



**Category:** Outstanding In-House Public Relations Team

**Company:** Police Federation of England and Wales

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**Number of staff employed - including executive / support staff - and annual public relations budget, showing areas directly under the control of the in-house team:**

Currently 15. 13 on permanent contracts following restructure in 2015, (following business case) and two on fixed term contracts.

Communications budget: £188,000 (includes licensing for things such as NLA and content management systems for media activity.)

Covers media relations, corporate communications, campaigns, digital communications, internal communications, membership engagement and events.

**Business objectives and analysis of team performance against budget over the past three years:**

Over the last three years the communications team has:

- been restructured to create a stable and consistent full communications service at national level, providing communications support to 43 branches in England and Wales and to 122,000 police officers.
- expanded to deliver against four key areas: media; corporate and campaigns; internal and membership engagement; and digital communications, each with their own strategy to compliment the overarching strategy. Prior to this the team had been dealing with reactive media relations only, but had no strategy.
- expanded its remit further to take on events, such as our annual conference, detectives awards, custody seminars and more, which generate income back into the organisation through sponsorship.

Key measures of success:

- Achieved balanced media coverage in national press, measured through monitoring service and use of key spokespeople;
- increased efficiency through reviewing contracts on all services provided;

- increased income generation through sponsorship and advertising deals;
- increased membership engagement by targeting communications to specific audiences, measured through open and engagement rates of communications;
- Streamlined digital communications channels to increase efficiency, strengthen brand and provide credible information from key sources; measured by increase in followers, hits and unique users.

All measures have been achieved, or exceeded. For example the national magazine now operates at a neutral cost through advertising income.

All have been achieved either within or below budget.

### **A brief overview of business / team strategy:**

A communications survey in 2015 set a base line and was then repeated in 2017.

The initial information was used to shape the communications strategy – the main aim of which was to provide unity across all channels to strengthen messaging and get the organisation and its 43 branches to speak with one voice, providing central resources of consistent, high quality, timely and credible information across four disciplines.

In order to do this various tactics were implemented in each discipline of communications – closing down some ineffective channels and establishing new ones, despite some resistance to change from the wider organisation.

The team now sits on the executive board and has communications advisors who participate in regional meetings across the country. It provides a range of coordinated and professional communications support, such as bespoke media training; online guidance; campaign collateral and new internal communications channels. It launched a new website and extranet; introduced a membership database and developed profiles on social media channels.

The survey in 2017 found that: 67% felt the strategy introduced had benefited the organisation; 70% felt communications provided by the team was good and 75% said communication service was better than it was three years ago.

### **A summary of commitment to CPD and professionalism:**

Team members are part of a professional body for their own specialism, including the CIPR, paid for by the organisation.

Each manager has undergone management development training. Staff attend one external workshop / conference a year relative to their area of work.

Learning is shared across the team, and attendance encouraged at the courses held on site for officers in order to help with the practical application of their role.

The team is a member of the Association of Police Communicators, attending workshops and learning - such as media law, digital comms and strategic comms.

The Head of Service leads - in conjunction with other key stakeholders - on a networking group of peers across the policing sector in order to share learning and best practice.

### **A summary of recent outstanding achievements:**

Media: working with partner groups achieved overwhelming public support for officers and criticism of LUSH's Paid to Lie campaign, resulting in it being removed from shops and rebranded.

Digital: provided a web solution for branches, allowing them to move to one platform and under one common brand, so instead of separate websites, local branches run from the main website, saving money and time. The roll out has seen 17 branches adopt this in the first two tranches.

Corporate and campaigns: Believe in Blue – a campaign to celebrate British policing won best campaign in PRide 2017; Protect the Protectors (finalist in PRide) is a campaign which is effecting legislative change to protect emergency service workers; our welfare campaign is improving officer welfare through our work to increase awareness of the mental wellbeing of officers – now being taken up at chief officer level.

Internal and membership engagement: increases across all social channels; high levels of engagement through our award winning Believe In Blue campaign; POLICE magazine shortlisted for a CIPR excellence and CIPR Pride award.

### **A summary of a campaign you are particularly proud of, including details of the brief, objectives, strategy, tactics, outputs, outcomes and budget:**

Brief: Protect the Protectors

A campaign to raise the profile of the volume of assaults on police officers and call for better protection through the provision of improved kit and legislative change.

Strategy: Using real life cases, make the issues of assault on police unacceptable and be seen as an assault on society.

Objectives:

- To encourage and enable officers to report assaults in order to demonstrate the scale of the issue, comparing figures year on year
- To gain a review of the legislation for sentencing by end of 2017

Tactics:

Engaging with key stakeholders – such as chief officers who can effect change at force level

Engaging with other emergency services to adopt the campaign

Using real life experiences of officers to tell the story of assaults

Outputs

Tailored stakeholder engagement to a variety of key audiences was used to get them on board, with specific messaging for each group. Coordination of collateral released at same time to maximise impact. Provision of materials released across owned and earned channels.

Lobbying events aimed at MPs.

Outcomes:

Among others, legislative change. New laws have been agreed and are going through the parliamentary process. It is hoped it will be law in 2018.

Budget: Mostly use of owned and earned channels, through use of personal case studies. £20k for filming of case studies.