

DECISION 43/2012/GB

OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

ADOPTING THE EUROPEAN POLICE COLLEGE'S COMMUNICATIONS STRATEGY

Adopted by the Governing Board
on 14 November 2012

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL)¹;

Having regard to Decision 24/2011/GB of the Governing Board of CEPOL adopting the Rationalising CEPOL activities², and in particular Article 3 thereof;

Whereas:

(1) The Governing Board has adopted the CEPOL Strategy 2010-2014³;

HAS ADOPTED the Communications Strategy of the Agency as detailed in the Annex to this decision.

Done in Nicosia, 14 November 2012

For the Governing Board

*Zacharias Chrysostomou
Chair of the Governing Board*

¹ OJ L 256, 01.10.2005, p. 63.

² Adopted by the Governing Board on 15.06.2011.

³ Adopted by the Governing Board on 30.09.2010.

1. Executive Summary

CEPOL's communications are relatively under-developed which offers a good opportunity to make a greater impact. The communications strategy documented here aims to support CEPOL's strategic goals through enhancing CEPOL's reputation as a provider of training and learning for enforcement officials.

An overwhelming priority has been to develop a practical strategy: one that can be implemented largely using existing resources and within the existing communications budget. The strategy aims to carry CEPOL until such time as the new legal basis becomes effective. At that point, it will be necessary to review the communications strategy to keep it in line with the strategic objectives of the agency. Note also that this strategy deals primarily with external communications.

Clear, consistent messaging is essential for CEPOL to achieve its communications goals. Three overarching key messages have been identified as follows:

- i. CEPOL is *the* agency for law enforcement training; staffed by experts; tutored by experts; delivered to experts
- ii. In delivering quality learning and training to law enforcement personnel across Europe, CEPOL work is of direct benefit to the safety and security of European citizens
- iii. CEPOL operates in strict accordance with EU agency standards; it functions efficiently and with due regard for budget and administrative regulations

In addition to consistent messaging, consistent use of a CEPOL look and feel is recommended. As a first step, the existing CEPOL brand will be consolidated and new guidelines will be distributed within the agency.

To achieve greater impact, it is recommended that communications be better targeted: different messages for different audiences delivered by different channels. This document contains an audience breakdown with recommendations on key messages and how best to reach each audience group. Audience groups have also been prioritised. For 2012, the most important target audiences are influencers (i.e. Members of the European Commission and Parliament), national contact points and users. Moving into 2013, efforts will be intensified to raise awareness of CEPOL among police officers in the Member States, as far as is possible given existing resources. This will primarily be done through increased use of social media and the provision of marketing materials to the Member States.

In addition to an overall strategy, this document also contains an action plan for 2013, in which the priority actions relate (i) to raising the overall image of CEPOL and (ii) to

marketing CEPOL's products. Each year, it is recommended that a communications action plan is drawn up during the planning process.

Finally, this communications strategy should be seen as the starting point. It should be reviewed regularly to ensure that goals are being met and objectives are in line with CEPOL's overall strategic goals and objectives.

Table of Content

1. Executive Summary	3
2. Introduction	6
3. Current status.....	6
4. CEPOL strategy	8
5. Role of the National Contact Points (NCPs)	9
6. Audiences	9
7. Communications objectives.....	12
8. Communications principles.....	13
9. Key messages	14
10. Minimum standards.....	14
11. Key milestones	15
12. Channels, tools and products	15
13. Measurement.....	19
14. Looking ahead.....	20
15. Communications action plan 2013.....	20
16. At a glance: Ongoing priorities	22

2. Introduction

In 2011, CEPOL – the European Police College, celebrated ten years of contributing to police cooperation through learning. From its beginnings as an informal network of those interested in cross-border collaboration in police learning, CEPOL has transformed into an agency of the European Union (EU) dedicated to delivering training to senior police officers from the EU Member States (MS).

