



**South
Yorkshire
Police and Crime
Commissioner**
Your Voice

South Yorkshire Police and Crime Commissioner

ENGAGEMENT AND COMMUNICATIONS STRATEGY

2015-2016

South Yorkshire Police and Crime Commissioner Engagement and Communications Strategy 2015-2016

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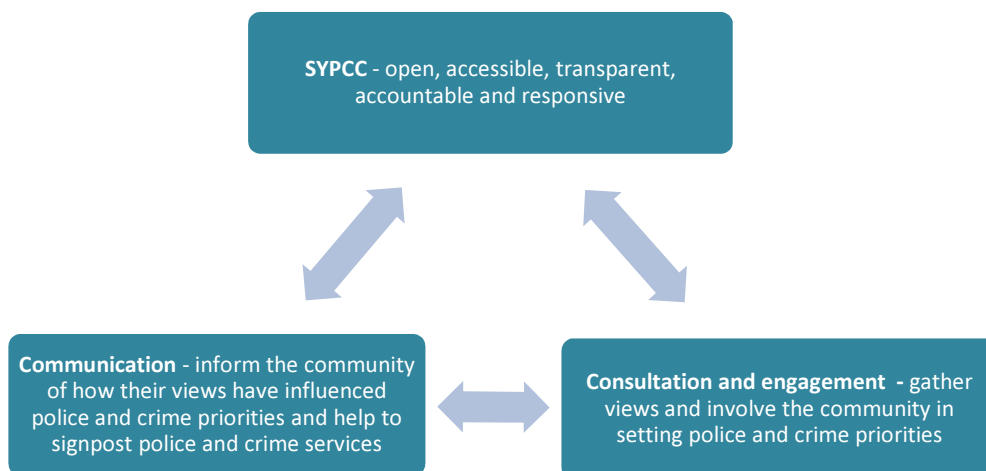
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1. Introduction

This strategy sets out how the South Yorkshire Office of the Police and Crime Commissioner (OPCC) will deliver effective two-way communications between ourselves and all stakeholders. We will keep people and organisations with an interest in what we do informed about our progress and performance, the services we commission and about how we hold South Yorkshire Police (SYP) to account. Within this Strategy we explain how we will communicate with our many stakeholders and what methods people can use to get involved and to access information. We make clear our commitment to:

- Be open, accessible, transparent, accountable and responsive.
- Gather views and involve the community in setting police and crime priorities and commissioning services.
- Inform the community of performance, how they have influenced priorities, how we hold South Yorkshire Police to account and how they can access services.



What we mean by the terms we use:

Consultation – Consulting the public of South Yorkshire to obtain their views and input to help us to develop the priorities for the Police and Crime Plan to ensure that the needs of local people and the community are reflected in, and are an integral part of, our strategic planning process.

Engagement – Working actively with community groups to gather public views which in turn inform commissioning, designing, developing, testing, delivering and monitoring community projects linking to priorities defined by the public, and those we’ve commissioned to improve outcomes for the people of South Yorkshire. Listening to, and acting on feedback from the public to work effectively with partners on improving police and crime outcomes for local people.

Communication – Providing relevant and useful information in the right place, at the right time, in various formats and through a variety of channels according to the needs of our different stakeholder groups.

Stakeholders – All those affected by, or with an interest in, the OPCC and SYP, including community groups, the media, the public, partners, other OPCCs and political representatives etc.

This strategy has been developed, and will be delivered, in line with the following cycle to feed into future engagement and communications planning and to embed a culture of continual improvement in how we engage and communicate:



Where we are now - Looking at our current engagement and communications principles and what tools, channels and mechanisms we use, whether they work and how they can be improved.

Where we want to be - Considering where we are now, looking at the potential improvements in engagement and communications activities to inform where we want to be and setting our objectives accordingly to achieve the desired outcomes.

How do we get there? - How do we achieve our objectives? What's our strategy? What are our tactics, audiences, timescale and budget? All of this forms our engagement and communications team plan.

Are we getting there? - Ongoing monitoring of our activities is essential to ensure that we adapt and amend where necessary according to feedback on what's working or not working. This allows continuous improvement, best value for money and all importantly, assists us in achieving our desired outcomes.

