

Corporate Communications and Administration

2011-14 CORPORATE COMMUNICATION STRATEGY

Document Management No.	183311
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Date Written	March 2011
Date Ratified	March 2011
Date for Review	N/A
Version No.	4
Managers Handbook Reference	#183311



South Yorkshire
Fire & Rescue
WORKING FOR A SAFER
SOUTH YORKSHIRE

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Introduction: The Coalition's Programme for Government

The economic landscape for public services in the UK, including Fire & Rescue Services (FRS), is challenging. The new Government's deficit reduction programme takes precedence over all other priorities. The resultant reductions in spending will affect public organisations like South Yorkshire Fire & Rescue through the lifetime of this strategy.

The coalition's *Programme for Government* does, however, stress the importance of communicating effectively with local people, empowering them to participate more effectively in local democracy and scrutinising services funded by taxpayers' money. The priorities of localism, localism and localism – with additional attention to public sector accountability and transparency - are core features which run through the Government's programme, and therefore it is more important than ever before that organisations like ourselves invest an appropriate level of resources into communicating effectively.

Included within the *Programme for Government* are commitments to:

- Extend the scope of the Freedom of Information Act to provide greater transparency
- Implement the Sustainable Communities Act, so that citizens know how taxpayers' money is spent in their area, and have a greater say over how it is spent
- Require public bodies to publish online the job titles of every member of staff and the salaries and expenses of senior officials
- Require all councils to publish items of spending over £500
- Give residents the power to instigate local referendums on any local issue



The economic environment means it is obvious that public sector communication functions must operate cost-effectively and efficiently. Difficult questions need to be addressed, concerning how best those communication services are provided.

But it is clear that the Government's commitment to local people's involvement in public services, and the changes which will be brought about by the austerity programme, demonstrate a need for effective communication arrangements delivering specific outcomes, such as:

- An informed and engaged public who understand that public service delivery will change, and can contribute their ideas to the way their local services are designed and delivered
- Informed and engaged staff who can understand and contribute to the change process
- Communication that is demonstrably 'frontline' – contributing to the delivery of improved public services
- Providing their professional communication services cost effectively, whilst recognising that publishing more information will create further statutory work in responding to supplementary questions.

Corporate communication – reducing risk

Providing more information to the public than ever, engaging the public and staff, and enabling people to have their say in the way services are delivered, are key challenges for communication teams. At the heart of an FRS communication team, however, must be the over-riding aim of playing its role in the Service's priority of making people safer.

South Yorkshire Fire & Rescue's (SYFR's) communication team exists primarily to reduce fires, road traffic collisions and other emergencies in the local community.

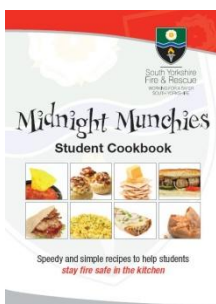
It delivers community safety in ways that are different from, but just as important as, the roles carried out by other staff in the organisation. It evaluates the effectiveness of its work not only by analysing the reduction in emergency incidents attributable to communication activity, but also the economic benefits these reductions bring to local communities. It has a track record of delivering tangible benefits in these areas.

Case study – 2009 student safety campaign

Campaign aims:

Reduce cooking fires in student accommodation
Raise awareness of alcohol related fires

This multi-media campaign set up a range of events targeted at freshers and other university students, produced simple student cookbooks with safety tips, and included media relations, marketing and online activity in partnership with the universities and student unions.



Campaign outcomes:

The monthly average for incidents in student accommodation in Sheffield for September and October in 2006-08 had been just under **seven per month**. In September 2009 there were **no** incidents reported. There were only **three** incidents in student accommodation in October 2009.

The total spend on marketing materials (posters, leaflets, cookbooks) was £1,011. The related reduction in house fires equates to a total cash saving of **£101,984***.

Communication work has moved on a long way from measuring its success through media monitoring. SYFR's communication team is a resource which has a measurable role in achieving the organisation's aim of working for a safer South Yorkshire.

*Based on the COI Economic Cost of Fire Report 2004.

Communicating change

The importance of communication in contributing to the coalition Government's agenda, and SYFR's overall community safety objectives, is clear. Over the coming years, there will be an even greater need for SYFR to communicate effectively with staff, the public and other stakeholders.

The reduction in spending on public services including SYFR will necessitate many changes in our ways of working and the way we deliver services to local communities. Due to the reductions in budget available to SYFR, our Service Plan for 2011-14 is likely to the number of people employed by the Service and may change the way we will deliver some of our services. For example, some changes to our fire station profile and staffing arrangements are possible.



