively been involved with press release and publication information dissemination for a number of years and have recently undertaken a visit to Washington but this work needs to be more clearly linked to its strategic goals. As many of the political representatives from Northern Ireland and the British and Irish Governments place a great deal of emphasis on the views of this community, it is important the NIPB officials make determined moves to inform them of their activities and remit.

The European Union has gradually become more influential in Northern Ireland mainly through the provision of grant aid. To this end, it is also important that the NIPB target influencers in Europe to ensure that they receive positive messages.

Recommendation 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.

The NIPB officials acknowledged that the Board's progress towards achieving its strategic objectives has not been assessed by way of a public consultation exercise. Although the general success or failure of the NIPB in delivering its oversight powers is assessed by the omnibus survey, the community or other stakeholders have not been specifically asked on its progress against its strategic objectives.

In order to measure the success of the corporate strategy the NIPB should develop a specific public perception survey.

Recommendation 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.

Recommendation 27

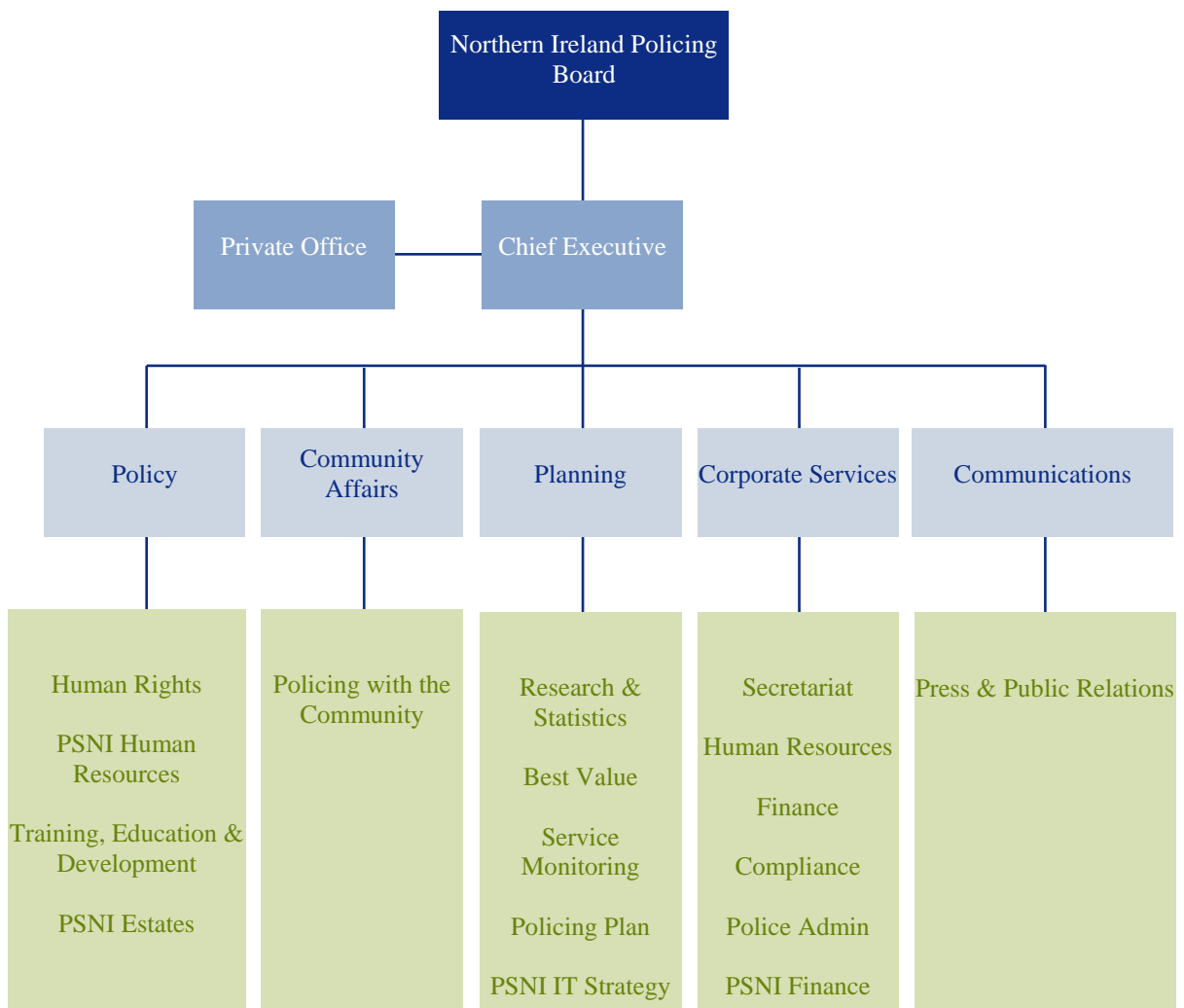
The NIPB should also embark on a series of consultation meetings with interest groups after each year of the strategy. This can be used to feed back results on the previous year and develop an action plan for the coming year.

8 Resources and Structure

8.1 Current Structure

8.1.1 Northern Ireland Policing Board Organisational Chart

The Policing Board consists of nineteen Members; nine of whom are political representatives and ten independent Members appointed by the Secretary of State following an open competition. The Board is supported by a staff of approximately 60 headed by a Chief Executive and organised into a number of Directorates and Branches as follows:



The Press Office is responsible for external communications and for promoting the role and work of the NIPB including; the organisation of NIPB events and the administration of the design and print contract including the preparation of NIPB documents for publishing.

The structure of the Branch at present is:

- One Grade 7 (vacant)
- One Deputy Principal
- Two Staff Officers
- One Executive Officer II (vacant)
- One Administrative Assistant
- One student placement (vacant)

The Community Affairs branch is responsible for the NIPB's remit of gaining the co-operation of the public with the police in preventing crime and in overseeing the implementation of the PSNI's Policing with the Community strategy. They also have responsibility for managing the DPP network.

