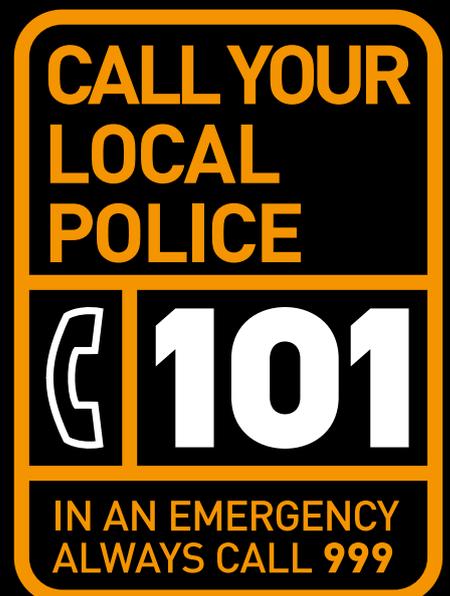


Launching the 101 non-emergency number

Information for police communicators



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SECTION 1: Introduction

About this pack

This pack is designed to support your communications to promote the 101 non-emergency number. 101 offers the public across England and Wales one easy way to contact their local police force, and to report non-emergency crime and disorder.

The pack is primarily aimed at communicators in police forces. However, it has been designed to be used by anyone who will want or need to promote the 101 number and so also includes detailed information and advice that may be familiar. Representatives from a range of forces have helped shape the content, which includes recommendations based on the lessons learned from the existing 101 areas of Wales, Hampshire and the Isle of Wight, and Sheffield.

The pack includes information about 101, messages and tactical ideas. Further information, communications planning and strategies can be found in the Annexes – so dip in and out according to your needs. The pack will be available online and we hope that it will become a ‘live’ document that is updated with emerging best practice. If you find something works particularly well in your area, please let us know so that we can share the information with other areas.

What it includes

This pack has information to help you develop and deliver your communications and campaigns for internal and external audiences, including relevant partners and voluntary organisations.

It provides communications advice and national messages which can be tailored locally to support your force.

You’ll find:

- background information on what 101 is and how it works;
- example messages, objectives and frequently asked questions;
- an overview of audiences and channels;
- learnings and examples of what works from the existing 101 areas;
- a suggested timeline for action; and
- communication resources, including a template letter, poster, internal and external leaflets and a credit card-sized aide-memoire.

Digital assets have also been produced to help you communicate key 101 messages. These can be used on your intranet and website as well as being shared with your partners. They will be available from the end of July 2011. Email matthew.mitchell2@homeoffice.gsi.gov.uk for information.

There is also brand information to accompany this pack, containing advice on the use of the 101 logos which have been designed to badge all relevant communications. This is available at www.homeoffice.gov.uk/101

SECTION 2: About 101 – police non-emergency number

Background

While 999 is a well-recognised number used to report emergencies, the 2010 British Crime Survey found that only 54% of the public know how to contact their local police if they want to talk to them about policing, crime or anti-social behaviour.

The introduction of the 101 number will offer the public across England and Wales one easy way to contact their local police force. The Home Office and the Association of Chief Police Officers (ACPO) have identified four strategic objectives for 101:

- **help communities keep their neighbourhoods safe** by giving them one easy way to contact their local police and to report non-emergency crime and disorder;
- **make the police more accessible to their communities**, while reducing pressure on the 999 system and helping them efficiently and effectively tackle crime and disorder;
- **assist the police to cut crime** by making it easier for the public to pass on information about crime and disorder in their neighbourhoods, allowing the police to take swift action; and
- **over time, enable local partners to join up with the police** to provide communities with even easier access to a wider range of local services.

A new approach to 101 in 2011

In *A New Approach to Fighting Crime*,* the Government set out its commitment to “make it easier to report crime and disorder to the police through a national 101 non-emergency number”. The 101 non-emergency number has gained both national and local backing. On 28 January 2011, all 43 Chief Constables agreed at ACPO Council, and subsequently signed a Memorandum of Understanding, to adopt 101 as the national police non-emergency number. They also agreed to take steps to raise awareness about 101 both internally and externally.

101 was originally launched as a number to call to report anti-social behaviour. However, the service has since been redesigned so that 101 is now the number to call when the public want to contact the police to report crime and disorder that does not need an emergency response.

The benefits of 101

- 101 provides one easy-to-remember number to contact every police force in England and Wales.
- For the first time, there will be a single flat rate charge, no matter how long the duration of, or what time of day, the call is.

*Home Office, 2011: www.homeoffice.gov.uk/publications/crime/new-approach-fighting-crime?view=Binary

- The cost of the call will be transparent to the public and in many cases cheaper than the current non-emergency numbers that exist.
- The new number can potentially reduce pressure on the 999 system, allowing the police to prioritise the most urgent calls for help.

About 101

Rolling out to forces between July 2011 and January 2012, 101 will replace the range of existing police force non-emergency numbers (for example, 0300 123 1212 for the Met Police, and 0845 6060 222 for Humberside). The public should continue to call 999 in an emergency, such as when a crime is in progress, when someone suspected of a crime is nearby, when there is danger to life or when violence is being used or threatened.

The public can call 101 if they simply want to talk to their local police officer, or, for example:

- if their car has been stolen;
- if their property has been damaged;
- where they suspect drug use or dealing;
- if they want to report a minor traffic collision;
or
- if they want to give the police information about crime in their area.

How does 101 work?

The call

When a member of the public calls 101, they will hear a recorded message announcing that they are being connected to their local police force. The system will determine the caller's location and connect them to the relevant police force. If a caller is on a boundary between two or more forces, the recorded message will give them a choice of which force to be connected to.

The message will also give the caller the option to select an alternative police force if the incident they are calling about took place in another police force area.

If the system cannot detect where they are calling from, the caller will have an option to speak to an operator who will direct them to the appropriate police force for their enquiry. Police call handlers will then answer the calls and respond appropriately.

If the incident is recognised as an emergency, the operator or police call handler will put them through to 999, unless your force has a local protocol whereby call handlers deal with both emergency and non-emergency calls.

Deaf, hard of hearing or speech impaired callers can access the service via textphone on 18001 101.

The cost

Calls to 101 will cost 15 pence for the entire call, no matter how long the call or what time of day it is. This applies to both landlines and mobile phones.

For many, this will be cheaper than the current cost of calling the police for non-emergencies. Calls to some existing police non-emergency numbers can cost over 40 pence per minute on pay-as-you-go tariffs.

The service

101 will not:

- change the way that the police respond to non-emergency calls;
- connect people to large national call centres; or
- result in calls receiving a lower priority than if a member of the public had called 999 about a non-emergency issue.

