



INTERNAL COMMUNICATIONS POLICY



INTERNAL COMMUNICATIONS POLICY

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Section 1 – Policy Intentions

1.1- It is the Policy of the Police and Crime Commissioner and Chief Constable for Gloucestershire to communicate openly and transparently with its internal audiences and to use the most appropriate communications tools suitable for the message and the audience.

1.2 - Compliance

1.2.1 This policy has been prepared taking account of prevailing legislation. New legislative requirements or changes in current legislation may necessitate a review of this policy document.

1.2.2 Our policies are intended to promote equality, eliminate unlawful discrimination and actively promote good relationships regardless of:

- Age,
- Disability,
- Gender Reassignment,
- Race,
- Religion or Belief,
- Sex,
- Sexual Orientation,
- Marriage & Civil Partnership,
- Pregnancy & Maternity.

1.2.3 This policy has been impact assessed as LOW using the Equalities Impact Assessment Template. By building equality considerations into our policy-making process, we have been able to identify any actual or potential inequalities and reduce them as much as possible, by applying the policy differently or looking for alternatives.

1.2.4 This policy is suitable for publication under the Freedom of Information Act 2000.



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Section 1 – Policy wording

1.3 Introduction

- 1.3.1 Internal communications is a vital part of any organisation. There is one dedicated internal communications officer responsible for internal communication products on a corporate level across the organisation.
- 1.3.2 It is easy for mixed messaging to take place when departments unilaterally distribute information which has not been managed and coordinated by the Internal Communications officer. This leads to, at best, confusion, and at worst, anger, impacting on workforce morale.
- 1.3.3 It is important at any time, but especially during major organisational change that consistent, coherent messaging is maintained.

2.0 Internal Communications

2.1 Remit

- 2.1.1 Internal Communications will deal with messaging which is intended for distribution by the means identified below to a large group of people within the organisation.
- 2.1.2 The Internal Communications officer reserves the right to edit the stylistic though not the factual content of copy which is sent to them in order to better suit the audience and the identified medium.
- 2.1.3 Where a group is easily identifiable, the Internal Communications officer will strive to encourage face to face contact, where appropriate, between those concerned or targeted emails sent, rather than generating a corporate response.

2.2 Means of Communication

- 2.2.1 The current channels of internal communication are listed below:
A fuller description of each 'Channel' is included at [Appendix A](#).

Channel Click the link for an enhanced description of each Channel	Distribution	Usage. (Unless otherwise stated, the communication will need to come via the Communications and Engagement department)	Authorisation
Bulletin	Wednesday (weekly) (deadline 5pm Monday)	Essentially these are Force Orders. Articles of no more than 3 paragraphs which contain factual information and are not best placed elsewhere.	Must be routed through a LPA commander or Head of Department



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Channel Click the link for an enhanced description of each Channel	Distribution	Usage. (Unless otherwise stated, the communication will need to come via the Communications and Engagement department)	Authorisation
Upbeat	Quarterly	Lengthier feature articles on all issues with a 'feel good' magazine-style structure. To include thank you letters, good news stories, sport and lottery, statistics corner etc.	Internal Communications officer
Intranet	As required	For those articles from the above publications which are deemed suitable for use on the Intranet by the Communications and Engagement department. The Intranet should not be used as the single means of communicating a message	inSIGHT Editors type the text and inSIGHT Publishers approve the text. A list of editors and publishers is published on inSIGHT
Global Email	As required	For messages of importance across the Constabulary which must be communicated without delay. Global emails can also be sent by the ICT Service Desk.	Must be authorised by the Police and Crime Commissioner or a Chief Officer
Desk Alerts	As required	For short messages of operational importance which all staff in the OPCC and Constabulary must see immediately (e.g. snowfall alert and advice to go home) ICT also use this channel independently of Communications and Engagement department for system maintenance messages.	Internal Communications officer. Request to come from an inspector or above, team leader or Head of Department.



