

*Joint Communications and
Engagement Strategy
2018-2022*

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We welcome your comments and suggestions on the content of this strategy. To provide feedback, or request an alternative format, please contact us at:

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1. Executive Summary

Good engagement and effective communications are essential to ensuring that the public and other stakeholders have an effective say in how their communities are policed whilst understanding the challenges of modern policing.

This strategy sets out how the Police and Crime Commissioner (PCC), his office (OPCC) and Gwent Police intend to communicate and engage with communities and key stakeholders across the county, regionally and on a national level. To do this, they will use a wide variety of methods, ranging from face-to-face engagement to social media interaction. It will demonstrate how effective communication and engagement can:

- increase/enhance public confidence and victim satisfaction;
- help to achieve our organisational objectives;
- engage effectively with members of the public including the vulnerable, victims of crime, community groups, those citizens which are seldom heard and other strategic partners;
- Inform the public as to how they might be involved in preventing incidents;
- raise the profile of the PCC, OPCC, Gwent Police and demonstrate the success, value and impact of their work;
- enable people to understand what we do and have a say in how we do it;
- provide invaluable sources of intelligence; and
- help the PCC in holding the Chief Constable to account.

It details the key objectives for engagement and communications to be delivered over the coming years in line with the police and crime priorities for Gwent. These are:

- Crime Prevention;
- Supporting Victims;
- Community Cohesion;
- Tackling Anti-Social Behaviour;
- Effective Service Delivery.

These priorities will provide the strategic direction for policing and crime services in Gwent from 2018 to 2022.

The way in which both organisations plan their work should create a cyclical flow of content, which will form the basis of all of our major, proactive communications. These will reinforce key strategic messaging and this information will also be tailored, wherever possible, to multiple communications functions. This cohesive, holistic way of working is more efficient, effective and productive.

Through weekly cross-organisational meetings, there will be minimised duplication of content and greater shared skills and resources. Both organisations will benefit from the reduction of consultation fatigue for the public through planned and purposeful engagement work.

Strategic communications messaging will form the backbone of all engagement and empowerment work, with a greater focus on positive messaging, public engagement

and crime prevention advice. Good quality public information is fundamental to this process.

Fear-framing messaging will be limited and resolutions to appeals will be publicised whenever possible. There will be greater balance between different types of communications and their frequency, while playing to the strengths of each platform.

Both organisations' main focus will be on messages that aim to raise public awareness and persuade target members of the public to change their behaviour in a way that will reduce their crime risk. They will also celebrate the success stories of their work internally, in Gwent communities and with partners.

2. Introduction

The PCC, through the Police and Crime Plan, has set out his vision for a Gwent which has confidence in its police service and whose residents feel safe in their communities. By giving the public and stakeholders a genuine opportunity to shape and influence policing and community safety priorities, service delivery will improve.

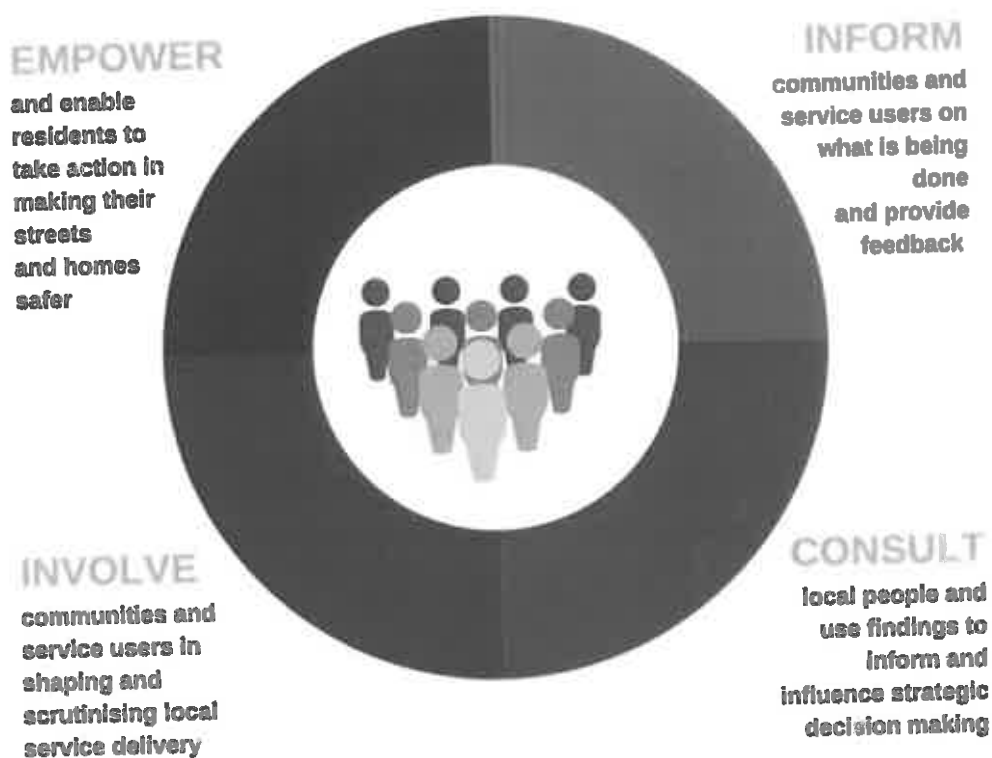
This joint communications and engagement strategy is interdependent on a range of other plans, strategies and activities which include:

- Gwent Police and Crime Plan 2017 - 2021;
- Gwent Police Force Delivery Plan;
- Safer Gwent Strategic Assessment of Community Safety in Gwent;
- Joint Wellbeing and Vulnerability Strategy 2018 - 2022
- Police Reform and Social Responsibility Act 2011 (PRSRA);
- Gwent Police Digital Strategy;
- Joint Strategic Equality Plan;
- Well-Being of Future Generations (Wales) Act 2015 (WBFGA);
- National Police Chief's Council (NPCC) Child Centred Policing Strategy;
- Wellbeing & Vulnerability Strategy;
- The national Code of Ethics for policing which defines how all officers and staff should interact with the public and one another.

One key piece of legislation which will inform the delivery of this strategy is the Well-Being of Future Generations (Wales) Act 2015. The Act requires all devolved public services in Wales to collaborate for the benefit of the citizen and particularly for future generations. The principles laid out in the Act are relevant to us and are essential in ensuring that the Police help to contribute to the well-being of people in Gwent. Although policing is not devolved to Wales, the Commissioner and the Chief Constable are statutory invitees to the Public Service Boards (PSBs) that manage this collaboration and representatives from both organisations attend all five PSBs in Gwent, playing a full part in everything they seek to achieve. Representatives from the OPCC and Gwent Police also attend the communications and engagement sub-groups of the PSB. Both organisations will ensure that the principles laid out in the Act are considered in all of their communication and engagement activities.

Monitoring of this strategy will be conducted through the production of two, Individual action plans and the associated annual reports (one by the OPCC and one by Gwent

Police). Delivery of these action plans will be based around the following four part model:

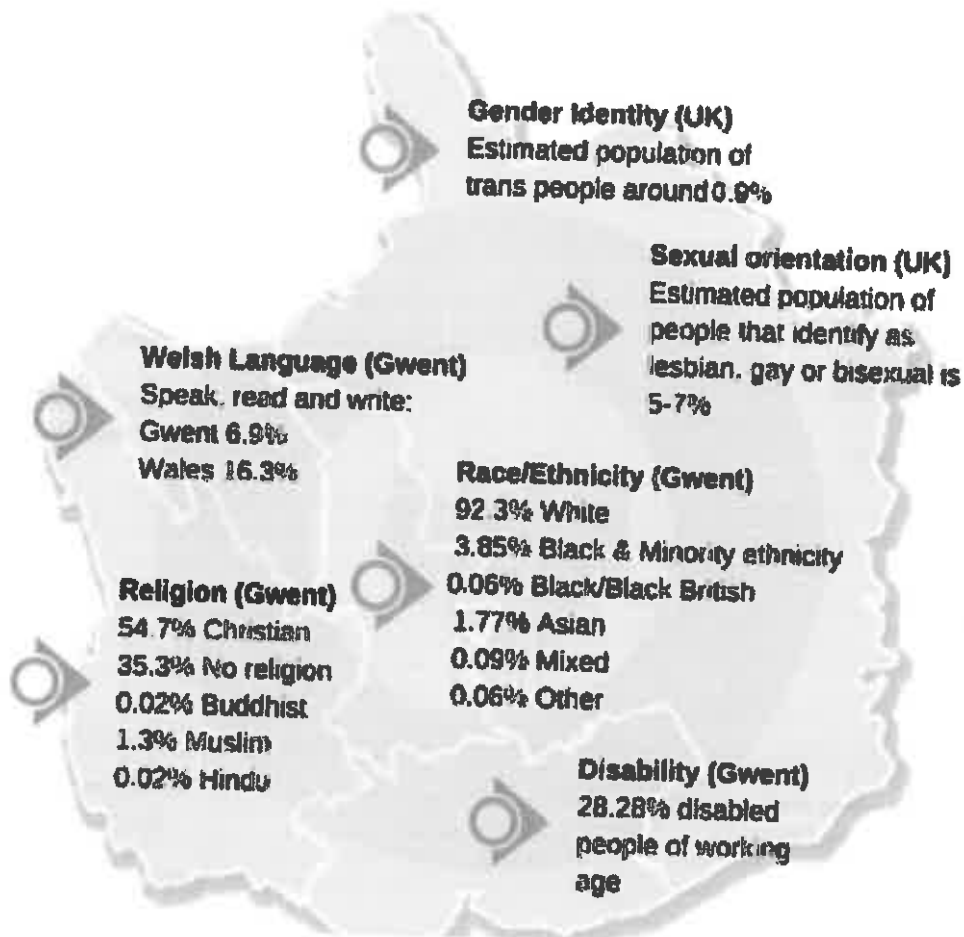


3. Strategic Vision

The OPCC and Gwent Police are committed to ensuring that all members of the community, as far as practicable, have the opportunity to take part in their engagement activities. This will be achieved through delivering improvements in the way communities and key stakeholders are informed, consulted, involved and empowered and will require activity by the OPCC and Gwent Police, as well as our partners. The PCC and the Chief Constable are also committed to continuing to improve partnership working with public services and the voluntary sector to support joint working which will deliver against the priorities in the Police and Crime Plan for Gwent.

4. What Does Gwent Look Like?

Gwent has a total population of almost 600,000, with people who live in both rural and urban areas across five local authorities; Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. These local authority areas are both economically and culturally diverse, with areas of affluence and deprivation.



1

With such diversity across the county, communication and engagement activity will need to be planned and targeted, with specific focus on seldom heard communities.

5. Legal Framework

Communication and engagement has a key role in ensuring that both the PCC and the Chief Constable can carry out their duties as set out in legislation.

Police and Crime Commissioner

The PCC has a duty to inform people about policing, policies and activities that have an impact on them and, crucially, involve them in the decision-making process. He must engage as broadly as possible with all relevant individuals and organisations to ensure he understands the key challenges facing Gwent and can set the right policing objectives to deal with them.

The law places a number of specific duties and responsibilities upon the PCC in relation to consultation and engagement including the PRSRA section 14 which stipulates that the PCC must:

¹ Source Welsh Index of Multiple Deprivation (WMD): Welsh Government, Census 2011. 'Statistics for Wales' produced Dec 2012. 1 Gender Variance in the UK, Prevalence, Incidence, growth and geographic distribution, GRES, June 2009; Stonewall (<http://www.theguardian.com/politics/reality-check/2013/oct/03/gay-britain-what-do-statistics-say>)

- obtain the views of victims of crime in that area about matters concerning the policing of the area;
- prior to publishing a police and crime plan, make arrangements to obtain the views of the people in that police area, and the views of the victims of crime in that area; and
- make arrangements for obtaining, before the first precept for a financial year is issued, the views of the people in that police area, and the relevant ratepayers' representatives, on the proposals of the PCC for expenditure (including capital expenditure) in that financial year.

The PCC is also responsible for overseeing the extent to which the Chief Constable has fulfilled his statutory duties.

