



# Communication Strategy and Plan

## The National Police Promotion Framework

**July 2010**



**Version 2**



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## **1. Overview**

Since the trial of the revised National Police Promotion Framework began in April 2009, NPIA and trial forces have been preparing licence applications for the framework for promotion and ensuring that other forces are aware of the framework and of the positive benefits that it can bring to their force.

For communications to be effective there is a need to have clearly defined messages and key milestones. These would potentially take the form of key themes at regular intervals. The success of the consultation will be dependant upon reaching our target audiences both externally and internally.

As people are bombarded with so many messages, the communication needs to be innovative in order to capture and maintain the interest of the public and partners. There needs to be significant communication activities both externally and internally to maintain the momentum. There should be clearly identified expectations and participation opportunities for each audience.

There are currently ten forces involved in the four step National Police Promotion Framework trial. The trial period is now scheduled to end on the 31<sup>st</sup> of March 2011.

## **2. Aims**

The overarching aim of the strategy is to raise awareness and understanding of benefits and the process behind the National Police Promotion Framework, direct communications towards minority groups within the Service and outline the financial implications for Forces.

Specifically, the aims are as detailed below, to:

- Seek the views and opinions of representatives from the trial
- Market the ongoing effectiveness and efficiency of the implementation/roll-out and in turn highlight successes
- Ensure partners and other stakeholders are fully engaged and well-briefed on the project and how it impacts on the delivery of their own aims and objectives
- Ensure the National Police Promotion Framework trial is linked into relevant NPIA programs
- Communicate key messages to all relevant stakeholders and to ensure that they have an awareness of the National Police Promotion Framework
- Ensure that members of the relevant policing community are aware of the cost implications
- Ensure that all our messages take into consideration our diverse audience

- Ensure Forces understand their duty to promote equality and diversity through the National Police Promotion Framework and NPJA People Strategy<sup>1</sup>
- Actively address any negativity i.e. negative press articles

### 3. Key messages

Key messages will be determined depending on the audience. The overriding message will be around the benefits that will be realised by adopting the National Police Promotion Framework.

Female officers and officers from minority ethnic groups are overall underrepresented in supervisory ranks. These officers should be specifically encouraged to apply.

Messages will be specifically targeted to these groups.

Simple memorable terms potentially could be as follows:

***Increasing confidence – providing support – enhancing skills - professional development – displaying fairness - leadership***

This overall message can then be broken down in the following areas.

- **How does it work?**
  - Four steps – Competence in current rank, Legal examination, Assessment against national standards, and Temporary promotion with work-based assessments.
- **The benefits**
  - Professionalism;
  - Clearer more transparent process;
  - Fairness;
  - Quality;
  - Development of skills;
  - The right people in the right job;
  - Increased confidence and public perception; (supported by case studies)
  - Recognised transferrable qualifications;
  - The spreading of good practice
- **Financial implications**
  - It is a safe investment;
  - Costs from trial forces;
  - How to assess your costs; (supported by case studies)
- **What's in it for me?**

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<sup>1</sup> Progression Mentoring and attachment schemes for minority ethnic officers are part of the recommendations of the Policing Minister's Assessment of Minority Ethnic Recruitment, Retention and Progression in the Public Service report of 20 November 2008.

- Opportunity for supported development;
- Career pathway for those aspiring to promotion;
- Better equipped supervisors;
- Better support in the workplace;
- Accreditation;
- Qualification;
- Promotion;  
(supported by case studies)
- **How are we doing?**
  - Successes from trial forces;
  - Project updates;
  - Ongoing research (validated by academia);
  - Statistics

#### **4. Key requirements**

The aim of the Strategy is to keep the members of the Police Service fully informed throughout the process.

It is recommended to keep all stakeholders fully NPPIA briefed on progress on a regular basis.

There is a need to have a consistency of branding in order for the message to be consistent and recognisable. This would need to be used in publications and websites.

