

Sentencing Council

Confidence and Communication Sub-group

13 December 2016, 09:00 – 09:45

By phone: Dial 08444 737373 PIN 021323

Agenda

Introduction (JG, 2 mins)

1. Confidence and Communication Strategy 2016/17 – proposed updates
(PH, 5 mins) Paper 1
2. Digital contract retender and update on plans for:
 - MCSG revisions
 - Crown Court on- and offline guidelines
 - MCSG Welsh on- and offline guidelines(PH, 8 mins)
3. Media handling MCSG (NM, 5 mins)
4. Improving Police understanding of sentencing (NM, 8 mins) Paper 2
5. Digital update – web use statistics, web survey responses (GS, 8 mins)
6. Action log (PH, NM, GS, 5 mins) Paper 3
7. Speeches/events update (PH, 2 mins)

AOB (All, 2 mins)

Sub-group meeting: 13 December 2016

Paper: Updates to the Sentencing Council
Confidence and Communication
Strategy 2016/17

Lead official: Phil Hodgson 020 7071 5788

1 ISSUE

- 1.1 The arrival of a new Head of Communication has provided us with an opportunity to consider whether the Confidence and Communication Strategy might be refreshed to reflect any changes in actual and anticipated circumstances and thinking.

The strategy is attached at Annex 1 below.

2 RECOMMENDATION

- 2.1 It is recommended that the Confidence and Communication sub-group members reviews the proposed amendments detailed below and offer their views and insight so that we might agree any changes of emphasis to the work programme for the remainder of the year.

3 CONSIDERATION

Objectives

- 3.1 Drawing on previous Sentencing Council communication strategies, we have introduced a set of three objectives to the 2016/17 strategy. While these do not change the work strands (previous referred to as “aims”), they do give clear direction to the work of the communication team and will assist us with making decisions and setting priorities.

Question 1: Do members agree with the objectives identified?

Question 2: Are members content for objectives to be included in the strategy?

Evaluation of communication activities

3.2 We recommend an increase of emphasis on evaluation in recognition of the pressure of the current environment on communication budgets and on the Sentencing Council as a whole to deliver more for less. More thorough evaluation of our communication activities will enable us to assess the effectiveness and efficiency of our work over time and better demonstrate the contribution communication makes to the work of the Sentencing Council.

Promoting evaluations of the guidelines

3.3 Some of the Sentencing Council's guidelines have now been in force for a while and we are starting to evaluate their performance. Inevitably, there will be an increasing emphasis on the operation and impact of the guidelines and we recommend that this is recognised in the existing strategy.

Question 3: Are members content to include a commitment in the strategy to promote the outcome of guideline evaluations, where appropriate?

Online consultation

3.4 Our Analysis and Research colleagues have asked us to explore other options for online consultation. A requirement to explore options has been built into the digital contract.

Question 4: Are members content for this commitment to included in the strategy?

Relationships with partners and interested parties

3.5 We propose the strategy be amended to include a commitment to: "build a network of contacts and develop a good understanding of available channels" to reach professional audiences. This is not a substantive change in that much of this work is already happening. However, we are keen for the strategy to recognise the degree to which these audiences are pivotal in contributing to consultations and promoting understanding of the guidelines.

Question 5: Are members content for this commitment to included in the strategy?

3.6 Since the Confidence and Communication Strategy was written, the stakeholder management tool (Kahootz) has gone live. This will be valuable

tool in promoting efficiency and in helping to protect the Council's reputation. It is already being used to some degree but work needs to be done to encourage colleagues to incorporate it within their day-to-day working practices.

Question 6: Are members content for this commitment to included in the strategy?



Annex 1

Confidence and Communications Strategy 2016/17

Commissioned by the Sentencing Council's Confidence and Communications sub-group
Contact: phil.hodgson@sentencingcouncil.gsi.gov.uk

CONTEXT

The Sentencing Council is an established organisation, having been in existence since 2010. By the end of March 2016, the Council will be consulting on its fifteenth guideline, publishing its thirteenth with its eleventh coming into force.

