

**DIRECTORATE OF PUBLIC AFFAIRS**

**BUSINESS PLAN**

**April 2006 - March 2007**



**METROPOLITAN  
POLICE**

Working together for a safer London

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**INTRODUCTION**

**A foreword by Dick Fedorcio, Director of Public Affairs**

There is no doubt that last year was extremely busy, but successful for the DPA. We have been at the forefront of supporting our operational colleagues, especially in tackling terrorism and the dreadful events of July.

During the bombings the DPA took the communication lead on behalf of the other blue light services, co-ordinating communication activity, releasing information, running press conferences, interviews and briefings. Plans that we developed post 9/11 allowed us to open a multi agency press centre within six hours of the first attack, something that one TV news editor called 'inspirational'.

Our efforts were recognised in November by the Foreign Press Association when we were awarded '*press office of the year*'. At the time of writing we have also been short-listed for the Chartered Institute of Public Relations (CIPR) 2006 Award for Excellence.

In fact 2005 saw DPA receive no less than 23 awards from the communication industry in recognition of its professionalism. Everything from hard hitting publicity and marketing campaigns, improved internal communication to managing high profile news events were recognised.

At a strategic level we have developed a new Corporate Communication Strategy that sets out how the organisation should communicate more effectively. This is underpinned by an updated media policy, new marketing strategy, new internal communication strategy and corporate identity guidelines. These will contribute greatly to raising awareness about the MPS and its many achievements while supporting the ongoing work around citizen focus.

Over the next 12 months we will continue to support operational colleagues in delivering the policing priorities. This year's business plan has been specifically built around supporting the Corporate Priorities and delivery of the Met's values and our vision of *Working together for a safer London*.

We will support Safer Neighbourhoods in their clampdown against yobbery and anti-social behaviour, whilst raising awareness and public satisfaction locally. In addition, we will assist our frontline colleagues in tackling prolific offenders and organised crime.

We will continue to raise awareness about the threat to London from terrorism and engage with Londoners to prevent and disrupt terrorist activity and reassure people. In addition we will promote successes we have had in stopping terrorism by promoting successful prosecutions.

There is no doubt that the need to communicate is an important tool just as intelligence has been for many years. The DPA will be at the forefront of driving this forward ensuring whether it's internal or external communication, publicity, marketing or managing a news event that it is delivered with the utmost professionalism in a way that benefits the organisation and Londoners as a whole.

# About Us

## Our Aim

The DPA provides professional and high quality communication services to support the Metropolitan Police Service mission of 'Working Together for a Safer London'.

We do this by:

- supporting and raising awareness and understanding about the MPS
- promoting corporate priorities for 2006/07 and organisational achievements
- enhancing the way we communicate internally
- developing local communication across the organisation
- offering professional communication, leadership, support, co-ordination, advice and expertise to staff.
- providing a comprehensive service to the media 24-hours a day.

## Our Key Customers

- MPS Employees
- MPA/GLA
- Londoners
- Partners
- Opinion Formers/Stakeholders
- Business Sector
- Media

## Service Provision

The Directorate of Public Affairs is divided into four branches – *News, Publicity, Internal Communication and a Corporate and Diversity Press Office.*

**News Branch** consists of the Press Bureau, Specialist Operations, Central Operations and Territorial Policing, Specialist Crime press desks and three local press offices strategically placed throughout London. The main purpose of our press offices is to support front-line colleagues, collate and disseminate information to the media, organise news facilities and provide expertise in media management at a corporate and local level.

**Publicity Branch** promotes policing priorities through a series of carefully orchestrated advertising, marketing and publicity campaigns. They also have responsibility for ensuring the protection of a corporate style and identity.

**Internal Communication and e-comms** keeps the Service informed of the latest news, policy decisions and organisational changes through a range of internal media. They also manage the Commissioner's briefings, the content for the MPS Internet and Intranet sites and the delivery of the *Together* concept.

**Corporate Press Office** is the focal point for media activity surrounding the Commissioner and Deputy Commissioner. They also maintain links between the Metropolitan Police Authority and

Greater London Authority and take the lead on media interest impacting on the Directorate of Professional Standards and diversity policy.

