



Making a Difference

DPP Conference

Armagh City Hotel

18th November 2008



*District Policing
Partnership*

Local people shaping local policing

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1 Conference Introduction

Introduction by Alex Maskey MLA (Chairman of the Board's Community Engagement Committee)

Welcome to the report of the first DPP Conference held in the Armagh City Hotel on 18th November 2008. The aim of the conference was to consider good practice in how to develop the work of the DPPs into practical engagement with communities.

You will find within this report the key issues discussed at the Conference and consideration for the future development of DPPs.

This report will re-appraise you of the matters discussed at the conference between the range of stakeholders including DPPs, the Policing Board, the PSNI and Community Safety Partnerships all of whom have a role in "Policing with the Community".

The report also provides a summary of the views expressed in relation to the effective engagement with key stakeholders in order to help make communities safe and free from crime. The recommendations outlined will undoubtedly assist you, the Members of DPPs, as you review your local strategies and operational plans.

As you are aware, all communities are entitled to an effective police service. My message at the Conference was that DPPs have a vital role in giving our communities a voice in relation to policing and public safety. I look forward to providing any possible assistance to DPPs in your continuing efforts to become more progressive and proactive in your engagement with local communities.

2 Executive Summary

2.1 Workshop: Working with the community

Key issues raised:

- Must be a local area approach to working with the community, based upon local stakeholder mapping and knowledge;
- CPLC's / PACT's / Neighbourhood Watch Schemes have an important role to play;
- Community working would be more effective if there were closer ties with the CSP's;
- DPP members must be represented on a wide range of community groups and DPP must be truly representative of the local community;
- Vital to have ongoing engagement with young people and hard to reach groups;
- More effective feedback to the community is essential.

2.2 Workshop: Working Effectively

Key issues raised:

- Greater clarity required of who does what;
- Relationships are key and need to be developed e.g. between police and DPP members;
- Full participation by all members required;
- DPP members should be prepared for meetings, in advance;
- Appraisal system should be applied to all members;
- Police reports must be more reader friendly;
- DPP must be regarded as separate from sub committee system of Council.

2.3 Workshop: Working to make a difference

Key issues raised:

- Quality and relevance of training should be improved;
- Volume of paper work needs to be cut;
- More programme and outreach work required outside of public meetings;
- Need for more effective localised consultation;
- Budget given for programme work is very restrictive;
- If a member does not attend then they should not be paid an allowance;
- Local policing plan must be relevant to local policing issues.

2.4 Workshop: Working with key stakeholders

Key issues raised:

- Need to work out responsibility and make community aware of these responsibilities;
- CSP, DPP and Police should all meet together;
- DPP and CSP need to set same priorities for reducing crime and building community confidence;
- Essential that CSP / DPP Manager share same office and take forward joint initiatives with shared consultation processes and budgets;
- Consider enabling possibility of CPLC/Neighbourhood Watch reps to attend private meetings as observers;
- Need to implement Crime Disorder Act to ensure cooperation between stakeholders;
- RPA community planning process will provide opportunity for better focus on joined up working.

2.5 Recommendations

- DPP is an independently constituted partnership. Elected members should act accordingly;
- DPP's and CSP's should have joint consultations and complementary plans;
- Councils should make provision for CSP/ DPP staff to share offices;
- DPP's and CSP's should seek to developed a common and shared approach to community planning;
- All stakeholders, where possible should enter into a voluntary partnership code;
- Each DPP should develop a mapping of community sector groups;
- Each DPP should develop a clear plan of community engagement;
- Consider providing an observer role for local consultative forums at DPP private meetings;
- DPP members should be aware of targets in the Effectiveness Framework and ensure their fulfilment;
- PSNI to develop a common, clear, yet detailed, reporting mechanism;
- Appraisal mechanisms should be fully reviewed and equally applied.

3 Conference Background

This conference was the first of its type to be held that brought together a wide range of stakeholders from across Northern Ireland and the Republic of Ireland who have an interest in the work of District Policing Partnerships. The 240 people who attended were representative of:

- DPP Members and DPP Managers
- CSP Members and CSP Co-ordinators
- Northern Ireland Policing Board
- PSNI Officers
- Regional and Local Government
- NIPB Community Engagement Reference Groups
- An Garda Síochána, Irish Local Authorities and local communities

Following consultation with representatives of District Policing Partnerships the Policing Board set four objectives for the conference. These were:

- Increased effectiveness of DPP within the community;
- DPP Members will learn methods for enhancing engagement with their local community;
- Members will have the opportunity to learn from each others' experience;
- Members will have a networking opportunity through informal discussion.

