

Witness: Ed Stearns

Statement No: 1

Exhibits Referred to: ES/1, ES/2, ES/3,  
ES/4, ES/5

Date Statement Made: 30 March 2012

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**The Leveson Inquiry into the Culture Practices and Ethics of the Press**

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This is the exhibit marked 'ES/3' referred to in the statement of Ed Stearns, dated this 30th day of March 2012.

Metropolitan Police Service

# Communication Strategy

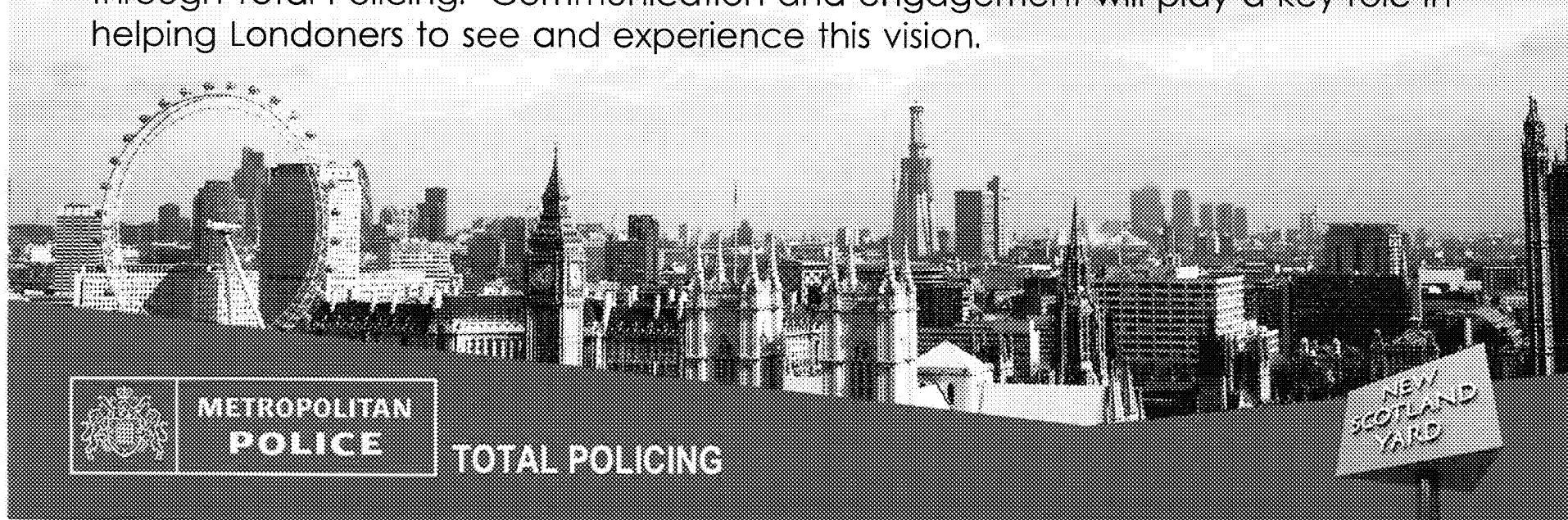


## Background

Public confidence in the Met has been affected by a number of issues, some of which are directly related to our approach to communication. The appointment of a new Commissioner gives the MPS the opportunity to signal a new approach to its communication as set out in this strategy.

Historically MPS communication activity has been fragmented and principally focused on media engagement. The changing nature of communication requires a fresh look at how we communicate with Londoners, our staff, partners, stakeholders politicians and opinion formers, so we can improve public confidence and satisfaction.

The MPS vision is, simply, to become **'The Best Police Service'**. We will achieve this through Total Policing. Communication and engagement will play a key role in helping Londoners to see and experience this vision.





# Total Policing, to be the Best Police Service

## Aims

### TOTAL POLICING

- Fighting Crime
- Helping Victims
- Being Professional

## Values

- Humility
- Integrity
- Transparency

Lead to

## Objectives

- Cutting Crime
- Cutting Costs (improving vfm)
- Develop the Culture of the organisation

## Vision

**To be the Best  
Police Service**



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POLICE**

**TOTAL POLICING**



# Our Communication Values

- Peoples' perceptions of the MPS are influenced by how they are treated and the service that they receive, and what they hear and read about us.
- It is the responsibility of every member of the MPS to ensure our values are followed and that we provide the service that Londoners deserve (need to move away from parent/child approach) In this way we can become the best police service.
- We need to show that we act with the highest integrity and treat people with dignity and respect.
- Communication plays its part in highlighting what we do well, being transparent when things go wrong and developing a two way dialogue with Londoners, our staff, stakeholders, partners, politicians and opinion formers.



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# Met Communication Strategy

## Aim

Through effective and integrated communication, demonstrate Total Policing, by being Here for London and by showing how we are becoming the best police service.