The path has not been smooth and the transformation is far from complete. CEPOL has an ambitious vision to be acknowledged by allied agencies and authorities in the policing and educational world to be the primary source of learning and development in the field of education and training for enhanced cooperation and policing in Europe. This vision is accompanied by a comprehensive set of strategic goals and objectives, as outlined in the publication “Qualitative thinking, qualitative education” and adopted by the Governing Board on 30 September, 2010.

CEPOL is well-placed to achieve its goals. The current management team has improved the effectiveness of the agency; a quality control system is evolving and the Balanced Scorecard is being implemented. Effective communications can support the implementation of the CEPOL strategy and will contribute to the successful achievement of CEPOL’s goals: creating communications that not only tell a positive story about CEPOL, but also that look the part of a successful, focused EU agency. An effective communications strategy will result in well-planned communications so that CEPOL makes the most of the opportunities to send the most appropriate message to the right audience at the right time.

This paper outlines a communications strategy that will contribute to the achievement of CEPOL’s goals and objectives. It has been established with input from members of the CEPOL staff, and some National Contact Points (NCPs) and Justice and Home Affairs (JHA) agencies. This document should also be read in connection with the ICT and information management (IM) strategies, also in development.

3. Current status

CEPOL suffers from low awareness and, without a communications strategy aligned to current goals and objectives, CEPOL communications have struggled to raise the profile of the agency.

It is difficult to formally benchmark the level of communications or their effectiveness since no measurement systems are in place.

A short SWOT analysis of the current communications practice highlights the following:

Strengths

- CEPOL publishes a high volume of communications. Information about every course is published on the CEPOL website, often with a follow-up account. Governing Board decisions are also published.
- High use of gifts and give-aways offers an external opportunity to raise awareness of CEPOL brand.
- Use of the e-Net is growing with new members registered every month.
- The network of national contact points (NCPs) undertakes communication on behalf of CEPOL, marketing CEPOL activities.

Weaknesses

- 'Brand CEPOL' suffers from low overall awareness. In addition to awareness-raising activities (e.g. production of more information/marketing materials for distribution in/by Member States), care should be taken to ensure that the brand is consistently interpreted, both visually and verbally. The latter can be helped through distribution of a revised style guide by end of 2012.
- Communications are not targeted. Communications materials are most likely to be disseminated by upload to the website. Some publications are also distributed to course participants. With the exception of the newsletter, communications are generally not distributed according to targeted mailing lists.
- Communications are not necessarily released in a timely manner. This can render them irrelevant in terms of news-worthiness which, in turn, makes the CEPOL website a record of activities, rather than an awareness-raising tool.
- When communications are time sensitive, short turnaround times can mean loss of quality.
- The European Ombudsman has remarked upon the availability of CEPOL information in EU official languages other than EN.

Opportunities

- The relatively ad-hoc nature of communications means that there is a relatively blank slate as a starting point. There is also the opportunity to make a big impact with small changes: a refreshed house style that is consistently used will bring more professionalism to our communications;
- Coordination of the communications strategy with the new ICT and IM strategies, will mean that certain communications issues will be tackled in a coordinated manner: how to ensure that the correct presentations, publications are used by members of staff; how to make the best e-communications strategy.

- Establishing a communications cycle/action plan will enable CEPOL to coordinate communications with other JHA agencies and the Commission for added impact, e.g. Trafficking in Human Beings day; or the where European Training Scheme (ETS) is concerned.

Threats

- The threats associated with a lack of communications strategy were identified in the risk register of 2011 as follows:
 - There is a possibility of insufficient comprehensive communication with stakeholders due to proper maintenance of stakeholder databases and contact points.
 - There is the potential for loss of opportunity to promote the image of the agency caused by weak links between the External Relations and Communications teams.
 - Finally, there is the risk of low corporate culture, resulting from a lack of engagement and coordination between staff.
- In addition to the risks mentioned above, budget and infrastructure constraints may impact the implementation of the communications strategy.

4. CEPOL strategy

CEPOL's communication strategy must support its business strategy. The communications strategy must also align with and support CEPOL's vision, mission and values.