## **Core Business**

The Directorate has a number of core activities that contribute to the business of making London the safest major city in the world. They are divided into the following categories:

- **Corporate Communication**
- **Internal Communication**
- **Media Communication**
- **Operational Support**

<b>Corporate Communication</b>	<b>Internal Communication</b>	<b>Media Communication</b>	<b>Operational Support</b>
Support the policing priorities with carefully orchestrated advertising/marketing campaigns	Promote the 'Together' concept.	Provide a 24 hour news service to deal with media enquiries and interview requests	Provide 24 hour professional communication advice and support to MPS personnel
Promote MPS successes and achievements	Develop and implement Key Brief system to ensure that key messages are disseminated to staff.	Distribute timely and accurate information to the media about incidents, cases, events and policy.	Provide communication expertise and guidance to officers at the scene of critical incidents, GOLD group meetings etc.
Identify and manage major issues that could impact on the reputation of the MPS	Manage the varied internal communication mechanisms including 'The Job'.	Assist the media at the scene of critical incidents to obtain information, images and interviews with police officers.	Provide a professional input into appropriate training courses – including media awareness.
Maintain, develop and safeguard the integrity of a corporate style and identity	Manage the corporate content of the MPS Internet and Intranet sites	Manage and oversee filming opportunities and documentary requests	Monitor media coverage, provide press cuttings and respond to any unfair reporting

# DPA Performance Review 2005/06

## Outstanding Achievements

### **Press Office**

The terror attacks on London in July presented arguably the single biggest challenge to the Directorate of Public Affairs (DPA) in modern policing. On the 7<sup>th</sup> July 2005 the Press Bureau were first made aware of the atrocities committed on London's transport systems at 9.05am. By 9.24am the first statement was circulated to news media. There were no fewer than twenty-seven updates circulated on that day. Since these events there have been approximately two hundred updates and statements including twenty operational notes to the media.

Other significant events of the year included the G8 Summit of the world's leading industrialized nations held in Scotland in early July. Five MPS Press Officers attended Scotland and two Press Officers covered events in London. Early July also saw the award of the Olympic games to London. Publicity demands arising out of the success of the London bid for the Olympics is set to gather momentum as we move toward 2012.

Arguably the highest profile terrorist case of the year was that of Abu Hamza the cleric associated with the Finsbury Park Mosque who received a prison sentence of seven years following his conviction for possession of terrorist articles, stirring up racial hatred and incitement to murder. Intense media interest in the many high profile terrorism cases that have taken place over the last twelve months have kept the Press Office busy throughout the performance year.

The trial of seven defendants accused of terrorist and conspiracy offences involving planned attacks on numerous vulnerable U.K. targets is currently underway at the Central Criminal Court and the DPA press office continues to monitor developments closely.

The DPA continued to provide quality training around communication and publicity within major and catastrophic incidents. 'Atlantic Blue' was a multi-national multi-agency training programme conducted at the Peel Centre, Hendon from April onwards. The quality of the training and its timing proved hugely beneficial in dealing with the events that took place in London during July. Similar quality training is planned for this May so that DPA and others will continue to be prepared to face the challenges of major and catastrophic incidents at home and abroad.

### **Publicity**

In September 2005, following an extensive review of all aspects of the Met's visual identity, the Publicity Branch published its Brand Identity Guidelines on the intranet to help colleagues across the service ensure that the Met brand is presented in a consistent and professional manner.

In May 2005 the Publicity Branch implemented a series of training sessions to educate key communicators about the importance of corporate consistency and brand values. These sessions have continued with almost 200 attendees receiving the presentation.

The Publicity Branch supported the press office by setting up and overseeing the media facilities at the QEII Conference centre following the 7th July and 22nd July London bombings.

During the year they produced five advertising campaigns to support key policing priorities, focusing on Violent Crime, Neighbourhood Policing and Counter-Terrorism. The most notable of which was the provocative 'Domestic Violence' campaign targeting offenders and the

interactive knife crime DVD game 'Knife city' created to engage young Londoners in their own language.

In March '06 the Home Office made the decision to roll out the MPS's anti knife crime DVD ('Knife City') campaign on a national basis, in support of its UK-wide knife amnesty. Also in March '06, the Home Office used Trident advertising in five other cities across the UK to encourage an increase in calls to Crimestoppers around gun crime. In return for using MPS material, the Home Office ran another burst of the Trident campaign poster on sites across London.

The MPS's March '05 and Dec '05 Domestic Violence advertising campaigns were used by five other police forces. The MPS's Counter Terrorism advertising campaign appeared in Jan '06 and was rolled out to forces nationwide by ACPO.

### **Corporate Press Office**

The Corporate Press Office was responsible for publicity and media handling of the largest ever Commissioner's Commendation ceremony at Hendon in February 2006. A total of two hundred and fourteen persons received Commissioner's Commendations (including ninety two higher commendations) for their work on the Asian Tsunami or the response to the terrorist atrocities of the 7<sup>th</sup> July. This event required substantial support from the Corporate Press Office to manage the national, regional and local media who attended.

