



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

ORIGINATOR: Chief Executive

DECISION NO. 2014/43

REASON FOR SUBMISSION: For Decision

SUBMITTED TO: Police and Crime Commissioner

SUBJECT:

Communications and Engagement Strategy 2014-16

SUMMARY:

Communicating with the people of Norfolk, our partners, our target audiences and the media is a priority for the Police and Crime Commissioner (PCC). It underpins the work of the Office of the Police and Crime Commissioner.

A key requirement to enable this to happen is a Communications and Engagement Strategy and Action Plan. The strategy provides direction and support for that communication by underpinning the Police and Crime Plan, the PCC's main priorities and objectives and supporting the PCC's Ten-Point Pledge. It sets out how the PCC will engage with the public and other target groups, supported by an annual Communications Action Plan outlining activities and opportunities matched against the PCC's key themes and strategic priorities.

This report seeks approval of the Communications and Engagement Strategy 2014-16.

RECOMMENDATION:

It is recommended that the PCC agrees to the adoption of the Communications and Engagement Strategy 2014-16.

OUTCOME/APPROVAL BY: PCC/CHIEF EXECUTIVE/CHIEF FINANCE OFFICER
(Delete as appropriate)

The recommendations as outlined above are approved.

Signature *A. W. Bett*

Date *16/10/14.*

DETAIL OF THE SUBMISSION

1. BACKGROUND:

Communicating with the people of Norfolk, our partners, our target audiences and the media is a priority for the Police and Crime Commissioner (PCC). It underpins the work of the Office of the Police and Crime Commissioner.

A key requirement to enable this to happen is a Communications and Engagement Strategy and Action Plan. This will allow the Police and Crime Commissioner (PCC) to effectively engage with members of the public, including the vulnerable and victims of crime, community groups, police and crime strategic partners and other relevant stakeholders, in achieving the PCC's policing priorities for Norfolk. Through the PCC it aims to allow the people of Norfolk a greater say in how their communities are policed. The basis for public accountability will be the Police and Crime Plan and the policing priorities contained within it, supported by the regular publication of force performance information.

The OPCCN's communications and engagement activities will be structured but flexible and focussed on an annual calendar of activities, media and engagement opportunities in order to co-ordinate work to best effect. The annual calendar will roll over from year to year and develop over time.

2. FINANCIAL IMPLICATIONS:

None for adoption other than the cost of individual activities linked to the strategy.

3. OTHER IMPLICATIONS AND RISKS:

None

PUBLIC ACCESS TO INFORMATION: *Information contained within this submission is subject to the Freedom of Information Act 2000 and wherever possible will be made available on the OPCC website. Submissions should be labelled as 'Not Protectively Marked' unless any of the material is 'restricted' or 'confidential'. Where information contained within the submission is 'restricted' or 'confidential' it should be highlighted, along with the reason why.*

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	NO
Has the PCC's Chief Finance Officer been consulted?	NO
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	YES
Have human resource implications been considered?	YES
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	NO
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	YES

APPROVAL TO SUBMIT TO THE DECISION-MAKER (this approval is required only for submissions to PCC and DPCC).

Chief Executive

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

Signature:



Date 15-10-2014

**Police and Crime Commissioner for Norfolk
Communications and Community Engagement Strategy 2014-16**

PCC community engagement: Equality considerations

Some community groups are perceived as being more difficult to engage with. That is true if due consideration is not given to the ways in which the PCC engages and the locations/times at which he/his office do it. One size does not fit all – just because one method of engagement works for one group, it won't necessary work for all. Ahead of planning any engagement activity consideration must be given to the target audience, the method of engagement, how accessible the opportunity is for members of the public, and how any barriers to engaging can be addressed.

Barriers may include language issues, physical access issues, timing or location issues, issues in relation to understanding or responding to information or issues relating to an unwillingness to participate in that form of engagement. Steps should also be taken to meet any specific requests for reasonable adjustments to enable members of the public to participate in engagement opportunities.

Some members of the public may have views or experiences of the police which make them hesitant to engage with any organisation associated with policing. Attention should be given in the PCC's key messages around engagement to how his independence from Norfolk Police is communicated.

Any external organisation facilitating engagement activity on behalf of or in conjunction with the PCC must be aware of and share his commitment to promoting equality and eliminating discrimination (as set out in the PCC equality statement).

The PCC's advisory groups may be engaged with in order to explore opinions on specific subjects, but this must be done with the understanding that the members of these groups do not represent any section of society. Their opinions are their own and can give an indication of where public opinion might lie, but this needs to be backed up with more extensive engagement with the wider community.