Current 101 areas

The 101 non-emergency number was first piloted in 2006 as a partnership between the police and local authorities. It has continued to operate as a police non-emergency number in Wales, and Hampshire and the Isle of Wight, and in Sheffield as a partnership between the police and the local council. This pack contains case studies of their experience and tips from what they found worked for them.

101 in your local area

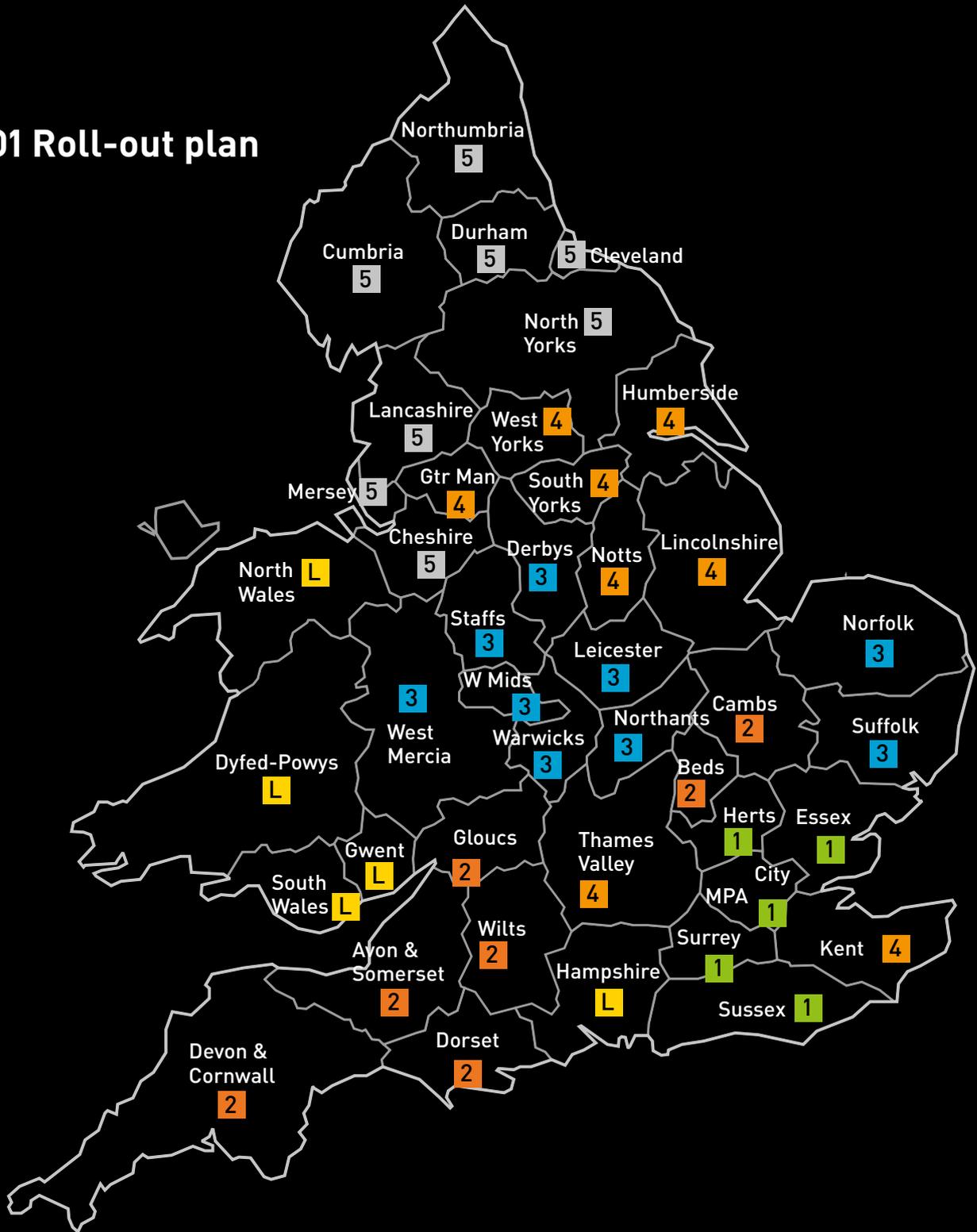
101 will be rolled out nationally, including in your force area, between July 2011 and January 2012.

The ACPO Contact Management Programme Team is working with all police forces to deliver 101 under a phased roll-out plan.

The map on page 5 shows the expected timetable for national roll-out. The areas in phases 1 and 2 are now confirmed, with those in phases 3 to 5 due to be confirmed following a technical review in September 2011. The timing of the public communications activity is being determined locally by each force.

As well as being a police non-emergency number, some areas, such as Sheffield, will use the 101 number to give the public an easy way to report a wider range of local issues. Over time, and where agreed locally, the service offered through 101 could expand – with local agencies joining up with the police to provide access to a wide range of local services.

2011 101 Roll-out plan



1 July

- Metropolitan/City of London
- Hertfordshire
- Surrey
- Essex
- Sussex

2 September

- Wiltshire
- Dorset
- Avon and Somerset
- Gloucestershire
- Bedfordshire
- Cambridgeshire
- Devon and Cornwall

3 October

- Suffolk
- Norfolk
- Warwickshire
- Northamptonshire
- West Midlands
- West Mercia
- Leicestershire
- Staffordshire
- Derbyshire

4 November

- South Yorkshire
- Nottinghamshire
- Lincolnshire
- Thames Valley
- Kent
- Humberside
- Greater Manchester
- West Yorkshire

5 December

- Cheshire
- Merseyside
- Lancashire
- North Yorkshire
- Durham
- Northumbria
- Cleveland
- Cumbria

L Existing live areas

SECTION 3: Objectives and messages

Communicating the new non-emergency number will be critical to the success of 101.

For the number to work effectively and for forces to realise the benefits, officers and staff need to be aware of the new number before a public launch, support it and go on to promote it. It is also vital that the public are made aware of the changes to your existing non-emergency number to ensure that they have continued access to your service.

This section provides a range of advice and information that may help you achieve your communications objectives. However, you may already have your communications plan in place and all you require are some ideas to supplement your activity or a bit of help refining your messages.

Identify your objectives and messages

When identifying your communications objectives, consider what you want your plan to achieve in relation to the target audiences. For example, do you want to make your audience think, feel and act in a different way as a result of what you are saying to them?

Findings from current 101 areas may help you refine your objectives and messages. They found the following:

- All groups have a positive response towards the idea of 101.
- Customer service is very important (response times, local knowledge, not being passed around from one call handler to another) – 101 will quickly earn a good or bad reputation based on word of mouth or experience.
- The difference between 101 and 999 can be hard to grasp at first – consider using examples as often as possible in your communications.
- People frequently first call friends and family when they are victims of non-emergency crime and disorder.
- 999 has been embedded from a very young age.
- 999 is associated with immediacy and protection when feeling vulnerable – this sometimes results in people calling 999 when they should have called 101 (e.g. victims of burglary or people calling 999 to prevent a crime).