Extensive co-ordination and preparation work was undertaken ahead of the Commissioner's Dimpleby Lecture delivered in November 2005. The Commissioner was the first police officer to deliver this address for some 30 years.

The Corporate Press Office played a role in the DPA response to terrorist incidents on the 7<sup>th</sup> and 21<sup>st</sup> July, including a community reassurance role and working closely with the Diamond Support Group.

Throughout the year the Corporate Press Office has managed the significant and sustained media attention on the Commissioner during his first year in office and particularly since the Commissioner's response to a question about deployment of resources to murder inquiries at an MPA meeting in January.

The Corporate Press Office has supplied consistent media support for the Gold Group that manages the MPS's response to the Stockwell fatal shooting and to the Commissioner and Director of Public Affairs in relation to the IPCC inquiry.

The Corporate Press Office continues supporting and publicising the annual 'Metropolitan Police Memorial Service' at the Memorial Garden at Hendon. This required considerable commitment from the Corporate Press Office to manage the media that attended the event and to ensure the dignity of the event was maintained.

### **Internal Communications**

Internal Communication continues to drive the process by which colleagues within the organisation are kept aware of the ever-changing climate in which the MPS and its partners operate. The MPS Intranet continued to be a vital tool in the provision of timely and relevant news and information throughout the last performance year. About two hundred and twenty new stories are added to the Intranet home page every month with about 250,000 visits to the site each week.

The DPA have updated and modernised their own website. Emergency shadow pages for both the Intranet and Internet have been developed to assist in our response to major or catastrophic incidents, should they occur. The 'corporate one shop stop' link, which came into being during this year, brings together key policies and strategies into one user-friendly location.

The Commissioner's monthly video messages proved to be a popular forum for sharing key issues affecting the organisation. This facility is a good example of how continuously improving technology is being used to assist communication within an organisation as large as the MPS. The facility for MPS staff to reply has also proven popular with all queries and issues being addressed.

The 'Job' newspaper continued to be a popular means of disseminating good news events and interesting articles to colleagues within the organisation. Following consultation with users, the format and presentation will change this year to a magazine style publication distributed monthly.

From April 2006 and as part of the MPS Modernisation Programme, a Strategic Communication group will convene monthly to address key communications issues, which will be consolidated with strategic directives from Management Board. These messages will be delivered in person by line managers to all staff throughout the organisation as part of monthly 'key briefings'.



## **Evaluation of Achievements**

Tracking surveys show that the MPS's '05 Trident advertising campaign had the highest ever level of recall (69%). Actionable calls to Crimestoppers regarding gun crime increased by 21% during the campaign; unique visitors on the Trident website ([www.stoptheguns.org](http://www.stoptheguns.org)) peaked at 588 in July, and the Trident cinema advertisement appeared in *Campaign* magazine's selection of Top 10 cinema ads.

Our 2004 Crackdown advertising campaign won eight high-profile industry awards and commendations in 2005, including *Campaign* magazine's 'Poster of the Year' award and an APPRO High Commendation for excellence in planned communications.

The March '05 and Dec '05 Domestic Violence advertising campaigns have won four industry awards or commendations to date, including two 'Ariel' awards for the 'whisper' radio advert, and 2nd place in *Campaign* magazine's list of best regional adverts. Awareness of the campaign was significantly higher for men (the key target audience) than for women, indicating that our media planning was very effectively targeted.

The MPS's knife crime campaign has so far prompted 25,000 hits on the website that was set up to support the campaign ([www.itsnotagame.org](http://www.itsnotagame.org)), as well as prompting debate about the campaign amongst young people on websites throughout the world. Hundreds of people have also fed back their thoughts via an online feedback form: of these, a total of 83% gave 'Knife City' a positive rating, with 31% stating that they thought the campaign was 'excellent'.

One caller to Crimestoppers (who provided actionable intelligence about knife crime) said that his call had been directly inspired by the Met's 'Knife City' advertising campaign.

The 04 Crimestoppers/MPS 'payslip' (which was distributed to 500,000 homes in London to generate calls to Crimestoppers about street crime) won a Silver award for best Direct Mail in the 2005 'Creative Circle' honours.

In March '05 the MPS was short-listed for 'Best Communications Campaign' by the 'Marketing Effectiveness Awards' 2006. This award normally features the largest national private sector and commercial organisations. To be included in any shortlist is testimony to the effectiveness of the publicity campaigns mounted by the DPA over the last 12 months.

Operation Bracknell continued throughout this year in support of the Asian Tsunami disaster. The efforts of the DPA through 'Operation Bracknell' were recognised in achieving the runner up award at the 'Police Press Officer Awards'. Foreign Press Association members voted the DPA the 'Press Office of the Year'.

