

Witness Name: **Catherine Crawford**

Statement no: **First**

Exhibits: **CC9**

Date: 29 February 2012

THE LEVESON INQUIRY

Exhibit CC9 to the
Witness Statement of **Catherine Crawford**

MPA

Metropolitan Police Authority

**MPA MEDIA
STRATEGY**

Summary and introduction

Introduction

This document sets out the MPA media strategy for the twelve months from November 2010 and supports the MPA Met Forward strategy, the MPA Business Plan and the MPA/MPS Policing London Business Plan 2010/13.

It is a living document that will need to be revised as the MPA Business Plan and Met Forward strategy develop.

A communication plan for the MPA transition process will be added as required.

Summary

The strategy covers external communications, including media, stakeholders and MPA members.

Separate MPA internal communication and critical incident strategies both sit under the overarching MPA communications strategy.

Objectives

Strategic business objectives:

- **Met Forward**
- **MPA Business Plan**
- **Policing London Business Plan 2010 /13:**

Met Forward, the MPA's mission statement for London's police, sets out how the Authority wants the Met to develop and perform over the next three years

The strategic objectives for Met Forward are to:

- Reduce crime
- Increase confidence
- Provide value for money

The media strategy is integral to communicating these objectives.

NB. There is a separate Met Forward Stakeholders communication strategy to disseminate specific Met Forward information and achievements to interested groups.

Strategic communication objectives

The broad communication objectives, as set out in the communications strategy, support the three main themes: reducing crime, increasing confidence, and providing value for money

The communications strategy will deliver the following key objectives:

- communicate that the MPA's job is to make sure the Metropolitan Police Service fights crime effectively and keeps London safe
- work effectively with the Chair, Vice Chair, Members, senior management team, policy officers and partners to promote Met Forward and identify those areas that can and need to be explained and promoted externally through a variety of communications channels and tools.
- support the MPA's consultative role in listening and feeding back information to the community.
- ensure the fast, accurate and reliable dissemination of information to our external partners and London's diverse and hard to hear groups.
- maintain a good working relationship with media representatives and partners so that we can share information that promotes greater understanding and support.

Audiences

The Communications unit will use traditional media, as well as develop use of new media platforms, to reach our target audiences as appropriate.

The target audience groups for this media strategy are as follows:

Londoners - people who live and work, and the businesses that operate in the capital

Media – Local, national and international

Business partners – MPS, GLA, Local Authorities and Home Office

Stakeholders

Police officers, staff and staff associations

We will work with minority groups to ensure we are using the right messaging and we are targeting the appropriate communications channels:

Black and Minority Ethnic (BME) groups

Disabled groups

LGBT groups

Youth groups

Newly arrived groups

Key Messages

Overarching key messages

The following are the MPA overarching key messages which remain constant regardless of audience or medium, although more emphasis may be placed on one element or another depending on the audience and what we hope to achieve:

- the MPA's job is to make sure the Metropolitan Police Service fights crime effectively
- we are committed to delivering a safe and secure capital city for everyone
- we are working with partners and with all London's communities

- we have an agreed strategy in place, Met Forward, which will be monitor, scrutinise and guide the Met's performance

Spokespersons

There is an established protocol that the Chair or Deputy Chair should respond to media requests. This maintains consistency of the Authority's identity.

Members

If comments are made to the media that are not official MPA policy, members must ensure they are not represented as such and are attributed to them either as an individual or member of another organisation.

Transition period

There will be a need to reassure audiences that the new Police and Crime Commissioner, and the mechanisms that will be in place during the handover period, will continue to scrutinise and monitor the Met on behalf of London's communities:

- business as usual – whoever is in post
- Met Forward remains as the agreed strategy to monitor, scrutinise and guide the Met

Media Activity

Proactive media

- provide a press and public relations service during normal office hours, Monday – Friday, and an on-call duty press officer service 24/7/365.
- write and issue statements, press releases and articles on a wide range of MPA related business.
- look for opportunities to issue positive statements that will help reassure Londoners that we are working towards establishing an effective and efficient police service that successfully fights crime, offers value for money, and is fair and fair and transparent