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Channel Click the link for an enhanced description of each Channel	Distribution	Usage. (Unless otherwise stated, the communication will need to come via the Communications and Engagement department)	Authorisation
Force PC Wallpaper	Minimum monthly updates, but as required.	For short interesting facts of interest to all staff such as good performance figures. Not for urgent operational issues. This is currently under development due to some technical challenges due to differing screen resolutions across the Force.	Communications and Engagement department Request to come from an inspector or above, team leader or Head of Department.
Force Screen Saver	As required	For announcements of interest to all staff. Not for urgent operational issues. Should not be used as a single channel. These messages must be sent to the ICT Infrastructure team to upload.	Communications and Engagement department Request to come from an inspector or above, team leader or Head of Department.
Plasma screens	As required	21 screens across the County to be used for intelligence briefings, stories from media team and corporate messages where appropriate e.g. Chief Constable's Christmas message, launch of Force Forum.	Communications and Engagement department Request to come from an inspector or above, team leader or Head of Department.
Fact sheets	As required	For cascade to key individuals across the organisation, allowing them to brief staff on a complex issue. Often used in conjunction with a global email or other written communication.	Communications and Engagement department
Noticeboards	Ongoing	To be used to provide copies of publications to internal staff across the county who sometimes have limited access to computer terminal.	Communications and Engagement department Marketing and Internal Comms, named individuals in Local Policing Areas



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Channel Click the link for an enhanced description of each Channel	Distribution	Usage. (Unless otherwise stated, the communication will need to come via the Communications and Engagement department)	Authorisation
<u>Email</u>	As required	Internal Communications can send emails to segmented audiences using MIS	Communications and Engagement department Request to come from an inspector or above, team leader or Head of Department.
<u>SMS messaging</u>	As required	For groups who have given permission for their mobile numbers to be used in this way and who may need to have information when out of force or in an emergency situation.	Communications and Engagement department
<u>Force wide online forums</u>	As required	For Police and Crime Commissioner, Chief Officers or relevant member of Senior Staff to answer questions on force wide issues. Also Discussion Forum for general topics of interest.	Communications and Engagement department
<u>Face-to-Face</u>	As required	To encourage more face-to-face discussion across the force by hosting "Cafe Society"- type groups, drop in sessions, Head of Department briefings, Staff Involvement Forums and Chief Officer Roadshows where appropriate.	Heads of Department, Team Leaders.

- 2.2.2 The deadlines mentioned above are final. If the communication misses the deadline and is time-sensitive and authorised by the Police and Crime Commissioner or a Chief Officer, the information can go out as a global email, otherwise it will be included in the next publication.
- 2.2.3 Internal Communications can provide material such as factsheets or handouts to use at internal events but do not provide an event organiser, except for those events 'owned' by Communications and Engagement department
- 2.2.4 The use of the Force Screensaver for corporate messaging is deemed of negligible value. The Force PC Wallpaper should be considered as an alternative if this becomes available. ICT are able to change messages on behalf of Internal Communications.



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2.3 *Contacts and Criteria*

- 2.3.1 For Bulletin, global emails or an article in Upbeat email
CommunicationsAndEngagement@gloucestershire.pnn.police.uk
- 2.3.2 Force Bulletins have a quasi-legal status and may be cited in disciplinary proceedings.
- 2.3.3 Draft Bulletin entries must be routed through Local Area commanders or heads of department to ensure effective editorial control is maintained.
- 2.3.4 C&E will not issue a global email until it has been approved by a Chief Officer.
- 2.3.5 For all other enquiries contact:

Communications and Engagement 01452 75 4466



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3.0 Monitoring / Review

3.1 Monitoring

3.1.1 This policy will be monitored in its application by the Communications and Engagement department.

3.2 Review

3.2.1 This policy will be formally reviewed at periods as prompted by the Policy Co-ordinator. Experiential learning, legislative changes, and other influencing factors may also necessitate a review.

3.2.2 Feedback relating to this policy can be made by telephone, in writing, or by e-mail to the Head of Public Affairs.

Head of Public Affairs Gloucestershire Constabulary, County Police Headquarters, No.1 Waterwells, Waterwells Drive, Quedgeley, Gloucester GL2 2AN	Telephone: 01452 75 2541 E-mail: Hilary.Allison@gloucestershire.pnn.police.uk
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Appendix A

Force Bulletin (The Bulletin)

This publication is effectively the medium to impart Force Orders. Force Bulletins have a quasi-legal status and may be cited in disciplinary proceedings.