Press Officers supported MPS colleagues in the media management of one hundred and eighty nine (189) new murder cases during the year. Coverage of three hundred and eighty two (382) successful court cases was provided as well as almost thirteen hundred news releases. The press office also assisted directly in four hundred and eighty eight (488) gold groups including many high profile crime incidents.

Over the last twelve months three hundred and seventy two (372) crime reduction initiatives were publicized through DPA and press officers supported colleagues in the media management of one hundred and eighty nine (189) new murder cases. Three hundred and eighty two (382) successful court cases were covered and five hundred and five (505) police officers and police staff received media training. During the year almost thirteen hundred (1300) news releases were written and DPA staff attended four hundred and eighty eight (488) gold groups to provide professional communication, support and advice on media handling including many high profile incidents.

## **Summary of DPA activities in support of the MPS Corporate Strategy 2006/09**

This is a summary of the activity outlined in pages 10-15 of Appendix 1 Directorate of public Affairs Business Plan April 2006 – March 2007. Details can be found in the pages which follow.

### **Priority 1: Counter Terrorism, Security and Protection**

To carry out at least one counter terrorism advertising campaign

To provide a dedicated press team to handle counter- terrorism incidents and to promote our successes

Provide a 24/7 capability for responding to terrorist incidents

To work in partnership with the diversity directorate and IAGs to ensure minority communities do not become isolated or disaffected by the police response to terrorist activity

To support the anti-terrorist branch in raising awareness levels internally of the terrorist threat.

### **Priority 2: Safer Neighbourhoods**

*To conduct a Safer Neighbourhoods advertising campaign*

To secure positive coverage for the work of Safer Neighbourhoods teams – particularly local papers

To run a marketing campaign to support 'Operation Sapphire'

To run an advertising/ marketing campaign around knife crime

### **Priority 3: Capital City Policing**

To secure positive coverage of MPS involvement in the preparation for the Olympic Games

### **Priority 4: Organised Criminal Networks**

To run an Operation Trident advertising campaign

To explore the possibility of marketing activity in connection with criminal networks

To promote the work and successes of SCD units targeting criminal networks

### **Priority 5: Information quality**

This will be fulfilled by the internal communication work we are doing which is described earlier

### **Priority 6: Citizen Focus**

To produce a communication strategy to co-ordinate and deliver messages to support the citizen focus programme.

### **Priority 7: Together**

Much of our internal communication work described in the report will contribute to this priority.

## Activities in support of MPS Corporate Strategy 2006-09

<b>Priority Objective 1: Counter Terrorism, Security and Protection</b>			
<b>MPS Lead: Specialist Operations, DAC Becks &amp; DAC Clarke</b>			
<b>DPA Lead: Chris Webb, Deputy Director</b>			
<b>Delivery mechanism</b>	<b>Person responsible for delivery of activity</b>	<b>Desired Output/Outcome</b>	<b>Means of Measurement</b>
<b>Activity 1</b> At least one counter terrorism advertising campaign.	SIO Publicity	Increase public reassurance and the number of calls to anti-terrorist branch hotline with information	Advertising campaign January/February 2007  Tracking research  SO13 Evaluation
<b>Activity 2</b> Provide a dedicated press team to handle counter terrorism incidents/issues; to promote our successes in combating terrorist activity and successful court cases.	SIO Specialist Operations Press Desk	Provide a greater understanding of the work being undertaken by the MPS to combat the threat from terrorism.  Contribute to catching those responsible for planning or committing terrorist acts.	Monitor media coverage and public satisfaction through the Public Satisfaction Survey.
<b>Activity 3</b> Provide a 24/7 capability for responding to terrorist incidents.	Bob Cox, Chief Press Officer	Deploy at least one press officer to the scene within one hour of an incident taking place.  First press statement released within 30 minutes	Press Bureau BRS System
<b>Activity 4</b> Work in partnership with Diversity Directorate and Independent Advisory Groups to ensure that minority communities do not become isolated or disaffected by the police response to terrorist activity.	SIO Specialist Operations Press Desk and IO Corporate Press Office	Provide a greater understanding to minority communities about the work of the Anti-Terrorist Branch  Provide a greater understanding to the media about how the reporting of incidents and the inappropriate use of language can cause offence within minority communities.	Monitor media coverage and public satisfaction through the Public Satisfaction Survey.
<b>Activity 5</b> Support the Anti-Terrorist Branch in providing security advice to economic points and businesses.	SIO Specialist Operations Press Desk	Prevent/disrupt terrorist activity  Provide a greater understanding of the work being undertaken by the MPS to combat the threat from terrorism	Monitor media coverage and public satisfaction through the Public Attitude Survey  Feedback from the London First Communication Group
<b>Activity 6</b> Support the Anti-Terrorist Branch in raising awareness levels internally of the terrorist threat.	SIO Specialist Operations Press Desk	Staff reassurance  Prevent/disrupt terrorist activity	Staff Attitude Survey