- assist with the management of MPA policy launches and public events
- write, produce and publish literature and material on behalf of the Authority
- liaise with colleagues regarding documents they require for specific campaigns
- facilitate MPA representation at third party public meetings and events
- oversee MPA input into the Met internal news magazine 'The Job': with an MPA column each issue
- oversee the MPA content of annual reports and policing and performance plans
- act as custodian of the MPA corporate logo, house style and visual identity.
- reflect and promote diversity, equality, partnership and consultation through all areas of work
- liaise with our partners - the Mayor's office, Metropolitan Police Service, Greater London Authority, the London boroughs, government agencies and other partners - on all aspects of communications as they affect the work of the MPA.

Reactive media

- provide a rapid rebuttal service to counter inaccurate or misleading information from third parties. This includes media monitoring to alert the Authority to notable current and contentious issues
- lines and statements will be prepared by Communications unit in liaison with the Chair of the MPA . All responses will be consistent with key messages

- we will alert other partners and stakeholders to queries and work with them on responses where appropriate
- with any media query that is likely to receive significant regional or national coverage or be picked up more widely, Communications unit will inform relevant partners and stakeholders

Crisis Management

There is a separate MPA Critical incident communication strategy

If COBR decides that the incident is serious enough the News Coordination Centre will be opened and the MPA Communications unit will function as part of the London communications gold group of emergency services to handle media issues throughout the incident

MPA website, intranet and social media

- develop and manage the MPA Website as a showcase for Authority business and to ensure transparency and accessibility
- use the MPA website to explain and market Met Forward
- maintain the site to all government guidelines and regulations including Disability Discrimination Act, Race Relations Act, Freedom of Information Act, Data Protection Act and 'Guidelines for Government Websites' paper (published by the Office of the e-Envoy)
- develop and maintain the MPA intranet and the members' intranet section
- MPA Twitter – this is linked to the MPA RSS system and therefore all press release titles go out automatically on Twitter. Further development work is ongoing to make greater use of Twitter to disseminate the work of the MPA

MPA Members

The Communications unit supports members by:

- keeping members and staff regularly informed of media and communications issues
- maintaining and updating the members' section of the MPA intranet
- distributing by email 'Members Update' on a monthly basis which recaps on salient issues of the past month and upcoming issues for the future month
- supporting members and staff with the development and implementation of specific communications strategies in relation to the work of the Authority and, where necessary, its partners
- disseminating information by email or briefings as requested or if a major media issue arises
- preparing speeches
- advising on media enquiries
- promoting members' role as borough link member
- providing background briefings based on information provided by MPA policy teams and/or external partners

Co-ordination

We also liaise with other partners, stakeholders and government departments when and where appropriate. This is carried out through our regular communications channels.

It is important that we coordinate any media activity with that of our partners to prevent conflicting messages. Our strategy will aim to ensure that our key partners also act as trusted voices that are able to amplify our messages.

This requirement is met in the following ways:

- weekly working-level communications planning meetings between the MPA and the Met. These are an opportunity to run through forward-look grids, share upcoming issues and coordinate plans
- daily telephone/email contact with Mayor's press office, MPA Chair's office and DPA
- sharing long-term media strategies and core scripts between relevant partners and stakeholders
- co-ordinating and sharing responses to Freedom of Information requests and Parliamentary Questions where appropriate
- alerting others to expected media stories and giving each other the chance to comment on lines, and so provide a coordinated response to cross- agency media issues
- weekly forward planning grid

Evaluation

Evaluation will be carried out continually and used to refine and guide the approach where appropriate.

Evaluation is carried out in the following ways:

- day to day monitoring and analysis of media coverage through the use of media cuttings as well as Google alerts, monitoring blogs and new media activity
- feedback from stakeholders following announcements and releases
- ensuring that any criticisms or relevant comments made by key stakeholders through the media are considered when planning media activity. Similarly, the MPA policy officers should ensure that any feedback received directly from stakeholders is shared and considered

- maintaining good relations with key journalists and shares and makes the most of any feedback they provide as to potential media interest and upcoming issues.
- consideration to be given to being part of the Met's public opinion survey to measure public perceptions of the Authority
- utilising online surveys on MPA website to gauge public interest and response

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