Those drafting items for inclusion in Force Bulletins should bear this in mind and ensure that their entries are clear, concise (ie generally of no more than 3 paragraphs in length) and not subject to potential misinterpretation. Sources of further information (e.g. policies, etc) should be identified within the text.

Draft Bulletin entries must be routed through local commanders or heads of department to ensure effective editorial control is maintained.

The Bulletin should always signpost to the Force any new (or significant changes to existing) policies and procedures. **Senior managers are expected to make any major announcements through the Bulletin.**

Communications and Engagement reserve the right to change the proposed wording of the message in consultation with the requester to make this as effective (and succinct) as possible.



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Contributors need to be mindful that if they submit an article very close to a publication's deadline which subsequently requires considerable editing, it may not be possible to include this in the following day's edition.

upbeat

This publication, produced in an electronic magazine format each quarter, is uploaded onto the Force Intranet and circulated across the Force by email link.

All articles for upbeat should be submitted to Communications and Engagement for consideration.

The final decision on the published material will be made by Communications and Engagement with regard to all of the other channels suitable for communicating the message.

Contents of upbeat:

- Articles that highlight the different aspects of work across departments and Local Policing Areas
 - Good news stories that show our commitment to putting people at the heart of all we do (including letters of thanks from the public)
 - Interviews with staff
 - Features that complement the magazine format - i.e. inclusion of large colour photographs and graphics.
 - Success stories eg of convictions, of "feel good" items of work within our communities
 - Charity work and appeals
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Intranet

The force intranet is called inSIGHT. Each business area has appointed staff who can upload documents onto inSIGHT that relate to their work and activities and which will be of interest and use to other members of the Constabulary.

Communications and Engagement have the ability to edit the homepage and newpage of inSIGHT. They can also create bespoke webpages to support specific projects or initiatives.

Global Email

Global emails should only be released following authorisation by Chief Officer Group. They should be used sparingly to convey very urgent or very important messages that most officers and staff need to be made aware of as soon as possible. These will be messages of the highest priority which cannot be deferred until the publication of the weekly Force Bulletin.

These messages are sent from a dedicated email address called: *Important Force Message*. The ability to send these messages is restricted to the internal communications officer and the Communication team manager. In their absence, force-wide emails can also be sent by the ICT Service Desk.



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The email message should be as succinct as possible. If the message is more than three paragraphs long it should be hyper-linked to another document or to the Force intranet / webpage instead.

Desk Alerts

The Desktop Alert Software is for short messages of operational importance which all staff in the Constabulary need to see immediately. These are succinct messages which can be in a Constabulary-branded "ticker tape" format which crosses the User's screen or in a pop up "box" to contain the message. The message will continue to be displayed until the User decides to close it down by clicking on the X.

Desk Alerts are owned by ICT but all requests from other departments, other than ICT itself, should come through Communications and Engagement to ensure 'corporacy' and accuracy.

The ability to send these messages is restricted to the internal communications officer and the Communication team manager. In their absence, force-wide emails can also be sent by the ICT Service Desk.

Plasma screens

There are 21 plasma screens situated throughout the force area. They should have speakers to allow video messages to be played in addition to briefing slides.

Force Screen Saver and Force PC Wallpaper (the latter currently under development)

Requests for a screensaver / wallpaper (when available) message to appear on all Force computers should be addressed to the communications and engagement department.

The request will be considered by Communications and Engagement, giving thought as to how the message may complement existing communication around the same subject. The request will also be considered in light of existing (or scheduled) screensaver/wallpaper messages.

Communications and Engagement reserves the right to change the proposed wording of the message in consultation with the requester to make this as effective (and succinct) as possible.

If Communications and Engagement approves the request for a screensaver / wallpaper corporate message, the Communications and Engagement will ask the ICT Infrastructure team to arrange to facilitate the message.

Communications and Engagement will inform ICT how long the message should run for.