How did we do? - At the end of our one-year Engagement and Communications Strategy, we need to take a holistic view of how well we did to inform next year's plans and to ensure that our limited resources are directed to the most effective activities which yield the greatest return on investment in terms of cost and impact.

2. Where we are now

In establishing the most effective way to engage and communicate with our stakeholders, it is important to consider the current environmental context in which we engage and communicate.

2.1 Who we are and what we do

The Office of the Police and Crime Commissioner (OPCC) in South Yorkshire covers the whole of the South Yorkshire area, including the boroughs of Barnsley, Doncaster and Rotherham and the city of Sheffield. The population of around 1.34 million is distributed around an area of 599 square miles within a mixture of urban, sub-urban and semi-rural communities. There are just over 565,400 households in South Yorkshire (Census 2011).

South Yorkshire is documented as being one of the most deprived areas in Europe and as such has been eligible for European structural funding since the decline of the coal and steel industries over the last five decades. This decline has had a detrimental impact on the area, both economically and culturally. This has implications for police and crime services and their delivery in South Yorkshire. The Police and Crime Commissioner (PCC) has a duty to hold South Yorkshire Police (SYP) to account, to engage with the South Yorkshire community about police and crime priorities and to commission services, which improve police and crime outcomes to improve the lives of local people.

2.2 Where we are now and the challenges ahead

We face some significant challenges that affect our capacity to do everything we would like to do. Although every policing and crime area has its distinct issues, South Yorkshire is dealing with particularly unique, historical matters which have to be satisfactorily resolved alongside the challenge of providing effective policing and crime services during current times of austerity.

Public confidence in SYP has been damaged by a series of controversial legacy issues which have been the subject of public concern and criticism over the years, including Hillsborough, Orgreave, and more recently the Alexis Jay Report Child Sexual Exploitation in Rotherham. This report led to the resignation of the former PCC, resulting in reputational damage specifically to the OPCC and to PCCs and this form of democratic governance more generally. The latter also had an impact on public confidence from the perspective of how the former PCC could hold SYP to account, though the recent election of a new PCC in South Yorkshire symbolises a fresh start for South Yorkshire and is therefore an opportunity to change the way we and SYP work and in turn, change perceptions.

In February this year a further report by Louise Casey into Child Exploitation in Rotherham outlined damning accusations for Rotherham Metropolitan Borough Council, which resulted in the resignation of its entire Cabinet and the installation of a team of independent commissioners. It has also led to a call from Louise Casey for South Yorkshire Police to face an external inspection.

These legacy issues, along with the national picture of austerity and its impact on the public sector, have however had a negative impact on the morale of officers and staff within SYP

and the OPCC. They bring huge financial pressures to the PCC and SYP in future planning and delivery; pressures which need to be managed so as not to compromise the ability to resource current policing requirements, whilst allowing the investigations into legacy issues to reach a prompt and fair resolution to help restore trust and confidence in SYP and in the PCC in holding the force to account.

Managing expectations

Although our community know that public spending is reducing, there is little evidence of a change in the expectations of individual users of services and some interest groups. This, coupled with meeting demanding statutory requirements in many areas of our work, along with legacy issues, means that expectations are increasingly exceeding what we as the OPCC and SYP can reasonably deliver with the resources available. For this reason it is essential that we improve communication and ways of working collaboratively with partner agencies in order to promote and facilitate public service delivery in a smarter way, ensuring that public and voluntary sector agencies deliver services together rather than in silos. Communicating effectively with partners and providing inter-agency engagement mechanisms is therefore a key part of the OPCC’s function. Future communications plans, as such, will be developed in tandem with partner organisations in order to avoid duplication, yet increase impact.

Central to our organisational values is the commitment to be open, honest and accountable so we will be clear in our explanations to partners and to the public when we cannot meet expectations.

Current engagement and communications approach and channels

The current approach to engagement and communications has been reviewed to allow for improvements and a fresh approach following the election of a new PCC.

