

# POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

PAPER MARKED

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Report of	OFFICE OF POLICE & CRIME COMMISSIONER
Subject	COMMUNICATIONS & ENGAGEMENT STRATEGIES 2013/14 – PROGRESS REPORT
Date	WEDNESDAY 26 JUNE 2013 – 2.45 P.M.
Author :	CHIEF FINANCE OFFICER

## **Purpose of Report**

1. This report provides an update of work completed to date against the Communications and Engagement and Consultation Strategies for 2013/14.

## **Recommendation**

2. The Panel is recommended to consider progress on the Communications and Engagement and Consultation Strategies for 2013/14.

## **Background**

3. The Communications and Engagement and Consultation Strategies for 2013/14 were developed to assist the Commissioner to execute his wide variety of statutory responsibilities and deliver the objectives of the Police and Crime Plan.
4. There is a clear requirement for effective, proactive communications and community engagement techniques to enable an informed two way conversation with the widest, most diverse, audience and to facilitate engagement with the electorate, whilst also demonstrating good value for money.
5. The two strategies complement each other and should be considered inextricably linked as to consult and engage effectively with communities, a process of information sharing needs to have taken place in advance.

## **Progress on Communications Strategy**

6. The Communications Strategy lays out the role of the PCC, and the need for communications to support his work in general and specifically in relation to the Police and Crime Plan. It also lays out the aims and objectives of the strategy, the target audiences, the guiding principles of the OPCC, the

statutory publications that must be produced and the methods we will use to communicate.

7. All three statutory publications - the Council Tax leaflet, the Police and Crime Plan and the Annual Report - have been produced and widely publicised. A specific communications plan was developed for the launch of the Plan, and similar activity will be repeated for further iterations of the Plan.
8. News releases are regularly produced and distributed to media across the Force area and beyond, and media are invited to suitable events organised or attended by the PCC/OPCC. The number of media enquiries has increased significantly over time, and now media responses and associated activity is undertaken on practically a daily basis.
9. The OPCC website is seen as one of the most important vehicles for communicating the information held by the OPCC. It ensures that information is easily accessible to a wide audience and therefore it is kept up to date and augmented on a daily basis. It is a key component to meeting the Freedom of Information Act. The OPCC also make good use of Twitter and Facebook to disseminate messages and engage with the public.
10. A senior communications officer is always on call to deal with complex and sensitive issues, allowing us to deal swiftly with crisis situations and reduce negative impact on public confidence. The OPCC works closely with the Force on any issues that affect both organisations.
11. The Force Media Relations and PR teams are also used to support the work carried out by the OPCC in relation to consultation and engagement.

### **Progress on Community Engagement Strategy**

12. The overall aim of the Community Engagement Strategy is to ensure that we listen to the people of Leicester, Leicestershire and Rutland, decide on the right course of action and act in an open and even handed manner.
13. Its objectives include developing opportunities for residents and stakeholders to shape and influence the Police and Crime Plan, and managing and co-ordinating engagement activities to provide opportunities for participation for all sections of the community.
14. The Commissioner is engaging with Leicestershire communities via the website, the media, face to face meetings, social media, literature (leaflets etc) and events.
15. The Strategy highlights the intention to set up six advisory panels or forums. So far, progress has been made on two of them – an initial meeting was held in early June with Volunteers, and we are currently gathering expressions of interest in the Anti-Social Behaviour Forum. The other four: Mental Health/Vulnerable People, Reoffending, Hate Crime/BME and Victims will be addressed in due course. Young people are being separately addressed by the Youth Commission, which is being set up with the SHM Foundation as part of a national pilot.
16. Other methods of engagement, such as PCC surgeries and road-shows, are currently being explored for future development.

17. A programme of visits by Sir Clive to organisations and groups across the Force area is already underway. Careful planning ensures that the Commissioner reaches a diverse audience covering all communities and issues.

### **Implications**

- Financial : None direct from this report
- Legal : The issues described in this report enable the PCC to fulfil his statutory responsibilities.
- Equality Impact Assessment : The widespread engagement calendar, aligned with a diverse approach to communication ensures an inclusive approach to communications at all levels. The aim is to enable members of diverse communities to have equal access to information from the OPCC. The website has numerous accessibility features and alternative formats of all printed material are available on request.
- Risks and Impact : This carefully planned and strategic approach to communications, media relations, engagement and consultation plus support and advice from experienced professionals will protect the reputation of the Commissioner, inform the public, fulfil his requirement to engage with his communities and will seek to address the strategic risk of managing public expectations of the role.
- Link to Police and Crime Plan : Both the Communications and Engagement Strategies are crucial in helping to support Sir Clive in the delivery of his Plan.