Changes like these are emotive issues. We need to communicate effectively with staff, the public, and other stakeholders on these issues to build an understanding of why these changes are happening and respond to anxieties caused by the way we respond to the new economic environment. We need to consult and engage people on changes that directly affect them.



In 2010, SYFR significantly developed its approach to consultation, seeking staff and local people's views on their priorities *as part of* the Service planning process, *as well as* consulting on specific proposals arising from the plan. Staff and the public were told *how* their feedback had made a difference to our plans and, where their views could not be accommodated for any reason, we explained *why*.

This approach was a new and resource-intensive one for SYFR's communication team – but it was an important one which will need to be continued through the lifetime of this strategy. It fits in perfectly with the Government's commitment to localism and the Big Society, and it will give the organisation the best possible chance of being successful in implementing appropriate changes to local service delivery. Government commitments such as giving local residents the power to instigate local referendums on local issues mean there will be new ways in future for interest groups to oppose planned changes.

Where are we now?

In recent years, SYFR has undertaken a significant amount of background communication work, putting it in a good position to deliver effectively against our needs through the lifetime of this strategy. Among the priorities which have been developed are:

- A strategic communications resource that systematically measures its contribution to achieving organisational aims and providing value to communities
- Award-winning campaigns to increase public safety and deliver cash savings to local communities by reducing fires and other emergencies
- A new, interactive website which enables us to communicate directly with interested local people and reduce our reliance on traditional media sources
- A consultation database has been developed by proactively recording the details of people who are interested in having their say on SYFR. We directly communicate with these residents every month, via our new, free e-newsletter
- Improved staff engagement through the creation of a staff forum, a face-to-face programme of manager visits, and enhanced consultation opportunities
- Good relations with communication colleagues in other FRs and South Yorkshire public authorities, providing a platform upon which a shared approach to providing some services could be developed



Case study – Development of direct and e-communication

Over recent years, SYFR's corporate communication aimed to develop its direct and online engagement with local people, and become less reliant on traditional broadcast and print media. The additional resources were created by efficiency savings and have produced notable results in our ability to engage directly with the public and our partners:

- Relunched interactive website now has around 200,000 page views per month – double the previous number
- New e-newsletter, launched in 2010, sent directly to over 1,500 people. It is being used for consultation purposes and to drive traffic to our website
- Consultation database increased from zero local people in 2008 to around 800
- New text service generated over 1,000 Home Safety Check referrals in its first year
- SYFR YouTube channel is our own video news and community safety service
- SYFR Twitter service has over 900 followers

The emphasis of the work developed over this period has been to move towards direct communication with interested local people to enable our message to get across unedited, and greater use of cost-effective online communication methods.

This area of work is now regarded as being so important that a social media strategy is appended to this document.

The funding environment

The introduction to this strategy outlined the importance placed by the coalition Government on communicating openly with local people. However, the Government's first priority is the deficit reduction programme which has already resulted in a substantial cut in the central revenue grant to English Fire & Rescue Services.

Like any other function at SYFR, corporate communication will need to make efficiencies in line with the funding available. It is worth noting that:

- SYFR spends less than 0.5% of its budget on corporate communication
- Two of our campaigns at the end of 2009 (a student safety campaign and a Christmas campaign) helped to produce savings to local communities in excess of £300,000, in terms of reductions in the cost of fire. Those two campaigns helped to reduce fires, and the effects of fires, by such an extent that they saved the South Yorkshire public more than the entire annual budget of SYFR's corporate communication work



Further efficiencies will need to be made to the way we provide corporate communication services at SYFR. We propose to do these in the following ways:

- Stopping the publication and distribution of *Safety Watch*, which was posted to every household in South Yorkshire, and seeking space in partner public sector publications instead
- Working with other Fire & Rescue Services, and South Yorkshire public sector communication teams, to seek to identify efficiency and collaboration opportunities
- Seeking to identify ways in which we can generate income for SYFR, through commercial opportunities

Money is tight but corporate communication services are essential in delivering greater engagement with local people, staff and public understanding and engagement in the changing way SYFR will provide its services, and ultimately delivering a safer South Yorkshire. The direction of some of our work will undoubtedly change, as may the way we provide communication services.

We will need to prioritise what areas of work are most important.