4 Conference Programme

4.1 Conference Speakers¹

Professor Sir Desmond Rea, Chair of the Policing Board, welcomed speakers and delegates to the conference in Armagh.



He emphasised the importance of the DPP conference and in particular the conference theme: “Making a Difference.”

Barry Gilligan, Vice Chair of the Policing Board, chaired the conference and, in the morning session introduced a number of speakers who each addressed the conference from the perspectives of, a Board Member, the Chief Constable, an elected community representative and a DPP Member.



Alex Maskey MLA, Chair of the Policing Board’s Community Engagement Committee addressed the conference in regard to the Challenges for DPP’s. He highlighted the need for DPP’s to more effectively engage with local communities in order to enhance community confidence in the work of the DPP and their ability to impact positively on policing and crime reduction. He emphasised the need for DPP’s to be seen as separately constituted partnerships, not as a sub committee of the local Council.



Sir Hugh Orde, Chief Constable of the PSNI, addressed conference giving a policing perspective of the work of DPP’s. He expressed the hope that delegates would take the opportunity to raise, with him, their concerns about their work. He noted that he was deeply impressed by DPP members’ determination not to be put off. He suggested that this was a critical reason why DPPs and police accountability had moved as people had not stepping back in the face of meaningless and mindless intimidation.



¹ Verbatim speeches are recorded in Appendix C.

Dawn Purvis MLA, former Policing Board member, then presented a challenging look at the community perspective of DPP's. Having served just over a year on the Policing Board Dawn spoke from her first hand knowledge of how crime affects people's lives and more importantly, when all work together, police and community, how we can help prevent crime and create safer communities. She encouraged DPP members to "get out there, get yourself known and get on with it."



Mr Stephen Moreland, Vice Chair Banbridge DPP, spoke of the how the DPP in Banbridge has gained positive results through a range of initiatives and through effective partnership with the CSP. He also noted the value of harnessing the local media, through the publication of weekly, high profile articles and the importance of open and honest communication between the PSNI Commander and the DPP.



4.2 Question and Answer Session

The question and answer session was chair by Mr. Barry Gilligan with questions being posed by participants to all of the conference speakers. Delegates engaged in a wide ranging and important discussion about a number of issues including:

- Reflection on developing consultative models in the Republic of Ireland;
- Potential for PSNI and post RPA Council boundaries being coterminous;
- Recruitment of PSNI officers from Loyalist areas;
- Addressing youth issues without 'moving the problem on';
- Engaging communities where there are still tensions evident towards PSNI;
- Interpretation of NISRA survey results;
- Increased support for DPP Managers;
- Relationships between DPP's and PACT's;
- Format of public meetings.

4.3 Future development of DPP's and CSP's

Mr. David Hughes, (Head of Strategy and Support Branch, Policing Policy and Strategy Division, Northern Ireland Office), updated the conference in terms of the development of a consultative document relating to future development of DPP's and CSP's.

Whilst unable to provide specifics in terms of the consultative document contents he informed delegates that the consultative document would be issued by the NIO, for consultation, in the near future.

Participants stressed upon Mr. Hughes, the need to ensure that DPP's and CSP's are given ample time and opportunity to consider their response to such an important document.

4.4 Workshop

The afternoon workshop was introduced by Mr. Tommy Stewart, Vision Management Services. Conference delegates were asked to consider a number of questions under the themes of:

- Working with the Community
- Working with Stakeholders
- Working Effectively
- Working to Make a Difference

Table facilitators, who were DPP Managers, CSP co-ordinators or Policing Board staff led the discussions within groups of 6 -10 delegates.

The key outcomes of these discussions are detailed in section 5 with full comment analysis in Appendix B.

5 Workshop Report

5.1 Working with the Community

5.11 Key Questions

During a facilitated workshop participants were asked to consider:

- How can we best implement the Community Engagement Strategy model?
- How can we engage more effectively with our local communities?
- How can we gain more effective community input to policing?