In 2010, the Governing Board approved four strategic goals for CEPOL. These goals are:

- **Goal 1:** The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence
- **Goal 2:** CEPOL will be developed into a European law enforcement knowledge base
- **Goal 3:** External relations will be considered and dealt with as a cornerstone for partnership
- **Goal 4:** CEPOL will be led and managed as a top-ranking innovative EU agency

As mentioned above, the proposed communications strategy must also work in alignment with the proposed IM and ICT strategies.

In addition, each year, the development of an annual communications plan should take place as part of the planning cycle. The plan must take into consideration the strategic goals of CEPOL and the annual work programme, as well as any key events planned for the year.

5. Role of the National Contact Points (NCPs)

National Contact Points (NCPs) have a role and an interest in ensuring that CEPOL is well-known and well-regarded within their own organisations. However, the extent to which NCPs have the resources to proactively promote CEPOL differs from Member State to Member State. As part of its communications strategy, therefore, the agency cannot expect NCPs to undertake specific communications activities, but does recognise that NCPs are strongly positioned reach important audiences. For this reason, the communications strategy foresees the production of marketing materials for use by NCPs.

In addition, communications officers from the national training institutions in the Member States will be invited to opt-in to receiving news about CEPOL.

6. Audiences

CEPOL communicates to a number of different audiences, ranging from Members of the European Parliament (MEPS) to police officers, as well as the general public. Some audiences will be more important than others, but each will have different needs. For the elaboration of the communications strategy, CEPOL's audience has been segmented into eight groups.

6.1. Influencers (*Priority: High*)

Influencers are the most senior decision-makers who hold power over CEPOL's existence, for example, influencers can grant CEPOL's budget or can make changes to CEPOL's mandate. This target group is interested in how CEPOL functions – is it in accordance with EU rules and regulations; and the value that CEPOL adds – is CEPOL's work relevant? Influencers are interested in transparency and clarity; they are often interested in the fine detail of strategically important items. Influencers want to review CEPOL's work programme and activity reports. However, CEPOL must also take every opportunity to impress this audience with the quality of CEPOL's output, whether it be the quality of communications or the quality of learning products. CEPOL's senior management is the main interlocutor of this target group.

Influencers include:

- Senior members of the European Commission, e.g. Commissioner Malmström, DG HOME
- Members of the European Parliament, in particular members of the LIBE and CONT committees
- Directors and senior management of the JHA Agency
- Members of the Governing Board

- Police Commissioners
- Thought leaders

Outcome: This audience should think of CEPOL as a top-ranking EU agency that delivers value and actively support investment in CEPOL.

6.2. National contact points *(Priority: High)*

NCPs are an integral part of the CEPOL network. They are present in every Member State and fulfil a variety of roles. Often, police officers first hear of CEPOL through NCPs and it is impossible to participate in a CEPOL activity without contact with an NCP. Within each MS, NCPs will market courses run by CEPOL.

NCPs are primarily interested in two types of materials: marketing information that they can show their superiors and also marketing information for possible participants. Generally speaking, the former will be more lengthy information – possibly in the language of the Member State, while the latter will be very concise. It is important that both types of information are up-to-date, carrying the very latest information on CEPOL's offerings.

CEPOL staff is the key interlocutor of NCPs.

Outcome: NCPs should be aware of CEPOL's learning options and offering and actively recommend CEPOL courses to as wide an audience as possible/actively seek out participants for CEPOL courses.

6.3. Communicators at police training institutes *(Priority: High)*

The communications departments at national police training institutes are, at present, under-utilised and have the potential to become a key communications channel.

Communicators will be invited, via NCPs, to receive direct from CEPOL communications updates and news, starting Q4 2012.

The Communications Officer is the key contact of communicators at national police training institutes.

Outcome: Communicators in national police training institutes proactively communicate about CEPOL.

6.4. Users *(Priority: High)*

CEPOL activities target senior police officers, trainers and experts. As mentioned above, most users first hear about CEPOL through their NCP. However, the materials that CEPOL provides to NCPs are not always targeted to users. Therefore end-user needs should also be considered when developing communications materials for NCPs.

