



Heddlu
Gwent
Police

**Gwent Police Authority/ Gwent Police
Citizen Focused Communications Strategy
'Keeping People Informed'**

Date: June 2007
Author: James Puxty
Version: 1.1

Table of Contents

Section

1. Introduction
2. Purpose
3. Aims
4. Methods
5. Monitoring & Evaluation
6. Resources
7. Summary

1. Introduction

Gwent Police and the Gwent Police Authority are determined to be recognised as truly citizen focused organisations whilst building upon the Force's record of crime detection and reduction. The successful delivery of a citizen-focused service through collaborative working is a key enabler to meeting locally set objectives and assisting in addressing priorities set nationally.

The aim of neighbourhood policing is to enhance the quality of life for communities by increasing satisfaction and confidence, reducing the fear of crime and resolving local problems of crime and anti-social behaviour. The Government has determined that the rollout across England and Wales will be completed by April 2008.

Engaging with communities through effective communication will promote public reassurance, feelings of safety and security, and confidence in the police service and its partners. It is equally as important to engage with our staff, to ensure that our organisations' strategic intent is fully understood and can therefore be implemented.

2. Purpose

This document is designed to set out the Citizen Focused Communications strategy for Gwent Police and the Gwent Police Authority, on which the 'Keeping People Informed' work-stream is based. The paper supports the strategic aims of the organisations, and specifically the citizen focused agenda and neighbourhood policing. It also illustrates how support will be offered to divisions and departments in order that they can deliver their own communications programmes effectively, at a local level.

The CFP communications strategy promotes community involvement and reassurance, and encourages proactivity, accountability and openness.

This paper sits alongside the Gwent Police Corporate Communications strategy.

3. Aims

General

Neighbourhood policing communications strategies should take into account other communications strategies from associated bodies such as Citizen Focus; Quality of Service Commitment; Welsh Language Act, Respect; National Community Safety Plan and Crime and Disorder Reduction Partnership Review, and their implications.

The aim of this strategy is to set out the role that communication has in delivering Citizen Focused Policing, and to offer support to Force and Authority communicators around the delivery of neighbourhood policing.

Support for this will be provided on behalf of the Citizen Focused Steering Group, through the Corporate Communications department, the Gwent Police Communications Group, the divisional communicators user group, the IAG, the BPA, etc.

The Corporate Communications department will facilitate effective communications practice in-force and provide consultancy, advice and guidance to internal and external stakeholders

Internal Communications

- Promote awareness and understanding among staff on what neighbourhood policing means to them and their role
- Generate confidence and 'buy in'
- Encourage feedback
- Engage in effective reputation management for neighbourhood policing
- Develop effective methods to promote the achievements of the Force in relation to the positive community level benefits that neighbourhood policing brings
- Ensure the consistency and quality of information distributed to Gwent Police Authority members and staff, officers, support staff, partners and other internal stakeholders
- Support the CFP engagement strategy

External Communications

- Promote awareness and understanding of neighbourhood policing and manage expectations
- Promote involvement and two-way communication, encourage communities to see themselves as 'part of the solution'
- The best use of combined Force and partner resources and communications channels to reach as wide an audience as possible, promoting the message that successful neighbourhood policing, however it is branded, is good for all
- Engage in effective reputation management for neighbourhood policing
- Develop effective methods to promote the achievements of the Force and Authority in relation to the positive community level benefits that neighbourhood policing brings
- Develop and support the development of communications and marketing products to support and provide advice concerning the implementation and roll-out of neighbourhood policing
- Ensure the consistency and quality of information distributed to partners, the community, the media and other external stakeholders regarding neighbourhood policing
- Agree and share the key messages around neighbourhood policing

- Support the CFP engagement strategy

4. Methods

General

Plain, relevant language will be used to ensure all audiences are reached. Diversity, equality, partnership and consultation will be reflected and promoted in the implementation of neighbourhood policing communications.