What is important to us? Our action plan

Corporate communication work can encompass a wide range of activities, including marketing, corporate identity and branding, and corporate social responsibility. New Government priorities about freedom of information and the engagement of local people, and the tightening funding situation, mean we will have to focus our work on our key priorities through the lifetime of this strategy. These priorities are:

1. Being open and transparent
2. Making South Yorkshire people safer
3. Enabling local people to have their say
4. Building an engaged workforce and communicating our priorities
5. Maintaining trust and protecting our reputation
6. Generating additional revenue
7. Providing highly-valued professional communication services



1. Being open and transparent

Previous expectations on public services to provide information freely and accessibly are being extended by the new Government. We have already made provision to publish all expenditure over £500. The scope of the Freedom of Information Act is expected to be further extended. These new and recently-introduced freedoms are significantly increasing our communication workload. In addition to the increased work required to publish more information, our experience is that – once published – that information generates further interest in our work and additional requests for information.

- *We will fulfil our obligations under the Freedom of Information Act and other related expectations, but will strongly resist attempts by people to use the legislation to waste taxpayers' money by unduly burdening us with information requests.*
- *We will continue to regularly publish details of our performance in implementing the Freedom of Information Act.*
- *We will begin to monitor and publish the costs to the organisation of responding to Freedom of Information requests.*

Case study – Freedom of Information Act requests

As public interest in the Service grew in 2009, the number of requests received under the Freedom of Information Act (FOIA) trebled, creating hundreds of hours of extra work. One person made 24 separate requests under the FOIA; some of those requests contained more than 20 questions, created hundreds of hours of work, costing thousands of pounds in staff time.

Freedom of Information requests and our updated Publication Scheme also created additional media relations work in responding to journalists interested in the information we had published.

2. Making South Yorkshire people safer

Like every member of staff at SYFR, our communication professionals are employed to work for a safer South Yorkshire. The main way in which we achieve this is to work with operational colleagues to develop and implement targeted, measured and evaluated community safety campaigns, which clearly reduce fires and other emergencies. We have proven our campaigns help to reduce incidents and make people safer and therefore communication staff should be regarded as service which directly contributes to the organisation's core objectives.

- *We will work with our operational colleagues to deliver four community safety campaigns per year.*
- *We will measure the success of these campaigns using outcome-based data. The type of measures we will use might be analysing the reduction in the number of incidents we have attended, how much money the reduction in incidents has saved for local people, or how many Home Safety Check referrals we have helped to generate.*
- *We will endeavour to use our limited resources to provide appropriate support to other requests for community safety communication support.*

3. Enabling local people to have their say

There has, for many years, been a trend towards ensuring public services involve local people in their decision-making processes. There is a duty on Fire & Rescue Services to consult with the public on their service delivery plans. The 2008 White Paper, *Communities in Control*, sought to pass power into the hands of local communities. The new Coalition Government has gone further, by stating its intentions to enable local people to have a greater say over how taxpayers' money is spent, and even call referendums on local issues.

In 2010, we held a major public consultation seeking people's views on the future of South Yorkshire Fire & Rescue. Funding cuts are bound to change the way we deliver our services in the future and it will be more important than ever for us to effectively communicate and engage with local people. They will need to understand why we are changing the way we deliver our services, and be reassured about our ongoing commitment to keeping them safe.

- *We will continue to proactively consult with staff, representative bodies, partner organisations and local people.*
- *We will keep making it easier for people to have their say about us in a cost-effective way, by extending our use of our website, e-newsletters and social media such as Facebook.*
- *We will do better at working with our operational and community safety colleagues to ensure that the community events they attend can be treated as consultation opportunities where appropriate.*

4. Building an engaged workforce and communicating our priorities

On a number of occasions over recent years our internal communication has been criticised, despite numerous efforts to increase the type and frequency of our communication with staff. It has also been reported that staff, politicians and partners do not know what our priorities are. As part of our 2010 consultation, we reviewed those priorities.

Communicating effectively with our staff will be even more important over the coming years, when their jobs may be affected by our funding constraints.

- *We will work with our colleagues in Human Resources (HR) to introduce an annual staff survey which measures key internal communication and staff satisfaction indicators, enabling us to benchmark our performance over time.*
- *Again in conjunction with our colleagues from HR, we will deliver two targeted, measured and evaluated internal communication campaigns per year, aimed at improving our performance in key measures selected from the staff survey.*
- *We will publish clearly and regularly our priorities to ensure they are known by our staff, politicians and partners.*
- *We will celebrate success through the provision of appropriate events*

5. Maintaining trust and protecting our reputation

Fire & Rescue Services have traditionally received the highest public approval ratings of any public service. It is possible that those ratings may never be bettered due to the service's evolution from a purely emergency responding role to one that now has much more contact with the public in non-emergency or enforcement roles.