Chief Constable

The PRSRA section 34 places statutory duties on the Chief Constable to:

- obtain the views of local communities on crime and disorder in their neighbourhood;
- provide communities with information about policing in their neighbourhood; and
- hold regular police and community meetings in local neighbourhoods.

6. Accountability and Transparency

The Commissioner and Chief Constable are committed to ensuring accountability and transparency in policing to the public of Gwent.

One of the main aims of the introduction of PCCs was to bring democratic accountability to the determination of local policing priorities. It is therefore of key importance that the public has an understanding of who their PCC is, what the role of the PCC involves, and what effect their PCC is having on their police service.

An important principle underpinning public accountability is transparency, with both the OPCC and Gwent Police having a requirement to act in a way which provides the public with a wide range of information to help them make informed choices. This principle also extends to providing public access to the process of scrutinising the police service, which is underpinned by existing UK legislation including the Freedom of Information Act 2000, the PRSRA and the Elected Local Policing Bodies (Specified Information) Order 2011.

The PCC is committed to making information available to the public to enable them to hold him to account during his term of office. The OPCC is already repeat recipients of the industry recognised 'Comparing Police and Crime Commissioners' (CoPaCC) award for transparency and will continue to endeavour to be as open and transparent as possible in publishing information in compliance with its legal duties.

7. Key Audiences

The OPCC and Gwent Police will seek to engage effectively with all of our communities, including those that share Protected Characteristics as defined by the Equality Act 2010. This commitment is reflected in our Joint Strategic Equality Plan which includes the following key objective:

Access, Engagement and Cohesion: To ensure the delivery of our services is influenced by the views of people that share protected characteristics and that the work that we do promotes inclusivity and cohesion.

In addition to public engagement that forms part of our day to day business, the OPCC and Gwent Police have a variety of established networks through which engagement activity is driven. These include:

- **Independent Advisory Group (IAG)** – This provides independent advice and guidance to Gwent Police around activities that impact on communities, policy decisions and responses to critical incidents. IAG members are volunteers from across Gwent whose views are informed by individual experience and expertise, diverse backgrounds and the wider communities that they reflect.
- **Interfaith Forum** – This forum brings together people of faith from across Gwent to promote community cohesion, and help shape effective responses to local, national and international community tensions or serious incidents.
- **Disability Access Group** – This supports Gwent Police in improving accessibility to policing services for disabled people. It includes representation from organisations and individuals who have professional and/or lived experience across the spectrum of disability.
- **Youth Services/Cadets** – The OPCC and Gwent Police regularly engage with a range of youth services across Gwent, including those which are Black, Asian and Minority Ethnic, lesbian, gay, bisexual and transgender, or disability specific. The Cadet scheme encourages young people to engage more formally through an accredited programme of training. It is a priority to work in partnership with third sector agencies to ensure young people from areas of social deprivation, who may be disengaged, or are isolated for other reasons (eg English isn't their first language) are also accessing these opportunities.

8. Principles for Effective Communication and Engagement

This strategy is guided by a number of core principles which aim to ensure that local engagement and involvement activity is:

Representative and Inclusive: Gwent Police and the OPCC will monitor the protected characteristics of people with whom they engage to ensure that they are informed by views that are representative of the public they serve. Targeted engagement will be undertaken should they identify that particular groups are underrepresented in data, or where engagement relates to activities that are known to disproportionately impact on people that share particular protected characteristics.

Efforts will be taken to ensure engagement opportunities are open to all, which will often mean engaging in a range of different ways. Any engagement will always seek

to fulfil the duties laid out in the Equality Act 2010², to pay due regard to the need to foster good relations, promote equality of opportunity and eliminate discrimination and harassment. Both organisations are also committed to providing engagement opportunities in Welsh, as set out in our Joint Welsh Language Strategy 2017-2021 and will comply with the relevant Welsh Language Standards 2011³.

Collaborative and joined up: The OPCC and Gwent Police will work collaboratively with each other and partner agencies to minimise duplication and share skills, resources, engagement activity and results of consultation. This 'One Public Service' approach will help to deliver efficiencies, identify benchmarking opportunities and share best practice. Particular emphasis will be given to PSBs and the work they carry out.

