

Witness: Andy Hayman  
Statement No: 1  
Exhibits Referred to: AH/1, AH/2, AH/3  
Date Statement Made: 14 February 2012

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

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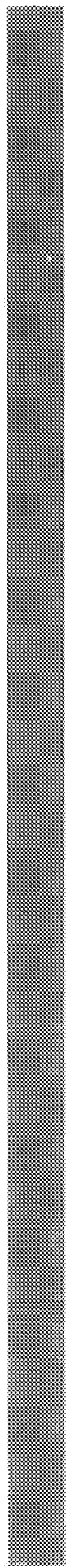
This is the exhibit marked 'AH/1' referred to in the statement of Andy Hayman,  
dated this 14<sup>th</sup> day of February 2012.

*The future of  
ACPO Communications*

*Assistant Commissioner*

*Andy Hayman*

*Chair of ACPO Media Advisory Group*

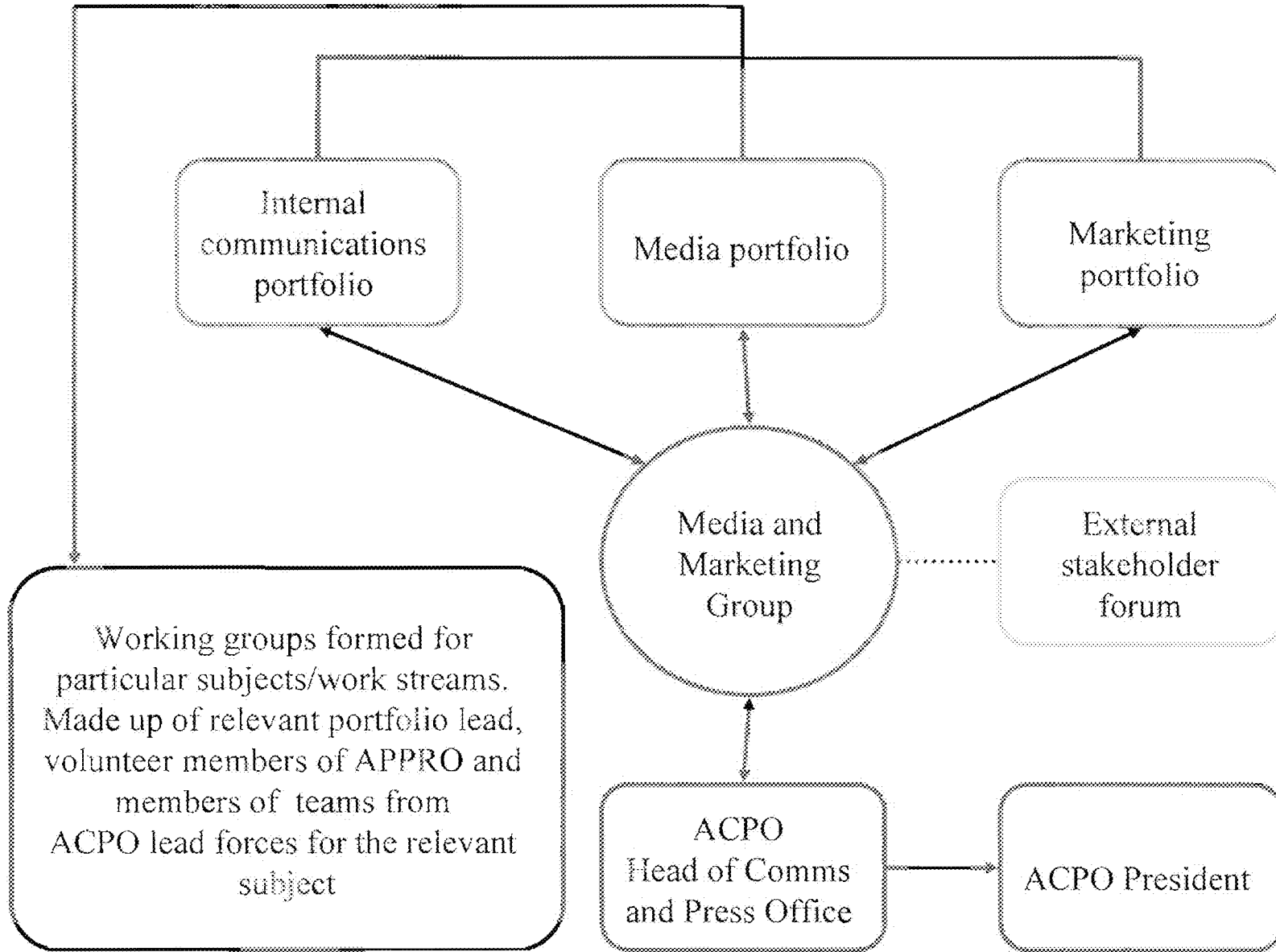


# Developing Communications

- Drivers
  - Citizen Focus / Neighbourhood Policing
  - Political climate
  - Media demands
- Enhanced ACPO profile and work
- Increased awareness of communications
  - What communications can do
  - What role it plays in delivery
  - Professionalisation of the service
  - Reputation management

# Benefits

- A corporate service
- Better use of resources
  - Improving efficiency
  - Using our communications people better
- Accessible professional communications advice
- Greater influence



**ACPO Media and Marketing Group**

**Revised terms of reference**

**Objective:** to provide a marketing communications and public relations function to ACPO and the wider police service, in order to help create and maintain a co-ordinated, professional image and so enhance the reputation of the service.

**The Group will act as a:**

1. Guidance-making body on behalf of ACPO in relation to Communications best practice, and areas for improvement and development;
2. To act as consultants to ACPO/ ACPO members on marketing communications/media relations and promotion of police service policy and ACPO guidance;
3. To represent ACPO in negotiations with potential partners, stakeholders and others in communications matters. To develop protocols and other joint communications with ACPO and external bodies and stakeholders;
4. To identify and assist (in conjunction with APPRO) in the communications training needs of ACPO members;
5. To identify, along with APPRO, best practice and expert guidance on communications issues for the police service;
6. To take a proactive approach in identifying and managing communications issues that may affect ACPO members and the wider police service.

**Members to include:**

The Chair of the Media and Marketing Group (MMG)  
Secretary (MMG)  
APPRO Chair  
APPRO Vice- Chair  
Regional representatives of MAG  
Temporarily, or on an ad hoc basis, representatives from active project areas.

NB: There is a need to create a template for projects (plan, objectives, timescales, details etc) for project members working with ACPO representatives.