

<b><u>OFFICE OF POLICE AND CRIME COMMISSIONER</u></b>	
<b>LEAD CHIEF OFFICER:</b>	<b>DCC Amanda Blakeman</b>
<b>TITLE:</b>	<b>Annual Review – Corporate Communications 2019/20</b>
<b>DATE:</b>	<b>3<sup>rd</sup> June 2020</b>
<b>TIMING:</b>	<b>Annual Report</b>
<b>PURPOSE:</b>	<b>For monitoring</b>
<b>1.</b>	<b><u>RECOMMENDATION</u></b>
1.1	This report is for information purposes only and no recommendations are being made.
<b>2.</b>	<b><u>INTRODUCTION &amp; BACKGROUND</u></b>
2.1	Corporate communications play a key role in building public confidence in the ability of Heddlu Gwent Police to deliver its overarching aim to protect and reassure. The Chief Constable has a statutory duty to provide local communities with information about policing in their neighbourhood and corporate communications is one of the main strands in achieving this.
2.1.1	The year was one of change for the Corporate Communications team. A significant investment in resourcing for the team was agreed by the Force and work to deliver the business case has been undertaken. Four key appointments have now been made: head and deputy head of corporate communications; digital content officer and an internal communications specialist following an agreed amendment to the structure. Recruitment to two further posts has been delayed at interview stage by the ongoing health crisis.
2.1.2	The appointment of the head of corporate communications has enabled the approach of the team to be further developed and this is reflected within the following sections.
<b>2.2</b>	<b>Media</b>
2.2.1	Positive coverage has been secured for Gwent Police over the year including the appointment of the new chief constable, domestic abuse and survivor engagement co-ordinator post, police staff investigators and modern-day slavery.
2.2.2	Relationships between local and regional media have developed over the past year. Face to face engagement with key outlets such as the South Wales Argus, ITV Wales and BBC Wales has improved relationships.
2.2.3	Changes within the team mean that work is now focussed in two ways: <ul style="list-style-type: none"> <li>• Reactive</li> <li>• Proactive – including campaigns</li> </ul> This means that team members have space to focus on a dedicated role rather than juggling multiple requests which often meant that proactive media lost out. This has led to further improvements with local media as journalists build

	familiarity with our news desk, and support to telling our good news stories has led to more positive coverage.
<b>2.3</b>	<b><i>Reactive media (news desk)</i></b>
2.3.1	This year the news desk handled incoming media 4,500 calls. The number of media calls in the later part of the year is lower compared to the same period for last year, as the figure provided previously included all internal demand for communications support, rather than only media requests. The service offered to the media has also been improved with more enquiries dealt with by phone rather than email and extended opening times for the news desk – now 8am – 5pm.
2.3.2	The top three outlets in terms of queries remain: <ul style="list-style-type: none"> <li>• South Wales Argus</li> <li>• Wales Online</li> <li>• South Wales Echo</li> </ul> This reflects the ongoing demand for up to date local news for web content – the main income generation source for the media. Our top outlets for content remain online by a significant majority over broadcast or print media.
2.3.3	The three most popular topics of enquiry are: <ul style="list-style-type: none"> <li>• road traffic collisions</li> <li>• drugs</li> <li>• assaults</li> </ul> The team has however dealt with significant stories over the year such as the investigation into comments made by Nigel Farrage, the arrest of a Welsh AM and the suspension of two senior officers.
<b>2.4</b>	<b><i>Proactive</i></b>
2.4.1	The biggest change within the team is the creation of two dedicated roles supporting proactive media and campaigns. The move has led to a significant shift in our ability to share our achievements, target campaigns to support our local communities and support our officers in tackling local priorities. The approach is to secure more broadcast coverage to secure a greater reach to our audience while maintaining relations with local print press by offering exclusive hyper local content to target communities on their key issues. This approach worked for the start of work on the new HQ working in conjunction with the OPCC.
2.4.2	Highlights to date include: <ul style="list-style-type: none"> <li>- National coverage on The One Show on tasers and our approach to training</li> <li>- Operation Jigsaw - modern day slavery arrests at care homes</li> <li>- Covid-19 campaigns and conversation with the community</li> <li>- Severe flooding across the region</li> <li>- The death of Carson Price</li> <li>- Supporting the Welsh Language conference hosted by the force</li> <li>- 'Read between the lines' domestic violence campaign</li> </ul>
2.4.3	Work has also continued with TV production companies with a second series of Crash Detectives completed and aired, and series three filmed. Discussions to participate in Code Blue: Murder were also underway until halted by the health