It is unlikely that engagement opportunities will ever reach the whole of the Norfolk population. The OPCCN does not have the resource or capacity to undertake multiple, large, county-wide engagement projects. It is important that consideration is given to how the PCC's overall approach to engagement can secure a range of views, from a range of community groups, across a range of locations in the county. Online consultation and engagement exercises can be useful in achieving this, but over-reliance on such methods may result in digital exclusion of those unable or unwilling to access the internet. It may also be useful to collect monitoring data from participants in engagement activity to enable gaps in reach (groups/locations) to be identified and to address them, but sharing this information with the PCC should be on a voluntary basis.

PCC communications – Equality considerations

The OPCCN recognises that it has a finite capacity to communicate with the population of Norfolk. While the strategy sets out an inclusive approach to communication activity, it is inevitable that the PCC's key messages will not reach everyone. With this in mind, it may be appropriate at times to focus communications on specific communities or locations, particularly if the subject matter is of particular relevance for a certain section of society.

This tailoring of communication may include communicating key messages in different languages or in different formats. The PCC offers to provide information in alternative formats on request, but communicates with the public, on the whole, in written English. This must be acknowledged as a barrier. Providing key information in easy-read is something which should be considered as doing so may make that information more accessible for those who find written English difficult to understand, whether that be because it is not their first language or because they have a learning disability. Again, these decisions should be guided by the target audience.

A great deal of the PCC's communication is carried out via the OPCCN website. The website has been designed to be compliant with accessibility standards and it was user tested with members of the PCC's advisory groups. Feedback is welcomed on the website at any time with all comments being used to inform future development.

Liaising with mainstream media outlets is a good way for the PCC to share key messages with the masses, but this mode of communication has its limitations. The OPCCN has begun to make more use of community news mechanisms and this approach will be continued under the communications strategy allowing messages to reach as many people as possible in a way which meets their needs.

Police and Crime Commissioner for Norfolk Communications and Community Engagement Strategy 2014 -16

Contents:

1. Introduction
2. Aims and approach
3. Key Messages and Hot Topics
4. Communication Principles
5. Key audiences
6. Moving Forward - Action Plan 2014

1. Introduction

Communicating with the people of Norfolk, our partners, our target audiences and the media is a priority for the Police and Crime Commissioner (PCC). It underpins the work of the Police and Crime Commissioner.

This Communications and Engagement Strategy and Action Plan will allow the Police and Crime Commissioner (PCC) to effectively engage with members of the public, including the vulnerable and victims of crime, community groups, police and crime strategic partners and other relevant stakeholders, in achieving the PCC's policing priorities for Norfolk. Through the PCC it aims to allow the people of Norfolk a greater say in how their communities are policed. The basis for public accountability will be the Police and Crime Plan and the policing priorities contained within it, supported by the regular publication of force performance information.

This strategy provides direction and support for that communication by underpinning the Police and Crime Plan, the PCC's main priorities and objectives and supporting the PCC's Ten-Point Pledge. It sets out how the PCC will engage with the public and other target groups, supported by an annual Communications Action Plan outlining activities and opportunities matched against the PCC's key themes and strategic priorities. The office's communications and engagement activities will be structured but flexible and based very much on an annual calendar of activities, media and engagement opportunities in order to co-ordinate what we do to best effect. The annual calendar will roll over from year to year and develop over time.

2. Aims and approach

Where we want to be:

- The PCC's strategic priorities are delivered
- The people of Norfolk to understand the role, aims and objectives of the PCC
- The PCC is known as the 'voice of the people' (especially victims of crime) and leads the debate
- The PCC is seen to represent all Norfolk people
- The PCC is seen to have made a difference
- The PCC is recognised as accessible and accountable
- The PCC connects people and develops and fosters positive partnerships which deliver results