Feedback during research interviews and other interaction with judges and magistrates suggests that initial scepticism about guidelines has now turned into general support. This is supported by MoJ sentencing data and findings from the Crown Court Sentencing Survey on assault which indicates a substantial degree of consistency in its application across Crown Court centres. Judges and magistrates refer to the guidelines in their sentencing remarks which help raise public awareness that they are following a consistent process.

The model adopted by the guidelines has become more sophisticated, setting out an approach for sentencing corporate as well as individual offenders, and a way in which to take into account risk of harm as well as actual harm.

Visibility of the work of the Council has been increased through broad coverage in mainstream national media and there continues to be strong public interest and political debate around sentencing. The Court of Appeal refers to sentencing guidelines when reaching its judgments. Media coverage is often critical if sentences appear to be unduly lenient. Publicity surrounding high profile offences causes a greater degree of debate around release provisions and comparative sentences for similar offences.

In April, the Council will publish its fourth business plan setting out its aims, objectives and work plan for the year as well as its sixth annual report in autumn 2016. This confidence and communications strategy will cover the period from 1 April 2016 to 31 March 2017, in line with the business plan.

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AIMS AND OBJECTIVES

The Council's aims and objectives are drawn from the Coroners and Justice Act 2009. The Statement of Purpose set out by the Council in its 2016/17 Business Plan says:

“The Sentencing Council for England and Wales promotes a clear, fair and consistent approach to sentencing by publishing sentencing guidelines which provide clear structure and processes for judges and magistrates to use in court and improve awareness and understanding of sentencing among victims, witnesses, offenders and the public.”

The strategic communication objectives of the communication team are to:

- support effective implementation of guidelines across the criminal justice community;
- promote awareness and understanding of sentencing, the sentencing guidelines and how they work among practitioners, victims and the public; and
- reinforce the reputation of the Sentencing Council and sentencing guidelines across the criminal justice system and with government, Parliament, the media and the public.

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To achieve our objectives, we have identified five work strands:

- publish and distribute sentencing guidelines;
- develop the Council's digital capability;
- develop productive working relationships with partners and interested parties;
- work to engage the public and victims of crime; and
- provide expert advice.

To ensure our efforts are well targeted and resources used to best effect, we will evaluate and measure our communication activities throughout the life of this strategy.

CONFIDENCE AND COMMUNICATIONS SUBGROUP ASPIRATION

In support of the aims and objectives above, the confidence and communications sub-group has set out its aspiration that the approach to sentencing offenders is viewed as proportionate, fair and consistent by sentencers and other practitioners in the justice system, victims of crime and the general public.

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In detail, that:

- judges, magistrates and other criminal justice practitioners have confidence in the guidelines and in the sentencing process which the guidelines promote;
- key players in the criminal justice system such as the police are advocates of the sentencing process, and use the guidelines as a touchstone to explain the sentencing process to victims and others involved; and
- victims and members of the public have access to information about the sentencing process which enables them to draw their own conclusions about whether sentencing is proportionate and fair both in cases in which they are involved and in high profile cases covered by the media.

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COMMUNICATIONS APPROACH

It should be noted that a period of purdah will fall within the scope of this strategy for local elections meaning that external communications activities will be limited from the end of March until May.

Building on the work undertaken last year, the following section outlines our planned approach covering our five strategic communications aims.

1. Publish and distribute sentencing guidelines

This year we will undertake to support the following guideline activities [\[updated Nov 2016\]](#):

- issuing consultations on: youths (May), MCSG (May), knives (October), breach (October)
- publishing definitive guidelines on: money laundering (May), imposition (October), MCSG (January), guilty pleas (Feb/Mar), youths (Feb/Mar)
- bringing in to force definitive guidelines on: robbery offences (April), dangerous dog offences (July), imposition (January)

[Some of the Sentencing Council's guidelines have now been in force for a while and the Council is starting to evaluate their performance. We shall seek opportunities to promote the outcomes of these evaluations, where appropriate.](#)

We will also continue to publish material from the Analysis and Research team such as research bulletins, resource assessments, equality impact assessments, data tables and any other materials.