A communications audit carried out in September 2014 in preparation for the election of a new Commissioner, involving input from the OPCC team and other key stakeholders, found that there was scope to improve the way the OPCC engages and communicates in line with the opportunities of having a newly elected PCC:

Where we were	→	Where we want to be
Internal closed meetings	→	Public open meetings
Informed employees/partners/public	→	Involve employees/partners/public
Publicity	→	Public and media relations
Website relatively static	→	Website as an interactive tool and resource centre
Social media messaging	→	Social media engagement
Ad-hoc communications	→	Planned integrated campaigns in line with priorities
Inward engagement by appointment	→	Outward responsive engagement and networking
Hierarchical meetings with groups	→	Themed networks with representative participants
Organisational communications	→	Partnership communications
Unclear monitoring methods	→	Performance framework for improvement and resilience

The above summary of the communications audit provides the ideal opportunity to change the way we engage and communicate in line with the style of the PCC. This leads to the next section about where we want to be.

3. Where do we want to be?

To set the context in which the engagement and communications outcomes will be set, the strategic priorities outlined in the Police and Crime Plan are outlined below.

The Strategic Priorities

Protecting Vulnerable People

- Effective action tackling child sexual exploitation.
- Reduction in the vulnerability of individuals within the community.
- Effective response to new and evolving threats to the most vulnerable people.
- Nationally recognised good practice in protecting vulnerable people from harm.

Tackling Crime and Anti-Social Behaviour

- Effective action tackling crime and anti-social behaviour.
- Targeted response to those that cause most harm in the community and intervention with others before they enter the criminal justice system.
- Prioritising the crime and behaviours that cause the most harm in the community.
- The right outcomes for victims of crime and anti-social behaviour.

Enabling Fair Treatment

- Integrity in all actions, reflecting the national policing 'Code of Ethics'.
- Engagement that actively seeks to implement public feedback in delivering police services.
- Services to those most in need of them ensuring a visible presence in the areas where this will have the most impact.
- Services that inspire trust in the general public.



Everything in this Engagement and Communications Strategy upholds our Strategic Priorities (outlined above). More detail on our organisational vision can be found in our Strategic Business Plan. Specifically, the consultation, engagement and communications objectives (fed by the previous section as well as the findings of the Engagement and Communications Audit) are outlined below.

3.1 Engagement and communications outcomes and objectives

Objectives	Delivery	Measure/Outcome
To develop and improve two-way communication between the PCC and the people and communities of South Yorkshire to ensure their views are heard and used to develop our priorities and policies and to inform our decision making processes and commissioning and funding decisions	Facilitate a culture shift from informing to involving employees, partners and the public	Employees, partners and members of the public feel they are involved and their views matter
	Further develop and deliver a programme of open public meetings	The PCC has attended public meetings across the county and has met with a wide range of groups and individuals from diverse communities.
	Continue to adopt an outward facing and responsive approach to engagement and networking	New engagement methods and groups continuing to be identified
	Continue to communicate what we say we'll do and communicate again when we've done it	Improved public and stakeholders confidence in PCC
To increase trust and confidence in, and awareness and understanding of, the PCC and role of the OPCC internally, across partners and across communities.	Increase public knowledge of the role of the PCC	Better understanding of the role and increased public perception
	Develop and deliver planned integrated campaigns, information and awareness raising in line with priorities	Public and stakeholder knowledge of work of the OPCC increased
	Shift from seeking publicity to managing public and media relations	Better understanding of the role of the PCC within the media and a trusted relationship developed with the local media
	Adopt a strategy to communicate key messages around subjects, not individuals	Better awareness of the priorities within the Police and Crime Plan
	Further develop the website as an interactive tool and information/resource centre	Increased website traffic – monitored as website 'hits' via Google Analytics
Improve collaborative working with stakeholders	Increase planned and co-ordinated partnership communications and engagement activities by developing networks within partner organisations	More joint opportunities for engagement developed
	Further develop existing themed networks to involve representative participants and decision makers	Increased joint campaigns
	Look at developing social media channels as an interactive engagement tool	Increased online engagement and improving response rates
	Establish a process for assessing and monitoring stakeholder perception	Feedback and evaluation

3.2 Engaging with the community

The Police and Crime Commissioner is required to consult with the community, including victims of crime, to obtain views on the policing of South Yorkshire and to assist with setting the annual budget and precept (the contribution to the budget raised from Council Tax). This ensures that the community has the opportunity to participate fully in decisions that affect their lives and that their views are represented in setting local policing priorities and developing policing services that make a difference to them.