Planning

To facilitate the sharing of best practice internally, to achieve maximum economies of scale and to ensure that the Printing department are capable of fulfilling Force print requests, Neighbourhood teams, divisions and departments will need to plan their communication and marketing campaigns. Whilst some 'last minute' requests are perhaps inevitable, it would not be unrealistic to ask internal stakeholders to adopt a three month planning cycle.

Printing Department

The Printing department will be responsible for fulfilling all internal print orders. If a job cannot be printed in-house, the Printing department will manage the external production process. This will ensure that economies of scale and a consistent professional approach will be achieved.

Media Training

The media demands on the Force will increase as neighbourhood policing becomes more established throughout Gwent. Tailored media training, delivered by an external organisation, will be given to all Neighbourhood Team members that require it.

Consultation

Consultation on any aspect of this (or any) communications strategy is vitally important, and for this reason internal stakeholders, such as the IAG, have been and will continue to be an important step to quality assuring our strategies, plans and messages.

Two-way Communication

Whether internal or external, when communicating with an audience consideration must always be given to how feedback or comments can be obtained. Whilst internally this may not always be appropriate, it should certainly be encouraged and be the default position.

Internal Communication

Effective communication is vital to ensure everyone understands what CFP means, and why change to our working practices is necessary. Any change programme that does not involve staff, or makes them feel left behind, will not succeed. Improvement to service delivery relies heavily on staff signing up to a corporate vision. (Happy staff = happy customers.)

We need to engage with staff in an interesting, relevant and timely manner. In short we need to communicate the right messages to the right people at the right time, implementing the LISTEN principles. Internal marketing is an

extremely high priority, as this adds credibility to external campaign and increases staff confidence and morale.

Audiences

When planning any communication campaign, consideration must be given to the segment of the potential audience you wish to address/ engage. Internal audiences will include:

- Police Authority Members
- Police Authority Staff
- Divisional / Departmental SMTs
- All police officers
- All police staff
- Secondees (co-ordinated by Training)
- Colleagues on long-term sick (co-ordinated by Division / Department)

Communication Channels & Tools

The communication channels at our disposal to communicate internally will be used where necessary and appropriate. As is the case of the intranet in particular, we will continue to exploit the tools at our disposal, ensure that they have quality checks in place, and devolve responsibility locally as much as possible and where it is sensible to do so.

New methods of communicating with staff will be developed. For example, the Force's audio/ visual capabilities are increasingly steadily, and video briefing as a method of communicating an 'In Touch', will be introduced to the Force in 2007.

Budgetary pressure is a factor that cannot be ignored when developing new or existing channels. The Gwent Guardian, for example, will only be produced in an online format, not as a hard copy. A review of the e-edition will be conducted to ensure its effectiveness. Internal communication channels open to the organisation include:

- Gwent Guardian
Produced quarterly
- Gwent Police Communications Group
Includes representatives from around the Force/ Authority
- In Touch
- Electronic, on-line force diary
- CFP intranet site
To share best practice, to view force diary. This will include a discussion thread facility for Neighbourhood teams, and currently links to:
- An intranet communication guide
- Team work – online quarterly marketing and communication guide
- Road shows
- Marketing materials
Backdrops, posters, templates (fully adaptable and can be added to)
- Home Office bulletins
Adapted to suit the Force
- Tactical operating guide
- Email
- Screensavers

Key Messages

- CFP is at the heart of everything we do

- CFP means treating our ‘users’ as customers (LISTEN)
- We need to give our customers the kind of policing they want
- You are a vital piece of the CFP ‘jigsaw’

External Communication

Effective communication is key to delivering force and national targets. In today’s media driven society, brave deeds are not sufficient to promote confidence and reassurance. The organisation needs to improve the way in which it communicates with its audiences and stakeholders, and to concentrate it’s efforts on marketing itself, its results and that of its partnerships.