## Objectives

- To show how we are **Cutting Crime**
- To talk about how we are **Cutting Costs**
- To play our part in developing the **Culture** of the organisation

## Outcomes

- **Build trust and confidence**
- **Increase public satisfaction**
- **Improve public perception**



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# Communication Context

Need to recognise:

- The rapidly changing face of communication and understand the broader communication landscape, adopting a more integrated approach as boundaries between channels blur.
- The value of using different channels in the right way, at the right time, to reach our target audiences.

- Over 80% of London households have access to the internet;
- 90% of Londoners can access the internet from their mobile phones;
- More people get their news on line and the content is being updated hourly/by the minute;
- Traditional methods of engagement with Londoners builds confidence e.g. roadshows, marketing and direct contact with our staff;
- National newspapers' circulation has declined significantly over the last 10 years, but they still have a disproportionate influence on Government and stakeholders;
- Only **50%** of MPS staff feel engaged with by the organisation;
- Only **46%** of staff feel they are kept informed about developments.
- The diversity of London is increasingly reflected in its media – e.g. foreign language and specialist publications and webistes
- Increasing emphasis on transparency in public life



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## Response to changing context

- **Make greater use of social media** – talking direct to Londoners and engaging in two way conversation
- **Increase emphasis on *local* communication** – (reference Filkin report) using local media, local websites, bespoke borough approaches, face to face engagement
- **Increase focus on internal communication** – 52,000 ambassadors – and improve opportunities for two way dialogue
- **Improve our conversations and engagement with Stakeholders** – potential for 3<sup>rd</sup> party endorsement
- **Accept that the national media set the political agenda** – but don't invest disproportionate resource to this
- **Adopt a Transparency agenda** – start from the premise that information should be made public, unless there are legal/security/commercial reasons against



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NEW  
SCOTLAND  
YARD



# How we will deliver

By...

- Developing more integrated communication strategies that take into account all media strands and lead with those tailored to the specific audiences
- Encourage and respond to two way dialogue with all our audiences
- Focusing our communication on demonstrating how we are moving towards becoming the Best Police Service, by:
  - Preventing and detecting crime
  - Improving value for money and cutting costs
  - Developing our culture and ensuring our values are reflected in all our activities



# Who are our audiences? — not just the media

## Londoners

Specific Communities  
BME  
LGBT  
People with disabilities  
Emerging communities  
Young People  
Businesses  
Commuters  
Victims of crime

## Our Staff

Federation, trade unions and staff associations  
MSC/Volunteers/Cadets  
Family and friends  
Potential staff

## Stakeholders/

### Partners

IAGs  
CJ partners  
Chief Executives  
London Resilience

## Politicians/

### Opinion Formers

MOPC  
MPA  
Mayor  
GLA  
Home Secretary  
Justice Secretary  
Prime Minister  
Opposition Leaders  
London MPs



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# What do we know about our audience?

Londoners want us to communicate with them in a way which shows:

- **Commitment** – a true sense of responsibility
- **Collaboration** – a true sense of working with each other
- **Listening/Responding** ‘We listen, we consider, we act decisively’
- In a style which is ‘**Confident and Believable**’
- **Different audiences consume different media**

This must inform our tone of voice and channel-choice



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# Met Communication Strategy

Our communication will be integrated to ensure that all activity supports our objectives. Activity will be layered so that all elements contribute to the overall strategic aim and that they have a clear and defined role to play.

Messages need to be tailored to our audiences, through appropriate channels.

|                   | Londoners | Staff | Local Stakeholders & Partners | Politicians/ Opinion formers |
|-------------------|-----------|-------|-------------------------------|------------------------------|
| Press/ Broadcast  | ★         | ★     | ★                             | ★★                           |
| Digital           | ★ ★       | ★     |                               | ★                            |
| Advertising       | ★ ★       | ★     |                               | ★                            |
| Internal Comms    |           | ★★★   |                               |                              |
| Stakeholder Comms |           |       | ★★★                           | ★★★                          |
| Local Comms       | ★★★       |       | ★★                            | ★★                           |