The current structure is as follows:

- One Grade 7
- One Deputy Principal
- Six Staff Officers
- One Executive Officer II
- One Administrative Officer
- One Administrative Assistant

8.1.2 Systems and Procedures

Some standard systems and procedures are in place such as events management. Media queries and responses are logged; queries from the websites are logged but this is not done in a systematic way. There is no formalised performance to indicators and consequentially there is no performance measurement in place.

Although each Branch has an annual business plan, upon inspection there are no hard targets set which are aimed at improving the operation of the branches.

Recommendation 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.

8.2 Budget

The NIPB has a total budget of £8.2 million of which more than £800,000 is allocated to external communication and public relations.

Figure 1

Percentage of the total budget spent on External Communication and Public Relations

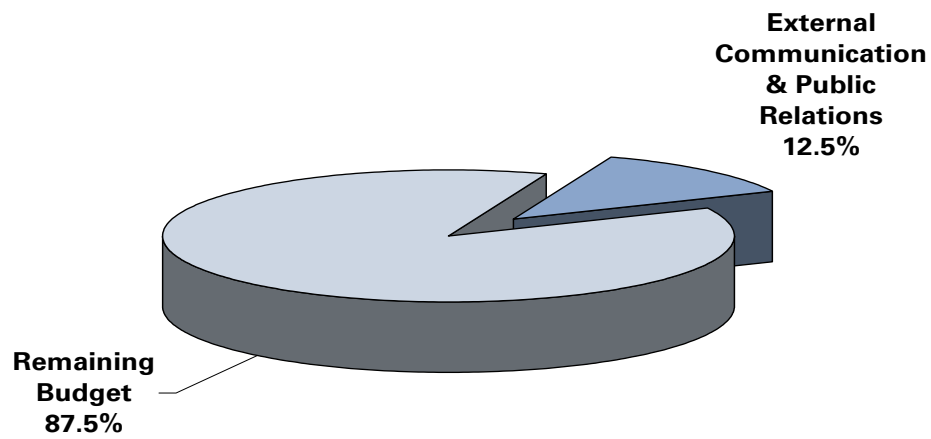
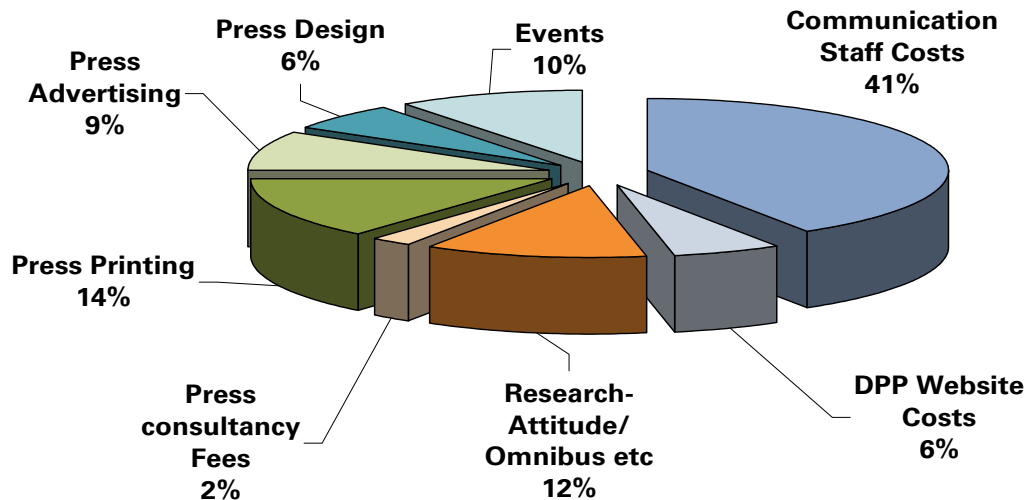


Figure 2

Breakdown of Costs



As can be seen from figure 1 the cost of communications equates to 10.5% of the total budget of the NIPB. This is a substantial proportion of the overall corporate budget and as such must be given priority. When this is further broken down, excluding staffing costs, events, printing and the costs of the research attitude/omnibus survey account for the majority of spend (figure 2). Apart from the omnibus survey there have been no performance targets set for these activities and so it is difficult to monitor whether they are giving the NIPB value for money. In our review of the corporate budget we found that corporate communications activity was spilt amongst different cost categories and was on occasion difficult to track. Consequently for ease of financial monitoring a specific cost centre for corporate communications should be set up.

Recommendation 29

The NIPB should consider the creation of a specific cost centre for corporate communication which can be monitored easily.

As highlighted previously in this section the functions of the Press Office and Community Affairs deal with the NIPB's interface with the community. Both administer websites on behalf of the NIPB. The Press Office deals with the external communication of the NIPB and Community Affairs undertakes the function of community interface through the operation of the District Policing Partnerships. If the NIPB is going to improve its External Communication and Public Consultation then a co-ordinated approach needs to be adopted. This can be best achieved if the functions of the Press Office and Community Affairs branches were combined into a section which deals with the external environment of the NIPB. The combination of the two branches will ensure that a joined up approach to all external activities will be achieved. At this moment the NIPB are reviewing the two branches with a view to amalgamating them into a branch dealing with external affairs.

8.3 Comparator Organisation (OPONI)

The staff complement within the OPONI Information Directorate is as follows:

- One Grade 7
- One Deputy Principal
- One Staff Officer
- One Administrative Assistant

The cost of the complement is approximately £135,000. The budget for the activities carried out by the directorate is approximately £110,000; any additional expenditure must be supported by business case. It must be taken into account when reviewing these statistics that OPONI operates under different legislative requirements and therefore the volume of activities carried out is on a smaller scale hence the smaller budget and staffing complement.