crisis. While these series are extremely labour –intensive consideration will be given to requests and, where there is a tangible benefit to Gwent Police, will be explored further.

2.4.4 We are now moving to measure reach – the outlets that give us the highest volume of reach to our target audiences.  
However, the greatest benefits have been delivered during the Covid-19 crisis when we were able to draw upon these relationships and place Gwent Police at the forefront of conversations with pour communities.

**2.5 On call service**

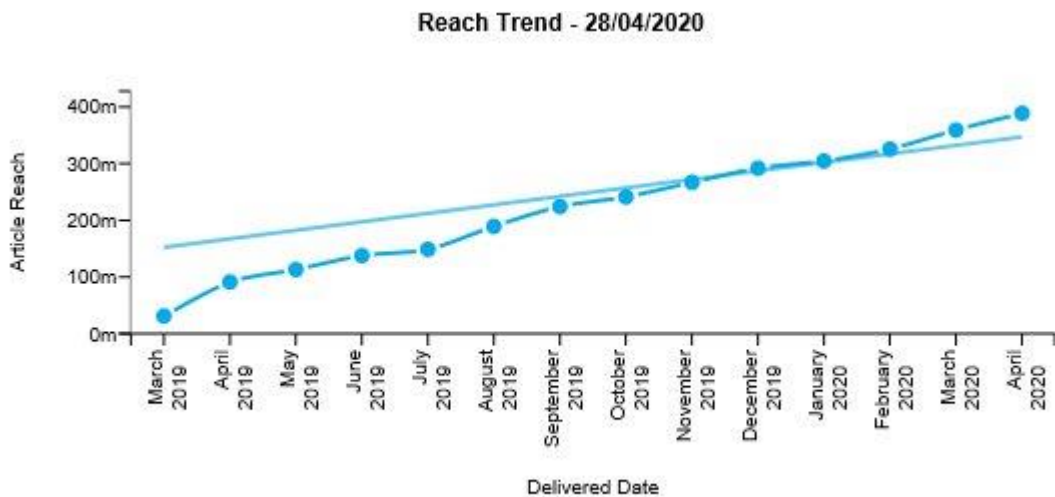
The team continues to provide 24/7 media support to the force. While maintaining this service was challenging during periods of low staffing levels or sickness absence the team is now in a more robust position to deliver this service more consistently.

Further resilience is offered by the appointment of the deputy head of communications, and the internal communications CES and digital content officer will be offered a development opportunity to increase their media handling experience and to also support the on-call rota should they be required.

