

INTERIM Communications and Engagement Strategy

Kent Police and Crime Commissioner

Through proactive two-way communications this strategy aims to engage and empower local communities, allowing the Commissioner to communicate the delivery of her manifesto promises. This strategy is intended to provide a consistent approach and to ensure that the Office of the Police and Crime Commissioner is a listening organisation responding to the priorities and needs of local communities.

Communication Strategy Aims

- **OBJECTIVE:** Ensure clear two-way communications with local communities
- **AUDIENCES:** Audience led campaigns using proactive communications with all approaches beginning and ending with the public
- **IMPLEMENTATION:** Use of tailored key messages delivered through a range of channels to suit diverse audiences
- To illustrate to the electorate the Commissioner's accountability functions as set out in the Act
- To ensure that the general public, partners and key stakeholders in Kent are reassured and informed
- To ensure clear communications with officers and staff at Kent Police and key stakeholder groups
- **MEASUREMENT:** Monitor and track outcomes for evaluation

Communication Strategy Principles

- Help the Commissioner to understand community needs
- Generate feedback to inform decisions
- Generate public understanding
- Capture priorities for the Police and Crime Plan by interacting with the widest possible cross section of the public
- Assist in evidencing commissioning services decisions
- Better understand public views and perceptions of the police/policing in their area as part of police governance

Key Messages

These messages will evolve and will be amended according to the relevant subject matter.

- To explain and educate the audience on the role of the Commissioner
- To give the role of Commissioner a 'human' face
- To support and communicate manifesto pledges

Tactics

Internal Communications

The primary aim is to ensure that internally we have a well informed workforce who understands any changes ahead and what it means for them. Staff/officers will have to prepare for new ways of working especially in light of stage 2 transfer. There could also be further budget cuts ahead with the second Comprehensive Spending Review. The workforce will have to continue to work through a period of change and uncertainty. To attract and retain the best staff/officers messages around change need to be

communicated clearly and allow for two-way communications. Messages from the Commissioner using internal communications will ensure employees/officers are:

- Informed, involved and valued
- Have the chance to discuss issues and feedback their views and questions thereby promoting a sense of inclusion
- Be provided with open, honest, timely and relevant information which is accessible to all
- Be confident that the organisation is listening as well as talking
- Show strong leadership from the Commissioner in the evolution of the police service

Tools
Designated area on the Force Intranet site relating to the Commissioner.
To develop communication processes with all staff associations to ensure that rumours, questions and concerns are captured and responded to where possible.
Regular communication activity to staff using force internal communication tools: <ul style="list-style-type: none"> • Relay magazine • Spotlights on the Force Intranet • PC Screen savers • Phone screens • Email bulletins • Monthly Update • Pay slip inserts • Notice boards • Road shows • Where appropriate produce videos/audio with tailored messages to officers/staff

Digital Communications

Digital communications will support external communications key messages. The Commissioner's website is an effective way to communicate with the public. Content will be kept fresh and engaging. There are a number of ways the public can 'get involved' with the Commissioner. There are plans to refresh the website in July making it more interactive with the aim to create:

- A blog focused website
- Increase two-way interactions through a more dynamic focus of news, events, opinions, comments and asks
- Increase the number of web visitors
- Gather opinions and feedback through polls and surveys

All of this will be supported through online videos, audio, and the ability to easily contact the Commissioner.

Social media will not be used as a platform in its own right. It is, however, becoming an increasingly important channel and will be used alongside other communications channels. Social media requires an immediate / real time response. It will play an important role in announcing quickly key decisions made by the Commissioner. It will be used to:

- Create a debate around key issues
- Respond to public concerns

- Target hard to reach user groups e.g. young people
- Announce major media launches
- Announce key Commissioner decisions
- Issue regular daily chats and where appropriate engage in stakeholder conversations
- Target lead bloggers and online commentators

Public Engagement:

Through targeted messages the Commissioner will be a figure who is taking action on behalf of the people of Kent. The Commissioner has created a number of opportunities for the public to meet her face-to-face using the following mechanisms outlined below. Please refer to appendix A for a summary list of interactions.

Tools
Monthly e-zines to an audience of 3,500 that's growing strongly
Audience building
Push proactive press releases
Key Commissioner publications e.g. Council Tax Leaflet, Police and Crime Plan, Annual Report
Meet the Commissioner Events
Community Outreach Bus Tours
Surgery sessions
Parish Council Meetings
Speeches at key events
Adhoc evening functions

Consultation:

Consultation is about the mutual exchange of ideas, information and feedback between organisations, partners and the public. The Commissioner is committed to offering as many opportunities as possible to communities to drive service delivery and to encourage feedback. The Commissioner has a statutory responsibility to consult and a democratic obligation to consult with the electorate following the reforms. There will be a strong expectation amongst the public for a greater say in policing following the introduction of Police and Crime Commissioners.

The Commissioner will seek to promote a listening culture and to inform and educate by:

1. Improving the service that the public/victims receive from Kent Police
2. Identify and respond to policing priorities
3. Increase satisfaction levels of both victims, communities and residents more widely
4. Implement changes on the basis of findings
5. Strengthen partnership working
6. Demonstrate the accountability of the Commissioner to the public
7. Reduce inequality and reach diverse, hard to reach groups
8. Provide a community led approach to improving policing

Please refer to appendix A for a summary list of interactions.

Stakeholder Communications:

By identifying key stakeholders and audiences the Commissioner can effectively target and inform the following:

External Partners	Police and Crime Panels Community Safety Partnerships Key Service Commissioning Partners Crown Prosecution Service Local/District Authorities KCC Medway Council Parish Councils Community leaders and groups KCJB Probation Kent Fire and Rescue Service Rural organisations Businesses Youth services Victims Witnesses APCC LGA Commissioner's nationally Strategic Independent Advisory Group
Legislators	Home Office
Elected members	County/District councillors Parish Councils MPs MEPs
Staff	See internal communications
Staff Associations	See internal communications

It is an agreed that communications materials will be shared with the appropriate partners to ensure the delivery of joint messages when needed.

Regular meetings and other forums established by the PCC will take place between key partner agencies to ensure that information is developed and shared consistently.

Evaluation:

This strategy is only for an interim period and will evolve over time. It will be reviewed once the Chief of Staff is in place to ensure clearer clarity and future direction.