8.4 Resource implications

Through the course of this document we have made twenty-nine recommendations, some aimed at obtaining a strategic direction for the organisation and its future external communication and public consultation activities which do not have a specific cost or manpower impact whilst others are very much operationally focused and consequently, if implemented fully will have an immediate effect on costs and the staffing of the NIPB.

We have attempted to illustrate the indicative impacts of each of the recommendations, at no time have we carried out detailed costing or job sizing exercises in arriving at these conclusions.

Recommendation 1 the development of formal speaking engagements for designated board members/officials will add to the burden of staff responsible for the management of NIPB events and may need some job reorganisation for current staff or possibly the recruitment of additional staff, if the decision is made to keep all events in-house. If the event management is outsourced then a cost of approximately £2,500 per event would not be unreasonable but this is dependant on the nature of the event and the audience. If a dedicated speech writer is appointed, this will result in an increase in workload but it could be covered by the appointment of a webmaster (see recommendation 16).

Recommendation 2 the cost of public speaking courses is in the region of £1,400 per day but this is dependant on the volume of work required. Normally if more days are required then this fee can reduce.

Recommendations 3, 4, 5, 6, 7, 13, 17, 19, 20, 21, 23, 24, 27, 28, 29

these recommendations are unlikely to have any significant cost implications taken on an incremental basis but when aggregated they are likely to have an impact on the workload of some Board officials.

Recommendation 8 the main legislatively required documents; the Policing Plan, Annual Report, Omnibus Survey cost an average of £2.50 per copy. A bulk purchasing agreement with the printer in advance could result in a discount of approximately 20%, this can then be applied to the other publications. This is dependant on the agreement with the printer.

Recommendation 9 if there is less publications printed then the cost will reduce but this may affect the discount achieved as a result of Recommendation 8. The cost savings achieved can only be quantified when the total to be printed is agreed.

Recommendation 10, 12 the Crystal Mark accreditation has associated costs which are between £1,500 and £12,000 for initial membership and a yearly cost of up to £3,000 per year.

Recommendation 11 NIPB officials informed us that the cost of the DPP website was in the region of £100,000. The amount of work required to update the corporate site to meet current good practice could be equivalent to that required to build a site. Therefore it is not unreasonable to expect that the cost could be in the region of £100,000.

Recommendation 14 if this function was not considered worthwhile in the future the maintenance cost of the site, which is currently in the region of £30,000, would as a result be reduced. The proportion that this would reduce by is dependant on the contract and the provider.

Recommendation 15 this addition to the DPP website may not have a cost but this is entirely dependant on the provider.

Recommendation 16 at this point there are two members of staff dedicating half their time to the administration of the two websites. If this role was the responsibility of one member of staff then one half of the others time could be freed to concentrate on achieving some of the other recommendations.

Recommendation 18 if the events management function is kept in-house, this will have implications on the workload of the staff currently in the establishment in that they will be required to do a lot more in the same time period. A review of roles and responsibilities will have to be carried out to ensure that the current complement can deliver the events. If the management of events was outsourced then a cost in the region of £2,500 per event could be charged.

Recommendation 22, 26 this survey can be developed in house, the current cost, taking the Omnibus Survey as an example, is £500 per question. As the audience is not as wide as the Omnibus this cost could be reduced.

Recommendation 25 an outreach programme to the US and Europe will include events management, travel and subsistence, plane tickets and lost time costs (staff). Embarking on such a programme could mean quite considerable cost implications at the start of the project but these will decrease over time.

8.5 Summary

We have conducted a very thorough review of the External Communication and Public Consultation activities of the NIPB assessing the economy efficiency and effectiveness of the processes. Our review work on site was consolidated by the work already completed by the NIPB review team which included interviews with OPONI officials and the development and distribution of the stakeholder questionnaire. Throughout the review, the team found that those officials dealing specifically with external communication and public consultation were highly motivated and dedicated. We found areas of good practice; contractor management, events organisation and management, editorial control of publications, the corporate brand, DPP website, DPP training, surveys, media relations and responses to queries from the public. Areas where improvements could be made were also identified; corporate internet site, publications stockholding, performance management arrangements, interfaces with the DPPs and information sharing with other organisations. We have used OPONI as the comparator organisation for this review. Although similar in function it does not operate under the same financial, legislative or political circumstances as NIPB. Consequently the volume and the scale of work the officials of OPONI are required to deliver is considerably less than the NIPB. But the comparison does illustrate that if a co-ordinated plan of action is put in place for the delivery of external communication and public consultation activities then a more effective service can be delivered.

When reviewing the public perception of the organisation it must be taken into account that factors outside its control can positively or negatively influence how the community views its activities. Although certain situations may affect the public perception of the NIPB at a given point in time, the organisation must always ensure that they are employing the most effective and efficient communication and public consultation methods.

We have considered all the information provided to us and have proposed twenty-nine strategic and operational recommendations in order to achieve long-term improvement for the NIPB in its external communications and public consultation. These have been listed throughout the report and in Appendix 2 as a Performance Improvement Plan.