CEPOL users include:

- Senior police officers
- JHA agency officers
- All police officers (in particular for e-learning products)

Ultimately, the target for communications should be all law enforcement officers.

As mentioned above, there is the opportunity to target this audience with very timely and succinct information that highlights CEPOL's offering. This information should be broken down in to bite-size pieces according to subject matter. A distinction should also be made between trainers and operational people.

The overall goal is that CEPOL communications targeted to this audience will help increase participation in CEPOL activities. The short-term goal is to raise awareness of the breadth and quality of CEPOL's offering and how to participate.

Outcome: Communications should lead this audience (i) to view participation in CEPOL courses as a means of career progression; (ii) to apply to participate in courses; (iii) to actively recommend CEPOL courses to colleagues.

6.5. Staff

CEPOL's staff is an important target group and there is a need for an separate internal communications and engagement strategy to ensure that CEPOL staff are fully involved with the Agency direction and delivering on its mission. Communications directed to the staff will help them communicate positively and consistently about CEPOL.

Outcome: Communications should provide staff with the tools to speak positively and consistently about CEPOL. An effective internal communications strategy will ensure that CEPOL staff is engaged with the organisation's goals and their role in achieving those goals.

6.6. Science and Research Community

Engaging with the police science and research community will help CEPOL raise its profile as a coordinator of science and research expertise.

The science and research community includes:

- European police science practitioners
- European police science researchers

In the longer term, this audience should include all police science practitioners and researchers.

The key interlocutor of this audience is the Research and Science Officer.

Outcome: Communications should encourage this audience to participate in CEPOL activities and make them aware of CEPOL's expertise in this field.

6.7. Media/Communicators

This group can help us spread the CEPOL message to a wider audience. CEPOL's audience, in terms of media, is vast. The first step is to identify the media that target our most important audiences, which may not necessarily be national press, but may be, in the first instance, trade press. It will be important to identify compelling stories that will appeal to this audience.

An effective approach might be for CEPOL also to use the media networks of its partners: national training institutes and national police forces, JHA agencies, EU institutions and, for example, the Commission representation in the UK. Partners can help identify the most appropriate audiences and can also help to further disseminate CEPOL news items.

The Communications Officer is the key contact for media.

Outcome: CEPOL's established media partners will view the information that CEPOL provides as credible and potentially news-worthy.

6.8. Academics

As the European Police College, CEPOL is also an academic institution. Those with an interest in education can help CEPOL become known as a centre for learning excellence. Of particular interest to CEPOL are those academics that teach police subjects, e.g. criminology, at undergraduate or post graduate level.

Members of the LSRDD are the key contacts for this audience.

Outcome: Communications should raise this audience's awareness of and interest in CEPOL.

6.9. General public

As a publicly-funded body, CEPOL has a responsibility to make available clear and transparent information on its mission and activities. To a certain extent, the general public will be interested in what CEPOL does, but also whether CEPOL is carrying out its activities with due regard for taxpayers' money. This information is currently provided through the CEPOL website. A longer-term communication goal will be to raise awareness of CEPOL with the general public. In the short to medium-term, the goal is to a) avoid any negative publicity regarding CEPOL and b) ensure that there is a process in place to communicate in the event of a crisis.

Outcome: After exposure to CEPOL communications, the general public should have an understanding of what CEPOL does and think that CEPOL plays a valuable role in safeguarding the security of European citizens.

7. Communications objectives

The overarching communication objectives are:

- (i) to raise awareness of CEPOL and explain the rationale for its existence;

Outside of the immediate CEPOL community, awareness of CEPOL is currently rather low. In a first instance, the goal is to ensure that all audiences are aware of CEPOL, what the agency does, and its importance to ensuring a safe and secure Europe.

- (ii) to enhance its reputation as a provider of superior learning services for law enforcement officers.

As awareness of CEPOL grows, it is important that the agency is recognised for the quality of its output, in particular training and learning products. This will contribute to our image as the authoritative source for professional development products for law enforcement officers.