- People are aware that 999 is often misused.
- People resent the idea that they personally may have used 999 inappropriately.

Your objectives will vary depending on whether you're speaking to an internal audience or an external audience. Examples can be found on the next page.

Snapshot: When 101 was introduced across all four police forces in Wales in 2006, they collaborated to produce a coordinated communications campaign. The campaign for internal staff and partner agencies was structured as follows:

- **Aware:** of the new 101 non-emergency number and the 'Go live' date.
- **Educate:** when the public should use it and the role of partners in communicating the programme to the public.
- **Change management:** provide briefing material to front-line officers and partners who are engaging with the public.

Example communications objectives

For an internal audience:

- To raise awareness of 101, how it will work and when it is appropriate for the public to call.
- To encourage understanding and explain the benefits of why 101 has been introduced.
- To encourage police officers to promote 101 to the public.
- To ensure that managers give their full support to 101.

For partners:

- To inform partners about 101.
- To encourage understanding of when it is appropriate for the public to call 101.
- To encourage partners to communicate 101 to their 'customers'.

For the public:

- To raise awareness of 101.
- To encourage understanding of when it is appropriate to call 101 and when to call 999.
- To encourage understanding of how 101 will work.
- To create trust in 101.
- To increase trust in the police's ability to deal with crime and disorder.

Identify your messages

Once you have defined your audiences and objectives, you can decide what to say.

The Home Office and ACPO have worked with a number of forces to identify appropriate messages that can be used in your communications. You may want to adapt them slightly to suit the needs of different audiences. Further advice on developing a communications plan and identifying your audience can be found in the Annexes at the end of this pack.

Example messages

For all:

The scope of 101

- 101 is now the main number to call your local police, when it's less urgent than 999.
- Call 101 to report crime and other concerns that do not require an emergency response. For example:
 - if your car has been stolen;
 - if your property has been damaged;
 - where you suspect drug use or dealing;
 - if you want to report a minor traffic collision; or
 - if you want to give the police information about crime in your area.
- You can call 101 if you simply want to talk to your local police officer.
- In an emergency always call 999 when you need an immediate response because a crime is in progress; someone suspected of a crime is nearby; when there is danger to life; or when violence is being used or threatened.

What 101 does not cover

- You should continue to call (X number/council) for things such as:
 - reporting graffiti
 - abandoned vehicles
 - dumping and fly tipping
 - vandalism.

How it works

- 101 is coming to [X Constabulary] on [date].
- 101 replaces our local [0845/0300] number.
- Calls from landlines and mobile networks cost 15 pence per call, no matter what time of day you call or how long you are on the phone.
- 101 is available 24 hours a day.
- When you call 101, you'll be able to speak to the police force control room of your local police force.
- When you call 101, we will act on the information we receive.
- Calling 101 will not result in your call receiving a lower priority than if you had called 999 about a non-emergency issue.
- Deaf, hard of hearing or speech impaired callers can access the service via textphone on 18001 101.

The benefits

- 101 is an easy to-remember number to contact every police force in England and Wales.
- There is a single flat rate charge.
- The cost of the call is transparent, and in many cases cheaper than current non-emergency numbers.
- 101 can potentially reduce pressure on the 999 system.

For all internal audiences:

- All 43 Chief Constables have agreed to adopt 101.
- 101 has been operating as a non-emergency number in Hampshire and the Isle of Wight, Sheffield and Wales for several years with great success.
- 101 may help improve public satisfaction in the police and help empower them to report low-level crime and disorder.
- 101 will make the police more accessible to their local communities.
- When you have contact with the public, tell them about 101.

Talking about 101

It's best to be as consistent as possible in the way you use language to ensure a coherent understanding of 101 across the country. We recommend you use the term 'the 101 non-emergency number' while you are introducing the concept and, later, simply 101 once the concept has become more established.

We recommend that you avoid using the term 'single non-emergency number' or the acronym SNEN in your communications, as these are associated with the original 101 programme in 2006. If necessary, use 'police non-emergency number'.

On the next few pages there are a set of key lines and frequently asked questions that you may want to use when you talk about 101 to the media, your partners or colleagues.

Force-level key information

- The introduction of 101 will give the public one easy way to contact [insert name of police force] to report less urgent crime and disorder or to speak to their local officers. It is being introduced as part of the Government's wider work to improve access to the police, ease pressure on 999 and help the police efficiently and effectively tackle crime and disorder.

National key information

- In **A New Approach to Fighting Crime**, the Government set out its commitment to "make it easier to report crime and disorder to the police through a national 101 police non-emergency number" – for the first time ever, the public across England and Wales will have one easy way to contact their local police force to report non-emergency crime and disorder or to speak to their local officers.
- The 101 police non-emergency number is being rolled out across England and Wales during 2011, supported by ACPO. For information on when it is 'going live' in your area, go to: www.police.uk/101

- 101 will replace the range of existing police force non-emergency numbers (for example, 0300 123 1212 for the Met Police, or 0845 6060 222 for Humberside). It is designed to recognise where the caller is dialling from and connect them to the local police force covering that area.
- 101 will give the public one easy way to report the concerns which often affect quality of life but do not require an emergency response. In an emergency the public should always call 999, but 101 has the potential to reduce pressure on the 999 system, allowing the police to prioritise the most urgent calls for help.
- Over time, and subject to local agreement, the 101 number could enable local partners to join up with the police to provide even more streamlined access to a range of local services.

Frequently asked questions

You can use the information in these FAQs for force briefs in meetings or to supplement your key messages.

Q. Why do you need a new non-emergency number?

A. The Government is committed to cutting crime and empowering citizens to keep their neighbourhoods safe. Key to achieving this is making it easier for the public to contact the police and report crime and disorder. The 2010 British Crime Survey found that only 54% of the public know how to contact their local police if they want to talk to them about policing, crime or anti-social behaviour. Giving people an easy and memorable number to call to contact their local police force could improve reporting of crime and disorder, ease the pressure on 999, and help efficiently and effectively tackle crime and disorder.

Q. How is this different to the original 101 programme?

A. The original 101 programme piloted the introduction of 101 as a partnership between the police and the local council. The 101 number is now a national police non-emergency number which connects callers directly to their local police force, who understand local needs and priorities. Over time, and subject to local agreement, police forces could choose to work with their local partners to offer access to a broader range of local services.

Q. Where will calls be answered?

A. Calls to 101 will be answered by police call handlers in the control room of the local police force, in the same way as if the caller had dialled the old non-emergency number for that force. This ensures that staff with local knowledge can answer and deal with calls in a way that best meets the needs of their communities.

