



OFFICE OF POLICE & CRIME COMMISSIONER	
LEAD CHIEF OFFICER:	Deputy Chief Constable
TITLE:	Corporate Communications Outturn Report 2017/18
DATE:	August 2018
TIMING:	Annual
PURPOSE:	For monitoring
1.	<p><u>RECOMMENDATION</u></p> <p>For the Police and Crime Commissioner to monitor the performance of the Corporate Communications department during 2017/18.</p>
2.	<p><u>INTRODUCTION & BACKGROUND</u></p> <p>The department is focussed on three crime priorities areas as the basis for its external communications. These are designed to support Force and PCC priorities to increase confidence in policing and reduce fear of crime.</p>
3.	<p><u>ISSUES FOR CONSIDERATION</u></p> <p>The report provides quantitative analysis of Corporate Communications inputs and outputs. Going forward, we need to achieve greater qualitative analysis to establish the efficacy of our communications in helping the Force achieve its strategic objectives. Strategically, the communications challenge going forward is to harness digital media to best effect and ensure the department is appropriately resourced and skilled to exploit opportunities.</p>
4.	<p><u>NEXT STEPS</u></p> <p>Improve qualitative analysis of Corporate Communications outputs. Complete departmental review to ensure skills and resources are in situ to maximise the efficacy of Force communications.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>There are currently no financial considerations to be raised.</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>A review of the department is ongoing.</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>There are currently no legal implications be raised.</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>This report has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group.</p>

	<p>Consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998 In preparing this report.</p>
9.	<p><u>RISK</u></p> <p>The Communications service provided by the Force must evolve to ensure it is aligned to changing nature of the way in which members of the public and stakeholders consume Communications output and ways in which they prefer to contact us. The department must ensure it is appropriately resourced and skilled to adapt to the rapidly evolving communications environment.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>Consideration to the public interest has been considered in the writing of this document. The report is available to the public.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Rhys Jones, Head of Corporate Communications</p>
12.	<p><u>ANNEXES</u></p> <p> Out-turn report supporting doc CorpC</p> <hr/> <p> Microsoft PowerPoint Presentation</p>

For OPCC use only

Office of the Chief Constable

I confirm that the Corporate Communications Outturn Report 2017/18 report has been approved. It is now forwarded to the OPCC for monitoring purposes.

Signature:

P. C. Kelly

Date: 18/12/18

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.

I have agreed to accept receipt of this report with the caveat that the format and content is revised for the 2018/19 annual report in order that my monitoring requirements are met.

The above request has my approval.

Signature:

[Handwritten Signature]

Date:

21/1/19



Corporate Communications Highlight Report FY2017-8

Departmental Overview

Department size: 7.4 FTE

Department budget: £502,609

Heddlu Gwent Police Corporate Communications department currently provides the following services to the Force:

- **Day to day press office service responding to media enquiries**
- **Assisting and advising the Force on its responses to critical incidents, for example the response to the Friar's Walk incident in May 2017 and the extreme weather event which impacted the Heads of Valleys area in March 2018.**
- **Using print, broadcast and social media channels to publicise campaigns, issue alerts, appeals and updates to the public and stakeholders**
- **Managing all internal communications to engage with officers and staff**
- **Supporting Neighbourhood Policing teams to deliver effective engagement with communities e.g. through the organisation and publicising of Force and community events. The team is responsible for publicising Forcewide engagement events such as the Force open day.**
- **Contributing to the development of effective digital communication with internal and external audiences**
- **Force print facilities. The department has responsibility for monitoring Force use of print facilities and for upgrade to Force print facilities e.g. through the recent MFD upgrade programme. The Force utilises SWP print room for larger print jobs (above 500 units) and/or for projects which have a short turnaround.**
- **Providing guidance and training on the use of social media and media training. The Corporate Communications department implemented a programme of training for all local NPT users and individual users of Twitter. It also developed and provided a social media guidance handbook as part of this training.**

Departmental Operation

The team comprises Communications & Engagement Specialists (CES), a Digital & Print Officer, and a Communications Support Officer.

The CES' operate on an omni-competent basis which means that they have shared ownership of the Force news-desk, internal communications, proactive campaigns to support Force crime priorities, community engagement and organisational support.

The team also shares ownership of the five Local Authority areas within the Force to better understand which crime priorities are emerging locally and to assist in managing media response to Individual incidents.