As a public service, it remains important that we maintain public trust in the service we provide and our reputation in the local community.

- *We will measure public satisfaction with the service we provide through outcome-based measures such as perception surveys.*
- *We will record, for our own purposes, media coverage about the service but will not be influenced disproportionately by our view of this coverage; the influence of the traditional media in contributing to our overall public satisfaction measure is declining.*
- *We will not use process-based measures of our communication team, such as the number of press releases issued. These are not suitable measures of successful communication. Similarly, we will not use outdated performance measures such as the advertising value equivalent rate of media articles about us.*

6. Generating additional revenue

Legislation has traditionally restricted Fire & Rescue Services in the trading they could legitimately participate in. Those restrictions will be lifted by the enactment of the Localism Bill. Faced with reduced Government income, it is important for us to maximise commercial income where possible.

- *We will seek to generate commercial income for the service by helping to market the availability of our professional services, training, conference facilities and advertising space, in conjunction with other relevant departments such as training and development, and asset management.*

7. Providing highly-valued professional communication services

We are proud to be a communication team that has been nationally recognised in the Chartered Institute of Public Relations' award scheme for our community safety campaigns; and been recognised by local media sources as providing an effective and trustworthy media relations service.

Occasionally, SYFR colleagues are frustrated because our limited resources mean we are unable to provide them with exactly the services they would hope for. This situation will be even more challenging in the future. We are facing increasing and competing demands for professional corporate communication services – through the greater needs for transparency, public consultation, and improved internal communication – at a time when our resources are reducing.

- *We will publish internal service standards so our colleagues know what they can expect from us.*
- *We will measure our colleagues' satisfaction with the services we provide, against those internal service standards.*
- *We will continue to monitor media satisfaction with the services we provide to them.*

Communication resources

Corporate communication accounts for less than 0.5% of the service's annual budget. Our evaluation shows we contribute far more to the local community than we cost, through our success in reducing fires and the cost of fires. It is a function that is already working efficiently.

We are also a successful function, that has been recognised by its professional body, the Chartered Institute of Public Relations, in two awards events in the past two years, for its contribution to making South Yorkshire safer. The Head of Corporate Communications has, since 2008, been chair of the national FirePRO network, the voice of communication professionals working in the FRS.



The team's efficiency, recognition of excellence, and status within the Fire & Rescue Service community, means it is in a good position to prioritise the generation of additional income above cutting the services it provides.

- *If other FRSs seek to outsource communication work, we will pitch to provide those services.*
- *We will play our part in reducing the budget at SYFR. We have already identified ways in which we can provide an even more cost-effective communication service.*
- *Where we can reduce our costs by collaborating with other organisations' communication teams, without affecting our ability to deliver SYFR's communication needs, we will do so.*

We promise that the net cost of corporate communication work will not exceed 0.5% of the service's overall budget.

Corporate communication performance measures

We are determined to evaluate the benefits we bring to South Yorkshire Fire & Rescue, and the part we play in helping the organisation to achieve its overall aims. We want to measure our performance in terms of actual outcomes instead of outputs. For example, we will measure how we have helped to change people's behaviour to make them safer, not the number of press releases we have distributed.

Our performance measures directly relate to the action plan listed on pages 8 to 11, ensuring we focus our efforts on the things that are most important to us.

Corporate Communications & Administration Performance Indicators 2011/12

Reporting	Description
Priority 1 - Being open and transparent	
SYFR spend on comms	Spend as a % of total budget
SYFR spend on corp admin	Spend as a % of total budget
Freedom of Information Act implementation	Publish performance and costs of implementing the FOIA
Spending over £500	Publish all spending over £500 by the end of the following month
Priority 2 - Making South Yorkshire people safer	
Community Safety campaigns	To reduce cooking related accidental house fires in South Yorkshire during the campaign period, relative to the average over the last three years
	Secondary fires target to be set at start of campaign
	Home Safety Check target to be set at start of campaign
	Accidental dwelling fires target to be set at start of campaign
	Reduce costs of fire in campaign periods by at least £300,000
Media coverage	% of media articles containing a safety message
Priority 3 - Enabling local people to have their say	
Consultation	For all service-wide consultations (eg. Service Plan) get minimum number of 250 responses
Priority 4 - Building an engaged workforce and communicating our priorities	
Internal communication campaigns	Percentage of staff who report they can recall 3/4 of our priorities
	Percentage of staff who rate internal communication as 'good' or 'excellent'
External events attendees	Percentage rating our events as "good" or "excellent"
Priority 5 - Maintaining trust and protecting our reputation	
Customer feedback surveys	Percentage of people who say they are satisfied with the service they have received
Your Voice Counts survey	Percentage of people who have used our emergency response in the last 3 years and were satisfied
	Percentage of people who have used our prevention services in the last 3 years and were satisfied
	Percentage of people rating us as "Good" or "Excellent" overall