Cost effective and provides value for money: Both the OPCC and Gwent Police are committed to fulfilling their statutory duties for engaging and consulting communities, victims of crime, offenders and other stakeholders in an effective, meaningful and cost-effective way and will aim to ensure a proportionate balance between cost, quality and benefit in discharging these functions.

Planned and purposeful: The OPCC and Gwent Police will work together to ensure that engagement activities are properly planned and appropriate for their target audience, clearly articulated to the public and are afforded sufficient time to be effective and inclusive.

Receptive to change / digital inclusion: The way individuals engage and communicate has undergone unprecedented change over recent years, particularly with the growth of social media and digital communication. The OPCC and Gwent Police will work to use both new and traditional means of communicating and engaging with communities to maximum effect, seek new and innovative ways of working and embrace new technology and techniques⁴.

9. Keeping Communities and Key Stakeholders Informed

Both the PCC and Chief Constable are committed to ensuring that communities and victims across Gwent are kept informed and updated on the crime and community safety matters which affect them. The value of both providing and receiving information should not be underestimated.

As a result of these activities, the PCC and Chief Constable aim to:

- always communicate in an open, transparent and accountable manner which is clear, accurate, inclusive, informative and timely;

² More detailed information and planned activity around this can be found in the Joint Strategic Equality Plan, <http://www.gwent.pcc.police.uk/transparency/publications/strategic-equality-plan-and-objectives/>

³ For more information on the Welsh Language Standards 2011, visit <http://www.comisivnyddygvymraeg.cymru/English/RightstousetheWelshlanguage/Pages/RightstousetheWelshlanguage.aspx>

⁴ More detailed information and planned activity around this can be found in the Gwent Police Digital Strategy, available from Gwent Police.

- have a diverse range of communication tools and methods in use, which are tailored to the needs and preferences of local communities;
- broaden knowledge of the PCC role and the work of the OPCC;
- grow the audience of the OPCC and Gwent Police websites and ensure they are easy-to-use and accessible;
- enjoy positive and productive working relationships with our local, regional, national and specialist media, in recognition of the important role they play in shaping public perception;
- ensure the public and partners are given frequent updates on the progress of the delivery of the Police and Crime Plan;
- make best use of existing and emerging partnership communications networks;
- have a platform to provide commentary on important issues and provide perspective on policing policy; and
- ensure feedback from consultation and engagement activity is pro-actively published and communicated in a timely manner, along with the details of what will be done as a result.

The PCC will hold the Chief Constable to account in ensuring Gwent Police:

- provides local communities with information about policing in their neighbourhood;
- maintains a programme of crime prevention campaigns and ensures their effectiveness at reaching target groups;
- makes improvements to the force website to ensure it is easy-to-use and accessible, providing the public with a self-service approach to a range of services; and
- continues to develop the community messaging service, Gwent Now, ensuring residents are informed of current issues, provided with crime prevention advice and good news stories.

10. Engaging and Consulting with Communities and Key Stakeholders

The OPCC and Gwent Police will ensure local communities are engaged, informed and consulted with in order for them to have an influence over the services they receive and the strategic decisions that affect them.

Consultations conducted will comply with Gunning's Principles (see annex B). All OPCC consultations will also follow 'OPCC Consultation Guidance'⁵. In addition, to ensure feedback is representative and meaningful, targeted work will take place where appropriate to ensure underrepresented voices are captured.

As a result of these activities, the OPCC and Gwent Police aim to:

- be better informed of the issues that affect Gwent residents and businesses;
- measure how well or not the police and partners are addressing the priorities of the Police and Crime Plan;

⁵ OPCC Consultation Guidance' available by contacting the [OPCC](#).

- understand the public's views on the level of the police precept (the portion of local council tax which pays for policing services) prior to setting the budget for Gwent Police each year;
- evidence the need for service continuation, redesign or new service provision;
- understand what communities need in order for them to keep themselves safe and feel safer; and
- publish the outcomes and impact of consultations.