Strategy and Objectives

The Head of Corporate Communications and Engagement (appointed in May 2017) is currently reviewing the function of the department to ensure it is appropriately resourced and skilled to deliver Force requirements for the longer term. The timescale for completion of the project is Q4 2018/9. In the short term, the department is committed to supporting the Force communicate its priorities of protecting and reassuring communities throughout Gwent with specific reference to the three crime priority areas agreed with the Deputy Chief Constable. The three crime priority areas are antisocial behaviour, Serious & Organised Crime and Vulnerability.

The immediate short-term objectives are summarised as follows

- Create an effective 24/7 reactive press service supporting all operational assets
- Ensure departmental resource adequately maps demand through the conducting and implementation of a restructuring of the department.
- Create a best in class digital press and content service for external and internal audiences which will be delivered by ensuring the department is appropriately skilled and resourced
- Execute innovative campaigns which engage the public and key stakeholders
- Provide senior officers with measurable feedback on campaign effectiveness. Senior officers are provided with a monthly report updating on activity from the previous month which includes an overview of coverage and key activity undertaken.

2017/8 out-turn report

The below table illustrates the volume, value and reach of the coverage generated by Corporate Communications departmental outputs in the Financial Year 2017/8. This reflects all external communications output. This is calculated through the cumulative analysis of data provided by our media cuttings agency – Kantar Media.

<u>Date</u>	<u>Volume 000s</u>	<u>Value £000s</u>	<u>Reach</u>
<u>May 2017</u>	<u>1.3</u>	<u>2,000</u>	<u>79,000</u>
<u>June 2017</u>	<u>0.64</u>	<u>1,700</u>	<u>50,000</u>
<u>July 2017</u>	<u>0.59</u>	<u>1,800</u>	<u>127,000</u>

<u>Aug 2017</u>	<u>0.66</u>	<u>1,600</u>	<u>68,000</u>
<u>Sept 2017</u>	<u>1.1</u>	<u>1,600</u>	<u>125,000</u>
<u>Oct 2017</u>	<u>0.6</u>	<u>2,300</u>	<u>90,000</u>
<u>Nov 2017</u>	<u>0.68</u>	<u>2,200</u>	<u>98,000</u>
<u>Dec 2017</u>	<u>0.63</u>	<u>1,800</u>	<u>84,000</u>
<u>Jan 2018</u>	<u>1.6</u>	<u>2,520</u>	<u>98,500</u>
<u>Feb 2018</u>	<u>0.6</u>	<u>580</u>	<u>28,000</u>
<u>March 2018</u>	<u>0.72</u>	<u>1,000</u>	<u>45,000</u>
<u>April 2018</u>	<u>1.74</u>	<u>2,400</u>	<u>132,660</u>
<u>AVERAGE:</u>	<u>0.95</u>	<u>1,791</u>	<u>81,267</u>

Campaign highlights:

Against the above performance, the department has achieved some notable successes. Some campaign highlights as follows:

- **Team:** Re-shaping our reactive press service and identifying strategic priorities around ASB, Vulnerability and Serious/Organised Crime; Launch of social media management platform
- **Emergency response and Crisis Comms:** Responding to Friars Walk incident; Assisting Blaenau Gwent during major adverse weather event; Response to Newport city centre vehicle attack on pedestrians
- **Supporting Vulnerability priority:** driving positive media coverage through launch of VR training for officers; 999eye pilot. The launch of the Force's Virtual Reality training suite attracted significant print and broadcast coverage and reinforced the Force's commitment to tackling Domestic Abuse / Domestic Violence through upskilling its officers.
- **Supporting Serious & Crime priority:**
 - **Operations:**
 - Tony Buttgieg sentencing publication of CCTV footage – Buttgieg was sentenced for attempt ABH after attempting to stab a police officer – the bodyworn video footage was edited by the team and was picked up by a large number of broadcast / online outlets nationally and internationally;

- Operation Jewel, Op Finch were major drug warrant operations which the comms team worked on closely with the investigating officers to create a package of external communications for media. These were meticulously planned investigations aimed at dismantling and disrupting the organised supply of drugs in the Newport area
- **Innovations:**
- The Corporate Communications team worked with Force colleagues to publicise the launch of a new dedicated Human Trafficking / Modern Day Slavery team. The launch was covered extensively by local print and broadcast media and online. It also featured as part of a Week In Week Out investigation into the issue which featured an interview with the Chief Constable
- **Supporting Antisocial behaviour priority:**
- **Operations:** Significant coverage was achieved for the Bettws arson attack on a police vehicle following the charging of a perpetrator
- **National operations:** Corporate communications assisted the Ops support team to publicise Operation Sceptre, a nationwide knife amnesty, through targeting local media. 22