### **List of Appendices**

Appendix 1: Communications Strategy 2013-14 for the Office of the Police and Crime Commissioner for Leicestershire

Appendix 2: Engagement and Consultation Strategy 2013-14 for the Office of the Police and Crime Commissioner for Leicestershire

### **Background Papers**

None.

### **Person to Contact**

Mr P Lewis, Chief Finance Officer - Tel 0116 229 8984

Email: [peter.lewis@leics.pcc.pnn.gov.uk](mailto:peter.lewis@leics.pcc.pnn.gov.uk)



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Your voice in Leicester,  
Leicestershire & Rutland

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# **Communications Strategy**

**2013-2014**

for

**Office of the Police and Crime  
Commissioner for Leicestershire**

Prepared by  
Alice Oliver & Sallie Blair  
April 2013

# Contents

<b>1</b>	<b>Background</b>	<b>3</b>
	Role of the Police and Crime Commissioner	
	Scope of requirement	
<b>2</b>	<b>Aims of this strategy</b>	<b>4</b>
	Objectives	
	Target Audience	
	Guiding Principle	
	Statutory Publications	
<b>3</b>	<b>How we will communicate</b>	<b>7</b>
	Media Relations	
	Website	
	Community Engagement	
	Social Media	
	Contact and Communication with partners and public	
	Promote Effective Partnership Working	
<b>4</b>	<b>Other Communication Considerations</b>	<b>9</b>
	Monitoring	
	Complex and Sensitive Public Relations	
	Crisis Handling	
<b>5</b>	<b>Procedures and Protocols</b>	<b>9</b>
	Procedure	
	Protocols	
<b>6</b>	<b>Summary of Activities and Responsibilities</b>	<b>10</b>

# 1 Background

Following the inaugural elections, the Police and Crime Commissioner for Leicestershire, Sir Clive Loader, took office on 22 November 2012.

The nature of this high profile role and the requirement for public support or 'buy in' from the electorate means that effective communication is essential.

The Commissioner needs to utilise all available communication channels in order to reach a wide, diverse audience and engage effectively with their electorate, whilst demonstrating good value for money.

## **Role of the Police and Crime Commissioner (PCC)**

PCCs are not expected to run the police. The role of the PCC is 'to be the voice of the people and hold the police to account'. In executing their role, the PCC needs to communicate effectively with the force; commissioned partners; criminal justice agencies; stakeholders and most critically, the public.

The Police and Crime Commissioner has a wider range of responsibilities than the previous Police Authority which includes local community safety issues, crime reduction, supporting and listening to victims as well as policing. He is expected to commission services from organisations such as community safety partnerships and criminal justice agencies.

Other key duties include:

- Control of the local budget for policing and community safety;
- Setting the amount of locally-raised council tax that goes towards policing;
- Producing a Police and Crime Plan which includes local and national priorities;
- Promoting joint working between police and community safety partners;
- Holding the Chief Constable to account for performance on behalf of local people;
- Appointing (and if required dismissing) the Chief Constable;
- Publishing an annual report to keep people informed;
- Ensuring that public priorities are acted upon, victims are consulted and that the most vulnerable individuals are not overlooked;
- Addressing national issues as well as local concerns.

Taking the above into consideration, this document considers the scope of that communications requirement and the most effective way in which it can be delivered.

## **Scope of requirement**

The Commissioner will need to utilise effective and proactive communications and community engagement techniques to execute his wide variety of responsibilities.

Positive proactive communications activity will underpin and help the PCC to deliver his statutory duties to consult; to scrutinise; to set meaningful priorities and to work in partnership to drive down crime.

Effective communications activity will furthermore help the Commissioner to demonstrate publicly his role in reducing local crime alongside addressing national threats to safety.

The Commissioner will require a consistent and proactive communications approach to illustrate how he has not just listened to local people, but actually done something with that knowledge. In particular, communications will need to take into account the needs of the most vulnerable in society and victims of crime.

The purpose of this communications strategy is to establish a framework that enables the Office of the Police and Crime Commissioner for Leicestershire (OPCC) to communicate more effectively with all its target audiences.