<b>Activity 7</b> To run a Major Incident exercise in May 2006 to test DPA response to a catastrophic incident.	Bob Cox, Chief Press Officer	Test our communication system with other agencies and central government.  Identify good practice and areas for development.	Summary document of exercise.
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<b>Priority Objective 2: Safer Neighbourhoods</b>			
<b>MPS Lead: AC Godwin</b>			
<b>DPA Lead: Stephanie Day, DPA Assistant Director</b>			
<b>Delivery mechanism</b>	<b>Person responsible for delivery of activity</b>	<b>Desired Output/Outcome</b>	<b>Means of Measurement</b>
<b>Activity 1</b> To conduct a Safer Neighbourhoods Campaign.	SIO Publicity with support from the SIO Safer Neighbourhoods Team	To improve public satisfaction in the Police Service, by reassuring the public, by increasing visibility and by <i>highlighting</i> reducing crime figures.	Safer Neighbourhoods marketing campaign  Maintain current awareness levels by evaluating through tracking research.
<b>Activity 2</b> To secure positive coverage for the work of Safer Neighbourhoods Teams in the media – particularly local papers.	Area Press Officers, SIO TP and SIO Safer Neighbourhoods	To improve public satisfaction with SN teams and increase reassurance	To include as specific measure in departmental monthly performance returns
<b>Activity 3</b> To run an advertising/marketing campaign to support 'Operation Sapphire'.	SIO Publicity	<ul style="list-style-type: none"> <li>To encourage victims of rape/sexual assault to report those crimes</li> <li>To raise the profile of Havens as a third party reporting alternative</li> </ul>	Sapphire Marketing Campaign  Evaluation through tracking research
<b>Activity 4</b> To run an advertising/marketing campaign around knife crime.	SIO Publicity	<ul style="list-style-type: none"> <li>To build on 05 campaign with tougher deterrent message</li> <li>To explore link between street robbery and knife crime</li> </ul>	Knife crime campaign  Evaluation through tracking research.
<b>Activity 5</b> To secure positive coverage of ongoing work to combat anti-social behaviour through Safer Neighbourhoods and TP policing.	SIO Territorial Policing, SIO Safer Neighbourhoods and Area Press Officers	To improve public satisfaction and disrupt anti-social behaviour	Monitor media coverage and public satisfaction through the Public Attitude Survey

<b>Priority Objective 3: Capital City Policing</b>			
<b>MPS Lead: AC Ghaffur</b>			
<b>DPA Lead: Bob Cox, Chief Press Officer</b>			
<b>Delivery mechanism</b>	<b>Person responsible for delivery of activity</b>	<b>Desired Output/Outcome</b>	<b>Means of Measurement</b>
<b>Activity 1</b> To secure positive coverage of MPS involvement in the preparation for and the delivery of the Olympic games in London 2012.	SIO Central Operations	Successful policing of and confidence with the MPS to deliver for the 2012 Olympics.	Positive coverage in advance of the 2012 games in conjunction with our partners.
<b>Activity 2</b> To improve road safety and security within London, so that our citizens can travel without fear.	SIO Central Operations	Confidence with the MPS to make London streets safer for all who use them.  Two proactive traffic related facilities per month.	Monitor media coverage and public satisfaction through the Public Attitude Survey.
<b>Activity 3</b> To continually improve our planning response to major incidents/catastrophes.	SIO Central Operations	Confidence with the MPS to respond to and deal with a major/catastrophic incident.  Communicate learning from recent global major and catastrophic events – operational and communications.  Continue partnership working with London Resilience and pass lessons learnt/information onto staff.	Staff knowledge via Staff Attitude Survey.  Monitor media coverage and public satisfaction through the Public Attitude Survey.
<b>Activity 4</b> To ensure public order is maintained on London's streets and public places.	SIO Central Operations	Maintain order on London's streets and facilitate lawful demonstration.  Prepare bespoke communication plans for each major public order event.	Monitor media coverage.  Monitor public satisfaction through the Public Attitude Survey.