The Police and Crime Plan 2013/17 sets out one overarching goal: *that South Yorkshire is and feels a safe place in which to live, learn and work*. It places victims at the heart of the plan and this Engagement and Communications Strategy demonstrates how we will engage and communicate with victims and the wider community and stakeholders as a whole.

It is essential that we communicate and engage with the public and stakeholders in order to understand what their priorities are to ensure that their views are an integral part of the Police and Crime Commissioners decision making process. This is vital to increasing public trust and confidence in policing.

There are numerous ways in which we currently engage with the public (outlined in 4.3 below) and we will continually strive to seek out new ways of engaging and communicating with as many different groups and sections of the community to ensure that our processes are as inclusive as possible. As part of this we will attend relevant events throughout the year, including the Rotherham and Penistone shows.

3.3 Working with South Yorkshire Police

In order to achieve our strategic priorities develop our engagement and communications priorities we will be working in conjunction with the South Yorkshire Police Corporate Communications Department to coordinate key messages.

Many of the media enquiries received by the PCC Communications Team relate to the work of South Yorkshire Police. Where this is the case the PCC Communications Team will endeavour to share the draft response with the SYP Media Team prior to it being released.

We will also ensure that the SYP Media Team is aware of any enquiries we are working on that relate directly to them and share responses accordingly.

We will actively seek joint engagement opportunities with South Yorkshire Police to gather the views of the public and stakeholders on policing issues, policy and style of policing generally, as well as in targeted areas where issues have been identified.

South Yorkshire Police is undertaking a comprehensive review of community engagement, central to which is reviewing the utility of PACT (Police and Communities Together) meetings and looking at alternative, more effective, models of engagement.

4. How do we get there?

This section provides some context around how we will achieve our engagement and communications objectives and it is underpinned by the engagement and communications team plan (appended to this strategy document). It outlines what actions we need to take to achieve our objectives.

We need to know our audiences and target them effectively. We need to establish what our key messages are, what we need to communicate to people and all importantly, what information we need to gather from people to inform policy-making to determine the PCC's priorities for police and crime services. We need to outline what channels of engagement and communication are most effective, who is responsible for communicating what, and with what resources.

4.1 Target Audiences

Our target audiences can be grouped as follows (more detail is provided in the 'stakeholder group lists' appended to this document within the engagement and consultation protocol and these lists will be built upon and developed over time):

Community - OPCC council tax payers, voters, potential voters, service users and potential service users, special interest groups (younger people, older people, families etc), hard to reach groups (disability forum, victim support organisations, BME forum etc), OPCC and SYP employees.

Partners – OPCC and SYP partners such as the four South Yorkshire local authorities, criminal justice organisations, NHS providers and commissioning organisations, third sector organisations and national government.

Opinion formers and influencers – Police and Crime Panel, UK government – particularly South Yorkshire MPs, elected representatives and the media (including bloggers and users of social media as well as traditional media/journalists).

Businesses - Businesses already in the area, potential investors, networking and professional associations representing business.

Funders – The Home Office, other government departments, European Commission and other relevant funders.

This summary is not exhaustive and there will be many others who the OPCC should engage and inform.

4.2 Key Messages

About our key messages

The page below sets out our primary key messages that we will convey to our target audiences under each of our organisational outcomes from the Strategic Business Plan. However this is not a rigid process: we hope it is helpful to see the messages as they apply to the main areas of our work but, in practice, they will be woven through all of our communications as appropriate and adapted according to our performance.

Key Messages

There are a number of key messages linked to our strategic priorities. When we use key messages, they must be genuine and we must be sure we are doing what we say we are doing. This will help to build trust and confidence amongst our stakeholders. Spin is obvious to stakeholders and can only serve to undermine trust rather than build it.

