

The logo for the CIPR PRIDE AWARDS 2019 Gold Winner. It features the text 'CIPR PRIDE AWARDS 2019' in white on a black background, followed by 'GOLD WINNER' in large, multi-colored letters (pink, orange, yellow, green, blue, purple).

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

**Company:** Office of the Police and Crime Commissioner for Hampshire

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**Number of staff employed - including executive / support staff - and annual public relations budget:**

Staff: 6 x FT, 1 x PT.

Responsibilities: media relations, reputation and crisis management, digital communications, content creation, campaigns, public/stakeholder engagement events, branding/design, stakeholder communications.

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

The role of the Office of the Police and Crime Commissioner (OPCC) is to be visible, accountable and accessible in relation to the statutory duties of a PCC (including consultation with the public on policing priorities), and the team's objectives are closely aligned to this.

Over the past three years the team have established KPIs and evaluation measures, developed creative ways to achieve objectives, and dynamically use the insight to influence the strategy going forward.

- Digital reach: Widening the digital footprint through digital engagement (social media, website, video-led content)

Between May 2016 and May 2019, reach has increased across all digital channels:

- Website users: 134,305 (+ 285.7%)
- Website sessions: 180,019 (+ 290.9%)
- Twitter followers: 5,680 (+ 60.2%)
- Facebook fans: 834 (+ 116.1%)
- YouTube views: 31,574 (+ 339.5%).

- Media reach: Improving reach through traditional media coverage

Since May 2016 media coverage on the OPCCs activities has reached 214.5m people, and coverage generated pro-actively by the team has increased by 16.9%.

- Event reach: Leveraging best value and reach from events, including marketing and PR

September 2018 - June 2019 – capturing baseline data:

- Attended 90 events
- Total footfall 74,806 people
- Engaged with 4,115 people (engagement rate of 5.5%)
- Influencer engagement: Leveraging reach through partner networks and increase reach through key stakeholders.

The team have recently developed an influencer scoring matrix. Since September 2018, targeted engagement with influencers has potentially helped reach an additional 3,000 people.

- Consultations: Increase response rates to public consultations

Budget consultation 2018/19 vs 2015/16:

6,559 people engaged with through survey and face-to-face consultation (+172%); 76% supported precept increase (+4%).

All successes have been achieved within budget.

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

In order to deliver on the objectives, the team was restructured and now operates an account structure, with individuals being embedded in other teams as well as looking after a particular area of specialism such as campaigns or digital channels.

Based on research and involving other teams in the organisation, the team developed a 12-month rolling plan focusing on quarterly themes that take into account external opportunities (awareness days, events, partner activities) as well as organisation-wide deliverables. This has placed the team at the heart of the organisation and streamlined the communications output from the organisation.

Supporting the strategy are dashboards to measure KPIs using Google Data Studio, which has enabled the team to measure progress and develop evidence-based objectives going forward.

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

A number of team members are CIPR members; one holds the CIPR Diploma, another has undertaken a CIPR campaigns course. All have received training on YouGov and InterAct to improve access to reliable research and audience profiling data.

A recent audit by the ICO on GDPR compliance upheld the team's approach as best practice.

The team are members of the national/regional APCC's Communicators Network and were asked to share their knowledge and provide training on performance measurement with colleagues from other OPCCs, who are now following the same approach.

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

Cyber Ambassadors: A peer-led education scheme on online safety, developed with the PCC's Youth Commission and delivered to schools for free. Through sustainable, peer-led education more than 5,000 students are already benefitting from the scheme.

Raise A Flag campaign: Led by the Youth Commission with the aim to raise awareness of unhealthy relationships, it involved lobbying of professionals, workshops with young people, and together with partners raising flags at local landmark buildings during the 2018 FIFA World Cup.

The campaign has reached over 10 million people, improved the understanding of professionals, and taken the voice of young people to Government to influence education on the issue. The campaign was nominated for two awards.

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

The PCC has a statutory duty to consult the public on the annual policing budget and any proposed increase in the council tax precept. In February 2018, reactions to the budget proposal led to a reputational crisis culminating in a vote of no confidence in the PCC by police officers, led by the Police Federation. Reasons were a lack of understanding from the media and stakeholders of the 'beyond policing' element of the budget (funding allocated to third sector projects that reduce impact on frontline policing).

To recover from the reputational impact and avoid a repeat the following year, the team developed a 12-month plan to lead up to and include the budget consultation in January/February 2019.

Objectives:

- Improve understanding of the 'beyond policing' work of the Commissioner
  - Increase in positive/neutral budget coverage and decrease in negative coverage
  - Decrease in budget correspondence from residents.

- Increase engagement to maximise responses
  - Increase in total precept consultation responses.
- Improve engagement with influencers
  - Increase in supporting votes from the Police and Crime Panel (PCP)
  - Support from the Police Federation.

#### Strategy:

- All communications were to highlight key messages around:
  - Police funding
  - Delivering for policing
  - Reducing demand on policing by funding projects beyond policing.
- Ongoing consultation throughout the year
- Communications team embedded in budget proposal process
- Clear narrative and signposting on budget proposal.

#### Tactics:

A broad mix of: case studies, engagement events, YouGov polls, blog and social media posts (including paid), media releases, stakeholder briefings, information publications.

#### Outputs:

- 13 videos covering police funding and beyond policing funding – 1,751 views
- 6 blog posts covering police funding and delivering for policing – 1,162 views
- 34 media releases covering police funding, delivering for policing and beyond policing funding, resulting in a potential reach of over 1m people
- Media shadowing day
- Targeted meetings with the PCP finance group, Police Federation, local MPs
- Letters to PCP members, MPs, Home Secretary
- 4,428 social media posts (Facebook/Twitter) – 2,526,090 impressions
- 681 budget/policing priorities cards completed at events
- 4 YouGov polls on budget/policing priorities – 2,000 people reached
- Council tax leaflet – 844,000 homes reached.

Outcomes:

- Significantly improved media coverage sentiment: 25 pieces of negative media coverage (-87%); 277 pieces of positive media coverage (+20%)
- 6,559 people engaged with through survey/face-to-face consultation (+60%)
- Fewer budget enquiries from residents: 49 (-21%)
- Unanimous supportive vote for precept increase by the PCP; supportive statements from Chief Constable and Police Federation
- Improved understanding across the office of the public's policing priorities, which has since shaped the organisation's delivery plan going forward.

Budget:

Communications activity: £20,000.