Appendix 1 SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Corporate branding • Produce more than Statutorily required to • Produce responsive to need • Ability to deal with media • Strong Human Rights function • Structure to the communication • Website • Staff professionalism • Internal awareness of roles • Communication channels are controlled • Contacts are in place • Adequate processes for dealing with public queries • Surveys are performed • Communication with DPPs is strong 	<p>Weaknesses</p> <ul style="list-style-type: none"> • No formalised linkages between the communication strategy and the NIPB strategic goals • Impacts of activities not measured consistently • Corporate website in need of updating • Congruency of NIPB & DPP website • Project management of events is difficult • Budgetary control of events across organisation • Contract for publishing – each job quoted for separately • Over reliance on DPPs for public consultation • Limited direct follow-up of survey results with action plan • DPP communication to the public can improve • Use of paper based communication channels
<p>Opportunities</p> <ul style="list-style-type: none"> • Ability to consult with members of the community not politically represented • Joint initiative with DPP's • The DPP, PSNI, OPONI mechanism for public consultation • Websites – rationalisation • Publishing contract re-negotiation • Use media contacts • Communication and marketing strategy • Perception surveys • Style guide department • Staff training • Shared learning with partner • Reaching other interest groups (USA, Europe) 	<p>Threats</p> <ul style="list-style-type: none"> • Corporate Website • Cost of communication to the Organisation • Mixed communication messages from NIPB • Clear lines of responsibility for communication must be developed • Ineffective public consultation • Survey 'box-ticking' – do it because have to • Lack of action on results of surveys • Communication not linked to strategic objectives

NIPB Best Value Review of External Communications and Public Consultation 2006

43

This Report is CONFIDENTIAL and its circulation and use are RESTRICTED. Please see note on cover page.

Appendix 2 Performance Improvement Plan

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
<i>Public Perception</i>			
<p>Recommendation 1</p> <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>	<p>Accepted in part. It is accepted, the new Board needs to raise its profile and that a programme of speaking/networking events and visits, to include those already planned or committed to, should be prepared.</p> <p>Achieving full implementation of this recommendation would require the support of the full Board and the time commitment of the Chairman and Members needs to be considered in detail.</p> <p>The profiling roles best sit with the Chairman and Members – hence the partial acceptance – although it is accepted that on occasions it may be appropriate for Board officials to be involved.</p> <p>Communications Branch should continue to advise Branch Heads on key corporate messages for inclusion in speeches and advise on style.</p> <p>Branch Heads should be responsible for</p>	<p>Deputy Chief Executive supported by Lorraine Calvert / David Jackson</p>	<p>Corporate Policy, Planning and Performance Committee to consider recommendation and the NIPB response in May 2006 and agree way forward.</p>

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
	<p>ensuring all PowerPoint presentations comply with the Board's house style.</p> <p>Communications Branch should continue to prepare keynote speeches for the Chairman and other Board Members as required.</p>		
<p>Recommendation 2</p> <p>All those involved in developing and delivering the public events should be given the appropriate media and public speaking training.</p>	<p>Accepted. Communications Branch recently awarded a contract for the provision of media training which can be utilised to meet this recommendation. Training should be delivered to all Senior Management to assist in developing briefing material and other documents for Board Members.</p> <p>Public speaking training courses to be explored in the Training Needs Analysis for Board Members.</p>	<p>Lorraine Calvert</p> <p>Sam Hagen</p>	<p>Media training to be provided to Chairman and Vice-Chairman by 30 June 2006.</p> <p>Further training to be provided as the need arises and in response to any action agreed in respect of Recommendation 1 above.</p>
<p>Recommendation 3</p> <p>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.</p>	<p>Accepted. The Board's Corporate Communication Strategy needs revised. A communications strategy was developed for both the outgoing and the incoming new Board and both have been fully implemented with positive results.</p> <p>Future marketing and outreach communications work must be integrated into the Board's work</p>	<p>Deputy Chief Executive supported by Lorraine Calvert</p>	<p>Communications Strategy to be revised to reflect the key strategic priorities identified by the new Board by 31 October 2006</p>

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
	<p>and this will be a priority task for the Deputy Chief Executive.</p> <p>Board should agree milestones/goals to measure effectiveness.</p>		
<p>Recommendation 4</p> <p>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.</p>	<p>Accepted. This is linked to recommendation 3 above – the key messages which the Board wants to convey will drive the campaign and the target audiences.</p> <p>The campaign would form part of any plan for delivering on the communications and marketing strategy – detailed at number 3 above and the development of an outreach strategy.</p>	<p>Deputy Chief Executive supported by Lorraine Calvert</p>	<p>An annual external communication campaign to be included in the Communications Strategy – see recommendation 3 above.</p>
<p>Recommendation 5</p> <p>The NIPB should develop a forum to enable the regular sharing of information and best practice in communications with the PSNI, DPPs, OPONI, etc.</p>	<p>Accepted. NIPB have been involved in the past in initiatives of this nature. Successful delivery does however require participation by the stakeholder bodies, and this is not within the control of the Board. A forum was established in 2005, chaired by the NIO, and comprising NIO, CJD, PSNI, NIPB and PONI, to look at public confidence in policing. PR staff from each body are represented and the Deputy Chief Executive to have a seat on that body and for consideration to be given to widening the membership to include DPPs.</p>	<p>Lorraine Calvert</p>	<p>Opportunities to be explored with other stakeholder bodies by 30 September 2006.</p> <p>Ongoing.</p>

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
	Other existing forums with stakeholders for sharing best practice will continue to be used and other opportunities explored.		
<p>Recommendation 6</p> <p>The NIPB should investigate the opportunity for collaborative working on communications and community involvement with the PSNI, DPPs, OPONI, etc.</p>	<p>Accepted. The Board has already developed and delivered a range of joint initiatives with these bodies appropriate to statutory roles – and maintaining independence. Recommendation 6 will provide another forum for further opportunities to be explored.</p>	Lorraine Calvert	Ongoing.
External Communications			
<p>Recommendation 7</p> <p>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.</p>	<p>Accepted in part. Press Office should continue to oversee branding of all Board publications. However, it is accepted that a style guide would assist officials in understanding Corporate Branding requirements. The branding of documents which do not currently incorporate Board branding should be considered. A style guide to be developed, not just for Board publications, but for all documents.</p> <p>Whilst the Press Office adheres to branding requirements other branches in the Board do not always follow Communications Branch</p>	Lorraine Calvert	<p>Branches at Board to identify the documents they have generated which do not follow corporate brand by 30 June 2006.</p> <p>Branches at Board to identify documents likely to be produced in next 12 months and incorporate into publications schedule</p>