Q. How much will it cost the public to call 101?

A. From 1 July 2011, calls to 101 will cost 15 pence for the entire call, no matter how long you are on the phone – this applies to both landlines and mobile phones. For the first time ever, everyone calling the police for non-emergency matters will know exactly how much it will cost them and will be assured of equal access whether they are on a pay-as-you-go mobile or a home landline. For many, this will be cheaper than the current cost of calling the police when it is not an emergency – calls to some existing police non-emergency numbers can cost 40 pence per minute on pay-as-you-go tariffs.

Q. Aren't you just making it more expensive for the public to contact the police?

A. The 15 pence per call charge is a competitive and transparent rate, when compared with other police non-emergency numbers, such as an 0845 number which can cost the public over 40 pence per minute from mobile phones. Research shows that a small fixed charge would not put people off calling the service but would reduce the likelihood of the service being used inappropriately.

Q. Why are you increasing the cost to callers in existing 101 areas from 10 pence to 15 pence per call?

A. The original 10 pence tariff was set for the pilot programme in 2006, and as the 101 number is now being introduced nationally it has been necessary to increase the cost to the caller to ensure that the service remains financially sustainable. Police forces and government receive no money from calls to 101.

Q. Isn't this a move away from local policing?

A. No. This is about improving access to local policing. Calls to 101 are handled in the same way as existing non-emergency calls to police forces. The call handlers can connect callers to their local team or station or despatch officers to deal with incidents as required.

Q. Why is the Government introducing two similar non-emergency numbers (101 and 111)?

A. The police service and the NHS are introducing 101 and 111 respectively to improve the public's access to their non-emergency services.

The public should call 101 when they need to contact the police but do not require an immediate emergency response. Calls to 101 will be answered by police call handlers in the control room of the local police force. The public should call 111 when they urgently need medical help or advice but it's not a life-threatening situation. Calls to 111 will be answered by trained advisers, supported by experienced nurses, who will immediately ask you questions to assess your symptoms, give you the healthcare advice you need and direct you to the right local service as quickly as possible.

Further information about 111 can be found at www.nhs.uk/111

SECTION 4: Timings

Experience from the current 101 areas shows that well-timed communication is more likely to make a greater impact on your audience.

What to consider

Here are some issues to consider when you're developing your timing plan.

Phasing your communications

It's important not to start your communications with a big bang on 'go live' day. Experience from the current areas show that it is vital to run internal communications first, followed by targeted communications to your partners, and finally to the public. This will ensure that staff are thoroughly briefed about 101 and when to use it ahead of the public launch. From 'go live' date, it is recommended that there is a period of at least two weeks before you do any external communications activity, and then start with a soft launch – maybe just a press notice at this stage to ensure that the service is fully up to speed, and then follow up with your public campaign activity.

How frequently to communicate

For a long-term communications programme such as 101, you will need to think about how frequently you can communicate. You should also consider how you can repeat the messages effectively over a time period to reinforce them. For example, try to follow up your initial communications with 'good news' PR, such as information about the number of calls and how well the police were able to deliver the service.

This type of phased communication is important to ensure internal buy-in and prevent the risk of providing conflicting messages.

Case study: Internal communications in Wales

Forces in Wales wanted to ensure that the message about 101 reached their Neighbourhood Policing Teams (NPTs) so they could start the positive word-of-mouth about the new number.

The message to them was 'There are now just two phone numbers to contact Dyfed Powys Police: 999 when it's an emergency and 101 when it is less urgent.' In order to get their support for the message, they put together a briefing pack that explained the benefits for residents of calling 101; reassurance for officers around the response process behind the number from the call handlers; and information on the PR/marketing campaign that was taking place later that year.

Each neighbourhood Inspector was asked to share the information with their teams at the start of their shift briefing a few weeks before

the launch of the campaign, as well as giving them leaflets to distribute. This was backed up with information on the intranet home page, and briefing notes to the Police Authority members, police officers and staff senior management teams.

Key groups within the force were directly targeted with personalised, face-to-face communication which complemented more general communications for the wider internal audience.

By personalising the communication, they were able to reach 76 neighbourhood teams covering their force area. The number of calls made to 101 went up as the campaign launched. Dyfed Powys force was confident that the word-of-mouth activity was a key driver behind the call numbers, as the rural nature of their area means paid-for advertising opportunities are limited.

Example grid of activities used in Wales for internal communications

Audience	Activity/channel	Date
Chief officers	Internal briefing pack	6 weeks before 'go live'
Police authorities	Internal briefing pack, presentation, key messages	6 weeks before 'go live'
Staff, officers and volunteers	Internal briefing pack, presentation, intranet feature, aide-memoire, email, internal magazine article	4 weeks before 'go live'
Local authorities, partner organisations	Internal briefing pack, presentation, key messages	3 weeks before 'go live'
MPs, councillors	Letter from Chief Constable with key messages and timelines	2 weeks before 'go live'

Other activity

It's a good idea to plot times on a calendar when your audiences will be most receptive to your project (and when they are less likely to be receptive) based on the timings of other events, other communications and periods of school holidays, for example.

This will also help you identify when colleagues, partners and stakeholders are currently running existing campaigns or planning future projects which you could link into.

Snapshot: Experience from Wales and Sheffield suggests that your timing plan should start before the launch and look forward at least two years after implementation. They feel that it took that amount of time to really 'bed in' the service among officers and staff. They suggest that a timetable for the completion of each task in your plan will help keep your communications on track and identify interdependencies.

An example timing plan

This timeline has been developed to help you consider a step-by-step process to planning your campaign. You could use this as a guide to help you put together your campaign planning.



Case study: External communications in Hampshire

Hampshire, one of the 2006 101 pilot areas, organised innovative PR activity alongside their advertising campaign to boost public awareness and promote the new 101 service. They invited journalists to the new 101 call centre to see at first hand how the operation works and to talk through the call handling process. They also arranged phone-in sessions with local radio stations which helped increase public awareness and understanding of the service. Passive communication using a communication channel that people are already engaged with, e.g. radio, is perceived to be effective in building awareness of the work being undertaken by the police.*

Many police forces already have a slot on their local radio and it is worth using this time to publicise the 101 messages.

Partnering with a local radio station can be an extremely effective way of reaching people with your message about the new 101 service. A well-established station will have a lot of goodwill with local people.

* Charlton M, Morton S and Ipsos MORI (2011) Exploring public confidence in the police and local councils in tackling crime and anti-social behaviour. Research Report 50. London: Home Office. www.homeoffice.gov.uk/publications/science-research-statistics/research-statistics/police-research/horr50/horr50-report?view=Binary

SECTION 5: Partners

Working with partners

It is important that you communicate with your partners to ensure that they know how to contact the force and so they can promote 101 to their clients and customers. Local authorities, for example, may need to do their own planning to prepare for any potential increases in calls to them.