Though specific key messages will be developed for each of the PCC's campaigns, the overarching key messages, linking back to our organisational outcomes, to be reinforced within all communications materials, are:

KEY MESSAGES

The South Yorkshire Police and Crime Commissioner is:

- *Firm and fair in holding South Yorkshire Police to account.
- *Working with partners to deliver police and crime services.
- *Dedicated to putting victims first and tailoring support services to meet their needs.
- *Bringing communities together to encourage local people to live and work in harmony.
- *Commissioning services determined by local needs, so have your say on police and crime priorities – *this is your South Yorkshire.*

The overarching key message for the campaign to tackle child sexual exploitation is outlined below (originally developed by the 'Tackling CSE Communications Group' and led by South Yorkshire Police) as an example of the type of message to be developed, used and delivered, in the specific PCC campaigns and all materials relating to them:

TACKLING CSE AWARENESS CAMPAIGN KEY MESSAGE

***Tackling child sexual exploitation is the Commissioner's priority and it is everyone's responsibility to help spot the signs and say something.**

4.3 Engagement and Communication Methods and Channels

This Engagement and Communications Strategy applies to the work of all South Yorkshire OPCC employees and relies upon everyone's commitment to make it happen.

The PCC, Chief Executive, Senior Management Team and their teams - working with the small Engagement and Communications Team - all have an important role to play in supporting and interpreting the strategy for colleagues, partners and the community.

Working together with the team, lead officers will apply the principles of this strategy and develop effective engagement and communication action plans for each theme, initiative or project as required, using a mix of the following engagement communication methods and channels.

The Engagement and Communications Team will provide advice and support and must be involved as early as possible in the planning of communications and consultation activities, which in theory should all be broadly linked to items outlined within the appended team plan, in order that all resources are used in line with the PCC's priorities. The Engagement and Communications Team has expert knowledge on how to make the most of these methods and can advise on what is likely to work best for specific projects.

Face-to-face communication

Our employees deliver an important service across South Yorkshire and represent the OPCC within the community and to stakeholders as they go about their work, so we must make sure they are well informed. All employees are ambassadors for the work of the OPCC and should be prepared and equipped to speak about what we do and why. We will further develop internal communication through the introduction of standard:

- Weekly colleague face-to-face briefings
- Weekly team meetings
- Monthly one-to-ones between managers and team members

We also have important working relationships with many partner organisations, associations, elected representatives and others with an interest in South Yorkshire. This is an important part of our work because we want people to value what we do and to help improve the quality of local services. To do this we must be known as a reliable and

efficient OPCC with a skilled workforce and a strong reputation for bringing agencies together to share delivery and expertise. We will further develop partner communications through attending a range of partner-led meetings and initiatives. We'll also tap into stakeholder meetings taking place as outlined through an engagement calendar.

Media relations

South Yorkshire has several weekly local newspapers, regional daily newspapers and local and regional broadcast media with regular readers/viewers (see emerging stakeholder lists). We know the media plays an important role in reporting the news and keeping the public well informed, so we aim to offer them a fast, responsive service to deal with their enquiries.

We will be proactive in informing the media by meeting regularly with editors and journalists and we will continue to actively generate informative news stories and features about the work of the OPCC in line with the PCC's priorities. We will also offer press, radio and television interviews with the PCC (and Chief Executive where appropriate) on issues of public interest wherever possible and provide media training and support to those involved. We want the local and national media to know that South Yorkshire OPCC is always accessible on issues of public interest and we will strive to meet their on-going need for information on OPCC services.

The Media Protocol (appended) requires that all calls from the media are directed to the Engagement and Communications Team so that a rapid, consistent and appropriate response can be ensured (see the appended Media Protocol). All of our media releases and proactive media statements will be published on our website in the news section and will be immediately tweeted in order to reach our audience directly.

Electronic and social media

Internally, we will introduce the following communications channels so that colleagues know how to share messages and in what format to expect messages and importantly, we will have channels whereby we can share important messages internally before they are read by colleagues externally:

- Sharepoint as an intranet for (corporate information bulletins, social area and resource section for policies and procedures)
- Friday SIP (successes, issues, plans circulated by email from and to all colleagues)
- Round robin texting/phone calls for out of hours communication

Externally, we will use web-based networking tools to provide a low cost way of contacting the community, to take advantage of the opportunities these methods give us for communicating with groups and individuals across South Yorkshire. We aim to develop:

- Our Twitter account as the engagement tool it is designed to be. Use it as a campaign tool to seek views from specific audiences and on specific issues.
- Our Facebook page to build an audience and to keep the audience informed of the work of the OPCC and particularly to promote engagement events and the work of our partners and those we've commissioned to deliver services.
- A Linked-in page to develop our online relations with those in the professional and business communities.
- A YouTube account for sharing campaign related online videos.