## **2 Aims of this Strategy**

- To raise awareness with external and internal audiences of the PCC's role, responsibilities and achievements
- To ensure the public is informed of the PCC's decisions and achievements
- To increase public confidence and satisfaction in policing
- To encourage the different audiences to become engaged in policing, helping to shape the delivery of services
- To demonstrate that the PCC has listened and responded to public opinion when setting the strategic direction for the Force
- To meet the PCC's statutory responsibilities while delivering value for money communications
- To increase work with partners to provide value for money in terms of communications
- To deliver appropriate and widely accessible information to each sector of the target audience.
- To be seen as an open, honest and transparent organisation working on behalf of local people to improve policing.
- To protect the reputation of the OPCC
- To enhance relationships with local, national and trade media

## Objectives

The strategic objectives of this strategy can be identified as:

- To provide clear, consistent and coordinated communication
- To facilitate a two way dialogue with the public and internal audiences
- To provide appropriate and effective mechanisms for internal and external communication
- To increase understanding of the role of the PCC for the public, partners and stakeholders
- To involve, inform and reassure local communities
- To promote diversity and equality

## The Target Audience

It is accepted that different people have different communications needs. The following list, which is not exhaustive, illustrates the breadth of the audience:

### External

- General taxpayers of the Force area
- The business community
- Rural communities
- Urban communities
- Victims and witnesses
- Elderly people
- Young people
- Minority groups
- People with disabilities
- Vulnerable people
- Those whose first language is not English
- Those who live in fear of crime
- Those who are disengaged
- Local and national media (published, broadcast and multimedia)

### Internal

- Officers and staff of Leicestershire Police
- Contracted suppliers to OPCC and Force
- Staff groups and networking groups
- Strategic Independent Advisory Groups
- Volunteers

### Partners and Stakeholders

- Association of Chief Police Officers
- Association of PCCs
- Audit Commission
- Chambers of Commerce
- Community and pressure groups



- Community Safety Partnerships and other partners
- Councils – City, County, District and Parish
- Her Majesty’s Inspectorate of Constabulary
- Home Office
- Local Criminal Justice Board
- National Associations (Victim Support, NHW etc)
- National Police Improvement Agency
- Politicians, City, County, District, Parish and MPs

## **The Guiding Principles**

The OPCC for Leicestershire:

- Is an open and transparent organisation
- Communicates in a timely and appropriate manner for all audiences
- Works in partnership with other organisations to communicate more effectively, providing greater value for money
- Communicates in a clear and concise manner
- Values diversity and equality
- Builds on best practice to drive continual improvements in its communications
- Appreciates and responds to communities’ need for knowledge
- Has good working relationships with the media at all levels

## **Statutory Publications**

The OPCC has a statutory duty to produce a number of publications during the year. The Police Act 1996 and guidance from the Home Office and the Association of Police Authorities directs the inclusion of certain information that is required in each of the following publications:

- The Council Tax leaflet
- The Police and Crime Plan
- The Annual Report

These documents are available in hard copy and on the OPCC’s website. Reasonable requests of alternative formats will be met where possible.

### 3 How we will Communicate

To meet the aims of this strategy the following vehicles will be used:

Media Relations	Press information, proactive and reactive.
Meetings	Meeting papers and/or agendas will be distributed widely to the media and appropriate partners.
Website	Contains information about all aspects of the OPCC's business, plus Police performance information and a direct link to both Force and Partners. It is a key component to meeting the requirements of the Freedom of Information Act.
Community Engagement	Support the Community Engagement plan
Social media	The OPCC will make good use of Twitter and Facebook where appropriate
Statutory Information	Council Tax leaflet, Police and Crime Plan and Annual Report, produced in hard copy or electronically as appropriate, available in alternative formats on request.
Partner Networks, Newsletters and Websites	The OPCC will contribute to the newsletters and proactive publicity of its partners wherever possible. It will carry links to its partners on its own website and vice versa.
Public Events	Opportunities to engage with the public at public events, where large numbers of people are expected, including police and partner specific events will be explored.
Public and Partner Consultation	The OPCC will consult with the public and its partners and feedback the findings, explaining how these have been taken into account. It will consult with representative samples, general public and specific groups.
Partner Meetings	Members and/or officers will attend meetings of appropriate organisations
Advertising	The OPCC will use paid for space in appropriate publications when necessary.
Printed collateral	Posters, letters, panels etc will be produced as appropriate

## **Media Relations**

- Proactive dissemination of public information to maximise awareness of and publicity about the role of the PCC
- Reactive response to on-going events and incoming enquiries
- Reputation/crisis management
- Handling media enquiries (in consultation with appropriate officers and PCC)
- News releases - researching, drafting, obtaining approvals and issuing in both traditional format and via digital channels
- Rebuttals
- Provision of key messages
- Media Training advice and organisation of appropriate training days
- Organisation of media briefings, press conferences and other events
- Accompanying the PCC at high profile events, where appropriate
- Features, interviews, opinion/topical pieces
- Feature list creation
- Press list updated electronically

## **Website**

- Continual development of the PCC's website
- Content management (text, appropriate images etc)
- Update of Specified Information
- Ongoing maintenance of site
- Blogs
- Interactive mechanisms/web chats etc.
- Publishing Decision records/Complaint logs/Statutory Information
- Promoting visitor numbers

## **Community Engagement**

Support the Community Engagement plan (see separate document) with management, planning, organisation and publicity, on site attendance as required and feedback of results.