Your partners may have trusted relationships within the community so you can often get a message across more efficiently, freeing up your communications effort for other audiences.

Who are your partners?

Consider all the partners and organisations who will either be referring their customers to you or who come to you for services. There may be opportunities to include articles and branding for 101 in their communications. The types of organisations to consider reaching include:

- community safety partnerships
- local authorities
- primary care trusts, local GPs and hospitals
- local education authorities, schools, colleges and universities
- social services
- children's services
- charities and third sector organisations such as Neighbourhood Watch, Victim Support, Age UK, etc.

Many of your partners may already be powerful advocates in the community, promoting your work or the NPTs. These advocates could also start promoting 101 for you. Consider the individuals or groups who are active in your community, such as Neighbourhood Watch. Can you provide them with the key messages and promotional material to distribute on your behalf?

Using channels to communicate

Here are some communications channels to consider when engaging with partners.

- Partnership events such as open days to raise awareness of 101.
- A 101 newsletter or section in your existing newsletter to keep partners up to date on developments, key milestones, upcoming events, case studies, features and reports.
- Sending them resources such as the poster and flyers produced to support this pack.
- You may want to use or adapt the template letter on page 21 to send to your various partners. These include:
 - MPs and councillors
 - local authorities and statutory services
 - third sector partners.

Case study: Working with a key partner in Sheffield

As part of the ongoing promotion for 101 in Sheffield, the communications team was keen to identify as many key stakeholders as possible to help promote the service.

The Neighbourhood Watch was quickly identified as a key partner who already worked with both the police and the local authority.

The police team in Sheffield were invited to attend a Neighbourhood Watch coordinator meeting to help explain what 101 was all about and to give them the opportunity to ask questions about the new service and number.

The meeting was extremely positive about the introduction of 101 in Sheffield and those attending wanted to help support its success by promoting the number through their community networks.

The police team in Sheffield gave follow-up briefings to some smaller local groups and they helped promote the number by distributing the promotion business cards and leaflets.

The Sheffield Neighbourhood Watch lead also helped conduct a promotional event for 101 and was pictured at the communications centre taking 101 calls.

The Neighbourhood Watch has a wide network of volunteers that were used to actively promote the service, and they saw the benefit of the introduction of the number in making reporting issues quicker and easier for their members.

101 – police non-emergency number

Dear [insert name]

I am writing to inform you about steps we have taken to make it easier for the public to contact their local police force. From [insert go-live date], communities across [insert location] will have access to 101, the national non-emergency telephone number for the police service in England and Wales. Our current non-emergency number [insert number] will [be phased out/cease] on [X date].

While 999 is a well-recognised number used to report emergencies, the 2010 British Crime Survey found that only 54% of the public know how to contact their local police if they want to talk to them about policing, crime or anti-social behaviour. The introduction of the 101 number will help communities to keep their neighbourhoods safe by giving them one easy way to contact their local police force to report non-emergency crime and disorder or to speak to their local officers.

The number is already in use in Wales, Hampshire and the Isle of Wight and Sheffield, but it is now being rolled out across England on a phased basis during 2011. We know from the experience of these initial areas that 101 is well received by the public and has led to improvements in public satisfaction and confidence when calling the police. Further information can be obtained by visiting www.police.uk/101

Calls to 101 will cost 15 pence per call, no matter how long you are on the phone – this applies to both landlines and mobile phones. For the first time, everyone calling the police for non-emergency matters will know exactly how much the call will cost them and will be assured of equal access whether they are on a pay-as-you-go mobile or a home landline.

In an emergency the public should continue to call 999, such as when a crime is in progress, when there is danger to life or when violence is being used or threatened.

I would be grateful if you could assist in promoting this valuable service to members of the public in your area. [Or] The officer who is leading the introduction of 101 within [insert name of force] is [insert name of contact] and is the first point of contact for any queries regarding the introduction of 101. We would particularly welcome your support in promoting this valuable service to your [colleagues] [staff] [members of the public] who have contact with your organisation.

[Insert name]

[Insert rank/job title]



Section 6: Channels

Choose your channels

As you know, there are hundreds of ways to communicate with your audience, but it's worth considering the most effective channels to get your message across with maximum impact.

The channels you choose to use will depend on:

- the best way to get the attention of your target audience and encourage them to act;
- your budget, which will inform the channels you can use and the number of strands of activity you can cover;
- timing, because different media channels require various levels of preparation and delivery time;
- partners who may have existing communications channels such as websites, newsletters etc that you can piggyback on; and
- what you already have access to, such as your force website.

Snapshot: Hampshire and the Isle of Wight produced an e-bulletin to ensure that staff were kept informed about the programme, were fully engaged about the launch and knew exactly when to use 101. However, they didn't over-rely on or only use passive forms of communication. They also engaged with staff through meetings and face-to-face updates as well.

What to consider

When planning your channels, consider the following.

Your budget

At a time when budgets are stretched, consider how you can use low- or no-cost options such as your website or social media channels. Where possible, partner with other police forces on the launch, work with partners or use the media to spread your message. Further ideas in this section may help you keep costs down.

Is there a community newsletter or small circulation free sheet that reaches your target audience? It might be easier to place content with them than the main local/regional paper. Could you piggyback on communication channels owned by other local partner organisations such as their website, newsletter or social media?

101 resources

A range of resources to support your communications both internally and externally have been developed (see page 30). Depending on if or how you use them, they may influence what channels you use. Feedback from police force communicators suggested that digital assets would be particularly helpful. See 'Online' in 'Channels and tactics' on page 24 for details.

Be joined up

Consider how you can collaborate with neighbouring forces. They may be 'going live' at the same time as you, so you may want to think about pooling your resources for print or sharing a common communications strategy and messages. Either way, sharing your plans with them may help stretch your budget, and will help provide a coherent message to the public.

Distribution

Your communication will only work if it reaches its audience. For example, if you create posters or use the template provided, think about how to display them prominently in sites which will resonate with your audience. Don't forget that after time posters tend to become like wallpaper, with no one noticing them any more, so consider keeping them fresh or just simply moving them around.

Contacts

Make sure that you use any opportunity you can to build a database of interested parties, influencers and supporters to help with spreading your message. Once you get this done, keep up a continual dialogue with them to maintain their interest.

Partnerships

Consider how you could develop beneficial media partnerships. A trusted local/community website might be interested in carrying the online banners. Local libraries, shops or GP surgeries might be happy to display your posters.

Previous knowledge and experience

Look at any previous communications you might have with your audience. What communications channels worked best, which partners were most helpful and could reach groups that you could not? Did officers hand out leaflets in the town centre? Did you add information on your website? Did officers have face-to-face chats with local people? How did any of the methods you used work?