5.12 Summary of Views Expressed

Participants strongly suggested that community engagement required a localised approach, in each DPP area, based upon local knowledge and a detailed mapping of local stakeholders. It was thought that whilst a number of DPP's had made some progress on this there was still considerable work to be done to enhance community engagement.

In seeking to apply new approaches to community engagement some members stressed the important role that a number of existing/developing forums can play in engaging local communities e.g. CPLC's, PACT's and Neighbourhood Watch Schemes.

Some attendees were of the opinion that the level of engagement DPP's have with communities could be much improved if DPP's would work more closely with CPLC's. Given that many CSP's have community sector representation it was felt that co-operation between partnerships at a local level could give DPP's a more direct and sustained link with community representatives.

It was further suggested that DPP members are not evident enough in community life. Some delegates proposed that DPP members needed to get more involved in wider community issues and groups so that their role in the DPP could be communicated more easily. Some workgroup members felt that DPP's were not truly representative of communities and this meant that currently many sectors of the community do not know a DPP member and hence do not understand the DPP role or its relevance.

Many present expressed a strong view that central to a community engagement process was the need for each DPP to ensure that they had an ongoing process of engagement with young people and hard to

reach groups. It was considered that these were often people who were most at risk and were most often those least likely to engage with Police or the DPP. However where engagement had been developed it was reported to be of great value to the work of the DPP and to policing within the district.

Largely participants agreed that DPP feedback to local communities could be much more effective. It was recognised that DPP have been focused on fulfilling their consultative requirements but have often failed to report back to communities the outcome of consultations. It was acknowledged that this had not helped to promote public confidence in DPP's and that hence this was an aspect of DPP's work that required closer consideration in the future.

5.2 Working with Stakeholders

5.21 Key Questions

During a facilitated workshop participants were asked to consider:

- How can we work better with the Police?
- How can we work better with the CSP?
- How can we work better with other key stakeholders?

5.22 Summary of Views Expressed

Participants engaged in lengthy discussions about how to better work with stakeholders. A key issue of concern was the view expressed that it would seem that not all stakeholders have the same understanding of "who is responsible for what". Delegates felt it was important that there should be clarity of roles, between DPP's and CSP's and between Police and DPP's so that more effective work with stakeholders could be taken forward.

Many felt that the three key stakeholders: DPP's, CSP's and Police, were in effect working to the same end: a safer community and hence it would seem logical that they meet, in one forum, on a regular basis to advance their shared objectives. In acknowledging that this was indeed happening in some areas, to some extent, it was however suggested that there was also considerable resistance in other areas to bringing DPP's and CSP's together.

It was however felt that key to working more effectively with stakeholder was the need for CSP Co-ordinators and DPP Manager to work closely together. Some districts reported that where CSP and

DPP staff shared an office within the Council, there was much more opportunity for complementarity which in turn led to improved performance e.g. through joint initiatives and shared consultation processes.

In order to progress work with stakeholders some participants called for DPP's and CSP's to set the same priorities for reducing crime and building community confidence. The current arrangements where DPP's and CSP's set priorities under independent processes was seen by some as "madness", by others as a demonstration of disjointed government and yet again by others as evidence that the current approach to policing and community safety partnerships was inefficient.

Workgroup members also expressed concern that there was insufficient opportunity for community stakeholders to be engaged with partnership structures. In addition to community consultation and invitations to meetings in public it was suggested that a number of new approaches needed to be tried e.g. enabling CPLC/Neighbourhood Watch representatives to attend private meetings as observers.

In the short term it was felt, by many participants, that the only means to ensure effective engagement of stakeholder was to see the implementation, in Northern Ireland of powers similar to those contained with the Crime and Disorder Act (1998), which places a statutory duty upon agencies to work together to reduce crime and disorder. In the more medium term participants felt that the implementation of the Community Planning model, proposed by the Review of Administration, would lead to a more focused and better joined up working relationship between stakeholders.

5.3 Working Effectively

5.31 Key Questions

During a facilitated workshop participants were asked to consider:

- How can we ensure our meetings result in decisions and produce results?
- What does a DPP look like when it works well?
- How can DPP's be more effective?