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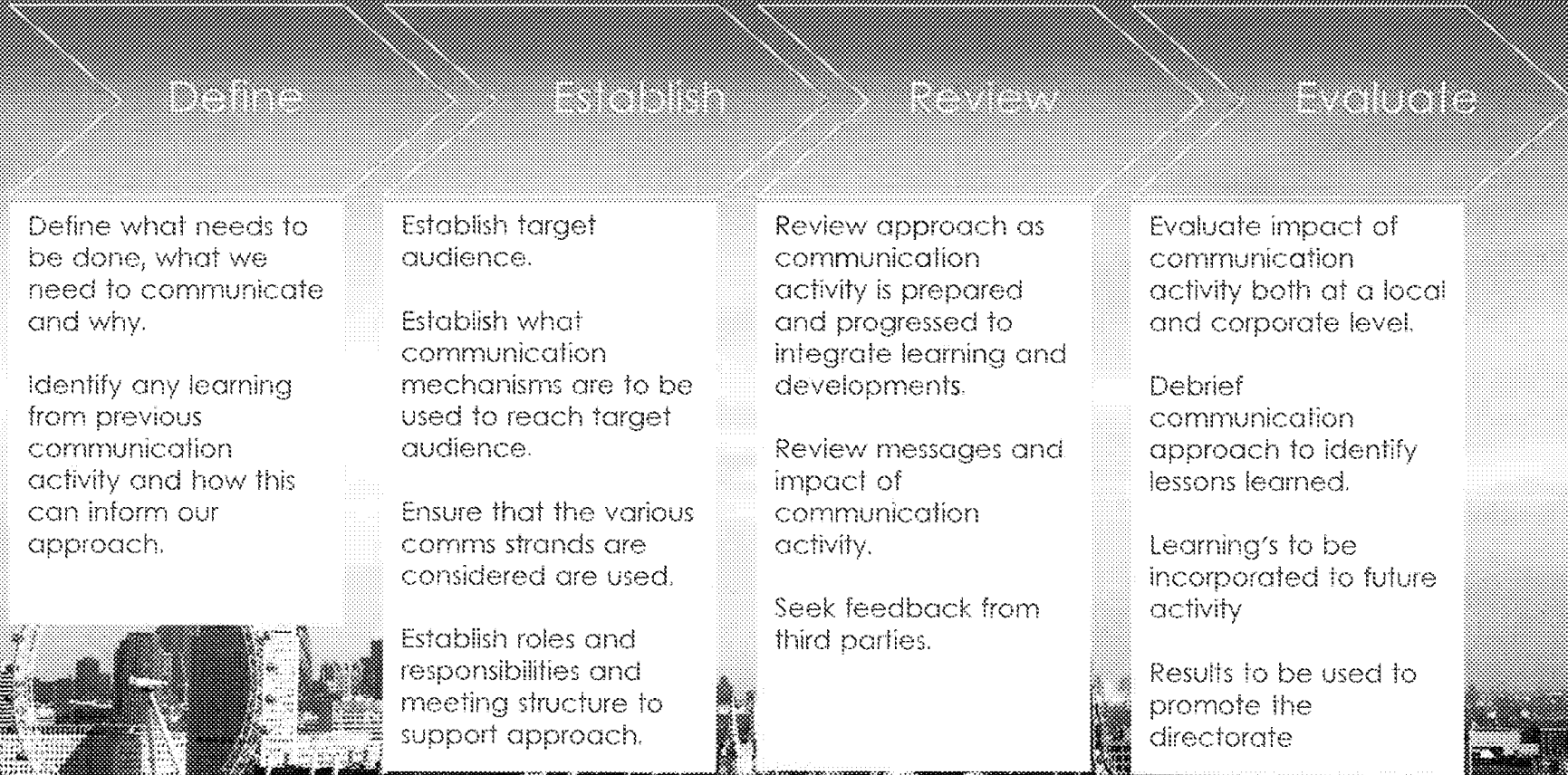
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# Key areas of work to deliver communications plan

Although the Communication Directorate will retain the ability to respond to incidents and events as they happen, other key areas of communication work will be commissioned through the following approach, to ensure that they underpin our aim and objectives:



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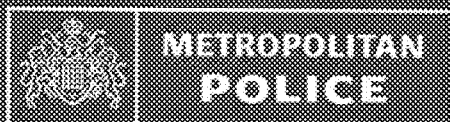


# Performance Measures

Our communication activity will be measured against the following performance measures: **This is how activity has been measured – need to consider whether still relevant in light of Total Policing.**

- PAS Question 131 – How well informed do you feel about what the police in each area have been doing over the last 12 months.
- PAS Question 133 – How well informed do you feel about what the police in London as a whole have been doing over the last 12 months.
- Your Views Count Survey, Question 29 – I am kept informed of developments.

In addition, local qualitative and quantitative measures will be established within each planning year to measure overall performance within the Communication Directorate.



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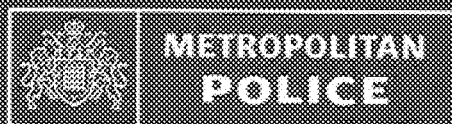


# Evaluation

By monitoring our performance we will be able to assess our effectiveness and how we support the corporate aim to become the 'best police service'.

In addition, changes in our structure will also give us the ability to meet new demands and evaluate how we are utilising the broader communication landscape to engage with Londoners:

- Digital – click through, web stats, Facebook likes, levels of engagement
- Call to action – phone calls
- Awareness levels of advertising and marketing activity
- Press coverage – not just output, but what did we generate if activity themed and co-ordinated this will be easier to evidence
- Measurement for stakeholder and internal comms



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