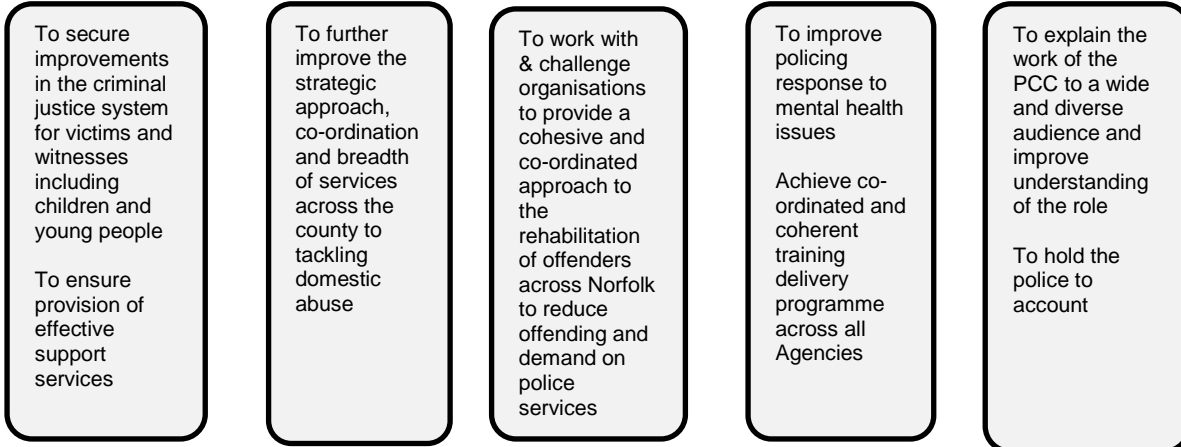
To support the above we will:

- Generate and exploit positive publicity and engagement opportunities for the PCC and maximise these opportunities
- Explain and promote the role, aims and objectives of the PCC whenever and wherever possible
- Challenge, counter and correct misinformation or factual inaccuracies
- Repeat our key messages whenever and wherever possible
- Use Twitter and other Social Media to promote the work of the PCC and explore emerging social and digital media
- Inform and influence key players in the policing and criminal justice arenas
- Think differently and try new ideas
- Communicate directly with people, developing and growing our contacts database including for specialist media and 'hyper-local' publications and websites
- Help the PCC obtain the views of the community, in particular the views of victims of crime by seeking out opportunities to meet with and engage different communities and groups
- Maximise opportunities for communities to be involved in the planning and delivering of policing services and listen to feedback
- Support projects the PCC has commissioned with communications and engagement advice