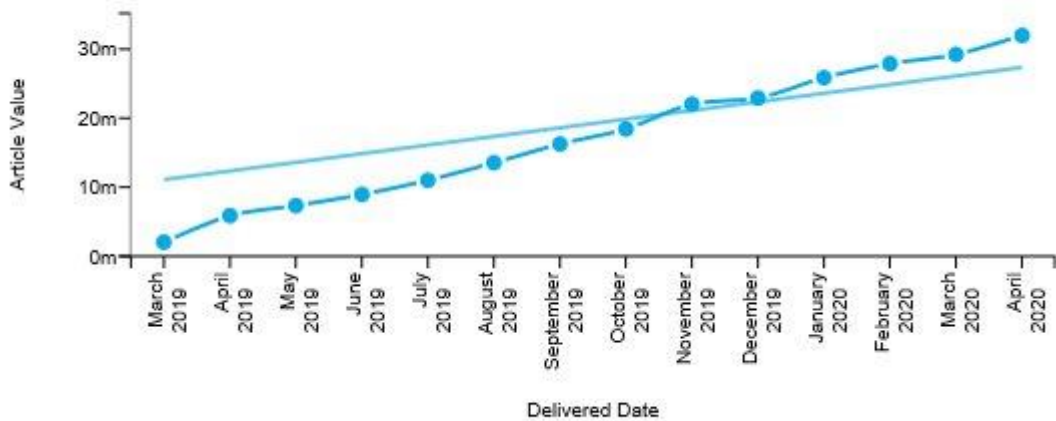
**2.6 Overall media picture**

There are two key possible measures of media coverage – the audience reached, and the value of the coverage generated.

As the graphs below show both reach and value have been on an upward trend over the year, and since November have been on or above the trend line. Both charts are drawn from Kantar, our media monitoring service. April 2020 is included to demonstrate the impact of Covid-19 and the pro-active media work carried out by the team.



Value trend - 28/04/2020 (1)



2.7  
2.7.1

**Digital communications**  
**Social media**

Social media is crucial to enable us to share messaging with a different audience, and to share more real-time messaging. It also enables us to communicate in a wider range of ways using video and visuals that may appeal more to audiences.

2.7.2

Social media also enables us to target our messaging and to gain direct feedback on how content lands with the audience – both from responses to content and via analytics.

2.7.3

For the last review the force had 79 social media accounts in place which was challenging internally as it proved difficult to support the account holders to engage their audiences, monitor content and externally it presented a challenge for the public to know where or how to engage with Gwent Police given the overwhelming number of access points.

2.7.4

Following consultation and agreement of the social media strategy the number of accounts has now been reduced to 24. While further analysis of the impact of this change will be required before we progress to the next stage of the strategy, the benefits during the current health crisis have been demonstrated as we have better managed consistent messaging and managed any inappropriate content quickly.

2.7.5

Over the past quarter the team has focussed on improving the quality of our content to be more appropriate for the individual channels. Content is now more concise, visual and engaging in its tone and the benefits are demonstrated in the increased engagement we are experiencing. The team is also using analytics around each channel to target audiences more appropriately – whether this is by age, geography or gender. The appointment of the digital content officer provides us with additional capacity and expertise to support the new accounts to offer them greater insight into their followers and what is working best for them.

2.8  
2.8.1

**Twitter (English)**

Over the past year, we have gained 3,891 new followers, and are now followed by 75,200 accounts. Our content has made 12,342,716 impressions (timeline appearances) over that period. The 2198 tweets published by the main

corporate account delivered:  
 723,869 engagements  
 nearly 12,000 retweets  
 over 24,000 likes.

2.8.2 The media accompanying tweets (images/videos) has been clicked 546,044 times. These numbers give us a good indication of how our followers are responding to our content. Over the last quarter, we have increased our reach (estimated audience) by 15%.

2.8.3 *Top tweets*

**Gwent Police @gwentpolice**  
 Last night we put our hands together for the NHS.  
 Today, @GPNewport officers used their own money to donate refreshments to our #NHSheroes on the #Covid19 ward at the Royal Gwent.  
 We're in this together. #staysafe  
[pic.twitter.com/luCKHzHr2k](https://pic.twitter.com/luCKHzHr2k)

Reach a bigger audience  
 Get more engagements by promoting this Tweet!  
 Get started

Impressions	37,639
Total engagements	5,635
Media engagements	3,614
Detail expands	1,118
Likes	632
Profile clicks	126
Retweets	67
Hashtag clicks	43
Link clicks	18
Replies	17

- <https://twitter.com/gwentpolice/status/1243589172792897542?s=20>
- <https://twitter.com/gwentpolice/status/1180378743405191168?s=20>
- <https://twitter.com/gwentpolice/status/1160903231612096514?s=20>

2.9

2.9.1 **Facebook (English)**

Over the past year, we have gained 13,766 additional followers with an upward trend continuing to gain pace.