Audiences

When planning any communication campaign, consideration must be given to the segment of the potential audience you wish to address/ engage. External audiences will include:

- The general public
- Geographically Based Communities
 - Neighbourhood
 - Venue-focused (e.g. living near schools, parks, mosques)
- Demographic Communities
 - Young people
 - Older people
 - Parents
 - Specific Age Groups
- Interest Groups
 - Parents
 - Young People
 - Older People
 - Members of pressure/campaign groups
 - Victims of crime/anti-social disorder
 - Volunteers
- Communities of interest/with similar characteristics
 - Faith communities, e.g. Muslims, Christians, Jews, Hindu
 - People with disabilities
 - Representative groups
 - Advocates
 - Lesbians, gay men, bi-sexual and transgender
- Stakeholder Groups
 - Businesses
 - Segmentations of businesses, e.g. late night traders, market stall holders, licensees
 - Local councillors
 - Members of community/voluntary groups
 - Statutory partners’ organisations

Communication Channels & Tools

Marketing materials should add value by informing people of issues and how to prevent them, of the performance of the Gwent Police Authority/ Gwent Police (including neighbourhood teams and partnerships) and how to contact them. The following materials are available, although it is worth mentioning that the list is open-ended and locally driven development is actively encouraged:

- Personalised business cards
- Personalised compliment slips
- Personalised letter heads
- Neighbourhood news, newsletters, community bulletins, Crime & Disorder updates
- 135 x microsites - in 3 phases
- External email
- Posters: Generic contact details & Specific campaigns
- Leaflets: Generic & Specific
- Flyers: Generic & Specific
- Poster and flyer templates
- On line communication Guide: what teams should do with regard to communicating
- Media training – tailored for Neighbourhood Teams
- Press release templates
- External road shows and stands - including stakeholder
- Surveys
- Engagement – e.g. open day
- Affinity arrangements and partnership tie-ins – such as brochure advertising

Media

Initial results from recent media research illustrated that we communicate more successfully on a proactive basis, where we control the message and the agenda. This approach needs to take prominence over reactive activities. Media training will continue, and in addition a broad education programme will commence, with the aim of empowering staff to communicate to the media on their own agenda. We will also proactively market certain media champions as the experts in their field, with the aim of increasing their media activity, and subsequently the Force's media profile. This will again give the Force more control over its message.

There are many differing forms of media, and accordingly we should positively explore our relationships with partnership organisations, and specifically any communication channels that are open to them. We should pay due attention to ensure that we have an interest in communicating with their audiences and that the organisations share or at least appreciate the same values and objectives that we do.

Media & Partnerships

There are many differing forms of media, and accordingly we should positively explore our relationships with partnership organisations, and specifically any communication channels that are open to them. We should pay due attention to ensure that we have an interest in communicating with their audiences and that the organisations share or at least appreciate the same values and objectives that we do.

Marketing & Branding

One of the most effective ways of communicating to our defined audiences is directly. Although we should never forego communicating with the media, we need to increase our direct communication activities. Marketing and advertising opportunities will be explored and exploited, as will direct contact with the public.

The Force's newly developed brand will continue to portray a professional image. As neighbourhood policing is key to delivering a citizen focused service, and that service is the corner stone of Gwent's policing strategy, there will be no separate neighbourhood-policing brand. The existing brand is flexible enough to incorporate partner brands, and for Local Authority led campaigns (for example) the Gwent Police crest can be displayed on Local Authority literature. These examples should not prejudice the use of community safety branding, but highlight the importance of a police brand for police led communication.

Key messages

In all instances key messages must be identified and agreed by key stakeholders to assist post implementation measurement.

See Appendix 1 for a full list of key messages

New Media

The main thrust of new media activity over the next three years will be the delivery of a truly citizen-focused website, offering two-way communication and value to the public. This will be obtained with the introduction of a new Content Management System. Our hosting solution will also be reviewed and a new server installed.

As a result of the planned changes our web site will contain more information. It is of the utmost importance that with this increase comes greater focus and improved content.

Consultation

Consultation with our communities is vital to the success of Citizen Focused Policing. The Corporate Communications department will support both the GPA and the Corporate Services department in its consultation programme and in the production of the Local Policing Plan and the Local Policing Summary. Feedback on these documents will, of course, be sought.