For the success of the communication, a joint approach would need to be adopted with the Key Stakeholders.

Opportunities for joint working would include:

- Messages and marketing materials being used across the range of the stakeholders communication channels;
- Joint briefing papers;
- Joint seminars and workshops;
- Joint media releases

For maximum impact, the following would be beneficial:

- Have a strong emphasis on face to face communication to get the message across and achieve understanding.
- Make the language relevant to staff and think about the impact of the message.
- Get the Federation and the Superintendents' Association involved and supportive of communication activity.
- Mainstreaming the messages by including stakeholders in regular communications i.e. Force publications

## 5. Getting the message across

Who do we want to get our message across to:-

Audiences have been separated into the following:

- *Partners* - those agencies who will work in supporting the project for example the Home Office and the Federation
- *Influencers* - people within the police community who are seen as influencers of the wider policing service for example Chief Officer teams, Heads of HR, Heads of Communication, police authorities and Academia
- *Force members* - members of the police community who will either be involved in or receive the service for example constables, sergeants and Inspectors
- *Service receivers* - the external community the police forces give a service to for example the general public
- *Media* - This will include national, local and regional newspapers, television and radio stations

## 6. Reaching our audiences

It is important to remember, when considering the content and style of messages that the information that groups and individuals are most interested in is what is most relevant to them. Each message should be right for the audience and they should be reassured about what the NPPF is, and its positive impact on them. Detailed below are key methods as to how to engage our audiences:

### *Face to Face Communication/Information at a local level*

- The communication process should include using local stakeholders. A series of workshops/seminars would be of great benefit
- Project members should attempt to attend senior management meetings including Chief Officers', HR and communication.

### *Websites*

- Considerable effort will need to be put in to set out simply and clearly the information that backs up our message on forces' internal websites. This can include information on the benefits of the project and a 'How to' guide
- Use force websites and the NPIA website to get feedback from key audiences. An online questions and answer facility would be of benefit.

- Use POLKA to get messages across and allow an open forum for forces, stakeholders and interested parties to communicate with NPIA directly
- Use of QAMS to reduce bureaucracy on forces once it is ready.

*Newsletter*

- A brief electronic newsletter is being provided on a quarterly basis. This is available online at [www.npia.police.uk/promotions](http://www.npia.police.uk/promotions)

*Surveys*

- Use current networks to get feedback on progress and understanding

**7. Communication channels**

For the communication to be successful, a broad range of communication channels needs to be used. In turn, these need to be the most appropriate for the message and the audience. Detailed below are some options for communicating, this is by no means an exhaustive list.

<b>Audience</b>	<b>Communication channels</b>
Partners	<ul style="list-style-type: none"> <li>• Papers to ACPO Council and Cabinet</li> <li>• Use of ACPO champions</li> <li>• ACPO website</li> <li>• Use of Central APA team</li> <li>• Skills for Justice material (explain more)</li> <li>• NPIA – other programs &amp; visits</li> <li>• Home Office</li> </ul>
Influencers	<ul style="list-style-type: none"> <li>• Seminars and workshops</li> <li>• ACPO Leads event</li> <li>• ACPO briefings within force</li> <li>• Police Authority presentations</li> <li>• Use of APPRO (Association of Police Press Officers)</li> <li>• Use of Heads of HR</li> <li>• Superintendent’s website</li> <li>• Police Federation communication channels i.e. website and publications</li> <li>• Academics through research and reports</li> </ul>
Force members	<ul style="list-style-type: none"> <li>• Seminars and workshops</li> <li>• Force’s internal websites</li> <li>• Force’s internal briefing systems</li> <li>• Force’s newspapers/magazines</li> <li>• Poster and flyers</li> <li>• NPIA website</li> <li>• Training days</li> <li>• Sixty second briefing</li> <li>• newsletters</li> </ul>