2.9.2 Our average reach is currently at 94,012, which is an increase of over 45,000 when compared to the last period (2018/19). On two occasions we reached over 200,000 people with a post, while we frequently reach 100,000. This reach is between a third and a fifth of our Gwent population.

2.9.3 Average likes have increased by over 100% this period, while average reactions have increased from 385 to 929. Comments have increased to an average of 629 this period, likes to an average of 450 (previously 250) while other “emotive” responses have also increased. This reflects a higher level of engagement with our audiences.

2.9.4 We have also made better use of Facebook’s story feature, with stories

2.9.5

reaching over 5,000 people. Work in this area will continue to develop to grow our level of engagement.

### Demographics for Facebook

Understanding the demographics of our Facebook audience enables us to more effectively target our posts and tailor content to resonate with them. The team is increasingly planning content to ensure the maximum impact and reach.

2.9.6

At present, 62% of our followers are female, with 18% being female and aged between 25-34. Our page is clearly most popular with this age group, with 12% of our followers being male, 25-34.

2.9.7

We are targeting the correct areas with our posting, with 23,865 of our followers coming from Newport and 9,706 from Cwmbran. The other local authority areas are also represented amongst our followers.

Midday is currently the best time to publish our posts, with the number of our “fans” online dropping as the afternoon progresses.

### Example Facebook post

2.10

### Twitter (Cymraeg)

2.10.1

Over the past year, we have gained 50 new followers, and are now followed by 499 accounts.

2.10.2

Our content has made 202,700 impressions (timeline views) over that period. Of the 1,122 tweets published by the Welsh corporate account, we have been engaged with 2,690 times, receiving 150 retweets and 358 likes.

2.10.3

The media accompanying tweets (images/videos) has been clicked 1,849 times.

2.10.4

**Top Tweet** earned 1,138 impressions

 Bydd y Dirprwy Brif Gwnstabl yn dechrau yn [@heddlugwent](#) ym mis Tachwedd

Roedd [@DCCBlakeman](#) sydd bod yn gwasanaethu yn [@WMerciaPolice](#) yn llwyddiannus yn y broses recriwtio a gynhaliwyd ddiwedd mis Medi 🍌

 Darllenwch y stori'n llawn yma [crowd.in/elTteV](https://crowd.in/elTteV) [pic.twitter.com/81sJe8xzvG](https://pic.twitter.com/81sJe8xzvG)



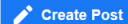
2.11

2.11.1

**Facebook (Cymraeg)**

Over the past year, we have gained and additional 117 followers.

Total Page Followers as of Today: 361





**BENCHMARK**  
Compare your average performance over time.

Total Page Followers

2.11.2

Page likes have also increased – by 112 – bringing our total to 342. Our average reach is currently at 127, compared to 104 last period. A peak of 512 people was reached in April 2019.

2.12

2.12.1

**Demographics**

At present, 66% of our Welsh-speaking followers are female, with 21% being female and aged between 35-24. 32% of our followers are male, while 9% are male and aged 25-34.

2.12.2

Our posts are reaching the right areas, with 64 of our followers coming from Newport. This is closely followed by Caldicot and Caerphilly. The other local authority areas are also represented amongst our followers.

2.12.3

Midday is currently the best time to publish our posts, with the number of our “fans” online dropping as the afternoon progresses. At present we are not gaining much traction with our Welsh language accounts and over the coming year we will review our approach from one of direct translation to consider more personalised content.