5.32 Summary of Views Expressed

Participants believed that DPP's could work more effectively if there if they were to work in greater co-operation with relevant stakeholders. The current perceived ambiguity of roles of stakeholders was seen as leading to DPP's being unable to meet performance indicators and to a continued lack of public confidence in the DPP's ability to help address local policing problems.

Opinion was expressed that DPP's could be more effective if relationships could be enhanced with the Police. It was felt that there was still a degree of misunderstanding of purpose and that in some areas District Commanders did not demonstrate a willingness to work co-operatively with DPP's. Effective working could further be enhanced if PSNI reports provided to DPP's were in a format that could be understood by members, thereby enabling members to more effectively monitor policing performance and more accurately determine how they can gain public co-operation on issues of concern.

In terms of the role played by DPP members some delegates expressed the view that not all DPP members make adequate preparation for DPP meetings. It was thought vital that all members read papers in advance and come to meetings prepared to engage fully in discussions and action planning.

Member attendance at meetings, community consultations and other DPP events was seen as critical to developing effective DPP's. The view was expressed that some DPP's were not as effective as they could be due to the attendance record of some members at meetings and at consultations/events.

To ensure effective operations there was a call from a number of workshop attendees that the current appraisal system applied to independent members should be reviewed and then applied equally to all members.

Finally it was felt that elected members, in some areas, regarded DPP's as similar to Council sub committee's and operated in a political manner at DPP meetings. It was expressed that DPP's could be more effective if clearly seen to be separate from the sub committee system of the local Council.

5.4 Working to Make a Difference

5.41 Key Questions

During a facilitated workshop participants were asked to consider:

- How does our work make a difference?

- What can enhance our work?
- DPP's cost, on average £4 million/annum. How can we demonstrate value for money?

5.42 Summary of Views Expressed

In order for DPP's to make a difference it was felt that each partnership needed to become engaged in more programme and outreach work outside of the required private and public meetings. Participants felt that through actively engaging in programmes that produce visible results the DPP could more ably demonstrate that it was providing a value for money service. However some participants felt that such initiatives could not be supported under the current 'restrictive' funding arrangements.

Participants acknowledged that 'to make a difference' there needs to be more effective consultation with the community. However the view was expressed that DPP's could be seen to be more effective if District Commanders reflected in their Local Policing Plans the priorities identified by DPP's through their community consultation exercises. Otherwise, DPP's are faced with going back to local communities to inform them that their priorities have not been incorporated in the Local Policing Plan. This leads to a weakening of public confidence in the role of the DPP.

Efficiency within the DPP was also seen as critical to 'making a difference'. Participants identified a number of measures by which DPP's could be made more efficient. Effective training that provided members with relevant skills to address the objectives set out in the framework was seen as key contributor to the efficient operation of local DPP's.

Furthermore, workgroup members suggested that paper work should be reduced to enable members to focus on the key objectives with one participant suggesting that where members failed to attend, without due reason, their allowance should not be paid.

6 Recommendations

As conference facilitator we propose the following recommendations to improve the sharing of good practice and the ongoing development of DPPs in order to assist them in fulfilling their statutory duties.

1. Elected members nominated to serve on DPP's should be fully aware that the DPP is an independently constituted partnership, separate from the sub committee structure of Councils.
2. DPP's and CSP's should begin a process of meeting with each other to consider joint consultations and the development of complementary plans.
3. Where possible, Councils should make provision for CSP and DPP staff to share office space so as to maximise impact on common objectives.
4. DPP's and CSP's should seek to developed a common and shared approach to community planning in order to ensure that policing and crime reduction are locally accountable and central to the plans of new post RPA local authorities.
5. In the absence of further legislation all stakeholders, where possible should enter into a voluntary code of shared information, protocols and resources.
6. Each DPP should develop a full mapping of community sector groups and devise a clear plan of community engagement that reflects the objectives of the Board's Community Engagement Strategy.
7. Consideration, under appropriate circumstances and guidelines, should be given to providing an observer role for local consultative forums at DPP private meetings.
8. DPP members should continue to be fully aware of targets as detailed in the DPP Effectiveness Framework and ensure their fulfilment given that the targets reflect areas of statutory duty.
9. PSNI should develop a common, clear, yet detailed, reporting mechanism that enables DPP's to fulfill their statutory obligation to monitor police performance.

