



Communication and Engagement Strategy

Updated April 2020

1. Introduction

The Acting Police and Crime Commissioner (A/PCC) for Cambridgeshire and Peterborough is Ray Bisby.

Mr Bisby was appointed by the Police and Crime Panel to take over the post until the PCC Elections in May 2020, following the resignation of the elected Police and Crime Commissioner, Jason Ablewhite on 11th November 2019.

2. Legislative requirements – Acting PCCs – update following Coronavirus Health Pandemic

New legislation brought in by the government in response to the Coronavirus health emergency confirmed that Police and Crime Commissioner (PCC) elections are now postponed until May 2021.

The Coronavirus Act 2020 allowed Ministers to make regulations concerning PCC elections. Regulation 10 of The Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020 confirms that the term of office of an incumbent Acting PCC will continue to May 2021. As such, an Acting PCC can exercise all the powers that elected PCCs have apart from varying or issuing a Police and Crime Plan.

In Cambridgeshire, this means Ray Bisby remains in an 'acting' position as he has not been elected into the role. He will continue to take practical decisions to keep communities across Cambridgeshire and Peterborough safe, focussing on victims, offenders, communities and transformation putting victims at its heart, bringing offenders to justice and deterring them from reoffending. He will also continue to issue crime and disorder grants under the context of the current Plan.

Any decisions Mr Bisby makes will be taken in line with our existing decision making policy.

3. The Commissioner's Role

The Commissioner's role is to support, and at times challenge the Chief Constable and hold the police force to account of behalf of the public. The PCC is committed to working with a range of partner agencies, other police forces, and the public to cut crime, reassure the public and ensure an effective and efficient police service. He is responsible for the totality of the police budget which includes setting the annual policing element of the council tax and the police budget. He is also responsible for providing funding through a mixed model of commissioning to support the objectives as laid out in the existing Police and Crime Plan which was launched to the public in March 2017 and runs until 2021.

The OPCC consists of a team of 15 staff to support his work, including a Chief Executive, Director of Finance, a Head of Policy and Performance, a Head of Strategic Partnerships and Commissioning, and a Communications team. A copy of the team structure can be found [here](#):

In addition to chairing a Business Co-ordination Board, where decisions are made with senior officers of the OPCC and the Constabulary, the PCC also chairs Cambridgeshire Countywide Community Safety Strategic Board and the Cambridgeshire Criminal Justice Board.

The OPCC is located at Cambridgeshire Constabulary Headquarters in Huntingdon.

4. Acting Police and Crime Commissioner – Approach to Comms

As Acting PCC, Ray's particular style is to empower, engage and facilitate those around him, including the Chief Executive of the OPCC, the Chief Constable OPCC Team members, and external partners to update him about progress made against the four pillars of the Police and Crime Plan.

Therefore, where relevant, the Acting Police and Crime Commissioner (PCC) will provide reactive statements, responses and quotes to promote the strategic objectives of the OPCC on a 'business as usual' basis.

5. Communications Objectives

This communications plan has been developed to support the strategic objectives of the OPCC and the tactical delivery of the Police and Crime Plan. The plan takes note of the Constabulary's mission, vision and values as set out by the Chief Constable.

6. Principles

- To **represent** the public, listening and responding to their concerns in a timely manner (be visible about holding the police force to account)
- To **inform** the public about how to keep safe (this includes any changes in the law, and action they can take to help prevent crime)
- To **respond** to the public, working in partnership to find solutions to emerging and complex problems
- To **involve** the community to support the police (Citizens in Policing agenda)
- To **work in partnership** to find systematic solutions to complex problems
- To **demonstrate integrity** by being open and transparent, publishing financial and decision making information
- To **devote time** to engagement opportunities, supporting trends, issues and initiatives

7. Media handling arrangements

Each media request, whether for a live interview, pre-recorded interview, statement or public speaking opportunity will be judged on an individual basis:

- **Media interviews** – where possible, pre-records will be offered instead of live interviews.
- **Statements/responses** – where relevant (i.e. strategic/policy/wider community safety reassurance issues), these will be drafted and provided.
- **Press conferences** – where appropriate, the Acting PCC will accompany the Chief Constable to add reassurance and to clarify the direction the PCC is taking.
- **Joint/Partner Communications** – partner organisations will be encouraged to put out their own messages, to be accompanied by endorsements on behalf of the Acting PCC.

8. Social media policy

The OPCC's social media policy operates on the basis of a corporate approach in that any posts or tweets are posted on behalf of the Acting PCC and the OPCC as a whole.

There is no individual brand for the PCC instead a corporate brand for the office.