2.13

2.13.1

**Web**

The existing website has provided a valuable source of detail that

	<p>complements our work with media and social media. Over the past year the anticipated arrival of the Single Online Home site has meant that the website has not been developed further. Resource has instead been focussed on working with the project team on the new site.</p>
2.14	<p><b>Design</b> The team is currently resourced with one graphic designer who provides support to a range of projects across the force. Some highlights from the year include:</p>
2.15	<p><b>Operation Jigsaw</b> - force-wide Serious Organised Crime campaign – developing a branding that worked for the topic, covered the English and Welsh element and consisted of three strands – Drugs &amp; county lines, cyber &amp; MDS. After the branding was established it was applied to a range of materials including display items, merchandise, strategy &amp; documents and digital media.</p>
2.16	<p><b>Mini Police E-Handbook</b> - devising a way that we could share materials and assets with schools around Gwent who run a Mini Police Programme. Instead of creating a PDF that would have to be continually revised and resent, we created a section of the website that is hidden but gives live updates.</p>
2.17	<p><b>Knowing the Line – sexual harassment</b> - a national campaign centred around videos produced highlighting sexual harassment in the Police, backed up by print and digital materials to be sent out to all UK police forces for internal use.</p>
2.18	<p><b>National Police Dog Trials</b> - working with the USW Graphics Course students to run a project to develop a brand for the NPDT that were hosted in Gwent.</p>
2.19	<p><b>Social Media Desk</b> The SMD branding was key to launch the service. It was kept with a heavy GWP theme but based on the use of avatars for the FCR Operators, this allowed for a more personal feel to the graphics whilst ultimately remaining anonymous and timeless</p>
2.20	<p><b>Internal communications</b> Internal communications have been conducted in a limited way with very narrow engagement mainly through the intranet – the Beat. Work to improve the system, reinforce the functions and to develop the organisational approach to the intranet.</p>
2.20.1	
2.20.2	<p>The business case for the team structure was amended to create a specialist internal communications role reflecting the significant internal demand for support in sharing messages with staff.</p>
2.20.3	<p>The priorities for the coming year will be:</p> <ul style="list-style-type: none"> <li>- An audit of internal communications to identify areas of need and the effectiveness of current channels</li> <li>- A review of the Beat and development of an improved approach involving all staff groups</li> <li>- Supporting the culture change programme across the force.</li> </ul>



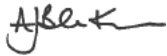
<b>3.</b>	<b><u>ISSUES FOR CONSIDERATION</u></b>
3.1	This report outlines the progress made since the investment in Corporate Communications was agreed.
<b>4.</b>	<b><u>NEXT STEPS</u></b>
4.1	Work to develop Corporate Communications across Gwent Police will continue with completion of recruitment to the agreed business case model. Work to develop further measures for the evaluation of the impact of Corporate Communications will also be in place.
<b>5.</b>	<b><u>FINANCIAL CONSIDERATIONS</u></b>
5.1	There are no financial considerations from this report.
<b>6.</b>	<b><u>PERSONNEL CONSIDERATIONS</u></b>
6.1	There are no personnel considerations from this report.
<b>7.</b>	<b><u>LEGAL IMPLICATIONS</u></b>
7.1	There are no legal implications to consider from this report.
<b>8.</b>	<b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b>
8.1	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.
8.2	In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998. There are no identified concerns and no collateral intrusion.
<b>9.</b>	<b><u>RISK</u></b>
9.1	There are no risks to consider in this report.
<b>10.</b>	<b><u>PUBLIC INTEREST</u></b>
10.1	Yes, there is public interest in this document and the report can be published.
<b>11.</b>	<b><u>CONTACT OFFICER</u></b>
11.1	Nicola Wesson, Head of Corporate Communications
<b>12.</b>	<b><u>ANNEXES</u></b>
12.1	None

For OPCC use only

**Office of the Chief Constable**

I confirm that **Corporate Communications Annual Report** has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for **approval / information / monitoring purposes.**



**Signature:**

**Date: 11/05/2020**

**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:**