<b>Priority Objective 4: Organised Criminal Networks</b>			
<b>MPS Lead: Specialist Crime Directorate, DAC Yates</b>			
<b>DPA Lead: Bob Cox, Chief Press Officer</b>			
<b>Delivery mechanism</b>	<b>Person responsible for delivery of activity</b>	<b>Desired Output/Outcome</b>	<b>Means of Measurement</b>
<b>Activity 1</b> Run an Operation Trident advertising campaign to support operational activity.	SIO Publicity	To engage with the younger audience and educate them in the dangers of carrying/ using guns To motivate Londoners to pass on information and intelligence via Crimestoppers	Maintain current awareness levels through tracking research
<b>Activity 2</b> To explore the possibility of producing some marketing activity in connection with criminal networks.	SIO Publicity	To build community confidence in Crimestoppers (using language line) To build confidence in the MPS as a trusted service that will reduce harm in the affected communities	Measure awareness levels through tracking research
<b>Activity 3</b> To promote financial asset confiscation and initiatives.	SIO Specialist Crime Press Desk	Preventative message to criminals and communities that crime doesn't pay and to contribute to crime reduction.	Promote successful operations/initiatives– DPA overall target 25 per month Promote successful asset confiscation court cases – DPA overall target 23 per month
<b>Activity 4</b> Promote successful arrests, prosecutions and court cases of those involved in criminal networks.	SIO Specialist Crime Press Desk	Deter criminals from becoming involved in serious and organised crime Increase the level of intelligence reported by communities to the MPS	Promote successful court cases – DPA overall target 23 per month
<b>Activity 5</b> To promote the work and successes of SCD units performing capital city functions and those targeting criminal networks.	SIO Specialist Crime Press Desk	Improved victim and community confidence Improved understanding of the way the MPS is making London safer	Undertake an least three facilities/background briefings per month

<b>Priority Objective 5: Information Quality</b>			
<b>MPS Lead: Ailsa Beaton</b>			
<b>DPA Lead: Des Stout, Head of Internal Communications</b>			
<b>Delivery mechanism</b>	<b>Person responsible for delivery of activity</b>	<b>Desired Output/Outcome</b>	<b>Means of Measurement</b>
Inform staff through: Key brief process Met Get Togethers Intranet home page Stories and features in 'The Job' Management Board key messages Commissioner's intranet video Provide support and advice to the programme.	SIO Internal Communications	To establish effective two-way communication so that staff are aware of the priorities and changes the organisation faces over the coming years and understand their role in meeting the challenge.  Support leaders in their communication role to ensure staff are aware of key decisions and policies, the reasons behind them, and how they affect individuals and their work.  Encourage two-way communication in the organisation to ensure that MPS senior managers have an understanding of the issues affecting staff working at all levels so that these are taken into account during the development of strategies priorities and policies.	<b>Measuring output:</b> Monitor and record what information has been disseminated, the methods used and whether people received it.  <b>Measuring impact:</b> Check to see if people understand the messages.  <b>Measuring outcome:</b> Monitor the number of people engaging in the consultation processes and assess the impact on motivation and performance.  We will measure and evaluate through feedback, focus groups, dip sampling, informal contacts, formal and informal surveys, the consultation processes, and monitoring communication.

<b>Priority Objective 6: Citizen Focus</b>			
<b>MPS Lead: DAC Fitzpatrick</b>			
<b>DPA Lead: Stephanie Day, DPA Assistant Director</b>			
<b>Delivery mechanism</b>	<b>Person responsible for delivery of activity</b>	<b>Desired Output/Outcome</b>	<b>Means of Measurement</b>
<b>Activity 1</b>			
To produce a communication strategy to co-ordinate and deliver organisational messages to support the citizen focus programme.	A/DPA Publicity	Improve public confidence and feeling of security; improved satisfaction of service users; and increase public involvement in policing	Maintain current awareness levels - evaluating through tracking.
<b>Activity 2</b>			
To keep the public informed of our successes and achievements.	All News Branch SIOs	Improve public confidence and feeling of security; improved satisfaction of service users; and increase public involvement in policing	Evaluate public satisfaction through our weekly media tracking and the Public Attitude Survey.

<p><b>Activity 3</b></p> <p>To keep opinion formers and stakeholders informed of all our successes and achievements.</p>	<p>SIO Internal Communication</p>	<p>Improve public confidence and feeling of security; improved satisfaction of service users; and increase public involvement in policing</p>	<p>Produce 1 newsletter per month targeting opinion formers with good news.</p>
<p><b>Activity 4</b></p> <p>To keep our staff fully informed about our successes and achievements.</p>	<p>SIO Internal Communication</p>	<p>Improve public confidence and feeling of security; improved satisfaction of service users; and increase public involvement in policing</p>	<p>Evaluate through Internal Communications Strategy.</p>