The PCC will hold the Chief Constable to account in ensuring Gwent Police:

- takes into account public confidence in policing;
- continues to consult local residents on the issues that affect their community and uses this feedback to inform strategies for policing local areas;
- works with communities to assist them in keeping themselves safe and feeling safer;
- is appropriately contacting victims of crime and using their feedback to deliver improvements to service delivery; and
- continues to deliver the survey for victims of domestic abuse;

Local priority setting

At the time of writing, a new engagement process to help determine community priorities was being trialled to replace 'Your Voice'. The new approach will determine priorities based on threat, risk, harm, vulnerability and/or organised crime as identified by the police. Communities will then be asked to decide on which of these priorities they wish the police to concentrate on. These identified priorities will then be subject to a fresh approach to problem solving by ensuring that police, partners and communities are involved in resolving local issues. No longer will there be one priority per ward but priorities based on localised needs and vulnerabilities.

11. Involving and Empowering Communities and Key Stakeholders

The PCC and Chief Constable are committed to involving and empowering communities and service users in the shaping of local services. Both will continue to encourage direct community participation through PCC funded initiatives as well as continuing to support the delivery of volunteer programmes.

As a result of these activities, the OPCC and Gwent Police aim to:

- raise public awareness and understanding of volunteering roles including Cadets, Special Constables, Independent Custody Visitors and Animal Welfare Visitors;
- explore new ways of involving under-represented groups and those which are seldom heard;
- continue to engage with organisations and groups that support young people;
- through the provision of grant funding and commissioned services, promote community action to keep themselves safe and to assist in delivering the ambitions of the Police and Crime Plan;

- promote and support improvements in the sustainability of schemes such as Crime Prevention Panels and Community Safety Action Teams;
- continue to build on partnership working with the third sector and other stakeholders;
- attend a wide variety of community events, meetings and partnership days in order to be accessible to groups and individuals; and
- ensure communities have access to the information and advice they need to be safe and feel safe.

The PCC will hold the Chief Constable to account in ensuring Gwent Police:

- is accessible to the public through a range of mechanisms including 101, email, surgeries, online reporting and through social media;
- empowers communities to tackle neighbourhood problems through local problem solving meetings and surgeries;
- promotes and delivers the Cadet schemes to all sectors of the community;
- promotes and encourages opportunities for Police Support Volunteers across all appropriate areas of policing;
- develops effective engagement with targeted groups within our community; and
- makes use of the IAG's feedback from communities and key stakeholders to drive forward improvements in service delivery.

12. Measuring Success

A range of measures have been identified which provide an indication of the extent to which activity to inform, consult, involve and empower local communities is helping to deliver the PCC's vision of safer communities, improved victim satisfaction and increased trust and confidence in policing. These include:

- consultations and surveys;
- public meetings
- media coverage;
- performance monitoring;
- social media coverage;
- website growth;
- levels of direct engagement; and
- impacts and outcomes from grant funded projects.

All of these measures will be monitored through the individual action plans and annual reports. More in-depth information on this can be found in Annex A.

This strategy will be reviewed annually in order to take into account new developments and to ensure that it continues to be fit-for-purpose.

13. Acknowledgements

We would like to acknowledge the Warwickshire, Thames Valley and Sussex Police and Crime Commissioner's engagement strategies which provided useful references in developing this strategy.

Annex A - Measures of Success

OPCC and Gwent Police consultations and surveys

- The baseline data from the consultation on the Police and Crime Plan provides a range of measures relating to policing activity which will be evaluated regularly to advise decision making for improvements in service delivery and to enhance public perception of the OPCC and Gwent Police.
- Gwent Police surveys victims of crime, in particular victims of domestic abuse.
- Annual staff survey of the OPCC/Gwent Police workforce.

Other consultation data

- The Crime Survey for England and Wales (CSEW) provides data at a national level on attitudes towards policing and community safety, as well as general awareness of the role and work of PCCs.
- Partner consultations from across Gwent, in particular, those carried out by the Public Service Boards (PSBs) will also need to be taken into consideration to ensure a joined up partnership approach to meet the needs of the Well-Being of Future Generations (Wales) Act 2015.

Media coverage

- The quantity and tone of the media coverage achieved for the OPCC and Gwent Police is measured by a procured provider. This provider measures the number of media releases which achieved coverage on social media, radio, television and in print to ensure as much content is captured as possible.