2. Develop the Council's digital capability

All roles within the office of the Sentencing Council incorporate digital communications – we all 'do digital'. Each team is responsible for their own areas of the website and staff on each team have received training and support in using our new content management system.

Key areas of work this year are:

- Digital guidelines:

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As part of our digital strategy we have developed online and offline sentencing guidelines for magistrates – work to maintain, develop and support the use of these guidelines and the tools within them, is a priority. During this year, we will now focus on developing digital guidelines for the Crown Court whilst noting that it will be of the highest importance to build relationships with other areas of the justice system which are also developing new digital systems as well as noting that the successful delivery of digital guidelines for the Crown Court will be dependent on the delivery of other systems and tools.

- Sentencing Council website

Because of our independence, the Sentencing Council's website is exempt from inclusion on the GOV.UK website which now contains most departments' web content. Our site is managed via the WordPress content management system which enables us to enhance our content as we wish. Our work this year will focus on enhancing the content on this site and making improvements based on user feedback.

- Digital Council

We have created an online secure space for Council business – all papers are circulated via this online space and many Council members now work from a laptop or tablet at Council meetings rather than printing papers. We have also created an online document store which allows Council members and staff to collaborate on shared documents. The priority for this year is to maintain activity in this area and encourage even greater acceptance of digital working.

- Twitter and other social media:

A plan to increase our use of Twitter was approved by the Confidence and Communications Subgroup and has been put in place. More sophisticated methods of monitoring Twitter activity via Hootsuite are in place. Since the launch of the new website in January 2015, we have increased our activity on Twitter even further, tweeting around 14 times a month since then with an extra 50 followers per month. We have also started a new Twitter account for the Head of Office which we will use for more informal communication about the work of the office. We will explore other social media channels and consider opportunities to extend our reach via these channels.

- Consultation:

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The Cabinet Office encourages the use of digital means to carry out 'open policy making'. This includes the use of online consultation tools. We currently run our online consultations using Citizen Space and will continue to do so while exploring other options.

3. Develop productive working relationships with partners and interested parties

This year we will continue to focus on ensuring that definitive guidelines are implemented effectively within the criminal justice community. For example, all consultation and definitive guideline launches will be communicated to relevant organisations such as the CPS, HMCTS, NOMS, police, probation and so forth. We will build a network of contacts and develop a good understanding of available channels to help us reach professional, practitioner audiences.

Whilst maintaining our independence, we will also continue to foster a close working relationship with MOJ Communications Directorate to ensure that they are informed and updated as well as more generally aware of our work. We will do this through attendance at monthly MOJ communications meetings for heads of communications in 'Arms Length Bodies' and keeping the MOJ news planning team informed of our planned media and campaign activities, as well as ensuring MOJ press officers attend the guideline 'walk-throughs' prior to any consultation launches or guideline publications.

Deleted: and the monthly meeting to review the MOJ media grid

There will continue to be a focus on Parliament and we remain open to facilitating meetings between interested parliamentarians and Council members. We will assist with briefing the Chairman and any other Council members who attend Justice Committee meetings.

A new stakeholder management tool has been introduced to allow the office to keep better records of all interactions and relationships with stakeholders, which will enable us to tailor our communications more appropriately for each audience. The tool has only recently been introduced and we will work this year to embed use of the tool in the Council's day-to-day working practices.

Deleted: A new stakeholder management tool will enable the office to keep better records of all interactions and relationships with stakeholders to enable us to tailor our communications more appropriately for each audience. This work has been on hold for some time now but MOJ Technology continue to support us in looking at possible solutions. We will pursue this and remain hopeful that a solution will be found in this reporting year.

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4. Work to engage the public and victims of crime

In the 2015/16 financial year, we exceeded the target of speaking at 20 events by two. It has been agreed to retain this target for the period of this strategy – ~~by October, we had already exceeded the target.~~ It is recognised that preparation for these events takes up considerable time but this is time well spent as we are reaching both good numbers and a broad range of audiences.