These communications objectives are current at the time of writing this strategy document. For CEPOL to maintain an effective communications strategy, these goals should be periodically reviewed and amended as communications goals are achieved and the Agency business strategy evolves.

8. Communications principles

To achieve these communications objectives, the CEPOL communications team will operate according to the following principles:

Clear, concise and consistent messaging

The aim is to be consistent in communicating CEPOL's key messages, with a consistent look and feel. CEPOL will communicate with clarity on what the agency is and does. Clarity of message is critical for success.

Highlight the benefit of CEPOL

Wherever possible, CEPOL should use its communications to remind its stakeholders of the benefit it brings to safeguarding the security of European citizens.

Cooperation with EU partners

CEPOL will integrate communication initiatives with the Justice and Home Affairs agenda of the European Commission, operating a communications calendar that reflects the priorities of the European Commission in the field of Justice and Home Affairs. In working closer with its institutional networks across Europe, CEPOL will be able to reach a wider audience more powerfully than if CEPOL operates on its own.

Targeted messaging

Different messages and different channels will be developed for different audiences. CEPOL will tailor messaging according to each target group and will identify the best channels to use to deliver messages.

Expand the communications toolkit

CEPOL will endeavour to find the most appealing form of communication and, while the web will remain a primary communications channel, there will be more communications channels available.

Planning outcomes

Each year, as part of the planning process, the communications team should develop a communications calendar for the forthcoming year, harmonizing activities with key milestones in the CEPOL activity calendar.

CEPOL's communications will be designed to fulfil identified objectives, aimed at defined target groups. CEPOL will strive to measure the effectiveness of its communications.

Planning processes

There will be key processes in place to ensure the quality of CEPOL's communications, such as briefing forms and minimum time periods for specific tasks (e.g. proof reading).

9. Key messages

There are three overarching key messages that each major audience category needs to take on board about CEPOL.

- (i) CEPOL is the agency for law enforcement training; staffed by experts; tutored by experts; delivered to experts
- (ii) In delivering quality learning and training to law enforcement personnel across Europe, CEPOL work is of direct benefit to the safety and security of European citizens
- (iii) CEPOL operates in strict accordance with EU agency standards; it functions efficiently and with due regard for budget and administrative regulations

10. Minimum standards

If CEPOL is to demonstrate, from a communications perspective, that it is operating as a fully-functioning EU Agency, there will be certain activities that CEPOL will have to undertake. These include:

- Consolidating existing materials into a clearly identifiable look and feel and using it consistently, including the words that we use to talk about CEPOL's offering
- Publishing a 'designed' Annual Report

- Publishing some materials in all languages (these materials will be translated through the EU Centre de Traduction; NCPs may be called upon to proof read translations if they have the capacity to do so)
- A regular flow of communications

11. Key milestones

Key milestones in the delivery of the communications strategy will include:

- The development and implementation of a consolidated house style (i.e. look and feel) for use within the agency, primarily by the Communications team;
- A review of the CEPOL website (as the primary communications channel); and
- An expansion of the communications tool kit.

12. Channels, tools and products

CEPOL has uses a number of communications channels and tools in its activities. A short summary of these, their effectiveness and their potential is listed below.

Web

CEPOL experience	This is a primary channel for CEPOL and it is often the first point of direct engagement with CEPOL. At present, the information appears untargeted and the channel is used more as a means of documenting what has been done, rather than as a communications tool to draw you in.
Advantages	In principle, low cost and easy to use; short lead times in making information publicly available.
Disadvantages	Easy to make web repository for all information, rather than using it selectively.
Possible future use	CEPOL's website will continue to be a primary channel for CEPOL. It will be important to identify the users (and their needs) of the website versus the users (and their needs) of e-Net. It will also be important to ensure that the website has a clear identity, be continuously updated and easy to navigate. Ideally, the website will become a more interactive site utilising more multimedia techniques to improve the impact of CEPOL's communications.