Social media growth

- As well as measuring the growth of the OPCC and Gwent Police social media channels, data is available to show the impact of each posting. Increasing the numbers of views, shares, likes, engagements and the overall reach of content on social media is key.

Website growth

- The OPCC and Gwent Police websites are 'shop windows' for the work of both organisations and a range of metrics are available to track progress. Increasing the number of visitors and the numbers of pages each user visits will be a priority, as well as ensuring that the site's design takes account of the increasing number of users who only access via a mobile device.

Direct engagement

- Levels of direct engagement with the OPCC and the public in terms of correspondence to the office and monitoring of the monthly engagement opportunities, including data such as the number of meetings / events, their locations, the types of communities present, the questions / issues raised and subsequent action taken. Similar data can be gathered from engagements with police officers and staff.

Grants scheme

- The PCC's grant schemes enable a wide range of services to be delivered by community, statutory and third sector providers. The number of grant recipients, the outcomes of the individual grants and the impact the services have for the users will be monitored annually to ensure the delivery of key outcomes. Performance against these measures will be monitored through the grant scheme agreements to ensure they positively affect the Police & Crime Plan priorities.

Annex B - Gunning's Principles

TO BE MEANINGFUL, CONSULTATION MUST:



include sufficient reasons for particular proposals to allow for intelligent consideration and response



be given adequate time



be carried out at a time when proposals are at a formative stage



be analysed effectively and the results consciously taken into account when the ultimate decision is taken

Before 1985, there was little consideration given to consultations until a landmark case in that year (*R v London Borough of Brent ex parte Gunning*). This case sparked the need for change in the process of consultations when Stephen Sedley QC proposed a set of principles that were then adopted by the presiding judge. These principles, known as 'Gunning's' or 'Sedley's', were later confirmed by the Court of Appeal in 2001 (*Coughlan case*) and are now applicable to all public consultations that take place in the UK.⁶

⁶ <http://www.nhsinvolvement.co.uk/connect-and-create/consultations/the-gunning-principles>

NATIONAL PRINCIPLES FOR PUBLIC ENGAGEMENT IN WALES



1 Engagement is effectively designed to make a difference
Engagement gives a real chance to influence policy, service design and delivery from an early stage.

2 Encourage and enable everyone affected to be involved, if they so choose
The people affected by an issue or change are included in opportunities to engage as an individual or as part of a group or community, with their views both respected and valued.

3 Engagement is planned and delivered in a timely and appropriate way
The engagement process is clear, communicated to everyone in a way that's easy to understand within a reasonable timescale, and the most suitable method/s for those involved is used.

4 Work with relevant partner organisations
Organisations should communicate with each other and work together wherever possible to ensure that people's time is used effectively and efficiently.

5 The information provided will be jargon free, appropriate and understandable
People are well placed to take part in the engagement process because they have easy access to relevant information that is tailored to meet their needs.

6 Make it easier for people to take part
People can engage easily because any barriers for different groups of people are identified and addressed.

7 Enable people to take part effectively
Engagement processes should try to develop the skills, knowledge and confidence of all participants.

8 Engagement is given the right resources and support to be effective
Appropriate training, guidance and support are provided to enable all participants to effectively engage, including both community participants and staff.

9 People are told the impact of their contribution
Timely feedback is given to all participants about the views they expressed and the decisions or actions taken as a result; methods and form of feedback should take account of participants' preferences.

10 Learn and share lessons to improve the process of engagement
People's experience of the process of engagement should be monitored and evaluated to measure its success in engaging people and the effectiveness of their participation; lessons should be shared and applied in future engagements.

These Principles were developed by Participation Cymru working with TP&A Cymru, under the guidance of the Participation Cymru partnership. Endorsed by The First Minister of Wales, The Right Hon. Carwyn Jones AM on behalf of the Welsh Government. Further guidance on the National Principles can be found at www.participationcymru.org.uk
March 2011

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For OPCC use only

Office of the Chief Constable

I confirm that **Joint Communication & Engagement Strategy Delivery plan** has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for approval.

Signature:



Date: 07.05.19

Police and Crime Commissioner for Gwent

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.

The above request has my approval.

Signature:



Date:

6/6/19