Channels and tactics

Media channels have different uses and benefits, depending on your audience, message and timing. In many cases you'll already have a well-established relationship with the media owners in your area and know exactly what they can or cannot do for you. Take some time to consider which will be most effective for your needs and budget.

Online

In an environment where communications budgets are stretched, online and digital channels are low- or no-cost options to help get your message out to sections of the community.

A range of digital assets will be made available for use with your internal and external audiences. These include:

- a 101 animated screensaver for use throughout the force;
- website banner adverts for your site/intranet and to share with partners' sites;
- a video explaining 101 for the public – this could be put on the force website, YouTube, your Facebook pages etc; and
- a template PowerPoint presentation with key national information that can be supplemented with local information.

These will be available from the end of July 2011. Email: matthew.mitchell2@homeoffice.gsi.gov.uk in the Policing Communications Team for more information.

Your force website is a key channel, and you probably already have ideas about how you will use it to promote 101. Also consider how you could increase traffic to your site to ensure that even more people see news of your 101 promotions.

For those of you that are launching in the autumn or beyond, why not set up a 'one hundred and one-day countdown' which could be displayed in the corner of your home page. Work out which date you want to publicly launch your 101 service, count back one hundred and one days and start your online 'countdown' to that day. You'll finally arrive on day one hundred and one and will be able to reveal what the countdown has been all about.

Many of you may already be using social media – such as Facebook or Twitter – to reach the public. As you know, these can be a very powerful channel for regularly keeping people updated or for generating discussion. Consider how you might integrate 101 into your social media. Low-cost ideas include the following:

- **Facebook takeover** – 101 takes over your Facebook page for the day with the logo as your profile picture and status updates every hour, each with a new key message about what 101 is.
- **101 debate** – post a scenario and ask your followers if they think it should be a phone call to 101 or 999.
- **101 Twitterthon** – tweet a selection of 999 calls that really should have been a call to 101.

You'll also have regular e-bulletins or newsletters that could carry news about 101. Think creatively about how you promote the service via these channels. Why not have a 101 'agony aunt', for example, who can answer any questions, or highlight a few of the calls that come in on 101 and demonstrate what action was taken and the end result.

Local and regional press

Local and regional newspapers tend to be trusted by their readers and can be highly influential on local issues. Look at the mix of press available, including those that reach a minority audience. Remember, no outlet is too small – often the community newsletters circulated in residential areas are more widely read than the national newspapers. If you use regional press, bear in mind that it may cover areas where 101 will be introduced later in the year, so make sure you are aware when neighbouring forces are ‘going live’.

Think about initiatives such as these:

- **101st caller** – if the caller agrees, a story could be written around the call and what action the police took to deal with the issue.
- **Room 101** – set up a regular feature where the public can write in with the community safety issues that they’d like to put in to Room 101.
- **Top 10 reasons to call** – people love lists and rankings. After the service has been running for a while, you could produce your top 10 topics that the public call about and explain how they have been resolved.

Print

Print allows you to control what you want to say and communicate directly with local audiences. It can include posters, leaflets, flyers and newsletters.

However, you need to consider how your materials are distributed. Door-to-door leafleting can help you target specific communities or streets. Leaflets or flyers left in libraries and GP surgeries can be easily ignored, especially if they are competing with lots of other material, so think about how you can get your publicity noticed.

Collaborating with partners or partnering with other police forces on print and production will increase your buying power and may help keep costs down.

There are several ways you can make use of your printed material. Think about:

- asking your NPTs to put flyers or credit card-sized aides-memoire through the doors on particular streets;
- adding the 101 logo onto your, and your partners’, stationery;
- putting up posters on partners’ premises;
- handing out flyers at beat meetings or at community safety events; and
- including the 101 logo when you reprint your existing leaflets.

Radio

An established radio station will be a familiar local presence and can appeal to different audiences. Different radio stations appeal to different demographics and you may want to consider this when selecting a station to promote your messages. You may also have local community radio stations that appeal to certain neighbourhoods or different ethnic minorities.

Consider getting a host to endorse your message; this can add legitimacy and momentum to your message. Your local radio station can also be an effective channel to gather responses, through 'phone-ins', for example.

Snapshot: When Sheffield launched their 101 programme, they held an event where a station DJ played music while station staff chatted to passers-by and encouraged people to take part in a questionnaire prize draw. They also handed out goodie bags that included details on 101 and local neighbourhood policing information.

Using radio isn't only about getting an advert on there. Other ideas include:

- interviews with a senior officer or call handler talking about the new service;
- vox pops where members of the public are asked what they would call 101 about; and
- a £101 competition, where you partner with your local commercial station in the week of your launch and see if they'd be prepared to offer a cash prize every 101 minutes. This could be linked in to competitions that they already run.

Outdoor advertising

Outdoor advertising is any type of advertising that reaches your audience while they are 'on the go' in public places.

High coverage is achievable as it includes advertising on bus shelters and panels, billboards, petrol stations and car parks. If you have the budget for it, it also gives you the flexibility to carefully target your advertising by selecting the most suitable sites. For example, 101 ad panels in potentially troublesome neighbourhoods mean you are directly targeting

a key audience who might need to use the number.

Outdoor doesn't always mean paid-for billboards. You could also look into:

- getting street pastors or taxi marshals to wear a 101 branded T-shirt;
- 101 branded beer mats in pubs and clubs;
- stickers on university campus;
- the 101 logo on your yellow incident boards or car livery; and
- encouraging businesses or partners to display posters.

SECTION 7:

Evaluating and monitoring

Why evaluate your communications?

Evaluation may not seem essential but it is important to monitor and record performance against the objectives you set during the strategy phase. While budgets are tight evaluation may fall by the wayside, and it's up to you how much of your time and resource you allocate to evaluation. It doesn't have to be expensive. Evaluation can help you and your colleagues make informed choices and ensure that you stay on course; it can also help improve your communications going forward, by:

- identifying how effective the project has been;
- identifying what activities were most effective and why;
- helping you decide where to allocate resources most effectively in the future;
- helping you argue your case for future resource allocation more effectively; and
- providing feedback for future priority-setting – both at a local level and nationally.

Monitoring

Buzz monitoring can also be a useful way to check the temperature and identify what is being said online about your campaign or about the 101 service. You can pay for an agency to set up sophisticated buzz monitoring, but there are also some free web tools that enable you to listen in to what's being said online. You can set up a Google Alert at www.google.com/alerts so that whenever one or more of your key words (101, police number etc) are mentioned, Google

will send you an email with a link to the source. Other sites include:

<http://tweetbeep.com>

Twitter version of Google Alerts

www.whostalkin.com

Good for searching social networks

<http://socialmention.com>

Searches lots of different social spaces

<http://technorati.com>

Good for blog monitoring

www.trackur.com

Has a free trial; searches lots of spaces

<http://boardreader.com>

Good for forums – can track a whole conversation thread.