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
	guidance. To fully accept SMT will be required to ensure corporacy of approach throughout the organisation once the style guide is produced.		by 30 June 2006. SMT to consider corporate approach and agree way forward by 31 May 2006.
<p>Recommendation 8</p> <p>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.</p>	<p>Accepted. The print and design contract is due to be negotiated in 2007. The Board will explore best options available to meet operational requirements.</p>	Lorraine Calvert	Renegotiation requirement carried out in 2007.
<p>Recommendation 9</p> <p>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.</p>	<p>Accepted. Each Branch Head should consider the format/method of documents they require in conjunction with Communications Branch to ensure that the most efficient and effective means of communication is being utilised, taking account of the views expressed by consultees and the needs of the Board. This recommendation should be taken forward in the development of a new Communications Strategy.</p>	Lorraine Calvert	A review of document production will be undertaken as part of the review of the Communications Strategy – see recommendation 3 above.

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
<p>Recommendation 10</p> <p>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.</p>	<p>Accepted. The Board currently aspires to achieve crystal mark certification for every public document within given time constraints. Branch heads should be responsible for seeking plain English clearance when developing public documents, and build in sufficient time for this to be achieved.</p> <p>All members of staff responsible for drafting documents should receive plain English training.</p>	<p>Lorraine Calvert</p> <p>Sinead Lappin</p> <p>SMT</p>	<p>SMT to consider NIPB response and agree way forward by 31 May 2006.</p> <p>SMT to consider NIPB response and agree way forward by 31 May 2006.</p>
<p>Recommendation 11</p> <p>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.</p>	<p>Accepted. Work commenced on this project in September 2005, with the establishment of a Review Group and an implementation plan for taking this forward is in place. It was decided that due to resource pressures and tender process that work on the new site would commence in June 2006.</p>	<p>Lorraine Calvert</p>	<p>Target date for completion 30 November 2006.</p>
<p>Recommendation 12</p> <p>The NIPB should attempt to gain a compliance award for the website from a recognised accessibility standards body for internet</p>	<p>Accepted and will form part of the implementation plan detailed at recommendation 11 above.</p>	<p>Lorraine Calvert</p>	<p>Target date for completion 30 November 2006.</p>

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
communication.			
<p>Recommendation 13</p> <p>The NIPB should ensure that the publications section of the website is updated as per the publications scheme.</p>	<p>Accepted and will form part of the implementation plan detailed at recommendation 11 above.</p>	Lorraine Calvert	Target date for completion 30 November 2006.
<p>Recommendation 14</p> <p>NIPB should review the usage of the 'extranet' function of the DPP website with a view to its long term appropriateness.</p>	<p>Accepted. As part of the restructuring of CAB and the Press Office to form an External Relations Directorate there will be an administrative review of the management and use of the two websites. A review of the effectiveness and use of the DPP extranet will form part of this larger exercise.</p>	Deputy Chief Executive supported by David Jackson	Target date for completion 31 October 2006.
<p>Recommendation 15</p> <p>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.</p>	<p>Accepted. This has been implemented.</p>	David Jackson	Completed April 2006.
<p>Recommendation 16</p> <p>The NIPB should review the website</p>	<p>Accepted. A staffing review should be completed on the feasibility of this recommendation.</p>	Deputy Chief Executive	Target date for completion 30 November 2006.

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
administration and maintenance processes with a view to the appointing a 'web master' who will be responsible for both sites. This post should be appropriately graded in line with other public sector bodies.	The Board has resource constraints which will need to be taken into account.		
<p>Recommendation 17</p> <p>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.</p>	<p>Accepted. Branch Heads should be responsible for advising Press Office of all planned events, so that resource implications can be considered prior to arrangements being put in place. A mechanism for scheduling events and promises to be agreed by SMT.</p>	Lorraine Calvert/David Jackson	Mechanism to be agreed by SMT by 31 May 2006.
<p>Recommendation 18</p> <p>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 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.</p>	<p>Accepted as an issue for further consideration. While the driver for the recommendation is to ease the burden on the existing staff careful thought needs to be given to the cost/benefit. Creation of an events management support team as part of the External Affairs Directorate, combined with better planning at official level, may ease pressures.</p>	Deputy Chief Executive	To be reviewed by 31 October 2006.

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
<p>Recommendation 19</p> <p>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.</p>	<p>Accepted. The NIPB Staff Satisfaction Survey will include a range of questions assessing the views of staff on the Notice Board System.</p>	<p>David Wilson</p>	<p>Questions will be included in the next NIPB Staff Satisfaction Survey due to be conducted in 2007.</p>
<p>Recommendation 20</p> <p>Statistics should be kept for all phone queries received and dealt with, including time taken to deal with a query.</p>	<p>Accepted in part. The process for recording and producing management information for all inquiries to the office would be resource intensive and should be given careful consideration as it is likely to have an impact on the ability of Communications Branch staff to deliver on other projects.</p>	<p>Lorraine Calvert</p>	<p>Appropriate system to be developed by 30 June 2006.</p>
<p>Recommendation 21</p> <p>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.</p>	<p>As for recommendation 20.</p>	<p>Lorraine Calvert</p>	<p>Appropriate system to be developed by 30 June 2006.</p>
<p>Public Consultation</p>			