10. DPP member appraisal mechanisms should be fully reviewed in light of the new effectiveness framework.

Appendix A Conference Programme

09.30	Registration and coffee	
10.00	Welcome and Introductions	Professor Sir Desmond Rea
10.15	Panel Input / Facilitated Discussion	
	▪ Reflections on the Challenges for DPP's	Alex Maskey MLA
	▪ DPP's – A Policing Perspective	Chief Constable Sir Hugh Orde
	▪ DPP's Responding to Community Needs	Dawn Purvis MLA
	▪ Perspectives on Building Public Confidence and Responding to Local Communities	DPP Representatives
11.20	Networking Break	
11.45	Facilitated Panel Discussion	
1.00	Lunch	
2.00	Workshop and Discussion	
	Theme – DPP's Making a Difference	
3.15	Conference Summary	
3.30	Close	

Appendix B(i) Participant Comments: Working with the Community

- each DPP know area and best way to communicate
- local policing starts at bottom, at CPLC level
- DPP members on appropriate groups and DPP truly representative of local community
- role of PACTS has welcome principles
- people operate out of different cultures e.g. bureaucratic, whereas DPP sensitivity - not fast enough - more joined up
- all bodies, CPLC's, CSP's, etc all nationalised
- struggle already re funding for groups especially in Belfast - all competing
- motivation is right
- gaps in representation on DPP which CPLC may address
- more neighbourhood watch schemes to make engagement
- neighbourhood policing is good way forward as issues can be discussed
- find out about all current community groups
- working closer with NPT
- working in partnership with CSP
- share information through press coverage and newsletters
- implement PACT's
- re-energise CPLC's
- utilise neighbourhood watch initiatives
- independent members using their influences in community groups they are currently part of
- members be point of contact at community groups
- use united from both communities - joint ventures
- better to be sceptical to DP to then
- stakeholder mapping
- community engagement sub groups
- offer outreach to community groups
- partnership - especially with CSP
- better and more promotion of DPP and members
- need to be more proactive in meeting groups and diversify
- need to use innovative ways to communicate with youth who would not normally participate
- youth to participate - re legal action or take part in a youth course with accreditation - police to work with
- themed meetings - continue and develop concept
- get out and meet people e.g. use churches , community reps and agencies
- active citizenship network
- must be a communication link - agreed protocol between PSNI, Council, DPP and other agencies
- feed down to local communities
- easy to engage with groups - but what about people who are not involved in a group
- DPP members have a vital role to play - need to be more involved and encourage community to engage
- members can work individually or as a team, but it all must feed in together
- need to request support from public and other agencies
- feedback to community must happen
- PR needs to be improved so that people can feel that the DPP makes a difference
- DPP needs to take a leadership role e.g. PACT
- move to a strategy and ensure actions deliver for the community
- need more personal face to face contact - knocking on doors, utilise partners - NW, CPLC's etc
- more effort required in hard to reach areas - might be issue led re open forums, themed meetings
- PACT - review what currently happens - look at best co-ordinated approach
- emphasis on youth - through schools, after schools activities, youth groups
- youth workers - a key link

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- young people need to feel that they are buying in to a better future for them
- buying into groups/organisation already meeting - DPP/PSNI go along and meet them
- law - do we reward young people to become involved
- importance of feedback and ongoing communication
- citizenship programmes in schools - DPP role
- DPP members need to use their community linkage more effectively
- communication issues with PSNI re impact on communities of PSNI calling handling /affects relationship building
- public consultation on an individual member basis - choose an area or interest group
- no need for community engagement strategy document
- questionnaire by neighbourhood policing team - feedback to DPP
- focus groups for hard to reach groups
- need to focus on methods of engagement that suits the groups
- difficult area for DPP's - only public body required by legislation to engage
- need help e.g. training
- engage with people with disabilities
- draw a framework to engage with difficult groups
- need to know how many groups in the area
- DPP should invite all the reference groups in the area
- visit to local youth groups, schools, clubs - jointly with police