Website

Our website at www.southyorkshire-pcc.gov.uk should become one of our main communication channels and has the potential to reach increasing numbers of our stakeholders as more and more people in South Yorkshire go online. It should:

- Be an important source of information for people who are interested in OPCC services.
- Get over 5,000 visitors every month, a figure which has dramatically increased due to recent events in the media.
- List all the services the OPCC provides, helpful contact details and links for extra information.
- Offer self-serve engagement opportunities via the contact and enquiries section.
- Set out our legal obligation, our statutory duties, our performance information, our publication scheme (including Freedom of Information processed responses) and our code of conduct.
- Make prominent all latest media releases and statements from the OPCC.
- Be developed as an interactive tool as well as a 'shop window and sign-posting tool' (organisation of training on the web content management system 'Contensis' is underway).

We will continue to develop and improve the website as a source of information to make sure that it:

- Continues to be seen as **the** most reliable source of accurate information available about OPCC services and the work that we do.
- Becomes the first information channel of choice about OPCC.
- Is accessible and appealing.
- Easy to navigate, clear, friendly, fresh and up-to-date.
- Interactive and innovative incorporating blog posts and the facility for public comments on blog posts.
- Captures (via online registration) customer email contact details, so that we can in future offer more electronic information updates to stakeholders.
- Takes full advantage of internet-based applications such as Twitter, Facebook and Linked-in to provide real time information updates and low cost opportunities to interact with our community members.
- Ensure that the website is promoted on all of our communications and literature so that any call to action can be monitored via the web statistics.

Telephone and email help lines

Our online, email and telephone contact details are often the first point of contact for many of our customers. Our current opening hours are 9am – 5pm from Monday to Friday.

- info@southyorkshire-pcc.gov.uk
- 01226 774 600

Bulletins and fact sheets

Due to the channel shift in communications, moving from hard copy newsletters to online and social media, newsletters may not be the most cost effective way to communicate with the local community. The following can therefore be used as an alternative to resource intensive, glossy newsletters:

- A regular online (easy-print) bulletin outlining information on performance against the Police and Crime Plan (possible 'mail-chimp' format too) and recent news and engagement activity.
- A series of online fact sheets (easy print) outlining key activities, facts and outcomes relating to the priorities in the Police and Crime Plan.
- The online annual report (easy print) outlining spending and performance information relating to each year-end OPCC status.
- An annual refreshed Police and Crime Plan (easy print version) and a summary leaflet.

Events

We will continue to organise and host OPCC events across South Yorkshire where appropriate.

We will host at least one annual open meeting in each of the four districts and involve lead police officers from each area. Key local organisations and groups will be invited to attend and we will explore the opportunity to use existing Neighbourhood Watch or local faith groups.

Where possible, we will tap into, and attend events organised by partners and community groups to encourage people to have their say about policing priorities to inform each refreshed Police and Crime Plan, or get involved in our work, consult on specific issues on which we are seeking people's views (in line with themes such as victim support, community cohesion, older people, younger people etc) and to launch new initiatives and projects. These will be outlined in our emerging engagement calendar.

We also attend some conferences, exhibitions and events that are relevant to our work so that we can continue to make people aware of what we do. To help us decide which events to attend, we consider whether they will help us meet one of our strategic priorities or objectives or if large numbers of our target audiences will be going along.

Public speaking opportunities

We encourage the PCC to speak at relevant conferences and events throughout South Yorkshire and beyond (where appropriate). All public speaking will be carried out in line with our priorities and organisational outcomes (outlined in section three above).

Advertising

We should limit the number of adverts we buy due to budget constraints. We should mainly use them to tell people how they can have their say, to accurately promote public engagement opportunities and meetings as well as statutory information and for recruitment. We need to ensure that we secure best value in advertising in the longer-term whilst also being sensitive to local media and the revenue it gains through advertising expenditure. It is important that advertising spend is allocated objectively to ensure value for money.

Campaigns

We actively support campaigns run by partner, regional and national organisations and other agencies when appropriate. Campaigns will be managed by the Engagement and Communications Team in conjunction with the relevant OPCC service/s for major OPCC priority areas. The requirement for campaign management should be outlined in the strategic planning process and for ad-hoc campaign requests, via the work planner process.

