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# Office of the Police and Crime Commissioner for Gloucestershire

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Supporting document 01.  
Communication and Stakeholder  
Engagement Plan

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GFRS governance review

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# Communications and stakeholder engagement plan

## Strategic approach

This plan has been developed by [Crest Advisory Ltd](#) to ensure Gloucestershire's OPCC follows legislative requirements and good practice identified through APACE guidelines across communications, stakeholder engagement and consultation planning to successfully deliver a consultation focused on a step change in the governance of local police and fire services.

## Context

In 2017, the PCC commissioned PA Consulting to analyse the viability and impact a change in governance of Fire and Rescue would have to services across the county. This analysis was shared with stakeholders and published in 2017. At the time, despite presenting evidence of a strong case, and evidence from other areas of the UK that public interest would be well served, the PCC was unable to proceed with governance improvements because of opposition from Gloucestershire County Council. The PCC committed to keeping the situation under review should circumstances change.

Following the [resignation of Gloucestershire's chief fire officer](#) in July 2018 and public concern beginning to grow around fire governance in the county, the PCC has decided to revisit and refresh the case for change and move forwards towards public consultation.

It is the PCC's vision that the powers now available to PCCs around fire governance are used to improve public safety and the accountability and effectiveness of Gloucestershire's Police and Fire and Rescue Service. The PCC believes the changes proposed for consultation will provide real, tangible benefit to the people of Gloucestershire.

**This communications and stakeholder engagement plan is designed to enable tactical planning and delivery of the consultation via appropriate channels, in line with legal requirements and APACE principles and guidelines.**

## Legislative requirements

Home Office advice for all engagement and consultation plans is clear that there needs to be a strong emphasis on public consultation including an analysis of (and response to) the views expressed by people in the local area. It is vital the PCC is able to demonstrate this through engagement and consultation. These plans form part of that evidence. Key questions to bear in mind:

- What approach did the PCC take to local consultation?
- How long did they consult for and what were the views expressed?
- Did they secure the local agreement of upper tier authorities? How have views been taken into account in the proposals?

## APACE principles / guidelines

The APACE core principles and implications for police/fire consultations are:

1. Consultation takes place at a time when proposals are still at a formative stage
2. Proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response
3. Adequate time must be given for consideration
4. The product of consultation (results) must be conscientiously taken into account in finalising any statutory proposals

The APACE consultation guidelines also include a checklist of recommended steps in the process. This is summarised below:

Action	Note
Draft business case published in full on the website	<a href="https://www.gloucestershire-pcc.gov.uk/media/4192/gloucestershire-opcc-fire-governance-outline-business-case-nov-2018.pdf">https://www.gloucestershire-pcc.gov.uk/media/4192/gloucestershire-opcc-fire-governance-outline-business-case-nov-2018.pdf</a>
Press release to launch consultation	<a href="https://www.gloucestershire-pcc.gov.uk/latest-news-media-martins-blog/public-to-be-asked-who-should-oversee-the-fire-service/">https://www.gloucestershire-pcc.gov.uk/latest-news-media-martins-blog/public-to-be-asked-who-should-oversee-the-fire-service/</a>
Letters and emails to key stakeholders sent regarding consultation	See supporting document 02. Chronology of engagement and media document
Summary of business case published on the website	<a href="https://www.gloucestershire-pcc.gov.uk/media/4380/pcc-gloucestershire-consultation.pdf">https://www.gloucestershire-pcc.gov.uk/media/4380/pcc-gloucestershire-consultation.pdf</a>
Consultation questions and guidance about how to provide written responses on the website	<a href="https://www.gloucestershire-pcc.gov.uk/how-to-get-involved/consultations-and-surveys/fire-governance/">https://www.gloucestershire-pcc.gov.uk/how-to-get-involved/consultations-and-surveys/fire-governance/</a>
Regular updates on opportunity to input to consultation to key stakeholders over consultation period and reminders of deadline for response	See supporting document 02. Chronology of engagement and media document
Bespoke consultation events and public meetings on the consultation	See supporting document 02. Chronology of engagement and media document
Public meetings to discuss the consultation	<p>Due to deadlines for process, opportunity for public engagement was limited. Offers were made for briefings with all identified stakeholders and sessions were organised with Forest of Dean District Council and Gloucestershire County Council and sessions for GFRS staff.</p> <p>The OPCC also explored options for an independently hosted webcast for residents to put questions to the PCC however this was deemed not to be of public interest by local media (see supporting document 02. Chronology of engagement and media document).</p>

## Stakeholder engagement

For full details see supporting document 02. Chronology of engagement and media document.