News releases

CEPOL experience	CEPOL publishes a high volume of news releases on its website each year. This is in part because many of the news items directly relate to
------------------	--

	CEPOL courses.
Advantages	Press releases can encourage journalists and news agencies to develop articles/news stories on CEPOL’s work, but only if the news release is relevant, targeted and news-worthy.
Disadvantages	Too many un-targeted or non-news worthy press releases will make it harder to attract attention to CEPOL’s news.
Possible future use	CEPOL can identify genuine “news” items and develop targeted media list to ensure distribution to interested parties.

Publications

CEPOL experience	During the course of each year, CEPOL publishes approximately three to four publications, distributed to NCPs via mail or at events/courses. Generally, the publications are well-received, but there is not much evidence of how they are used.
Advantages	Publications can present a positive professional image of CEPOL and can be targeted in their message
Disadvantages	Long lead time to develop, relatively expensive to develop, no means to track
Possible future use	<p>CEPOL must continue to produce publications and should develop some annual publications for delivery each year:</p> <ul style="list-style-type: none"> • Annual course catalogue (starting 2013) • Annual report (starting 2012) • Exchange programme year book <p>CEPOL should also diversify into shorter leaflets, on specific course content, e.g. webinars, e-learning.</p> <p>It will also be worthwhile investigating how to publish some publications as e-books.</p>

Newsletter

CEPOL experience	CEPOL publishes a monthly newsletter, distributed to Agency staff, NCPs and posted on e-Net. The newsletter focuses on CEPOL activities. The newsletter is between six-eight pages long and is relatively time consuming to produce.
Advantages	Generally, newsletters are a good means of keeping a large number of interested people regularly informed.
Disadvantages	Can be hard to produce if there is no significant news. It is worth

	keeping a basic editorial calendar, or identify a key them for each issue.
Possible future use	Create a structured newsletter that is produced six times per year; create editorial calendar around themes for each issue; expand readership and contributors to wider (EU) JHA community.

Conferences and events

CEPOL experience	CEPOL has mixed experience with conferences and events. In some cases, activities are labelled conferences when there are only a small number of participants. Events may be well attended or well received (e.g. EXPRO evaluation meeting; 10 year anniversary) but there is little pro-active media strategy in place. Other events, e.g. Research & Science conference are not well attended.
Advantages	Can be highly targeted, offers potential to develop strong relationships and networking opportunities. Offers opportunity to deliver CEPOL messaging to an already-engaged audience.
Disadvantages	Can be resource and cost heavy.
Possible future use	Identify one signature CEPOL conference per year and develop communications plan to support and promote conference. In addition, invest in marketing materials, e.g. display stand to ensure that conference is fully branded.

Roadshows

CEPOL experience	In 2010/2011, CEPOL participated jointly with EUROPOL in a number of roadshows in the Member States. CEPOL's participation was not especially visible during the roadshows.
Advantages	Less targeted than conferences; but offer possibility to disseminate messaging/materials to interested audience.
Disadvantages	Can be an inefficient use of budget if CEPOL presence is not adequately visible.
Possible future use	Additional branded materials can increase CEPOL's visibility at roadshows. Further, it is important to ensure that there is adequate staff available to participate in roadshows.

Gifts and giveaways

CEPOL experience	CEPOL provides gifts and giveaways to people connected with CEPOL courses (e.g. participants, trainers and organisers) and to high-
------------------	---

	level visitors/contacts. CEPOL has an array of gifts to offer, varying in value. CEPOL regularly receives requests from NCPs for materials for course participants.
Advantages	A good promotional material item will do more than carry a message or logo of giver, but it will also create an impression of the giver (quality, thoughtfulness, etc).
Disadvantages	Gifts and giveaways are costly and it is important to track their distribution.
Possible future use	CEPOL will continue to use gifts and giveaways as promotional items. However, the communications team will create some guidelines to ensure their most effective use.