Deleted: already have two confirmed events in the diary

We would endeavour to be open to opportunities as they arise, for example working with offence-specific interest groups or other sectors of the general public as our work progresses. However, our primary focus will be with two specific audiences, as set out below.

Victims should be at the heart of the criminal justice system and providing information which helps explain the sentencing process to them is a priority for the Sentencing Council. Guidelines are increasingly explicit in terms of how judges and magistrates should consider the impact of crimes on the victim, not just physically but also emotionally and we will back up this focus in our communications work. One particular area to focus on will be establishing a firm relationship with new staff at Victim Support and with Citizens' Advice who now manage witness services in England and Wales.

We have been unable to conduct current research due to budget restrictions but we know from older pieces of research that the public's views of sentencing are primarily shaped by the media, their friends and by frontline practitioners. The **police** especially hold a position of trust when it comes to victims of crime, their families and the wider public. For this reason, we are planning to continue our work to communicate with the police to ensure they are aware of how sentencing works as well as develop our relationship with the National Police Chiefs' Council (NPCC), Association of Police and Crime Commissioners (APCC), the College of Policing and other police bodies further. However we are realistic about the challenges we face – police training is carefully managed and unless there is clear and immediate relevance to trainees, content from external bodies will not be included.

5. Pro vide expert advice

We have regular approaches from broadcasters and journalists asking us to explain or verify information and we will continue to maintain and build on these existing Commissioned by the Sentencing Council's Confidence and Communications sub-group
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relationships with the media. We aim to be the most helpful and reliable source of official information on sentencing for the media to ensure that reported information and fictional portrayals are as accurate as possible.

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KEY MESSAGES

To underpin our general communications the following is a list of proposed core messages.

- Sentencing guidelines mean that all judges and magistrates in England and Wales take the same approach to sentencing offenders.
- Sentencing guidelines always take into account the impact on the victim.
- Sentencing guidelines do an important job in making sure the punishment fits the crime.
- The sentences you see in the headlines are there because they stand out from nearly 1.3m sentences handed out each year.
- Once people understand the full facts of a case and the reasoning of the judge or magistrate, they are likely to think sentencing is about right. Reports in the media only give a partial picture which can lead people to think sentencing is too lenient.
- The guidelines follow clear steps to determine the harm caused by the offence, including the extent of any harm caused to the victim; the offender's level of blame and any circumstances that may lead to a longer or shorter sentence.
- Sentence levels in guidelines are appropriate for the vast majority of cases but judges and magistrates can, and do, sentence outside the guidelines if it is in the interests of justice to do so but they must give their reasons.
- Sentencing guidelines can only go so far – they have to work within the law. Parliament sets maximum sentence lengths, the proportion of a sentence served in prison and the proportion served on licence in the community.
- It is the Sentencing Council's job to prepare guidelines, monitor their use, and help make sentencing easier to understand.
- We work with victims groups, judges, magistrates, lawyers, people working in criminal justice and experts to develop clear guidelines. We check with the public what they think about them.

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MEASUREMENT AND EVALUATION

We are committed to evaluating our communications activity to ensure we are meeting our aims and objectives while making the best use of limited resources. Evaluation activities are grouped under three broad headings below – guidelines and consultations, media and digital and confidence.

Guidelines and consultations

- While we will continue to measure the number of responses to consultations, we will also work with policy colleagues on our consultation approach to set metrics based on target audience and outcome desired.
- To date, we have concentrated on measuring the number of responses to each consultation. With the more complex offence types, such as sexual offences and fraud, it has become evident that it is as important to receive high quality, robust responses from key interested parties as to focus on the quantity of responses.
- We will identify a sample of practitioners and aim to set a benchmark regarding their awareness of and satisfaction with guidelines before and after communications and confidence activity. This may have to be a fairly small sample and may only occur once or twice in the year as we have limited resources available.