## **Social Media**

- Twitter
- Facebook

Mentions will be monitored and, where possible, planned programmes of communication will take place. However social media, by its very nature, also requires the ability to respond quickly as events take place. Critically, many unexpected items from social media occur out of normal hours.

## **Contact and Communication with partners and public**

- Maintenance of contacts database for all the partners and voluntary agencies in the local police area.
- Provision of appropriate response to communications and queries from members of the public, officers, staff and partners, either in hard copy (letter) or electronic.
- Research and preparation of response to council/partner questions.

## **Promote Effective Partnership Working**

Develop effective relationships and joint communications products with the communications officers of Criminal Justice Agencies, local authorities and other partners in Leicestershire to enhance the reputation of, and maximise public support for, the PCC for Leicestershire.

# **4 Other Communication Considerations**

## **Monitoring**

Monitor, and react appropriately to, publicity about the PCC for Leicestershire bringing key issues to the attention of the PCC and the Chief Executive or appropriate officer, and to other agencies as required.

## **Complex and Sensitive Public Relations**

In policing there is always the possibility of high level media interest. With a senior consultant always on call and a superior level of availability, the OPCC for Leicestershire can be reassured that a professional help is on hand.

## **Crisis Handling**

In each case the aim is to reduce negative impact on public confidence and expedite the return to 'business as usual'. While advance warning is advantageous, it is not expected.

# **5 Procedures and Protocols**

## **Procedure**

- All material will be cleared by Chief Executive/PCC or delegated representative before publication.
- Relevant protocols will be maintained
- All material produced will be subject to an equality impact assessment
- All material issued or produced will carry the OPCC's branding and appropriate contact details.

## Protocols

It is important the public receive clear messages about the services that are so important to them. To reduce the potential for conflicting messages and to ensure that the relevant teams are aware of imminent sensitive releases, the preparation and maintenance of suitable protocols with the Force, the Police and Crime Panel and others partners has been undertaken.

## 6 Summary of Activities and Responsibilities

Due to the change in Governance and associated responsibilities, there has been a corresponding change in the lead responsibility for various key elements of police service provision.

The list below is not exhaustive, but demonstrates the type of area where the PCC will be expected to take the communications lead:

Area of activity	PCC	Police Force
Strategic Plan	<b>Lead</b>	<i>Work together</i>
Matters of strategic direction	<b>Lead</b>	<i>Recommend</i>
Overall performance	<b>Lead</b>	
Scrutiny	<b>Lead</b>	
Performance of Chief Constable, appointment and dismissal	<b>Lead</b>	
Corporate marketing campaigns	<b>Lead</b>	<i>Assist</i>
Budget setting	<b>Lead</b>	
Ensuring Value for Money (VFM) achieved for local taxpayer	<b>Lead</b>	<i>Work in partnership</i>
Resource allocation to regional and national threats	<b>Lead</b>	<i>Advise</i>
Statement of expenditure	<b>Lead</b>	
The commissioning of services	<b>Lead</b>	
Stakeholder management	<b>Lead</b>	
Partner liaison	<b>Lead</b>	
Collaboration projects between partners	<b>Lead</b>	<i>Work in partnership</i>
Public consultation	<b>Lead</b>	<i>Assist</i>
Public-focused event management	<b>Lead</b>	<i>Assist</i>
Personal marketing / profile raising / website / social media for the Office of the PCC	<b>Lead</b>	
Matters of operational control		<b>Lead</b>
Day to day crimes / incidents requiring communications activity (appeals, public warnings etc.)		<b>Lead</b>
Specific, high profile crimes / incidents	<i>Possible involvement</i>	<b>Lead</b>
Specific performance	<i>Assist</i>	<b>Lead</b>
Daily Internal communications within Force		<b>Lead</b>
Specific issue internal communications within force		<b>Lead</b>



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# **Engagement and Consultation Strategy**

## **2013-2014**

for

## **Office of the Police and Crime Commissioner for Leicestershire**

Prepared by  
Alice Oliver & Sallie Blair  
April 2013

## ***Intro***

The consultation strategy provides a framework for consultation and public engagement in the on-going development of the Police and Crime Plan. This will provide the platform for a full tactical plan. We will feed back what people tell us and use it to shape our priorities.