Multimedia

CEPOL experience	CEPOL does not tend to use multimedia tools in its communications.
Advantages	Multimedia communications tools have become more mainstream and are more easily accessible by more people. They offer the potential for CEPOL to produce more engaging tools.
Disadvantages	Initially, there may be a long lead time to develop the first tools.
Possible future use	Use of multimedia will ensure that CEPOL's communications become more engaging. It is important to identify which audiences will best benefit from which tools.

Media relations

CEPOL experience	CEPOL has no pro-active media relations strategy in place.
Advantages	The media can be effective in transmitting CEPOL messaging to a wide audience.
Disadvantages	There are no disadvantages to establishing good media relations.
Possible future use	It is important for CEPOL to develop a media network and use it to increase awareness of CEPOL and its activities. As a first step, CEPOL should identify which media do our most important target audiences pay most attention to and which media will consider our messages newsworthy. Using this information, CEPOL can build a contact database.

Social media

CEPOL experience	CEPOL has little experience in using social media. In 2011, CEPOL established a Twitter account. Social media is much more mainstream and most agencies have some sort of social media presence.
Advantages	Relatively fast way of reaching audiences.
Disadvantages	A social media presence only adds value if that presence is active.
Possible future use	Social media will form a part of CEPOL’s communication strategy. During 2012, CEPOL can increase its use of Twitter, and can also increase its use of other social media tools to complement more traditional forms of communication. First steps will be to activate CEPOL’s presence on Facebook. Coupled with this, the communications team should publish a social media communications policy for CEPOL.

13. Measurement

Identifying how to measure activities in advance will help determine their effectiveness. At present, CEPOL does not undertake any formal measurement of communications activities. In the future, it is highly recommended to start measuring the effectiveness of communications.

Eventually, CEPOL should aim to measure the following:

- *Output*: information/communications provided through effective means to target groups identified;
- *Out-take*: Evidence that stakeholders have heard your messages and understood them; and
- *Outcome*: Evidence of change in behaviour.

In the short-term, CEPOL should identify what are the most important communications to measure and how best to measure them. The least complex means of measurement include, for example, number of downloads of a certain product from the website. For course marketing materials, it would be possible to survey NCPs on the materials that they found most useful.

As a starting point, CEPOL will undertake a stakeholder engagement survey in Q4 2012. In part, the survey will look at how well informed CEPOL’s stakeholders are and, in this regard, how effective CEPOL’s information products are. This first survey – which is planned to be undertaken every two years – will help identify and benchmark the most effective materials currently in use.

14. Looking ahead

This communications strategy has relatively modest goals. In part, this is due to the available resources and budget, but it is also due to current review of CEPOL’s legal framework. There is a possibility that the new legal framework will give CEPOL with additional tasks connected with the European Training Scheme. In this case, it will be an opportunity to review the CEPOL communications strategy, in particular regarding the corporate identity and brand (in the event of a significant change to CEPOL’s role).

15. Communications action plan 2013

During 2013, priority will be given to activities that relate to (i) enhancing the overall image of CEPOL and (ii) raising the profile of specific CEPOL products.

Action 1: Produce materials for an awareness raising campaign about CEPOL			
Objective: To raise awareness amongst police officers about CEPOL.	Activity/Deliverables: Produce a variety of materials for use by agency and NCPs to raise awareness about CEPOL: <ul style="list-style-type: none"> • Posters • PPT presentations • Flash films • Banners 	Timing: Ongoing	Priority: High
Action 2: Create marketing communications plans for key activities			
Objective: Raise interest and awareness of and interest in specific learning activities	Activity/Deliverables: Communications plan and related deliverables for the following: <ul style="list-style-type: none"> • Publication of 2012 Annual Report • 2013 Exchange Programme – possibility to produce Exchange Programme branded materials for participants 	Timing: Q1/2	Priority: High
Action 3: Review web			
Objective: To improve usability of CEPOL website – make	Activity/deliverables: Review content and structure of web as far as possible within	Timing: Q1 2013	Priority: Medium