Compliments and Complaints	Publish reports to the Audit Committee
Media coverage	% of media stories rated as negative
Priority 6 - Generating additional revenue	
Sponsorship, advertising and consultancy revenue	Income generated
Priority 7 - Providing highly-valued professional services	
Internal client satisfaction	Satisfaction of internal clients with services provided by corporate comms
Media satisfaction	Satisfaction of key journalist contacts with media relations services provided by corporate comms

Appendix: Using Social Media

Introduction

The way people consume and share information has changed dramatically in the last decade. With the rapid development of new technologies incorporating social media, this change is now taking place constantly. This appendix recognises the specific impact that social media is having on the way public sector bodies communicate. However, we take the view that, rather than being a communication discipline within its own right, social media is just another tool with which to implement a communication strategy. This appendix therefore outlines how we believe we can use existing social media to improve communication, consultation and engagement, although it is acknowledged that new tools are emerging all the time.

Context

New technologies, such as Smart phones and Wi-Fi internet, together with faster internet connection speeds, allow people to access information from any place, at any time. Videos can be streamed on mobile phones via YouTube, conversations take place on Twitter 24/7 and links, photos and videos are shared, commented on and 'liked' on Facebook at the click of the button.

At the same time, traditional media sources continue to decline. The Star's circulation has halved since 2001 (43,000 in 2011 down from 84,000), whilst the pluralisation of broadcast media, with the introduction of digital radio and hundreds of freeview and subscription-based television channels, means the way people access information is even more fragmented.

South Yorkshire Fire & Rescue has already responded to these changes, with established presences on Twitter, Facebook, YouTube and Flickr. But with use of social media now an accepted, rather than an optional, part of the communication mix, strategic development of these resources is important to ensure that, as an organisation, we use these portals in an effective, results-based way.

Facebook

The main principles of social media, such as transparency, making information easily accessible and engaging with the public are goals that government organisations are continually trying to achieve but do not always accomplish successfully. Facebook pages are good ways of achieving these goals and with more than half a million registered users living within 10 miles of Sheffield alone, the site offers opportunities to the organisation which will be developed in the following areas:

Community Safety 'Surgeries'

On a weekly or monthly basis, a trained operational member of staff will be available for an online webchat with the public on issues such as home fire safety, technical fire safety and arson reduction.

Campaigns

Facebook users can 'Like' or sign up to causes at the click of a button, share links and safety tips and share images and videos exponentially. We would therefore seek to integrate Facebook into all our campaigns work both passively (posting content to our own fans) and actively (seeking out other groups and communities and sharing content/safety advice with them).

Consultation

Our own Facebook page is not meant to replace traditional ways for the public to contact our organisation, but to give them more freedom in choosing which method they use. Because Facebook and its communities place a strong emphasis on relationships, campaigns and causes, as an

organisation we will incorporate it as a tool for use in our future public consultation work. This will produce a cost-saving compared to the need to hold face-to-face public meetings or distribute postal surveys.

Advertising

Unlike local media, Facebook offers ultra-local advertising opportunities, based on specific demographic types and to postcode or street level. Where the spend can be justified and evaluated, advertising opportunities will be sought, which, for example may help fulfil campaign aims (e.g. reductions in incidents) or public consultation initiatives.

Station-based initiatives

Fire station staff may be interested in using Facebook to develop appropriate links with the local communities they serve. Where a clear need has been identified to use Facebook to address a specific risk, Corporate Communications will work with relevant crews to introduce it appropriately.