- **Engagement and Internal Comms:**
 - Celebrating 15 years of CSOs in Gwent – Press released issues and we featured stories relating to long serving CSOs on our website and on social media
 - Publicity and Social media around Gwent Police Force Awards
 - We launched a video briefing platform on the Corporate intranet to assist Gwent Police Learning & Development colleagues better inform colleagues about key operational briefings & strategy development. For example, we helped prepare a detailed briefing regarding the Force's new investigations strategy for establishing threat, risk & harm levels when investigating and attending incidents

- **Service development:**
 - We supported the launch of the dedicated Modern Day Slavery team driving extensive local media coverage. We issued a press release to local media and achieved a BBC Wales Today feature about the team and its work,
 - Reducing fear of crime: Publicity and commentary around National knife amnesty
 - Creativity: Return of the Elf – Engaging Christmas campaign; Social media campaign around drink driving. This drove a reach of 5.5 million on Twitter and 770,000 on Facebook, with 650 individual user engagements with the content

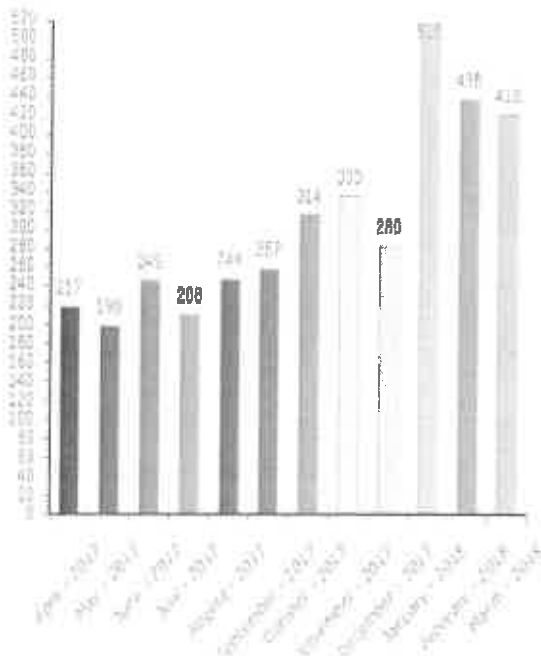
The team also focussed on key campaign 'themes' notably tackling Serious and Organised Crime, and Vulnerability. This has driven some positive local coverage which contributes to increasing local

confidence in the Police service:



Reactive news-desk:

The below table illustrates the volume of inbound enquiries which Corporate Communications team dealt with in the Financial Year 2017/8 ranging from the busiest to the least busy month for reactive enquiries:



Summary

Month ▲	Number of enquiries	Percentage
Jan	515	13.0%
Feb	435	11.0%
Mar	418	10.5%
Apr	239	6.0%
May	227	5.7%
Jun	267	6.7%
Jul	250	6.3%
Aug	278	7.0%
Sep	299	7.5%
Oct	358	9.0%
Nov	374	9.4%
Dec	510	7.8%
Total	3,970	100%

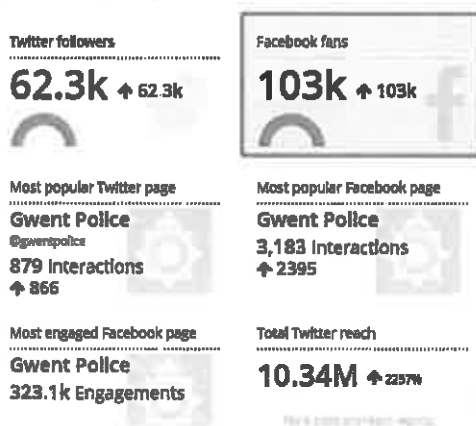
Social media:

Social media plays an increasingly crucial role in assisting the Force to communicate with the communities it serves. It uses Twitter and Facebook predominantly, and has started to use Instagram to publicise events such as Police officer passing out parades.