COI (the Central Office of Information) helps colleagues across the public sector to deliver policy objectives and public services effectively and efficiently. COI is producing guidance entitled **Measure What Matters**. This will be available to download at www.coi.gov.uk/guidance.php?page=389

Snapshot: Following Sheffield's 101 campaign activity, call volumes increased by 11% and polling research showed that 22% of the population recalled the 101 advertising. Polling also suggested that it was the communications activity (leading to better understanding of the number) that was the reason for the upturn in calls and not that there was an increased number of incidents.

Evaluation tools used during the 101 pilot areas included:

- number of calls to 101 and any variations in 999 call demand;
- amount of press coverage, tone and use of key messages;
- public awareness of 101 through questions in citizen panel questionnaires;
- external consultations during community events or meetings to provide qualitative feedback;
- questionnaires at Police and Community Together (PACT) meetings;
- paid-for pre- and post-campaign polling (which is useful to evaluate paid-for marketing activity); and
- face-to-face interviews with local residents.

More detailed advice on evaluation can be found at Annex C.

SECTION 8: Communication tools and resources

The following items have been designed to support you with your communications. As with the 101 logos, forces are free to use either the orange or blue versions to suit their needs. Brand information and PDFs are available to download at www.homeoffice.gov.uk/101

A3 posters

101 is now the number to call when you want to contact your local police – when it's less urgent than 999

- My car has been stolen
- My property has been vandalised
- I want to talk to someone about a crime
- I suspect someone is selling stolen goods
- I suspect drug dealing in my neighbourhood
- My phone has been stolen and I need a crime number

www.police.uk/101

CALL YOUR LOCAL POLICE

101

IN AN EMERGENCY ALWAYS CALL 999

Calls from landlines and mobile networks cost 15 pence per call, no matter what time of day or how long your call.

If you are deaf, hard of hearing or speech impaired you can textphone 18001 101

101 is available 24 hours a day.

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101 is now the number to call when you want to contact your local police – when it's less urgent than 999

- My car has been stolen
- My property has been vandalised
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CALL YOUR LOCAL POLICE

101

IN AN EMERGENCY ALWAYS CALL 999

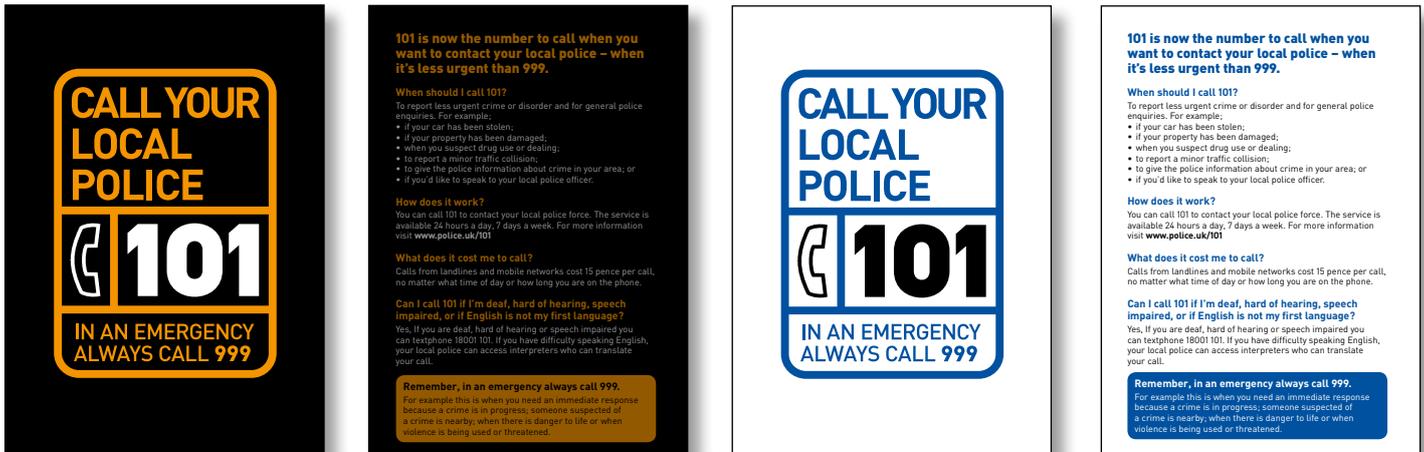
Calls from landlines and mobile networks cost 15 pence per call, no matter what time of day or how long your call.

If you are deaf, hard of hearing or speech impaired you can textphone 18001 101

101 is available 24 hours a day.

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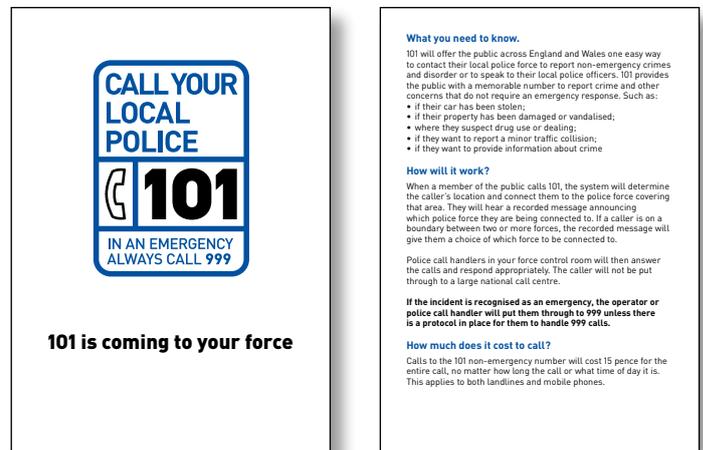
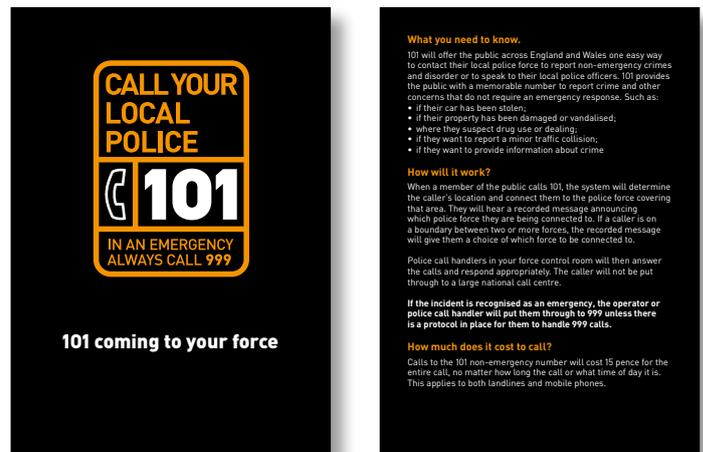
Public information flyers



Credit card aide-memoire



Internal communications



SECTION 9: Annexes

The following annexes include detailed information that may already be familiar to you but can be used to offer additional support on planning your communications and developing your strategy.