Appendix B(ii) Participant Comments: Working with Stakeholders

- need to work out responsibility and what lies where
- need to make community aware of their responsibility
- more training on how to run partnerships for all involved
- all meet together CSP, DPP and Police
- PACT is good for stakeholder working
- same office for CSP / DPP , joint initiatives, support for projects that CSP and DPP deliver
- depends on individuals - not competition, mutual respect
- police should manage expectations of tenure for change in officers - organise meet your new commander- sergeant
- events to manage any change in role
- need to know what PACT's and CSP's are?
- simplify things
- more open - invite people in
- entice people in - give freebees , info stands
- broaden - bring more people e.g. NIFRS
- be inventive - move it around
- sharing ideas - feed into each other
- those who do not work with others do not do as well
- relevance of topic
- target specific groups
- do all together at one time (meetings and only need to meet 4-5 times per year)
- work to build community confidence
- better communication
- one consultation process for both DPP and CSP to set same priorities for reducing crime and building com. confidence
- share money - implement Crime Disorder Act
- ensure Councils have good working relationships with PSNI and community groups
- ASBO's - implement and utilise legislation
- support each others events - after events
- evidence from lack of stakeholders from CSP at event
- have a proforma of communication
- PACT models following RPA to adhere to local issues
- better contact systems for DPP members to contact PSNI
- community policing - need continuity of communication
- incidents that occur in areas should be reported to DPP members
- scenario events with police - Seeing is Believing type events to see PSNI work on ground
- representation of CSP - including DPP Manager
- share consultation results between CSP and DPP
- share funding - for joint initiatives
- invite DPP members to CSP events and vice - versa
- joint DPP - CSP strategy
- identify key stakeholders
- better communication with CSP - many stakeholders on it
- better community planning model for areas
- DPP - stakeholder link so same members
- piggy back on existing opportunities i.e. church - youth clubs etc
- engage with everyone living in or with link to area
- DPP PSNI communication strategy - nothing complicated - agreement on what can and can't be done
- need to have a defined remit e.g. what is CSP responsible for v's DPP's responsibilities
- perception is that there is overlap between CSP and DPP
- PACT must be DPP led and focused on the community needs and involve PSNI as one of many partners
- agencies must sign up if it is to be effective
- communication channels with PSNI
- importance of neighbourhood policing teams

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- possibility of CPLC/NW reps attending private meetings as observers. Invite outside bodies in
- problems with CPLC's bring closed shops. DPP members not allowed to attend in some areas
- CSP - DPP - still have distinct roles - complementary
- links with Council - facilitation role and funding options
- possible links in with NR process
- RPA community planning process will provide opportunity for better focus on joint up working
- working with PSNI - DPP members should have a more visible presence with neighbourhood teams
- CPLC's - PACT's - key stakeholders need to engage at neighbourhood level
- PSNI at local level suspicious of DPP looking over shoulder
- need to monitor police performance but also work with them - can be difficult
- better to try to form working relationships
- CSP's take a back seat. Need for DPP rep on CSP's.
- PACT's

Appendix B(iii) Participant Comments: Working Effectively

- relationships are key and need to be developed e.g. between police and DPP members
- measuring system to used to valued the effectiveness of members
- need to manage public perception of policing- policing isn't one way - community has to play a part
- politics must be removed
- issue of maintaining a decrease in crime levels e.g. if you manage to reduce burglaries from 200 to 20 how do you continue to make a decrease in the following year
- members need to realise that it is in their role to monitor police performance not the public
- role and responsibilities and knowledge of what's supposed to do
- compulsory for everyone
- do not only judge on meetings
- formal acknowledgement i.e. consultation
- dual representation of councillors and MLA's
- PSNI - let public know how DPP is performing -
- publicise effective framework priorities to media
- united press release of annual report and framework
- partnership working
- greater clarity of who does what
- greater delivery with public / community
- opportunity for public to review reports in advance
- make police reports reader friendly
- make public aware of when report is going to be released
- analyse report 6 monthly
- take issues to public
- local issues people are interested in
- Belfast principal DPP - feedback from area chairs
- good practice?
- some people asking critical questions
- not every member contributing
- Craigavon - PSNI Commander at every meeting
- meeting end up as people questioning report but no answers to long term issues
- meeting in public with statistics should be a private meeting
- themed meetings specific to areas work well
- attendance at meetings - not always 75% - must be firmer hand on attendance
- 75% should extend to consultations with community
- more concerned about work - need rules and responsibilities for each member
- assessment of elected reps
- DPP treated as a sub committee of Council
- points made for press
- elected members - should not paid if they do not turn up
- system for assessment needed for all not just independents - should be done by outside agency
- anomaly - independents have political bias - it's a fact of life
- no sanctions from NIPB if no one turns up
- extending appraisal apparatus - act with caution
- S75 response to minorities
- public meeting agenda changed sp that the public questions are near the start
- team building strategies using an overnight residential so as to breakdown barriers
- DPP's have become political
- DPP looks well when political and independent members work together
- previously independents where inhibited due to political members having more meeting experience
- working in partnership - visible events where all members are co-operatively seen in attendance
- need mechanism for appraisal of political members
- clearer definition of role of DPP in monitoring