CEPOL – COMMUNICATIONS STRATEGY

information clearer and easier to find	existing parameters of service provider.		
Action 4: Develop crisis communications plan			
Objective: Increase CEPOL's preparedness to communicate in the event of a crisis, to preserve reputation	Activity/Deliverables: Articulate steps to be taken from a communications perspective in the event of a crisis	Timing: Q3/4	Priority: Medium (but should be High!)
Action 5: Establish (communications) partnerships with JHA agencies			
Objective: To consolidate and support the coordination activities already taking place between JHA agencies with concerted communications efforts. To increase the presence of CEPOL at joint events/activities	Activity/deliverables: Use chairmanship of JHA agencies as springboard for enhanced cooperation	Timing: Ongoing	Priority: High (for 2013)
Action 6: Develop media relations			
Objective: To establish a media relations database	Activity/deliverables: Identify relevant media contacts, with help from press officers in MS, JHA agencies and COM.	Timing: Q3/4	Priority: Media
Action 7: Establish communications processes			
Objective: To improve and ensure a consistent level of quality for CEPOL communication projects.	Activity/deliverables: Develop policy and processes for key communications deliverables (in particular time needed to complete a task)	Timing: Q3 2012	Priority: Medium
Action 8: Develop measurement plan			
Objective: To better assess the effectiveness and impact of CEPOL communications	Activity/deliverables: Identify key products/channels for initial benchmarking	Timing: Q3/4	Priority: Medium
Action 9: Further develop internal communications strategy			
Objective: To ensure that staff are fully engaged with CEPOL strategy;	Activity/deliverables: To further develop an internal communications strategy for Agency staff.	Timing: Q4	Priority: Low

16. At a glance: Ongoing priorities

Target group	Long-term communications goal	Short-term communications goal	Key message	Products	Channels	Prime contact person
Influencers	Ensure that policy makers refer to CEPOL to as a key provider of learning products for law enforcement officers	Raise awareness of CEPOL successes/key messages Establish communications plan for influencers	CEPOL delivers services critical to the safety of European citizens in the most cost effective manner	CEPOL reports (Annual Report; ETS/Training needs analysis report)	Personal contact/messaging from Director (and senior management)	Director
NCPs	NCPs proactively market CEPOL courses	Provide NCPs with marketing materials	CEPOL is <i>the</i> agency for law enforcement training; staffed by experts; tutored by experts; delivered to experts	Marketing materials CEPOL reports (upward comms); CEPOL factsheets (for users)	Website; e-Net; E-mails	Communications team CEPOL staff
Users	Proactively seek out CEPOL courses Recommend activities to other users	Increased awareness of CEPOL activities	Participation in a CEPOL course is a means to career progression	Course-specific marketing materials	Website e-Net Publications	NCPs/CEPOL
Staff	Staff ‘speaking from the same song sheet’; i.e. using the same key messages	Understand brand CEPOL; Willing to use style guide	Brand CEPOL has value	Style guide (including visual identity)	Face to face Email	Director; Management; communications team

CEPOL – COMMUNICATIONS STRATEGY

Target group	Long-term communications goal	Short-term communications goal	Key message	Products	Channels	Prime contact person
Science and research community	Ensure that community considers CEPOL's police science and research offering as very valuable	Raise awareness of CEPOL's science and research offering	CEPOL has access to important resources for the science and research community	Bulletin Annual conference	Face to Face e-communications conferences	LSRDD staff
Media	Ensure that media seek the opinion of CEPOL when reporting on matters related to training of law enforcement officers or EU internal security	Awareness of CEPOL	CEPOL's work is of interest to the public as CEPOL plays a role in safeguarding security of EU citizens	News releases Media kits	E-mail Web	Communications team Management
Academics	Ensure that community seeks out CEPOL to understand latest advancements in training of law enforcement	Raise awareness of CEPOL	CEPOL is a top provider of training: delivered by experts to experts	Reports Presence at events	Publications Web	LSRDD staff Communications
General public	CEPOL is known as an EU agency that is worth the investment	To present CEPOL in an accessible and engaging manner	In providing training to law enforcement, CEPOL plays a protecting EU citizens	Web content Annual report Information stands	Face to face Publications Web	CEPOL staff