Media and digital

- We have a media monitoring contract in place with Vocus. This ensures that all broadcast, print, online and social media coverage will be captured for analysis.
- We will continue to monitor closely and report on media coverage associated with each consultation and the publication of definitive guidelines.
- We will work with policy colleagues to identify target media and interested parties for each guideline, set out our aims and monitor the outcomes.
- Our new stakeholder management tool will enable us to measure both quantities and quality of relationships.
- The most obvious metric regarding the website is that of visits/visitors to the site. However, one of our aims this year is to extend the reach of Sentencing

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Council materials which could be done by measuring the reach of the partner websites we target (such as Victim Support's) as well as measuring views of, say, video material on YouTube.

- We will monitor the number of Sentencing Council Twitter followers, tweets and re-tweets we achieve, and the reach (number of followers) of those who re-tweet.

Confidence

It is not possible to measure the direct impact of communications activity on public attitudes in the broadest sense, but we will gauge the effectiveness of the projects we aim to deliver as follows:

- if we achieve television/radio coverage review the tone, accuracy of message, reach of coverage, if appropriate audience participation, partner endorsement, associated media; and
- where we are targeting a specific audience such as police, set specific measures and test a sample of that target group. This could include levels of knowledge/confidence before and after exposure to materials, as well as user satisfaction in the quality and usability of the materials we provide.

BUDGET AND RESOURCES

It is anticipated that the budget for 2016/17 will be in the region of £110,000 although there is scope for this to increase as the split between the communications team and the analysis and research team can be adjusted according to need. The current spend is split between: digital work such as web hosting and development and guideline production, media monitoring and training. The majority of the spend will be on digital work with anticipated reductions in print and distribution as more practitioners gain access to digital materials.

It should be pointed out that the projects identified to target public confidence will have to be produced at little or no cost.

RISKS

With all communications work comes a certain element of risk. This may be associated with:

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- unpredictable (or even predictable) reactions from interested parties including the media, professional bodies, academics and other audiences;
- uncosted elements of the strategy; or
- the evolving nature of many of the policy areas being worked in.

Communications risks are listed as a sub-section of the organisational risks in the risk log and are monitored by the communications sub-group of the Sentencing Council.

Improving police understanding of sentencing

Lead official: Nick

Mann

November 2016

Context

There is anecdotal evidence that some police officers do not believe that sentencing reflects the severity of offences they investigate. It appears that some believe instead that their hard work has been let down by judges and the courts giving lenient sentences to offenders.

Since police officers have significant interaction with victims of crime and their families, they may share their views with them, thus reducing confidence in sentencing among another key audience.

If it is correct that officers do feel this way about sentencing, the issue is likely to be that more information is needed about how sentencing works and the probable outcomes of particular cases.

Q1. Do the members know of any existing sources of information about police attitudes to courts/sentencing?

Q2. If there are none, do members feel that the anecdotal evidence is strong enough to proceed upon, or feel research is required?

Aims and objectives

We would like to find methods of improving officers' knowledge about sentencing so that:

- they are better informed and able to manage their own expectations and the expectations of victims and other members of the public about sentencing outcomes;

- they can act as a conduit to the public in improving the latter's understanding;
- they have a more positive opinion of sentencing in general and in particular to the cases they investigate.

Messages

- Sentencing is a fair and logical process that aims to give sentences that reflect the facts of the offence, but judges and magistrates must follow the law, and can only sentence according to the offence the offender is convicted of.
- Sentencing is about more than just punishment. Depending on the offence and the offender, judges and magistrates must also consider which of the other purposes of sentencing are most important to factor in. These purposes are to: reduce future crime, reform and rehabilitate offenders, protect the public and make the offender give something back.
- Sentencing guidelines set out a clear, structured approach to sentencing for a particular offence, taking into account all the relevant factors about the offence and the offender while still allowing for judicial discretion.
- This means a consistent approach to sentencing so that wherever in England and Wales a case is heard, it will be considered in the same way and allows for greater transparency in the sentencing decision.
- Depending on the case, the sentence may be subject to appeal if it is felt to be too lenient.