This is the Commissioner's vision for engagement and consultation and its success is dependent on his commitment to a full and active role in its delivery.

## ***Vision***

This strategy supports Police and Crime Commissioner Sir Clive Loader's vision that:

*"... Leicestershire Police will be ranked amongst the most effective police forces in the country. I want to see the Force continuing to drive down crime significantly and, by doing this, increasing the safety and security of the residents of Leicester, Leicestershire and Rutland".*

The strapline for the OPCC is: "Your voice in Leicester, Leicestershire and Rutland".

## ***Aim***

The overall aim of this Community Engagement Strategy is to ensure that we:

- listen to the people of Leicester, Leicestershire and Rutland
- decide on the right course of action
- act in an open and even-handed manner

## ***Objectives***

The objectives of this strategy are to:

- Develop opportunities for residents and stakeholders to shape and influence the Police and Crime Plan
- Empower local people to participate in shaping the delivery of local policing and community safety services
- Recognise the diversity of our communities and make sure everyone is encouraged to have their say
- Manage and co-ordinate engagement activities to provide opportunities for participation for all sections of the community
- Reach out to people we may not have heard from in the past and hold events at accessible times and locations

- Work with local groups and organisations to tailor consultation exercises and where possible make use of existing planned events, meetings and communication channels
- Listen to our residents and stakeholders and ensure that participants receive feedback about the outcomes of consultation and engagement on the Plan
- Make sure our consultation promotes good community relations
- Communicate clearly, openly and honestly, keeping people informed at all stages of the process
- Make information easily to access and understand
- Avoid asking questions local people have already answered in other consultations
- Make consultation relevant and interesting

## ***How will we engage with our communities?***

**Informing:** We will provide the public with balanced and objective information to assist them in understanding the opportunities, problems, alternatives and/or solutions. Effective information dissemination is vital, with honesty about non-negotiable areas of influence.

We will do this via:

- Newsletters
- Websites
- Exhibitions
  - Face to face meetings
  - Media opportunities
  - Social media links
  - Information leaflets

**Consulting:** We will obtain public feedback on analysis, alternatives and/or decisions. Consultation is a term recognised in law: must invite responses and consider them before making decision, although under no obligation to make changes. It is a structured episode, not a process.

- Focus groups
- Surveys
- Public meetings

**Involving:** We will work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. We will make joint consideration of public responses with the community before decisions are taken, with feedback on how the community has influenced decisions. This is a fluid, on-going process with face to face dialogue.

- Workshops
- Deliberative Polling



**Collaborating:** We will partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. We will look to the community for help in formulating solutions, incorporating recommendations into the decisions as far as is possible. This will involve face to face dialogue with community representatives and those affected.

- Participatory decision-making

**Empowering:** We will enable the public to have a voice in the final decision-making. This requires investment in time and resources and community capacity building. It involves supporting community control through the existence of highly developed local Structures.

- Community Development Trusts

## ***How we will achieve this***

A tactical plan will be developed which will set out how we will achieve our objectives and guide consultation on the Plan.

This will include:

### **Launch of Plan**

- Media event
- To partners and stakeholders

### **Advisory Panels**

- Volunteering
- ASB
- Mental Health (vulnerable people)
- Reoffending
- Hate crime / BME
- Victims

To be chaired by the Commissioner. Membership will be a mixture of members of the public and relevant organisations. We need to identify and link in to key stakeholder groups and work with them to achieve meaningful dialogue and responses.

### **Awards**

Launch of awards, led by the Commissioner:

- Young people
- ASB
- NHW etc

### **Surgeries**

One to one meetings between the Commissioner and members of the public in local, accessible and convenient places. Six to be held a year – two each in Rutland, the City and the County.

### **Roadshows**

At events across the Force Area throughout the summer with the Commissioner.

### **Community Forums**

These are regularly scheduled meetings across Leicester, Leicestershire and Rutland which the Commissioner should attend.

### **Digital**

Website

Webchats and thematic forums

Videos

Social media

### **Media Relations**

We will disseminate information via the media.

### **Surveys/Market Research**

Planning for this is already underway with the Force.

### **Other Options**

- Paid publicity
- Case studies (victim of crime, rehabilitated offender etc)
- “Week of action”