ICT will ensure that the formatting of screensaver / wallpaper messages should conform to the following criteria: **White text on a dark blue** background using Arial font.

The wallpaper carries the force logo in the top right corner.



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Communications and Engagement will inform ICT if the above criteria need to be changed.

Fact sheets and briefing sheets

Briefing papers and fact sheets are to assist those delivering verbal communications across the organisation and to provide personnel with a summary of useful information (eg Financial Factsheet).

The Internal Communications Team are able to assist in producing these materials where a corporate message must be communicated to large cross-section of the organisation.

This material should ideally be presented in bullet format and should use plain, simple English; where possible jargon and acronyms should be avoided.

Noticeboards

Information will be circulated by Communications and Engagement and displayed on noticeboards and in communal areas to ensure that staff with limited access to PC terminals can access information.

Email

Distribution lists will be used in the new structure to enable more targeted communications.

O2 Messaging / SMS Messaging

Internal communications can send messages on behalf of the Force for groups of staff whose mobile numbers are stored by the Force. This comes at a cost and is mainly used for operational purposes. In extremis, where it is not possible to contact a defined group quickly and easily by any other means, SMS messaging may be considered.

Force-wide Forum / Live “chat”

The Forum can be used to voice concerns, to raise issues, and to ask questions of Senior Managers in the organisation.

The forum can be used for “live chat” at advertised times, but also for “slower time” conversations where officers and staff can assist each other.

The set-up of any forum must be authorised by Communications and Engagement who are the administrators of the system.

Technical support for this channel is provided by the ICT Web Development Team.

There are guidelines on the Forum as to the need to adhere to the Respect and Professional Standards of Behaviour policies, as well as the need to consider how contributions may be received by other people and of remaining polite.



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There will be no “censorship” of the forums as long as the above policies are adhered to.

Each forum has a slightly different use.

Discussion Forum

The Discussion Forum is a place to join in the conversation about a whole range of topics. Everyone is welcome to contribute in a spirit of mutual respect and in accordance with the Forum’s terms and conditions.

Ask the Expert

The Ask the Expert Forum is your opportunity to ask a specialist person or a specialist team a particular question and for them to respond.

Pinboard

Pinboard is your opportunity to advertise and sell items, to express an interest in procuring something useful, or to promote any events or services to your colleagues across the Force.

Face-to-face Communications

Face-to-face communications are usually the most effective means of communicating with our own officers and police staff members (this was highlighted in staff feedback as having been lacking in the past).

Where possible, individual communication should take place before mass communication (i.e. on HR issues)

Internal communications should take place before external communications.

Two way channels of communication will be provided where possible. This means that where possible people are able to give their feedback and that this feedback is captured to inform any future communications.



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Section 2 – Procedural guides

Forum and Pinboard terms and conditions:

<http://insight.glospolice.gov.uk/People/Lists/Document-Library/Ts%20and%20Cs%20for%20Force%20Forum%20and%20Pinboard%20FINAL.docx>

Section 3 - Relevant Legislation: (*Human rights/diversity/Health & Safety/any other specifics*)

List/link any relevant papers to be considered – Free text

Section 4 - Related References:

List/link any relevant papers to be considered – Free text

Section 5 - Identification, Monitoring and Review

Security Marking:		NOT PROTECTIVELY MARKED		
Document Title: POLICY / INFORMATION / PROCEDURAL				
Internal communications policy				
Type		URN	Strategic Board	Author/Reviewer
Policy		214/13	SLB	Head of Public Affairs
Version	Date	Changes (ensure public copy amended and uploaded to external website)		Complied with Policy Guidance ✓
Version 1.0	17 May 2011	First publication of Approved Policy		
Version 1.1	25 July 2014	Inclusion of OPCC wording		
Version 1.2	5 March 2015	Amended template format		
Version 1.3	20 November 2015	Updated to reflect the new name of department		
Next Document Review Date:				
EIA		EIA Sign Off		EIA Review
LOW		30/03/2012		01/02/2016
SIA		SIA Sign Off		SIA Review
This version will be placed on the public domain website				