Q3: Do members agree with these messages, or are there other important points to include?

Issues

Before a strategy can be drawn up, there are several areas in which information is required:

Understanding the right police audience and channels to reach them

- Which ranks of officers are the most important conduit to the public?
- Are there other segments or groups who would be useful conduits, such as family liaison officers or PCSOs?
- What are the best methods and channels of reaching these officers, the most suitable format of information and the most useful timing of information?
- What internal channels are there?

- In approaching police media, is it best to focus on specific offence types we are working on such as knives and domestic violence and how sentencing works in relation to these, or to look at more general sentencing issues?

Q4. Do members have any insights in relation to these issues?

Contextual considerations

How courts treat offenders who commit crimes against the police has been prominent in the news recently, both in terms of assaults on officers, and attacks on police dogs and communications materials would need to highlight how sentencing deals with such cases.

The issue of whether those who assault police officers are sentenced harshly enough has been debated in Parliament and one would need to show how sentencing guidelines reflect this as an aggravating factor, additionally clarifying how the specific offence of assault on a police constable does not apply to serious assaults.

A campaign calling for better protection of police dogs and a change to the law has also been debated in Parliament.

Q5: Are there any other sensitivities we would need to be aware of in communicating with police?

Evaluation

As above, before starting on communications activity, it is important to understand the current situation regarding how officers feel about sentencing, and a suitable tranche would potentially need to be identified to conduct some research with. It may be possible to revisit the same cohort to see if attitudes have changed following activity. Discussions would be required with A&R regarding methodology.

Activity would also be evaluated according to coverage obtained, the reach of channels used and how material was received.