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
<p>Recommendation 22</p> <p>NIPB should develop and distribute an annual customer satisfaction survey with media organisations in order to measure year on year improvement in the service.</p>	<p>Accepted. NIPB Statisticians will liaise with Communications Manager to develop an annual satisfaction survey with media organisations.</p>	David Wilson	Questionnaire to be developed and issued in January 2007.
<p>Recommendation 23</p> <p>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.</p>	<p>Accepted. The NIPB Head Statistician will consult with Directors to develop a Research and Consultation Strategy for the lifetime of the current Board for approval at CPPPC in May.</p>	David Wilson	Research/Consultation Strategy to CPPPC for approval May 2006.
<p>Recommendation 24</p> <p>The NIPB should investigate the possibility of organising a series of meetings with all DPPs as part of its outreach programme</p>	<p>Accepted. The Board has agreed to establish a working group to consider how best to fulfil its duties around gaining the co-operation of the public with the police in preventing crime. This recommendation will be one of a number of ideas considered by the working group.</p>	David Jackson	Working group established by May 2006, timetable for agreed actions by September 2006
<p>Recommendation 25</p> <p>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</p>	<p>Accepted. A marketing/outreach strategy was developed for the outgoing Board which focused on the US audience and was fully implemented with positive results.</p> <p>Future marketing and outreach must be</p>	Deputy Chief Executive	To be considered as part of the review of the Communications Strategy – see recommendation 3 above.

NIPB Best Value Review of External Communications and Public Consultation 2006

This Report is CONFIDENTIAL and its circulation and use are RESTRICTED. Please see note on cover page.

Performance Improvement Plan	NIPB Response	Responsible Official	Time Frame
success.	<p>integrated into Board’s work and will be a priority task for the Deputy Chief Executive.</p> <p>Achieving full implementation of this recommendation would require the support of the full Board and the commitment of the Chairman and Members</p> <p>“Success” criteria to be agreed by the Board.</p>		
<p>Recommendation 26</p> <p>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.</p>	<p>Accepted. Consideration will be given to developing a survey or adapting established surveys to measure the impact of the Corporate Plan.</p>	David Wilson	Baseline Indicator established by 31 st December 2006.
<p>Recommendation 27</p> <p>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.</p>	<p>Accepted. This is linked to recommendations 3 and 4 above around a marketing/outreach/communications strategy.</p> <p>Future marketing and communications must be integrated into the Board’s plan for the PR Department which will be a priority task for the Deputy Chief Executive</p>	Deputy Chief Executive	To be considered as part of the review of the Communications Strategy – see recommendation 3 above.

Performance Improvement Plan	NIPB response	Responsible Official	Time Frame
<i>Public Perception</i>			
<p>Recommendation 28</p> <p>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.</p>	<p>Accepted in part. Procedures to be kept under review and further improvements to procedures introduced.</p> <p>As with recommendations 20/21 – any performance management framework should not reduce the ability of the office to deliver on projects.</p>	<p>Deputy Chief Executive supported by David Jackson/Lorraine Calvert</p>	<p>To be reviewed by 30 November 2006.</p>
<p>Recommendation 29</p> <p>The NIPB should consider the creation of a specific cost centre for corporate communication which can be monitored easily.</p>	<p>Accepted in part. The NIPB cost structure has individual cost codes for events, print and design, surveys etc. These codes are incorporated into the management accounts for each individual budget holder and can be easily monitored within each person's area of responsibility. New codes will be set up to collect communication costs within the current cost centre structure as and when required.</p>	<p>Sam Hagen</p>	<p>To be reviewed by 30 September 2006.</p>

Appendix 3 NIPB Publications Review

Publication	Policing Board Logo	NIPB Colours	A4	Font Size	Similar Layout	Equality Information	Finish	Comments
Corporate Plan 2005-08	✓	✓	✓	Bigger	✓	✓	✓	✓
Public Perceptions Sept 05	✓	✓	✓	✓	✓	✓	✓	✓
Public Perceptions Apr 05	✓	✓	✓	✓	✓	✓	✓	✓
Young Peoples attitudes & experiences of policing etc in North Belfast	✓	only front and back pages, the rest black and white	✓	more like a word report	✗	✓	✗ plastic spiral bound	prepared by NIPB and Institute for conflict research
Annual Report 04-Mar 05	✓	✓	✓	Slightly Smaller	✓	✓	✓	Published by TSO
Annual Report 03-04	✓	✓	✓	Different font	✓	✓	✓	✓
Policing Plan Summary 05-08	✓ + PSNI logo	✓	small leaflet	✓	Leaflet	✓	Leaflet	✓
DPP Draft Code of Practice	✓ + DPP	✓	✓	✓	✓	✗	✓	✓

NIPB Best Value Review of External Communications and Public Consultation 2006

This Report is CONFIDENTIAL and its circulation and use are RESTRICTED. Please see note on cover page.