Annex A:

Developing a communications plan

A communications plan sets out:

- what you want to achieve with your communications (your objectives);
- who the communications will be addressed to (your audiences);
- how you will achieve your objectives (the tools you will use and your timetable); and
- how you will measure the results (evaluation).

Why do you need a communications plan?

Having a good communications plan can ensure that you achieve your aims by timing and planning carefully. It will also help you prioritise what to produce and when, enable you to use your resources efficiently, and help you achieve a measurable impact.

How will a communications plan be useful to you?

To launch and embed the 101 non-emergency number, you will need to communicate with various groups of people.

Whether you are trying to engage with partners and stakeholders to help you deliver your programme or helping the community understand how to use 101, it all boils down to communicating with the right people at the right time.

A good communications plan will break down your tasks and then help you accomplish them in the most efficient and cost-effective way possible, enabling you to keep local supporters involved and inform the public easily and effectively.

Before you start

Asking yourself a few basic questions at the start will help your communication activity be successful:

- **Why are you communicating?** For example, to raise awareness of 101 (this will be your objective) among internal staff, stakeholders and the public (this will be your audience). There are example objectives for 101 on page 8.
- **What results do you want – and by when?** For example, for all police officers and staff to be well versed with 101 by a specific date, or for members of the public to start using 101 by a specific date.
- **What internal buy-in do you need?** For example, consider how you can communicate the 101 programme to chief officers and police authorities (and in the future, police and crime commissioners) to get buy-in from the top levels right at the start. Remember that communicating the programme is not enough.

- **What is your starting point?** You may be starting from scratch as 101 is a new concept for most of the public. However, consider whether your audience already has some awareness of the current non-emergency number. This will help you work out whether your objectives are about informing people of a change from the old number to 101, or just telling them that 101 exists.
- **Who are you communicating with?** Generally, every objective will involve one or more audiences. These could be internal staff, stakeholders and partners, the local community and the media, among others.
- **What are your key messages?** These are the single most important things you want to communicate. Ask yourself what the one thing is you want your audience to know or do. That will be your key message. Key messages allow you to be consistent in your communications so you reinforce your messages every time you communicate, and give your audiences a clear idea of who you are and what you are trying to do.

There is a set of suggested key messages on pages 9 and 10.

Annex B:

Identifying audiences

Defining your audiences

Before you commission any communications, you need to define your audiences. There are likely to be three broad groups you need to speak to:

- internal audiences (police officers, senior managers and police staff);
- local partners and stakeholders; and
- the general public.

Talking to internal audiences

Police officers and staff need to know about 101 – firstly, because it is a new way of working; secondly, so that they can explain it to members of the public; and thirdly, so you have internal support for your work. Experience from the 101 pilots shows that ensuring staff awareness of the number ahead of the launch mitigates against the risk of conflicting messages and undermining public confidence

Local partner organisations

Before you plan public-facing communications, consider the local organisations that you could work with to promote the 101 non-emergency number, what they need to know and how you will contact them. There is more information about how to work with partners and stakeholders on pages 19–21.

Case study: Hampshire partnership communications with Southampton City Council

Hampshire Constabulary teamed up with Southampton City Council to bring the 101 number back to people's minds after the initial launch.

A simple but impactful poster was designed and put up in 40 locations across Southampton for two weeks in March 2011.

In addition to the poster, a 101 call handler, a member of the city patrol team and an anti-social behaviour manager attended a community radio show. There are regular articles in council magazines, and communications for neighbourhood residents constantly advertised the service.

With no central budget available, partners were encouraged to consider local facilities and opportunities for promoting the 101 service.

The general public

The 101 non-emergency number will be available to every member of the public by January 2012. However, communications are most effective when focused on a specific audience. There are many different ways of segmenting this audience. These include:

- by feelings of vulnerability to crime;
- by receptiveness of messages from authority;
- by attitude towards non-emergency crime and disorder; or
- by geographic location.

Annex C: Evaluation

How do you know if your communications were successful?

There is a broad range of metrics that you can try to measure to indicate the success of your communications activity. These fall into three areas:

1 Outputs – what you did

- Number of people your communications reached and frequency of exposure (e.g. distribution/circulation/listener figures/web visits)
- Number who remembered seeing or hearing your communications and where they heard about 101 from
- How effective/appropriate each media channel was for reaching the target audience
- How appropriate each channel was for delivering the key messages
- How cost-effective each channel was (e.g. cost per person reached).

2 Outtakes – how the audience received your messages

- Number who became aware of/remembered the 101 message

Understanding of key messages about 101.

3 Outcomes – what the audience did as a result of receiving your messages

- Number of calls to 101
- Public satisfaction with the police
- Public confidence in the police
- Public willingness to report crime or incidents.

You may also want to regularly capture any qualitative feedback that your audiences give you – such as the verbal feedback the public give police call handlers and officers.

Evaluation tools and techniques

You may already have your own evaluation processes in place, in which case look to see how your work on 101 can be integrated. However, you may want to consider some of these tools and techniques to help you evaluate your 101 communications.

Identifying data sources

- Identify data and evidence that already exist – are these activity-specific, cross-force, cross-industry, media-related?
- Identify gaps that exist – can you use proxy data to make an assumption? (For example, a reduction in calls made to your previous force number.)
- Identify how bespoke monitoring, feedback and research can fill gaps.
- Review remaining gaps – acknowledge that you may not be able to get all the answers.

Gathering data

Think about some of the ways you can gather data. You could:

- include a question in any force surveys;
 - monitor web hits to 101 information;
 - monitor click-throughs from partner websites;
 - request audience data, such as circulation figures, from media owners;
 - carry out an internal staff survey and survey of partners, or piggyback on existing surveys;
 - create a survey on your website;
 - hand out questionnaires at beat/PACT meetings; or
 - access national data such as the British Crime Survey.
- number of articles placed in local media;
 - number of partners informed about 101;
 - number of information flyers distributed; and
 - number of visits to 101 page on force website.

You may have lots of performance indicators that you track to demonstrate the effectiveness of your communications and show that your communications are meeting your objectives, or to highlight any issues or areas where you may need to change tack. Some of the indicators that have been used in the past include:

- percentage of officers/staff who are aware of and understand 101;
- percentage of public who are aware of and understand 101;
- number of people who had an opportunity to see 101 communications;
- percentage increase in calls to 101 following communications;

www.police.uk/101

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