5. Monitoring & Evaluation

Research should be the basis of communication planning and the means by which performance is measured. Our research should keep us in touch with our (internal and external) audiences and stakeholders, including the media, and make our communications more fully accountable.

Media research would give an indicative measure of the progress we are making in reassuring our communities and reducing the fear of crime. Sustained research results would allow us to make a correlation between our media work and the fear of crime and public reassurance. Financial pressures will mean that low-cost options for research will need to be sought.

6. Resources

In order to better meet Force/ Authority objectives, the structure of the Corporate Communications department will alter to meet new challenges and demands.

Three Communications Officers, based at division, will be introduced to better meet the proactive demands at a more local level. They will be tasked with supporting marketing needs of neighbourhood teams, generating positive coverage, fostering local media contacts, fulfilling minor locally demanded graphic design work (alterations not creation), and will be responsible for some elements of internal communication. A dotted line into the centre, coupled with a buddy system with the Press & PR Officers will ensure resilience and shared best practice.

The Press & PR Officers, under the management of the Corporate Communications Manager, will serve the interests of the Gwent Police Authority, centrally based divisions and departments, in addition to fulfilling elements of internal communication, audio/visual production, magazine production, policy development, media liaison work in addition to day-to-day reactive work and standby duties.

With the introduction of three new media facing employees, there is a need to ensure that workflow is managed between all Press and Communications Officers. An integrated Press Office management system is necessary to monitor activity and avoid duplication.

Three employees based on divisional personnel have received specialist software and training to ensure that support is available locally to neighbourhood policing teams. They will work closely with the local Communications Officers.

Budgetary Control

The most efficient way forward in terms of campaign fulfilment would be to devolve communication budgets to the CADRUs and move to a model of complete cross charging by the Printing Dept. This would ensure that we meet local demands, that there is still some form of local consistency, it would ensure budgetary control yet still give us the ability to maintain force corporacy and gain economies of scale. By not devolving down to neighbourhood teams we ensure that teams are not acting in complete isolation.

7. Summary

The successful delivery of a citizen-focused service through collaborative working is a key enabler to meeting the locally set objectives and assisting in addressing priorities set nationally.

Neighbourhood policing will enhance the quality of life for communities by increasing satisfaction and confidence, reducing the fear of crime and resolving local problems of crime and anti-social behaviour.

The CFP communications strategy will ensure that Gwent's rollout and continuation of Neighbourhood Policing has full communication support.

Appendix One: Key Messages

The right people in the right places in the right numbers

Access

- Providing accessible, knowledgeable and locally known policing
- Providing continuity and thereby instilling confidence and trust within the community
- Developing close working relationships with partners and local people recognising that different communities need varying forms of access to police services

Influence

- Enabling communities, including minority communities and hard to reach/hear groups to make priorities for neighbourhood policing about the issues that affect them and increase their confidence

Interventions

- Joint action with communities and partners to solve problems
- Effective problem-solving to make a visible difference
- Community-owned solutions

Answers

- Sustainable solutions to problems and feed back on results
- Communication is integral to success
- Keeping promises and feeding back is vital
- Enabling communities to decide on successes

PCSOs

- Will provide a dedicated, visible accessible uniformed presence in communities and on the streets alongside and in support of police officers providing reassurance and confidence within the community
- We need to counter the assertion that this is policing 'on the cheap' and/or that PCSOs do not represent good value for money and cannot replace fully sworn officers

Partnerships

- Joint problem solving and action involving police, community groups and local services make a real difference to local communities. Working together they can identify and find solutions to problems.

Reassurance

- Is a product of successful, dedicated, visible and effective neighbourhood policing in reducing crime and the fear of crime

Community engagement

- Neighbourhood policing teams working together with the community to combat local crime and disorder, as a team is not a soft approach. It has a hard and effective edge that is making a difference in tackling and reducing real crime issues as well as anti-social behaviour

Performance

- Visibly demonstrate the effectiveness of Neighbourhood Policing through performance-based evidence using case studies and examples