Publication	Policing Board Logo	NIPB Colours	A4	Font Size	Similar Layout	Equality Information	Finish	Comments
	logo}							
Policing Plan 05-08	✓ + PSNI logo}	✓	✓	✓	✓	✓	✓	✓
What is a custody visitor?	not on front of leaflet but top of all other pages and back page	back page is in colours	small leaflet	✓	Leaflet	✓	Leaflet	✓
Custody visiting x 5 areas	✓	✓	small leaflet	✓	Leaflet	✓	Leaflet	✓
Report on the policing of the Ardoyne Parades 12/7/05 and Whiterock	✓	Only front and back cover	✓	✓	more like a word report	✓	wire bound	✓
Human Rights Annual Report 2005	✓	✓	✓	✓	✓	✓	wire bound	✓
Independent Custody Visiting Scheme Handbook	File of information. Purple in colour rather than NIPB blues. No							

Publication	Policing Board Logo	NIPB Colours	A4	Font Size	Similar Layout	Equality Information	Finish	Comments
	NIPB logo anywhere. Similar format to NIPB publications. But no equality information or details on who published it or where.							
DPPs Member's Handbook Jan 2006	✓ + DPP logo	✓	✓	✓	✓	✗	File	✓
The gender action plan Executive Summary	✓ + PSNI logo (PSNI prominent)	✗ PSNI Green	✓	✓	Slightly different but not too much	✓	✓	✓
DPP Public Consultation Survey May 2004	✓ + DPP logo	✓	✓	Old font	✓	✓	✓	✓
Public Perceptions Oct 2004	✓ + Statistics	✓	✓	Old font	✓	✓	✓	✓
Public Perceptions Apr 2004	✓	✓	✓	Old font	✓	✓	✓	✓

Publication	Policing Board Logo	NIPB Colours	A4	Font Size	Similar Layout	Equality Information	Finish	Comments
Information booklet on DPPs	✓ + DPP logo	✓	✓	✓	✓	✗	✓	✓
Independent member of the DPP Application form	✓	✓	✓	✓	Application form	Equal Opportunity Monitoring	✓	✓
The NIPB review 04/05	✓	✓	Brochure to go in newspaper	Slightly Larger	Different layout because of style	✓	✓	✓

Appendix 4 NIPB Publications Costs, Stockholding, and Targeted Audience

Month	Publication Name	Documents produced	Documents distributed	Cost of Publication	Publisher	Targeting method (see reference Guide)
January	Custody Visiting Folder	160	160	£5,130.50	Whitenoise	Specifically for Custody Visitors
January	Custody Visiting Leaflet	500	400	£775	Whitenoise	Recruitment Campaign - A,E,F,K,O,P,Q,T,U V, & requestors
January	Poster	300	300	£665	Whitenoise	Recruitment Campaign - A,E,F,K,O,P,Q,T,U V, & requestors
January	Pensions Information Leaflet	8000	1000	£3,459.00	Whitenoise	Distributed to applicants for pensions and requestors
March	Policing Plan	5000	5000	£14,258.50	Whitenoise	A,B,E,F,G,I,J,K,L,M,N,O,P,Q, R,S,T,U,V,A2
March	Policing Plan Summary Leaflet and Posters	5000	4500	£1,233.50	Whitenoise	A,B,E,F,G,I,J,K,L,M,N,O,P,Q, R,S,T,U,V
March	Corporate Plan	2000	1000	£4,370.00	Whitenoise	A,B,E,F,G,I,J,K,L,M,N,O,P,Q, R,S,T,U,V
March	Human Rights Report	1500	750	£31,777.00	Whitenoise	G, A2, Human Rights Specialists, requestors

Month	Publication Name	Documents produced	Documents distributed	Cost of Publication	Publisher	Targeting method (see reference Guide)
April	Spring Edition DPP News	3500	3250	£3,753.50	Whitenoise	A,B,E,F,G,I,J,K,L,M,N,O,P,Q,R,S,T,U,V
April	Draft Code of Practice	3500	1500	£4,974.00	Whitenoise	Recruitment Campaign - All information requested
April	DPP Recruitment Literature Information (Booklet & Application form)	3500	1500	£6,287.00	Whitenoise	Recruitment Campaign - All information requested
April	Freedom of Information Leaflet	2000	1500	£1,033.50	Whitenoise	L, A2 and requestors
May	Young people and policing Survey (covers)	200	190	£335.00	Whitenoise	E,F,J,K,L,M,N,O,P,Q,T,U,V
June	April 2005 Omnibus Survey	3500	2000	£3,633.50	Whitenoise	E,F,J,K,L,M,N,O,P,Q,T,U,V & Statisticians
June	Summer Edition DPP News	3500	3500	£3,753.50	Whitenoise	A,B,E,F,G,I,J,K,L,M,N,O,P,Q,R,S,T,U,V,A2
June	Policing Board Review Document	225,000	224,400	£64,925	Whitenoise	Supplied with Newspapers
June	Last Disorder Conference literature	200	200	£2,136.00	Whitenoise	All distributed at Last disorder Event

Month	Publication Name	Documents produced	Documents distributed	Cost of Publication	Publisher	Targeting method (see reference Guide)
June	Last Disorder Conference DVDs (Design and printing of Sleeves and cost of 200 blank DVDs)	200	N/A	£1,670.00	Whitenoise	N/A
June	Last Disorder Conference DVDs (Burning disks)	200	140	£1,900.00	Whitenoise	B,E,A3,A4,A5,A6,A7 & speakers
July	Custody Visiting Annual Reports	2500		£3,020.00	Whitenoise	A,E,F,K,O,P,Q,T,U V, & requestors
September	Annual Report	N/A	N/A	£5,689.94	Whitenoise	N/A
September	Autumn Edition DPP News	3500	3400	£3,753.50	Whitenoise	A,B,E,F,G,I,J,K,L,M,N,O,P,Q, R,S,T,U,V,A2
November	Parades Report on Whiterock and Ardoyne 2005 Documents	100	18	£1,335.00	Whitenoise	G, A2, Human Rights Specialists, requestors
November	Independent Panel Assessment Report Covers (includes reprint due to change of text)	400	200	£855.00	Whitenoise	Distributed by policy branch
December	October 2005 Omnibus Survey	1000	1000	£2,740.00	Whitenoise	E,F,J,K,L,M,N,O,T,U, & Statisticians
December	Winter Edition DPP News	3500	3500	£3,753.50	Whitenoise	A,B,E,F,G,I,J,K,L,M,N,O,P,Q, R,S,T,U,V,A2