The passwords to the social media accounts are held solely by the Comms Team and are regularly changed to avoid any security breaches.

The accounts are clearly marked as ‘managed on behalf of the Police and Crime Commissioner’ and are not monitored 24/7.

9. Full list of Communications & Engagement tools and tactics

- Internal articles, stakeholder emails and letters
- Media releases, lines to take, statements, articles – proactive and reactive
- Online features and blogs (inc. guest blogs)
- PCC newsletter
- Social media – Twitter, Facebook and Instagram
- TV and radio interviews (inc. radio phone ins)
- Surgeries – private and street
- Conference hosting (local, regional and national)
- Local meetings – attending Parish Council meetings ONLY with Force representation
- Engaging with county MPs
- Engaging with local schools, colleges and universities
- Surveys
- APPC campaigns
- Partnership campaigns (multi-channel)
- Partner events

Communications Objectives	Outputs
To ensure the public understand the role of the Police and Crime Commissioner and how he supports their communities to keep safe.	Public awareness will be measured through regular surveys, online analytics, social media engagement and newsletter take-up. We will also conduct ‘soft’ surveys to gage public opinion, through surgeries, partner events and internally.
To ensure the public have confidence in policing and the criminal justice system in Cambridgeshire and Peterborough.	Public confidence will be measured through Cambridgeshire Constabulary’s ‘Policing in Cambridgeshire survey’, regular PCC surveys, relevant online analytics, social media engagement and newsletter take-up. We will also liaise with key partners on the effectiveness of any joint Communications announcements.
To meet the needs of the Cambridgeshire’s many and diverse communities with an effective and efficient police force.	The effectiveness of communication and engagement activities will be measured through surveys and face to face meetings with the Commissioner (strategic level), and the Engagement Officer (tactical level) across all sectors of community. All communication and engagement activities must be presented in an accessible format, (in print, audio, video and online).
To reassure the public and work with partners to address the fear of crime.	The effectiveness of communication and engagement activities in terms of reassuring the public will be measured through surveys and community meetings. Where relevant, polls will be conducted (internally and externally) to gather public views. The newsletter will feature regular ‘calls to action’ and feature articles to promote the Police and Crime Plan objectives.

Police and Crime Plan Objectives	Delivery of outcomes through effective communications and engagement
Victims – <i>Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support</i>	Awareness of support available for victims and witnesses will be promoted through regular media opportunities through traditional, social and online media, through the use of case studies and announcements of specific support posts. Joint communications activities will also be promoted where relevant. Surveys and soft questionnaires will be orchestrated where opportunities arise.
Offenders – <i>Offenders are brought to justice and are less likely to offend</i>	Awareness of work carried out by the PCC in the area of bringing offenders to justice and supporting people from reoffending will be promoted through regular media opportunities through traditional, social and online media. This will be done through the use of case studies, opportunities with partners, surveys and soft questionnaires.
Communities – <i>Communities have confidence in how we respond to their needs</i>	The success of effective communications and engagement with communities will be measured through regular surveys and calls to action. Tools used will be traditional, online and social media. Joint activities with relevant partners will also be carried out to reach maximum audiences.
Transformation – <i>We deliver improved outcomes and savings through innovation and collaboration</i>	Awareness of work carried out by the PCC to make the force more efficient and effective will be measured through surveys following promotion of initiatives through traditional, social and online media. Debates will be encouraged through radio interviews and internal engagement measured through soft surveys.

Stakeholders/Audience
<p>Internal:</p> <p>OPCC Staff, Cambridgeshire Constabulary – Chief Officer Group, Management Team, Officers and staff, all Citizens in Policing</p> <p>External:</p> <p>General public Victims and witnesses County, City and District Councils Cambridgeshire MPs NHS England Public Health England Mental Health groups Criminal Justice Groups Prisons – HMP Peterborough Parish Councils and Local Community Groups Voluntary Sector, including Watch organisations Faith groups Schools, colleges and universities Business Community Umbrella groups and organisations</p>

Disability groups
Schools & Business Community
Media, local/national/stakeholder publications
Stakeholder Comms groups and representatives
Distribution media: PA, Kantar Media
Online news channel audiences
Social media news channel audiences
Unions
Umbrella organisations,
Government departments - Home Office, Ministry of Justice, Cabinet Office, NHS England, Public Health
England, Highways England, DWP
Other Police Forces, mainly TriForce, 7 Force
Grant recipients
MPs, MEPs, elected officials
HMICFRS, HMIP
ICVA
APCC, NPCC, College of Policing
Community Safety Partnerships
Criminal Justice
Blue Light Services – Ambulance, Fire