	<ul style="list-style-type: none"><li>• Strategic User group meetings</li><li>• Standardisation meetings</li></ul>
External service receivers	<ul style="list-style-type: none"><li>• Publications (and meetings). To reflect the professionalism of the service</li></ul>
Media	<ul style="list-style-type: none"><li>• Press releases</li><li>• Magazine articles – police related</li><li>• Magazine articles – Home Office/NPIA</li><li>• HR articles for HR publications</li></ul>

## 8. Evaluation of communication activity

It has to be acknowledged that it is sometimes difficult to measure the impact of specific communications. The following forms of measurement will provide an indication of the success of the communications:

- Direct feedback from stakeholders and participants
- The number of people who attend the specific meetings
- Number of hits on relevant web pages
- Feedback gained from a range of audiences
- Results and subsequent analysis of surveys
- Volume and prominence of media coverage
- Increased knowledge and change of perception in relation to the project
- Log of all of the communications in relation to the project including emails, letters, visits and phone calls

## 9. Branding templates

It is important that for the consistency of the message that consistent branding is used and that this is simple and easily recognisable. All branding and publications will reflect the NPIA guidelines. All publications and publicity will be signed off by the branding team.

## 10. Communication Plan

Where possible all communication should include relevant key messages the branding templates. The communication plan will be reviewed monthly at the Project Board meetings.

<b>Deliverable/Description</b>	<b>Type</b>	<b>Target Audience(s)</b>	<b>Delivery Method</b>	<b>When/ Frequency</b>	<b>Outcome</b>
<b>Project team updates</b> <b>Team Meetings</b> <b>Updates to SMT</b>	Internal	NPIA Project team (including work stream owners  NPIA COT & senior managers  NPIA communications	Meetings supported by bulletin outlining key areas of progress  Highlight reports  Risk and Issues register  Updates to SMT within NPIA	Monthly by email  Face to face briefing	Identification of priorities and direction
<b>Project updates</b> <b>PPIP</b> <b>PPEB</b> <b>Submissions</b> <b>QASC</b>	Stakeholder information	Police Promotions and Examinations Board (PPEB)  (The Home Office/)Policing Minister	Discussion papers, submissions, reports, face to face meetings and briefings and bulletins	Monthly/Bi Monthly or other planned meetings	To gain increased buy-in and understanding  Identification of priorities and direction
<b>Results from trial forces Report</b> <b>Evaluative Research</b> <b>Shared Practice</b> <b>Strategic User Group</b>	Stakeholder information	All key Stakeholders	Report e-mailed to audience and made available on the NPIA Internet.  Data collection results.	2 monthly meetings of groups. Evaluative Research in 2010/2011	Increased understanding of rationale and benefits of the project

<b>Deliverable/Description</b>	<b>Type</b>	<b>Target Audience(s)</b>	<b>Delivery Method</b>	<b>When/ Frequency</b>	<b>Outcome</b>
<b>Request for applicants</b> <b>EIA Sounding Board</b> <b>Attendance at Planned Events</b> <b>Focus Groups</b>	Specific stakeholder	Under represented diversity groups	Specialist publications Gender Agenda publications BPA publications and meetings	As and when required	Increase of applications and successful candidates from minority groups
<b>Supporting information</b> <b>Quarterly Newsletters</b> <b>Updated 60 Second Briefings</b>	Electronic	Policing community Key stakeholders	Enhance NPJA Internet with case studies, video clips and profiles  To include a feedback mechanism  Tailor information for inclusion on Force websites	April 2009	Broader audience able to access information
<b>Specific stakeholder communication</b> <b>Info to potential early adopting forces – May 2010</b> <b>Briefing to APA regional leads – Sept 2010</b>	Stakeholder information	Police Authorities	Bulletin to the Chief Executives and Chairs of the Police Authorities for subsequent discussion at local authority meetings  Information fed back from PPIP and PPEB reps.  Bespoke information to forces as requested  Visits to forces  Workshops/consultation events	April 2009	Informed discussion at Police Authority meetings