Action Log at December 2016									
Line item	RAG rating	Priority /urgency	Area	Area 2	Action/comment	Comment/progress	Next action	Resp	Sub-grp sponsor
1	Orange	1. High	Digital capability		Run tendering exercise and establish new contract to enable maintenance and development of digital capability	Develop requirements for tender exercise, to be agreed by SMT and C&C sub-group before submission to MoJ. Existing contract expires 3.2.17. Permission to procure has been given by MoJ. Tender exercise must be under way by mid-Dec. MoJ procurement business partner identified.	SMT reviewed requirements 11/11. Circulation to sub-group 15/11. Feedback incorporated into revised requirements. Submitted to MoJ 28/11.	PH	JulianG
2	Green	3. Low	Publish guidelines and materials	Public and victims	via media: publicise release of draft and definitive guidelines and when guidelines come into force.	Ongoing work to nurture relationships with key journalists and identify specialist channels.	DGs: revised MCSG (Jan), guilty pleas (Feb/Mar), youths (Feb/Mar): into force: imposition (Feb)	NM	JillG
3	Green	3. Low	Publish guidelines and materials	Working with partners	via practitioners: Maintain focus on implementation of guidelines. Issue summary briefing on new definitive guidelines for each agency and notification of coming into force.	All agencies receive and distribute articles via appropriate channels.	DGs: revised MCSG (Jan), guilty pleas (Feb/Mar), youths (Feb/Mar): into force: imposition (Feb)	PH	JillG
4	Orange	1. High	Digital capacity		Develop on- and offline guidelines for Crown Court	Scope requirements and agree schedule. Review feedback on on- and offline MCSG. User testing, with digital provider.	Scope requirements. Work shadow magistrate/legal adviser. Sit in on Crown Court proceedings. Identify magistrates' digital lead.	PH	JulianG/JillG
5	Orange	1. High	Digital capacity		Create digital environment for successful implementation of CCSG	Identify key players in eJudiciary and other digital projects across CJS. Press for "tile" and integrated content on eJudiciary.	Map digital CJS landscape, research contacts. Source introduction to eJudiciary.	PH	JulianG/JillG
6	Orange	1. High	Digital capacity		Refine MCSG in line with user feedback - post launch of revised MCSG	Review existing and source additional user feedback. See how guidelines used in context. Establish routine feedback channel.	Arrange work shadowing for Hd of Comms. Assess status of Mag's engagement group and digital lead.	PH	JillG
7	Green	3. Low	Digital capacity		Refine and develop website in line with user survey - see separate entry for Members' area.	Build basic review requirements into new contract.	Analyse user feedback from ongoing survey to inform development	PH/GS	SB
7	Green	3. Low	Digital capacity		Refine and develop Members' area of website, particularly tool for online collaboration on documents	Build review requirements into new contract. Survey Members.	Develop user survey. Analyse existing and new user feedback to inform development.	PH/GS	JillG
8	Green	2. Medium	Digital capacity		Make creative and productive use of Twitter to reach audiences and key influencers	Review Council's use of Twitter. Revise plan for submission to C&C subgroup.	Embed with Members and OSC.	PH	SB
9	Green	3. Low	Digital capacity		Source alternative online consultation facility.	Incorporate work into the new digital contract.	New contract live from Feb 2017.	PH	SB
10	Orange	3. Low	Working with partners		Maintain constructive relationships with MoJ	Attend monthly Group Communication Board meeting. Inform MoJ News Planning of forthcoming activities. Ensure MoJ Press Office attend pre-launch "walk throughs".	Group Comms Board 15 Dec. PH meet Emily Tofield, MoJ Dir of Comms 15/12.	PH/NM	MG
11	Orange	3. Low	Working with partner orgs		Ensure stakeholder intelligence is managed well to support relationship building	Embed use of stakeholder management tool within OSC	Review benefits for the organisation and current practice.	PH	MG
12	Green	3. Low	Working with partner orgs		Ensure we meet our commitment to 20 activities/events in the 16/17 financial year. Promote use of OSC support for presentations. Develop new PowerPoint template.	By 9/12 Members of the Sentencing Council and OSC will have spoken at 28 events.	Plan for 17/18 by year end. Approach key stakeholders with the offer of a speaker. Plan for roll-out of new PowerPoint template.	PH	JulianG
13	Green	2. Medium	Public and victims	Working with partners	Continued promotion of the victims materials - film, leaflets and tent cards - and info on website.	Evaluation of existing comms activities and exploration of future collaboration to be explored with WS. PH/NM met Head of Public Affairs, Victim Support 28/9.	To evaluate effectiveness of comms activity to meet objectives. Arrange meeting with WS. Enhance information about VPSs on website and assess if further information is required.	NM	MG
14	Orange	1. High	Public and victims	Working with partners	Develop comms campaign to improve knowledge about sentencing among police officers	Development of initial plan for discussion.	Establish what existing research on police attitudes exist, draft research if necessary, scope potential of likely activities.	NM	SB
15	Green	3. Low	Working with partners		Be alert to opportunities in Parliament.	Facilitate meetings between Parliamentarians and Council Members. Brief the Chairman and other Council Members attending Justice Cttee meetings.	Monitor parliamentary activity, provide input to briefings for meetings and committee sessions	PH	JulianG
16	Green	3. Low	Public and victims		Educational materials for schools	There is ongoing activity with the Citizenship Foundation to develop materials. Evaluation is also ongoing - there have been 2800 page views and 1500 unique visitors looking at the materials on the SC site, and 624 downloads from the TES site. Feedback has been requested from CF and the Assoc for Citizenship Teaching, but too early for evaluation from CF due to delays in SmartLaw website development.	Evaluate existing materials	NM	MG
17	Green	3. Low	Digital capability		Syndicate web-content on sentencing on partner websites.	Revised content now on CPS site with links to our site. Continue to review existing content on other partner sites including Open Justice (MoJ) and GOV.UK. Continue to press for "tile" on eJudiciary homepage.	Ongoing	PH	JillG
18	Orange	2. Medium	Publish guidelines and materials		Ensure effective launches of definitive guidelines, and appropriate participation in consultations	Design plan to evaluate launch and publicity activities, particularly impact on consultation responses	Plan in place for next consultations: manslaughter, April/May; Public Order, June/July	PH/NM	MG