Audience	Engagement activity
Gloucestershire Fire Authority members	<ul style="list-style-type: none"> <li>• Extraordinary meeting of the Police and Crime Panel and Environment and Communities Scrutiny Committee.</li> <li>• Offers of conversations/briefings with members</li> <li>• Written correspondence with individual authority members as required.</li> </ul>
Gloucestershire Fire and Rescue Service officers and staff	<ul style="list-style-type: none"> <li>• Requested meetings with staff at local fire stations to discuss concerns/communicate rationale for proposal.</li> <li>• Offer of briefing meeting/s for staff.</li> <li>• Request messaging/consultation to be shared via staff associations.</li> <li>• Utilise shared use of estate to offer engagement / briefing between PCC/OPCC and GFRS staff.</li> <li>• FAQs published and available in hard copy.</li> </ul>
Police officers and staff	<ul style="list-style-type: none"> <li>• Request messaging/consultation to be shared via staff associations.</li> <li>• Briefing messages in staff bulletin document.</li> <li>• FAQs published and available in hard copy.</li> <li>• E-mail and intranet message from the PCC</li> </ul>
Unions and representative bodies / staff associations	<ul style="list-style-type: none"> <li>• Use existing union channels (i.e. reps meetings, branch newsletters)</li> <li>• Targeted e-mails from PCC/OPCC</li> <li>• Offer of meetings with the PCC/OPCC</li> </ul>
Local Authorities (Leaders / Chief Executive)	<ul style="list-style-type: none"> <li>• Direct messaging</li> <li>• Offer of briefings/meetings with elected members and executive teams.</li> <li>• Request messages to be shared among members/Authorities/networks</li> </ul>
Home Office	<ul style="list-style-type: none"> <li>• Regular meeting and engagement at official level (teleconference)</li> <li>• Updates (where relevant) for Ministers</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Briefing for local editors' briefing with the PCC, setting out the Local Business Case, focusing on key messages and need for change</li> <li>• Press and social media activity to complement the above</li> <li>• Press releases</li> <li>• Video message from the PCC</li> <li>• News stories</li> </ul>
The public	<ul style="list-style-type: none"> <li>• OPCC social media channels</li> </ul>

Audience	Engagement activity
	<ul style="list-style-type: none"> <li>• Website</li> <li>• Communication via the media</li> <li>• Video from the PCC</li> </ul>

### Communications materials

The following are all needed to support communications and engagement activity over the consultation period. Priorities are the summary of the business case, core script and key messages.

- Summary of business case
- Core script
- Key messages
- Proof points
- Q&A

### Tactical delivery options

Tactical planning and delivery of engagement and consultation should be via appropriate channels and in line with legislative requirements. Specific tactics to include some of the following:

- Webpage
- Online survey
- Written publicity materials about the consultation process (Q&A, summary of consultation questions, business case summary)
- Audio-visual explanation of key messages for consultation
- Offers of stakeholder meetings
- Request internal staff engagement

Other tactics to consider

- Focus groups to gather qualitative feedback to the consultation.

### Timeline

This is a suggested timeline and should be flexible to respond to tactical decisions as required (see points in *italics* for additional activity.)

Week commencing	Activity
5th November	<p>Marketing</p> <ul style="list-style-type: none"> <li>• Agree marketing tactics / materials for wider public engagement.</li> <li>• Internet consultation launched (07/11/18).</li> </ul> <p>Stakeholders</p> <ul style="list-style-type: none"> <li>• Stakeholders notified of consultation and sharing of OBC.</li> <li>• Offer of meetings/briefings with PCC/OPCC.</li> <li>• Direct e-mails to key identified stakeholders.</li> </ul>