<p><b>Media Releases</b></p> <p>To aid raising public confidence in policing and increase understanding of the trial</p> <p><b>Press lines agreed</b></p> <p><b>Website Updates</b></p> <p><b>Newsletters</b></p>	Media	<p>Policing community</p> <p>General public</p>	<p>Releases to include audio and images where relevant</p> <p>Prior to any release, authorisation to be obtained from the Project lead and the NPIA Press Office</p> <p>Include electronic media e.g. Police oracle</p>	Progressive (as and when)	Reaching broader audience with policing message
<b>Deliverable/Description</b>	<b>Type</b>	<b>Target Audience(s)</b>	<b>Delivery Method</b>	<b>When/Frequency</b>	<b>Who Responsible?</b>
<b>Police magazine articles</b>	Marketing	<p>The broader policing community</p> <p>Partners</p> <p>All stakeholders</p>	<p>Articles written for range of police and partner publications including Police Review, Police Professional Police, Federation News and The Constabulary.</p> <p>Articles to be tailored to specific audiences</p>	April to September 2009	Increasing credibility and understanding of initiative
<p><b>Training materials</b></p> <p>This would detail procedures process of applying the four steps, arrangements for further monitoring and the compulsory data capture requirements</p>	Training support	Trainers and individuals going through the process	<p>CD Rom outlining process</p> <p>PowerPoint Presentation for key stakeholders to brief their teams</p> <p>Planning Toolkits</p> <p>Information to forces</p>	Start of roll-out of project and on-going	Professional training carried out

<b>Marketing materials</b> <b>PPEB Headed Letters</b> <b>PPEB headed updates</b> <b>Quarterly</b> <b>All products in agreed</b> <b>branding</b>	Marketing	Heads of HR Heads of Communication  Potential applicants	Printed materials for the roll- out in each specific force supported with web content	At agreement of force adopting framework	Increased understanding of the project

Timeline; May 2010 – Dec 2010 (updated April 2010)

<b>Date</b>	<b>Activity</b>	<b>Links to</b>
April 2010	PPEB	Update to forces and stakeholders
May 2010	EIA Sounding Board	Update to Diversity staff support associations Gathering views and information
May 2010	PPIP	Update to stakeholders
May 2010	Standardisation Meeting	Update to forces
May 2010	Strategic User Group	Update to forces at strategic level.
May 2010	Evaluative research into NPPF begins	Gathering perceptions, views and information from forces/stakeholders
May 2010	Information to forces seeking to adopt early/ updated planning toolkit	Information to forces
May 2010	Shared practice document	Information to forces and stakeholders
June 2010	6 EIA Focus Groups	Feedback from Forces
June 2010	Updated 60 second briefing	Information to forces
July 2010	Standardisation Meeting	Update to forces

July 2010	Strategic User Group	Update to forces at strategic level.
July 2010	NPPF Newsletter	Update to forces and stakeholders
July 2010	PPIPb	Update to stakeholders
July 2010	QASC	Update to forces/stakeholders
Aug 2010	Strategic User Group	Update to forces at strategic level
Aug 2010	Standardisation Group	Update to forces
Sep 2010	Presentation to APA	Update to stakeholders
Sep 2010	PPIPb	Update to stakeholders
Sep 2010	EIA Sounding Board	Update to Diversity staff support associations Gathering views and information
Oct 2010	PPEB	Update to stakeholders
Oct 2010	Stage 2 EIA circulated	Update to forces stakeholders and Minister
Nov 2010	NPPF Newsletter	Update to forces and stakeholders
Nov 2010	PPIPb	Update to stakeholders
Apr 2010 ongoing	NPPF web page	Updated as required

Apr 2010 ongoing

Information

Bespoke advice and provision of Comms support and materials to forces and stakeholders

Apr 2010 ongoing

Events

Attendance at events for stakeholders, forces and diversity staff support associations as requested or appropriate