<p><b>Priority Objective 7: Together</b></p>			
<p><b>MPS Lead: Bill Griffiths</b></p>			
<p><b>DPA Lead: Des Stout, Head of internal Communications</b></p>			
<p><b>Delivery mechanism</b></p>	<p><b>Person responsible for delivery of activity</b></p>	<p><b>Desired Output/Outcome</b></p>	<p><b>Means of Measurement</b></p>
<p>Inform staff through:</p> <p>Met Get Togethers</p> <p>Key brief process.</p> <p>Intranet home page</p> <p>Stories and feature in The Job</p> <p>Management Board key messages</p> <p>Commissioner's intranet video</p> <p>Provide support and advice to the programme.</p>	<p>SIO Internal Communications</p>	<p>Create greater focus, clarity, and shared understanding about the MPS' overall mission, values, priorities and objectives and how people can contribute to achieving them.</p>	<p><b>Measuring output:</b> Monitor and record what information has been disseminated, the methods used and whether people received it.</p> <p><b>Measuring impact:</b> Check to see if people understand the messages.</p> <p><b>Measuring outcome:</b> Monitor the number of people engaging in the consultation processes and assess the impact on motivation and performance.</p> <p>We will measure and evaluate through feedback, focus groups, dip sampling, informal contacts, formal and informal surveys, the consultation processes, and monitoring communication.</p>



## Local DPA Priorities 2006/07

Improvement to DPA key processes that will impact on our overall service delivery are:

Priority	Objective	Target	Lead
Refurbish the ground floor press room	To create a press conference environment which is fit for purpose and which is capable of accommodating more journalists	September 2006	Deputy Director
To better co-ordinate activity of non-DPA communicators	As Head of Profession for MPS communication, DPA will establish processes and procedures for ensuring better co-ordination of internal and external messages and provide career development opportunities for non-DPA staff	January 2007	Director
Establish the Key brief system	Establish mechanisms for agreeing and disseminating key messages and then ensuring that the messages have got through to staff	Ongoing	Head of Internal Communication
Review media monitoring capabilities	Review existing processes and make recommendations for improvement	August 2006	Head of Publicity
Launch new format of 'The Job'	Ensure smooth transition to new publication ensuring contractors understand and reflect organisation's priorities.	May 2006	Head of Internal Communication
Establish revenue generation policy for publicity materials	Agree a policy which could re-coup costs or charges from other forces/organisations for using MPS marketing/publicity materials	August 2006	Head of Publicity
Accessible formats	Establish processes and protocols for producing different formats of publications	To be completed by September 2006	Head of Internal Communication
Media Guidelines	Review the content of the BPLOs handbook. Produce a media guidelines CD-Rom containing the BPLOs handbook and the DPA media training video.	To be completed by December 2006	Chief Press Officer
Government links	Build stronger partnerships with government and other agencies press offices.	To be completed by September 2006	Chief Press Officer
DPA Major Incident Exercise	Run another exercise with DPA staff to test our capability to respond to a major disaster.	To be completed by May 2006	Chief Press Officer
Major incident plans	To ensure that lessons learnt from 7/7/05 are incorporated into the major incident plan	To be completed by Sept 2006	Deputy Director.
Business Communication	Develop closer links with the business sector, through London First, to provide a better understanding about the work of the MPS and how they can support police to prevent and detect crime	Ongoing	Deputy Director
Resilience	Work with London Resilience to ensure that we and other agencies are able to respond effectively to a catastrophic disaster in London.	Ongoing	Deputy Director

## Budgeted Workforce Target for DPA for 2006/07

RANK / GRADE	STRENGTH AT 1/04/2006- assumed in budget profile. Count to be in Full Time Equivalents (FTE)	BUDGETED WORKFORCE TARGET AT 01/04/2006 - assumed in budget profile
	Nos. (FTEs)	Nos.
Senior Civil Staff Grades	2.00	2.00
Band A	2.67	3.00
Band B	9.00	9.00
Band C	32.00	31.00
Band D	8.00	8.00
Band E	1.00	3.00
Band F	6.50	10.00
Band G		
Band H		
Band I		
Band J		
Band K	1.00	1.00
Band L		
Band M		
Band N		
Band P		
Band Q		
Band S		
Band V		
Band Z		
Non Industrial		
Industrial		
Driver		
CBSS		
<b>CIVIL STAFF TOTAL</b>	<b>62.17</b>	<b>67.00</b>
<b>WORKFORCE TOTAL</b>	<b>62.17</b>	<b>67.00</b>

## Budget Allocations to DPA for 2006/07

The following table relates to the budget allocation to DPA as shown in the MPS Budget Book for 2006/07 and is a reflection of the 'starting position' of the budget.