Twitter

We already have a large Twitter following, together with fresh examples of effective usage. The speed and brevity of Twitter updates, offers several unique opportunities for the organisation to communicate effectively:

Incidents

Citizen journalism, where eye witnesses tell their own versions of news stories as they unfold, is a reality. Twitter is one of the most popular ways for people to share information about live situations, but the site also offers us new ways of influencing the conversation. Live updates during a major incident help to keep the public informed, allow us to share potentially vital safety information and may help correct inaccuracies.

Crises

States of emergency or spate conditions, such as extreme weather, are times when members of the public traditionally look to local public services for help and advice. Twitter offers one of the quickest ways of fulfilling our warning and informing remit, allowing us to potentially reach thousands of residents in minutes, out of office hours, from anywhere. We will therefore continue to use Twitter as one of our primary tools for getting information out quickly in a crisis situation.

Safety Messages

Retweets, mentions, lists and hashtags are all popular functions on Twitter, which allow messages to be shared with other users, instantly. Popular collaborative fire safety campaigns, such as the #testittuesday and #firekills campaigns, show how simple calls to action and safety advice can reach millions of. We will use Twitter to issue relevant and timely safety advice, developing networks with FRSs nationally to ensure a collaborative approach, greater spread of messages and tie in with national campaigns.

Building community safety

Twitter has been used effectively by some local public sector frontline personnel to help deliver better customer service and build community safety. It has been especially well-used by some frontline Police officers to develop community confidence and engage with the public on their work. It will be appropriate to develop Twitter usage with some SYFR frontline staff, and Corporate Communications will work with selected staff to enable them to use it appropriately.

YouTube

Faster internet speeds and improvements in mobile phone technology mean interactive digital content, such as video and audio, is an increasingly popular and accepted way for individuals to access information online. For the fire service, video can help graphically illustrate safety messages, whilst also allowing interviews to be published without edits and in full. Where video offers the best or an alternative way of getting a safety message across as part of a campaign, or when a media story requires a full and accurate response, we will continue to use our established YouTube channel to achieve this.

Flickr

Photographic communities have already been established online, whereby fire service enthusiasts, photographers or interested members of the public share images of us, our vehicles and the incidents we attend. Updating our own online image gallery online can help us engage with our communities better, help achieve our goal of openness, as well as protecting our corporate identity and encouraging forums and discussions to take place online around our work.

Sheffield Forum

One of the most successful geographically-based discussion forums in the UK, Sheffield Forum is a large online forum with over 120,000 registered users. This can also be used for community safety campaigns, reducing risk, and consultation/discussion purposes.

Other areas of development

Other social media resources

New media is developing all the time, and corporate communications will constantly assess if and how SYFR should use them. For example, we are currently considering how best to use Linked-In, particularly for Technical Fire Safety purposes.

Training

Where a clear need has been identified for anyone other than Corporate Communications personnel to use social media, or when it offers the best and most cost effective way of achieving an operational goal (e.g. a reduction in house fires in a given location), we would deliver appropriate training to personnel in effective usage.

Business Continuity

As social media sites are not hosted on our own web servers, they provide back up points of contact for the public, for example during a power outage, extreme weather or at times of high-site traffic, such as a major incident or emergency, when our own website might experience problems. We therefore seek to continue to build our number of social media fans and followers, so we are in a position to communicate with as many members of the public as possible, in case of such an eventuality.

Internal Communication

Communicating with our workforce in a way they want to be communicated with is important for promoting buy-in to messages and organisational changes. Social media may offer ways for us to communicate with staff in a more immediate and open way, and encouraging individuals who want to be informed in this way will form part of future internal communication campaign work.

Social Media – Who Will Use It For What?

The table below summarises examples of which staff we believe should be permitted to use the current range of social media for work purposes, and what for:

	Corporate Communications	Trained operational staff
Twitter	Incidents Crises/civil contingencies Safety campaigns	Arson reduction work
Facebook	Community safety campaigns Online surgeries Targeted campaigns and consultation (eg. geographical areas, specific ages) Consultation Advertising	Online surgeries Targeted campaigns (eg. geographical areas, specific ages)
YouTube	Community safety videos Incident/news videos	No – via Corporate Comms
Flickr	SYFR asset images Incident images	Possibly future option to upload incident images
Sheffield Forum	Trailing community safety initiatives Consultation purposes Arson and arson-risk reporting Holding online ‘surgeries’ Responding to criticism of SYFR	Arson and arson-risk reporting Holding online ‘surgeries’ Responding on community safety issues
Other message boards/chat forums (eg. The Star)	Responding to criticism of SYFR	Sector-specific forums (eg. CFOA)