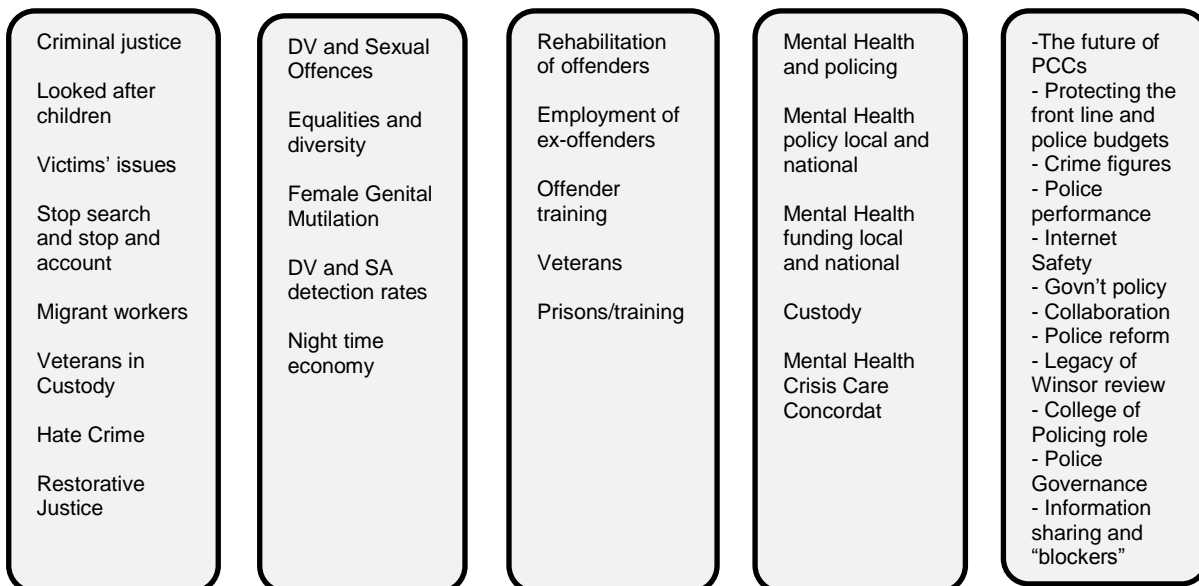
PCC Key Themes



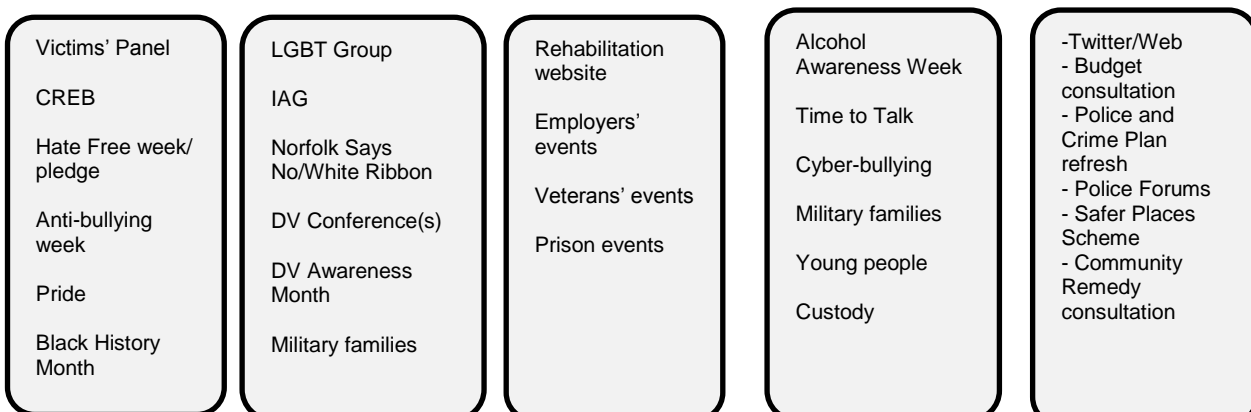
Objectives



'Hot topics' on which we will want to comment/ be proactive:



Engagement need/activities to include:



3. Key Messages:

- The PCC is the strong, independent voice of Norfolk people
- The PCC is the only elected figure for the whole of Norfolk.
- The PCC is not 'beige or bland'; the PCC has opinions
- The PCC is the voice of the victim
- Positive partnerships which deliver results are at the heart of what we do
- We think differently, we innovate and are prepared to take risks
- We work to eliminate red tape, unnecessary process and data sharing 'blockers'
- We will listen to and empower the experts
- We are not interested in party politics or political gimmicks
- The PCC holds all the criminal justice agencies to account on behalf of victims
- The PCC is criminal justice leader
- We are all about long lasting change and what's best for Norfolk.

4. Communication Principles

Our communication activity will follow principles of good practices by being:

- Two-way – encouraging and enabling a two-way flow of information
- Open and transparent – about the purpose of what is being communicated and any resultant processes
- Accessible and accountable - We will use Plain English, supporting equal opportunities and adhering to corporate policies and guidelines
- Language – we will articulate our messages clearly and simply
- Engaging – we will respond to tweets, e-mails and facebook posts requiring a response
- Listening – we will listen to, value and use feedback
- Consistent, regular and ongoing – we recognise communication as an all year round, 24-7 activity
- Honest – we are clear about the purpose of our communications and never knowingly mislead or misinform
- Monitored and evaluated – we identify and build on good practice or results and identify and learn from poor practice or results
- Value for Money – we are committed to delivering and promoting good value for money and use of public funds
- Challenging – misinformation or factual inaccuracy will be challenged, countered and corrected where appropriate
- Campaigns – our campaigns will have a beginning, middle and end
- Measure – we will evaluate and learn from what we do
- Our voice: PCC – confident, striking, voice of common sense, strong messages, clear simple language, speaking out, saying it like it is.
- Our style: - we are dynamic, we are edgy, we are fresh, we are modern, we are open to new ideas, we are forward thinking, we are relevant.

5. Key Audiences

- Norfolk people
- Victims
- Volunteers
- Veterans
- Twitter/Digital Media users
- Key partners
- Charities
- MPs and elected Members
- Ministers and Central Government
- On-line community
- Readers/listeners/viewers of 'traditional' media
- Police staff
- Specialist Trade Press
- Other PCCs
- Association of Police and Crime Commissioners
- Norfolk Association of Local Councils
- Local Authorities
- Regional and neighbouring PCCs
- Ex-offenders
- Road users
- Opinion formers
- Media
- Witnesses
- Rep Bodies/ Unions (Unison, Police Federation, Police Superintendents' Assoc etc)

6. Communications and Engagement Action Plan:

Daily:

- Tweet/retweet on key issues
- Monitor Twitter
- Monitor general media
- Find topical issues/opportunities for comment
- Find good PR opportunities
- Respond to letters/tweets where appropriate
- Liaise with police communications over potential issues
- Manage and update web content
- Deal with media enquiries
- Record media interaction and engagement activity

Weekly:

- Weekly round up
- Diary review/media opportunities

Regular:

- Press releases
- Arrange meet the public events – surgeries and Pop-Up PCC etc
- Write pre-interview briefings
- Support for our SLA partners
- Support the five main work themes
- Attend partnership meetings
- Attend Police and Crime Panel, Accountability panel and other key meetings
- Public Affairs – develop and foster links with key partners locally and nationally
- Supply copy to key publications – The Link, In Force, Your Norfolk, Fed Bulletin etc
- Oversee relevant Freedom of Information requests
- Design and publish Police and Crime Panel
- Launch and manage campaigns in line with the five themes
- Other PCC office liaison
- APCC liaison
- Develop and manage photo library
- Record and measure media interaction and engagement activity

Calendar 2014 (the main calendar will be constantly changing and based with the OPCCN Communications Team):

Month	Activity/Action/Event	Key Theme	Strategic Priority/Pledge	Start/Finish
Jan:	Meetings			
	IAG AGM			
	To be aware			
	ONS crime stats released			
Feb:	Awareness campaigns			
	LGBT History Month			
	Safe internet day (11 th)			
	Meetings			
	Police and Crime Panel (13 th)			
	Norfolk/Suffolk Collab (27 th)			
	Deadlines			
	Inforce – Council Tax info (26 th)			
To be aware				
Refreshed Police and Crime Plan to be launched 1 April				
March:	Awareness campaigns			
	Int. Women’s Day (8 th)			
	Hate Free Norfolk Pledge (3-8 th)			
	Events			
	Gt Yarmouth Easter Fair			
	Meetings			
	Police and Crime Panel – plan/annual rep (7 th)			
	DASV Conference (11 th)			
	Bi-Lat (13 th)			
	Deadlines			
Norfolk Link (14 th)				
Inforce (16 th)				

April:	Awareness campaigns			
	Autism Awareness month/day (2 nd)			
	Events			
	Spring Fling (9 th)			
	Meetings			
	Police and Crime Panel-plan/commissioning (4 th)			
	Bi-Lat (14 th)			
	Eastern Region Collab (15 th)			
	Deadlines			
	Your Norfolk (11 th)			
	Inforce (24 th)			
	To be aware			
ONS crime stats released (24 th)				
May:	Awareness campaigns			
	Mental Health Awareness week (12 th)			
	Events			
	Downham Market Festival			
	Meetings			
Bi-Lat (14 th)				
Norfolk Link (15 th)				
June:	Awareness campaigns			
	Gypsy, Traveller History Month			
	Refugee Week			
	Volunteers Week			
	Bike Week			
	World Blood Doning Day (14 th)			
	Events			
	Big Community Cohesion Lunch (1 st)			
	Norfolk Show			
Meetings				
Eastern Region Collab (23 rd)				

	To be aware			
	Ramadan starts (28 th)			
	Norfolk Police end of year performance – annual report			
July:	Awareness campaigns			
	Make a Difference to Children Month			
	Disability Awareness Day			
	Events			
	Norwich Pride			
	North Norfolk Pride			
	East Anglian Game & Country Fair			
	Meetings			
	Police and Crime Panel – annual report (4 th)			
	Disability Forum AGM			
	Bi-Lat (16 th)			
	Deadlines			
	Norfolk Link (15 th)			
To be aware				
Eid (28 th -31 st)				
August :	Awareness campaigns			
	International Youth Day			
	National Road Victim Month			
	Events			
	Wayland Show			
	Aylsham Show			
Deadlines				
Your Norfolk (22 nd)				
Sept:	Meetings			
	Norfolk/Suffolk Collab (2 nd)			
	Deadlines			
	Norfolk Link (15 th)			
Bi-Lat (17 th)				

Oct:	Awareness campaigns			
	Black History Month			
	Domestic Violence Awareness Month			
	Hate Crime Awareness Week (tbc)			
	ACPO IN Focus: ASB			
	Meetings			
	Police and Crime Panel (3 rd)			
	Eastern Region Collab (14 th)			
	To be aware			
	Victims commissioning starts			
Nov:	Awareness campaigns			
	White Ribbon Day/ Norfolk Says No			
	Alcohol awareness week			
	Anti-bullying week			
	Road safety week (17 th)			
	Celebrate Ability (Kings Lynn) 21st			
	Milestones			
	Election anniversary/Pledge update			
	Meetings			
	Norfolk Link (14 th)			
	Bi-Lat (19 th)			
	To be aware			
Budget consultation to begin				
Dec:	Awareness campaigns			
	Drink Drive Campaign			
	Rape/sexual violence campaign			
	Human Rights Day			
	International Day of Disabled			
OTHER				