Awards

The OPCC should support and nominate best practice in community and voluntary service which contributes to achieving the three priorities outlined in the Police and Crime Plan. This includes contributing to local awards schemes and organising the Police and Partners Together Awards, which will take place on 2 October 2015. However, a balance must be struck in spending on awards ceremonies in the context of reduced public spending and reducing public service provision.

Over the coming months we will work jointly with South Yorkshire Police to review the current district police awards and consider the need for these to continue or whether to run one South Yorkshire-wide event on an annual basis from 2016.

4.4 Communication Responsibilities

Responsibility for the successful implementation of this Strategy rests with the Engagement and Communications Manager and team, as well as the PCC, the Chief Executive and each and every OPCC employee. The Engagement and Communications Team exists to manage and facilitate engagement and communication, yet the delivery of these is everybody's responsibility.

The Engagement and Communications Team will carry out the day-to-day management of the strategy but communications must be a priority for the PCC, Senior Management Team, and for all thematic leads.

The strategy is underpinned by an Engagement and Communications Team Plan, which incorporates tactics for delivering specific objectives and timescales for their delivery.

The strategy recognises that all colleagues have a vital role to play in effectively communicating the OPCC's vision. The basis for all engagement and communication should be to **Consult, Engage, Feedback and Inform**, throughout the year, informing policy making along the way.

4.5 Engagement and communications budget

In order to regularly review the total expenditure on engagement and communications to ensure that best value is being achieved and supplier contracts are competitively tendered, it is appropriate to explicitly reference budget spend according to engagement or communication activity. The current budget set aside for engagement refers in the main part to Independent Custody Visiting Scheme, which longer term, will not fully sit within the engagement and communications team so a decision is required as to how the future budget will be allocated to engagement activity.

There is currently a budget of £20,000 allocated to engagement and consultation activity (though this includes custody visiting as outlined above) and £20,000 is allocated to communications and campaigns activity. A further partnership budget of £26,000 is allocated to the 'tackling CSE' awareness campaign (£13,000 from partners and £13,000 from the OPCC). A breakdown of current spend against budget is available from the finance team at the former Joint Secretariat.

4.6 Dealing with ad-hoc engagement and communications requests

Any requests for engagement and communication activity not covered within the Engagement and Communications Team Plan (Appendix 1) will be dealt with on a 'bronze, silver or gold' basis according to how it fits with the PCC's priorities.

5. How are we doing and how did we do?

5.1 Monitoring and evaluation

We should monitor and report our progress in different ways, including:

- Analysing our coverage in newspapers, on radio and television and producing a weekly coverage report with a quick breakdown of activity.
- Participating in an annual perception survey in order to set benchmarks on how we are perceived and trusted by the public and our stakeholders.
- Considering feedback from the website, questionnaires, surveys on specific issues, key contacts and opinion formers regularly reporting the impact of consulting with and involving customers.

- Evaluating the events we run and producing summary reports.
- Carrying out internal and external audits specifically about communications, including a bi-annual media survey.

Improvements required as a result of the monitoring outlined above will be identified and implemented as appropriate, feeding into ongoing plans and future plans.

In light of the rise of social media channels, it would be helpful for us to embrace the informal feedback received via social media as this is the tool that many of our customers like to use on an increasing basis and social media is a specific two-way communications vehicle that helps us to engage with customers. When used proactively, it can help to develop trust between an organisation and its stakeholders. However, we need to be mindful that not everyone uses or accesses social media, so we need to use other methods alongside it.

It is essential that an outcomes based approach is taken to performance managing our communications so that we improve based on outcomes rather than inputs and therefore we need to ensure that we set appropriate performance indicators that help us establish whether or not we are meeting our communications objectives. (Set out on page 8)

Progress implementing this strategy will also be regularly reported to the PCC's Senior Management Team through the development of an engagement and communications scorecard made up of suitable performance indicators.

5.2 Review

The engagement and communications strategy should be continually monitored and it should be evaluated on an annual basis. The strategy will be flexible enough to be adapted to reflect internal and external environmental factors. If there is a problem or a gap identified in the way we engage and communicate or in the processes we use, we must be open and flexible enough to change them in order to improve. Such experience will help us to better develop our activities and plans in the future.

Fiona Topliss
Engagement and Communications Manager
7 April 2015