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- effective chairperson
- curtail elected members
- reduce political point scoring
- loose politics out of DPP's
- Be more strategic - currently not at moment
- Ensure PSNI have right people at meetings - area commander does not have all the answers
- Ensure DPP are better prepared for meetings
- working well together and reaching out to the community
- more structured approach to community outreach
- more cohesive - divisive at moment
- more preparation for meeting with PSNI
- structure of meetings is too formal
- questions need to be more strategic
- Stick to agenda
- have accessible information in DC report
- increased accountability to community
- more probing of commander in public
- review of standing orders
- no generic view
- must share good practice
- must be adaptive approach
- it is possible to meet targets but not be effective
- DPP structure does not allow time for building relationships
- must work in relation to local policing plan
- robust monitoring and questioning
- presence of republicans send signal of change to the community
- enhance public perception via quality VFM services
- Private meetings
- must be appropriate agenda
- councillors must make a contribution
- good relationship needed between manager and chair
- good chair critical
- must be time to discuss core business
- each meeting must end with a set of action points
- Public Meetings
- public board by the format. Must change
- identify people to work on action points
- improve public satisfaction with meetings
- feed back to public by agreed action points
- ensure everyone attends
- cannot ensure that they will work together
- must be constructive input and be harmonious
- councillors must leave council hats at the door
- Value comes through team building work
- group dynamic has changed since reconstitution. Needs to be sorted
- Pre meeting brain storming sessions can help
- apply rural solutions to rural issues
- more effective training

Appendix B(iv) Participant Comments: Working to make a Difference

- if a member does not attend then they should not be paid an allowance
- more programme and outreach work outside of public meetings
- effective spending, public documents on spending
- more conversation about policing and bring public to the police
- make areas safer for more police interaction with public
- Value for money - publicise what DPP is doing in their local area
- pay on attendance only
- too many sub committee meetings
- training issue re presentation skills
- PSNI don't receive training on how to interact with DPP
- all DPP's should complain about quality of training
- break it up among members
- hard to get all DPP members to contribute
- volume of paper work needs to be cut
- use resources wisely
- cut backs on DPP but plenty of money in higher ranks of PSNI
- how do we encourage young people into the PSNI
- programme wise you can do very little
- very little input from members
- members need more opportunity to set where budget goes
- need budget sub committees
- helping to address fear of crime
- monitoring as opposed to holding to account
- use of such language may undermine confidence of PSNI in work of DPP's
- various meeting venues used thorough the area as security situation allows
- annual report details to show financial costings.
- members be seen to be actively involved
- useful conduit for engagement between PSNI and public
- structured conduit from public to police
- under representation of sections of society
- reach out more to communities e.g. schools, community groups
- survey (NISRA) is not value for money. Do more effective consultation
- need corporacy/professional
- need to curtail release of PR's from members of DPP which do not reflect DPP
- raise profile of DPP's
- practical assistance to PSNI
- tangible results
- seen to be addressing problems/issues
- work with more with community forums
- making a difference as SF members are on
- establish a base line of what satisfaction is
- bridge the gap between the PSNI and the DPP members
- effect partnership with CSP
- make local policing plan relevant to local policing issues
- public see DPP as waste of money
- must demonstrate that we are working to help PSNI to address local issues
- members job description says two days per month
- we do much more than this, therefore we give value for money
- Is the board value for money ?
- problem: some elective members have given up.
- presentation and media training
- reformatting of DPP reports
- revised protocols
- more independence for council officers
- highlight times spent at meetings and events
- tighter control of members attendance