	Budget Book 2006/07 (£000's)
<b>Employee Costs:</b>	
Police Pay	104
Police Staff Pay	2,964
<b>Total Pay</b>	<b>3,068</b>
Police Overtime	0
Police Staff Overtime	100
<b>Total Overtime</b>	<b>100</b>
<b>Other</b>	<b>50</b>
<b>Total Employment Costs</b>	<b>3,218</b>
<b>Devolved Running Expenses:</b>	
Premises	0
Transport	45
Supplies and Services	339
<b>Total Devolved Running Expenses</b>	<b>384</b>
<b>TOTAL DIRECT OPERATING COSTS</b>	<b>3,602</b>
<b>Service wide Expenses:</b>	
Employee Related Costs	0
Premises Costs	0
Transport Costs	0
Supplies & Services	2,857
<b>Total Service wide Expenses</b>	<b>2,857</b>
<b>TOTAL EXPENDITURE</b>	<b>6,459</b>
<b>INCOME</b>	<b>85</b>
<b>NET OPERATING COSTS</b>	<b>6,374</b>

**Publicity Budget Allocation  
2006/07**

BUDGET TITLE	ALLOCATION
<b>TERRITORIAL POLICING PORTFOLIO</b>	
VIOLENT CRIME	£ 350,000.00
NEIGHBOURHOOD SAFETY	£ 350,000.00
CRIMESTOPPERS	£ 15,000.00
SN	£ -
Sapphire	£ -
Neighbourhood watch	£ -
Burglar Bill	£ -
<b>TOTAL</b>	<b>£ 715,000.00</b>
<b>SPECIALIST CRIME PORTFOLIO</b>	
GUN CRIME	£ 300,000.00
CLASS A DRUGS/CRIMINAL NETWORKS	£ 100,000.00
	<b>£ 400,000.00</b>
<b>SPECIALIST OPERATIONS PORTFOLIO</b>	
TERRORISM	£ 300,000.00
<b>TOTAL</b>	<b>£ 300,000.00</b>
<b>BUSINESS UNIT PORTFOLIO</b>	
DPA ADMIN	£ 1,500.00
MPS CHOIR	£ 10,000.00
CAROL SERVICE	£ 2,000.00
<b>TOTAL</b>	<b>£ 13,500.00</b>
<b>SUSTAINED ACTIVITY PORTFOLIO</b>	
CORPORATE DESIGN	£ 30,000.00

CORPORATE PROJECTS	£ 100,000.00
COMMUNITY CONSTABLE	£ 2,000.00
PUBLICITY REPRINTS	£ 10,000.00
DPA STORAGE	£ 10,000.00
CORPORATE RESEARCH	£ 100,000.00
MEDIA BUYING AND CREATIVE AGENCY ANNUAL FEES	£ 278,900.00
Exhibition & display	£ -
Photography	£ -
	<b>£ 530,900.00</b>
<b>INTERNAL COMMUNICATION PORTFOLIO</b>	
THE JOB	£ 350,000.00
JOB SPECIALS	£ 70,000.00
COMMISSIONER'S BRIEFINGS	£ 70,000.00
Together	£ -
IMPROVING INTERNAL COMMS	£50,000.00
<b>TOTAL</b>	<b>£ 540,000.00</b>
<b>NEWS BRANCH PORTFOLIO</b>	
MEDIA RESEARCH	£ 38,500.00
PRESS CUTTINGS	£ 45,000.00
MEDIA TRAINING	£ 24,600.00
<b>TOTAL</b>	<b>£ 108,100.00</b>
<b>SUB TOTAL</b>	<b>£2,607,500.00</b>
THE LONDONER	£ 250,000.00
<b>TOTAL</b>	<b>£2,857,500.00</b>

## APPENDIX A

<b>Targets 2006-07</b>
<b>Participate in Major Incident Exercise May 2006</b>
<b>At least 35 Gold Groups attended per month</b>
<b>At least 30 Gun crime facilities/briefings by 31<sup>st</sup> March 2007</b>
<b>Promote 25 successful court cases per month</b>
<b>Promote 25 police operations/initiatives per month</b>
<b>An average of three Middlemarket facilities/briefings per month</b>
<b>An average of three Operation Sapphire facilities/briefings per month</b>
<b>10 Safer Neighbourhood stories in local newspaper each month</b>
<b>90 news releases produced per month on pro-active operations</b>
<b>ADVERTISING/MARKETING CAMPAIGNS</b>
<b>Trident</b>
<b>Anti-drugs/Criminal Networks</b>
<b>Violent crime/gun crime/knife crime</b>
<b>Safer Neighbourhoods</b>
<b>Counter Terrorism</b>
<b>INTERNAL COMMUNICATION</b>
<b>1 London Gets Safer Newsletter per month</b>
<b>12 copies of The Job produced</b>