Month	Publication Name	Documents produced	Documents distributed	Cost of Publication	Publisher	Targeting method (see reference Guide)
December	Annual Report Printing	750	160	£3,557.00	TSO Ireland	TSO Ireland - Parliamentary publications

Target Audience Reference Guide

Group	Reference	Group	Reference	Group	Reference
A	Women Groups	B	VIPs	C	VIPs
D	USA Contacts	E	Senior Officer Team	F	Racial Organisations
G	Political Parties (NI)	H	Political Party (UK)	I	Police Federation for NI
J	Police Authorities	K	Organisations for Children	L	NI Weekly Newspapers
M	NI Print Mail Out List	N	NI Print Broadcast List	O	Minority Groups
P	Library Mail Out List	Q	Key Interest Groups	R	Head of Media in NI
S	Government Bodies Mail Out List	T	Elderly Groups	U	DPP Managers
V	DCU Addresses	W	Custody Visitors	X	Council Addresses
Y	Church Leaders NI	Z	Chief Constables NI	A2	Exhibitions/Events
A3	Community Safety Partnerships	A4	Students Unions	A5	Alcohol Orgs
A6	Emergency Services	A7	Health Related Orgs		

Appendix 5 NIPB Events 2005

Name of Event	Date of Event	Location of Event	Type of Event
Review of DPPs	27 th January	Stormont Hotel, Belfast	Seminar
HR Presentation to DPPs	1 st February	Rosspark Hotel, Ballymena	Seminar
Public Meeting	3 rd February	Waterside Tower	Public Meeting
HR Presentation to DPPs	10 th February	Beechlawm Hotel, Belfast	Seminar
HR Presentation to DPPs	15 th February	Glenavon Hotel, Cookstown	Seminar
Georgian Visit	16 th February	Waterside Tower	Visit
Publication and Launch of Annual Policing Plan	1 st March	Waterside Tower	Press Conference
DPP Seminar: Raising awareness of Hate Crime	10 th March	Hilton Hotel Templepatrick	Seminar
Publication and Launch of Human Rights Annual Report	27 th March	Stormont Hotel, Belfast	Press Conference
Visit by Students from Bradford University	6 th April	Waterside Tower	Event
Public Meeting	7 th April	Waterside Tower	Public Meeting
Launch of Corporate Plan for 2005-08.	7 th April	Waterside Tower	Press Conference
Diplomats visit	20 th April	Waterside Tower	Visit
Public Meeting	4 th May	Waterside Tower	Public Meeting

Name of Event	Date of Event	Location of Event	Type of Event
Policing with the Community Awards	25 th May	City Hall	Awards Ceremony
Public Session	2 nd June	City Hotel, Derry	Public Meeting
Last Disorders Conference	7 th June	City Hotel, Derry	Conference
An introduction to Planning & Statistics Workshop	13 th June	City Hotel, Derry	Overview and Analysis Seminar
An introduction to Planning & Statistics Workshop	15 th June	Lough Neagh Discovery Centre, Craigavon	Overview and Analysis Seminar
An introduction to Planning & Statistics Workshop	17 th June	Hilton Hotel, Templepatrick	Overview and Analysis Seminar
An introduction to Planning & Statistics Workshop	22 nd June	Manor House Hotel, Killadeas	Overview and Analysis Seminar
Public Session	30 th June	Ramada, Belfast	Public Meeting
An introduction to Planning & Statistics Workshop	21 st July	Ballymena	Overview and Analysis Seminar
Public Session	1 st September	Ballymena	Public Meeting
Presentation Skills	7 th September	Dungannon	Overview and Analysis Seminar
Big Jim Larkin Autumn School	17 th September	Burren, Warrenpoint	Speech by Denis Bradley
Presentation Skills	19 th September	Cookstown	Overview and Analysis Seminar
Visit by Australian High Commissioner	20 th September	Waterside Tower	Visit
Presentation Skills	21 st September	Templepatrick	Overview and Analysis Seminar
Chairman's Forum Dinner	28 th September	Tullylagan Hotel, Cookstown	Dinner speaking event

Name of Event	Date of Event	Location of Event	Type of Event
Liberal Democrat MP's Lorely Burt and Greg Mulholland	29 th September	Waterside Tower	Visit
Hate Crime Seminar	4 th October	Dunadry Hotel	Overview and Analysis Seminar
Estates Strategy Briefing	5 th October	Belfast	Briefing for DPP members on estates strategy
Public Session	5 th October	Waterside Tower	Public Session
Board Dinner	5 th October	Great Hall Queens	Dinner speaking event
Estates Strategy Briefing	18 th October	Ramada Hotel Belfast	Briefing for DPP members on estates strategy
Partners in Community based Problem Solving	19 th -21 st October	Burrendale Hotel, Newcastle	Problem Solving Seminar
Estates Strategy	20 th October	Silverbirch Hotel, Omagh	Briefing for DPP members on estates strategy
DPP Closing Reception	3 rd November	Parliament Buildings	Reception
Public Session	3 rd November	Ramada, Belfast	Public Meeting
ICVA Conference	4 th & 5 th November	Holiday Inn, Belfast	Conference
Briefing to a Group of Foreign Service Diplomats From Oxford University	7 th November	British Council Office, Belfast	Reception
APA Conference	22 nd - 23 rd November	Hilton Hotel, Belfast	Conference and Conference Dinner
Board Christmas Reception	5 th December	Waterside Tower	Reception
Public Session	5 th December	Ramada, Belfast	Public Meeting

Name of Event	Date of Event	Location of Event	Type of Event
Christmas Reception for Custody Visitors and Community Observers	14 th December	Waterside Tower	Reception
Press Conference	20 th December	Waterside Tower	Press Briefing