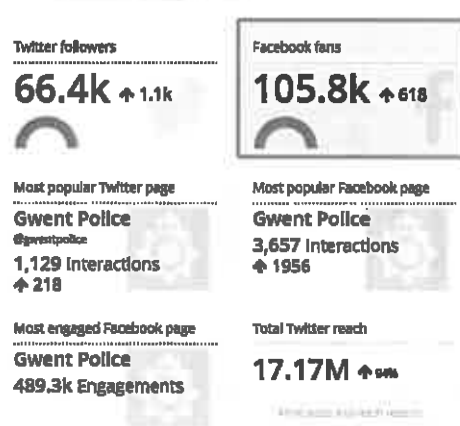
In October 2017, HGP introduced 'Crowd Control', which is a Social Media monitoring platform which provides the force with greater control over its social media presence. The efficacy of the platform will be evaluated in Q2 2018-9 with a decision pending on whether to extend the number of licences the Force uses. Crowd Control can be used to 'switch on' and 'switch off' individual social media feeds which has significant operational benefits in the event of a major incident which requires co-ordinated messaging to be issued externally.

Overall, the following for HGP on both major social media platforms on which it has a presence (Facebook and Twitter) increased throughout the initial period (Oct 17 – March 18). Figures for the preceding period are not available. The below figures relate to the Force main (corporate) Twitter and Facebook accounts. In total there are 76 social media accounts in Force. The vast majority of these are on Twitter and comprise corporate accounts as well as individual (Chief Inspector rank and above) accounts and neighbourhood police team accounts. The Force has two Facebook accounts and one Instagram account. The Force is currently reviewing its Facebook presence and establishing how best to ensure local Facebook groups are engaged with local content and vice versa.

October 2017



March 2018



Points to note:

- Twitter following increased 6.2% across the period
- Facebook following increased 2.6% across the period
- Total Twitter reach was 40% higher at the end of the period
- Total Engagement with corporate Facebook was 33% higher at the end of the period
- Abergavenny was the most popular NPT Twitter feed
- The Dogs section had the most popular Twitter feed with over 13,000 followers and 500 public interactions

Website analytics April 1 2017 – 31 March 2018

Page Views: 1,766,906 (avg. 4840 per day)

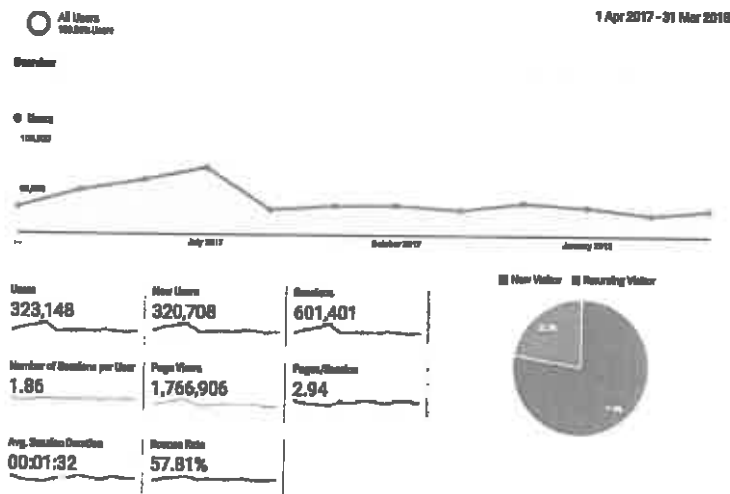
Users: 323,148 (avg. 885 per day)

Bounce rate: 57.81%

Post popular page: Vacancies which accounts for over 200,000 page views (12% of all page visits)

Most popular news story: "Do you know him" July 12 2017 with 12,887 views

Audience Overview



Intranet

The Intranet project is in development and is planned to launch in Q2 2018/2019. The Gwent Police intranet will be called The Beat and will provide the Force with a far simpler platform for delivering internal communications, and with a greater degree of departmental responsibility for content. An Intranet governance board will manage intranet development on a collaborative basis with South Wales Police, as both Forces will use a common platform for hosting their respective intranets.

Next steps

The Head of Corporate Communications will complete the review of the department in FY2018-9 and develop a longer term Communications Strategy for the Force.

This will be aligned with the Force's crime priorities in agreement with the DCC (who holds the Communications portfolio for the Force) and will ensure that the Force is communicating its agenda proactively internally and externally to the communities and stakeholders it serves, using appropriate channels.