Week commencing	Activity
	<p>Media</p> <ul style="list-style-type: none"> <li>• Press release re consultation/OBC.</li> </ul> <p>Social media</p> <ul style="list-style-type: none"> <li>• Social media activity linked to debate/consultation.</li> </ul>
12th November	<p>Stakeholders</p> <ul style="list-style-type: none"> <li>• Police and Crime Panel.</li> <li>• PCC/DPCC promote during engagements with stakeholders.</li> <li>• Follow-up contact offering briefings with PCC/OPCC.</li> </ul> <p>Media</p> <ul style="list-style-type: none"> <li>• Explore interest in hosting webchat with PCC re OBC/consultation.</li> <li>• Consider press release.</li> </ul> <p>Social media</p> <ul style="list-style-type: none"> <li>• Promotion of activity and consultation.</li> </ul>
19th November	<p>Stakeholders</p> <ul style="list-style-type: none"> <li>• PCC/DPCC promote during engagements with stakeholders.</li> <li>• E-mail local community/voluntary groups and parish/town councils .with information about the proposal, OBC and consultation. Request to be shared among networks.</li> <li>• Follow-up contact offering briefings with PCC/OPCC.</li> <li>• Respond to any queries/feedback.</li> </ul> <p>Social media</p> <ul style="list-style-type: none"> <li>• Promotion of activity and consultation.</li> </ul>
26th November	<p>Marketing</p> <ul style="list-style-type: none"> <li>• Consider paid for advertising in local media.</li> <li>• Production of summary OBC/consultation document. Publish online and make available in print.</li> </ul> <p>Stakeholders</p> <ul style="list-style-type: none"> <li>• PCC/DPCC promote during engagements with stakeholders.</li> <li>• Request meeting GFRS staff in local stations.</li> <li>• Follow-up contact offering briefings with PCC/OPCC.</li> <li>• Respond to any queries/feedback.</li> <li>• Meet stakeholders.</li> </ul> <p>Media</p> <ul style="list-style-type: none"> <li>• <i>Press release in light of Full Council motion.</i></li> </ul> <p>Social media</p> <ul style="list-style-type: none"> <li>• Promotion of activity and consultation.</li> </ul>
3rd December	Marketing

Week commencing	Activity
	<ul style="list-style-type: none"> <li>• Publish online video with details re OBC/consultation.</li> <li>• Publish FAQs.</li> </ul> <p>Stakeholders</p> <ul style="list-style-type: none"> <li>• PCC/DPCC promote during engagements with stakeholders.</li> <li>• Follow-up contact offering briefings with PCC/OPCC.</li> <li>• Respond to any queries/feedback.</li> </ul> <p>Media</p> <ul style="list-style-type: none"> <li>• Consider press release.</li> </ul> <p>Social media</p> <ul style="list-style-type: none"> <li>• Promotion of activity and consultation.</li> </ul>
10th December	<p>Marketing</p> <ul style="list-style-type: none"> <li>• Share summary document, full OBC, FAQs and consultation with libraries across Gloucestershire.</li> </ul> <p>Stakeholders</p> <ul style="list-style-type: none"> <li>• On-street consultation to commence (until 21/12/18).</li> <li>• Follow-up contact offering briefings with PCC/OPCC.</li> <li>• PCC/DPCC promote during engagements with stakeholders.</li> <li>• Respond to any queries/feedback</li> </ul> <p>Media</p> <ul style="list-style-type: none"> <li>• Consider press release.</li> </ul> <p>Social media</p> <ul style="list-style-type: none"> <li>• Promotion of activity and consultation.</li> </ul>
17th December	<p>Stakeholders</p> <ul style="list-style-type: none"> <li>• Reminder e-mail local community/voluntary groups and parish/town councils with information about the proposal, OBC and consultation.</li> <li>• Follow-up contact offering briefings with PCC/OPCC.</li> <li>• PCC/DPCC promote during engagements with stakeholders</li> <li>• Respond to any queries/feedback.</li> <li>• <i>Wider engagement activity (staff meetings).</i></li> <li>• End of consultation (21/12/18).</li> </ul> <p>Media</p> <ul style="list-style-type: none"> <li>• Consider press release.</li> </ul> <p>Social media</p> <ul style="list-style-type: none"> <li>• Promotion of activity and consultation.</li> </ul>

## Other considerations

**Review of consultation responses:** The OPCC should consider including time for reviewing of responses to the consultation in order to assess whether changes in the approach are needed.

**Crisis communications planning:** the OPCC should decide on its approach to worst case scenarios such as a major incident for the police/fire or growing momentum among the public to retain the status quo.