PRIME

Preventing, Interdicting and Mitigating Extremism

Lone Actor Terrorism
Communication Framework

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Executive Summary

PReventing, Interdicting and Mitigating Extremist events (PRIME) is a collaborative research project funded under the European Union's Seventh Framework Programme (FP7). The main purpose of PRIME is to improve understanding of lone actor terrorism and to deliver a knowledge-base that can inform the design of counter-measures and communication measures for the prevention, interdiction and mitigation of lone actor extremist events.

PRIME Work Package 8: Communication Measures Requirements (WP8) encompasses all activities involved in the formulation of requirements for communication measures aimed at preventing, interdicting or mitigating lone actor extremist events. For the purposes of this work package, communication measures are defined as deliberate attempts to share specific information or messages in order to prevent extremist radicalisation, to detect or disrupt attack planning and/or to limit negative impacts during and after a terrorist attack. Communication-based interventions may be delivered in a variety of formats - from leaflet and poster campaigns, to web-based materials, to face-to-face briefings – and may also be directed at a number of different audiences. Target audiences range from those who are vulnerable to radicalisation, to extremist themselves, to directly affected communities (in relation to potential stigmatisation or increased likelihood of being targeted by attacks), to public and private stakeholders with the potential to contribute to counter-terrorism activities. This work was conducted in the UK and Denmark, countries with comparable counter violent radicalisation programmes, but quite different experiences of lone actor extremism. The similarities in policies and differences in experiences make these countries ideal for assessing how communication measures and their effects might depend on national discourses and experiences.

This report presents a Communication Framework to support the development of organisation-specific communications targeted at preventing, interdicting and mitigating lone actor extremist events. This framework is designed to support the adaptation of more detailed information provided in the *D8.1 Communication Measures Review Report* and the *D8.2 Communication Requirements Report* to facilitate effective communication with specific target audiences. Overall this framework will support decision-making, enable interdependencies or interference between communication measures to be anticipated, and ensure that contextual factors are taken into account when selecting communication measures. It will guide and facilitate the selection, design, adoption and implementation of communication measures across contexts and recommend criteria for the evaluation of these measures. This framework has been designed for use in conjunction with the detailed descriptions of the key message categories, audiences and timing of communication interventions that are provided in the *D8.2 Communication Requirements Report* that can be accessed at http://www.fp7-prime.eu/deliverables.

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1. Lone Actor Terrorism Communication Framework

1.1 Introduction

This Lone Actor Terrorism Communication Framework is a tool for planning organisation-specific communication targeted at preventing, interdicting, and mitigating lone actor extremist events. This framework will enable you to communicate more effectively with relevant audiences[1] including:

Prevention: 1) Internal staff; 2) Schools and other public institutions; 3) Vulnerable or radicalised individuals; 4) Affected communities; 5) Private sector; and 6) Media

Interdiction: 1) General public; 2) Internal staff and partner agencies; 3) Affected communities; 4) Radicalised individuals; 5) Businesses; and 6) Media

Mitigation: 1) Individuals directly affected by the event; 2) Wider interested public; 3) Internal and emergency response stakeholders; 4) Affected communities; 5) Private Businesses; and 6) Media

This framework is designed to help you to adapt the more detailed information contained in the *D8.1 Communication Measures Review Report* and *D8.2 Communication Requirements Report* (both available at http://www.fp7-prime.eu/deliverables) to the needs of your organisation. Overall, it will support your decision-making, enable you to anticipate interdependencies or interference between communication measures to be anticipated, and allow contextual factors to be taken into account when selecting communication measures. It will guide and facilitate the selection, design, adoption, and implementation of communication measures across contexts and recommend criteria for evaluation of the measure's impact. This framework is designed to be used in conjunction with the detailed descriptions of communication requirements for preventing, interdicting and mitigating lone actor terrorism contained in the *D8.2 Communication Requirements Report*.

1.2 Designing a Communications Framework for lone actor terrorism

The Lone Actor Terrorism Communication Framework presented in Appendix 1 of this report merges good practice in the development of corporate communication frameworks with the evidence-based work of PRIME. In its most basic form, a communication framework will provide '(…) *a clear view of the people you have to influence and the scale of the work involved in meeting your communication goals*' (Linton, n.d.). It will also help you to identify the groups you wish to influence and describe the attitudes you want them to have.

This framework draws upon PRIME research evidence to suggest questions targeted at facilitating the development of more effective communications about lone actor terrorism. For example, the *D2.6 Context Analysis Report* (also available at http://www.fp7-prime.eu/deliverables) provides insight into the context in which communication about lone actor terrorism takes place.

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[1] For more information on audiences for communications to prevent, interdict and mitigate lone actor terrorism, please see the PRIME *Communication Requirements Report* available at http://www.fp7-prime.eu/deliverables

These include legal, cultural, social, political, and operational constraints that must be kept in mind when identifying stakeholders and outlining a communication strategy. Additionally, the *D8.1 Communication Measures Review Report* identified distinct messaging and communication audience categories for preventing, interdicting, and mitigating lone actor terrorism, and survey research conducted for the *D8.2 Communication Requirements Report* identified public perceptions and attitudes, as well as intended behaviours in response to counter-terrorism messaging.

PRIME research informed the development of this communication framework in other ways, too. Linton (n.d.) argues that adopting a systematic approach to communication should enable you to find out more about the actual attitudes of each communication target group before comparing the results with your communication target. Research reported in the *D8.1 Communication Measures Review Report* provided information on the attitudes and practices of stakeholders with responsibility for the commission, design or implementation of preventions, interdiction or mitigation communication related to extremist events. Additionally, the results of three large national surveys with members of the public in the UK and Denmark, which were conducted to test the impact of existing communication measures for the *D8.2 Communication Requirements Report*, provided insight into public attitudes and intended behaviours in response to communication about terrorist events. While it is more challenging to assess the attitudes of vulnerable or radicalised individuals when designing a communication framework, interviews with stakeholders with experience in the area of preventing violent radicalisation, and a well-established grounding in the academic literature of violent radicalisation go some way to addressing this challenge.

Finally, this framework proposes a systematic approach to the development of prevention, interdiction or mitigation communications about lone actor terrorism. Irrespective of the phase of lone actor terrorism that communicators wish to engage in (i.e. Prevent, Interdict, or Mitigate), there are a number of steps involved in developing an effective communication framework (Linton, n.d). These include:

- Statement of purpose
- Analysis and statement of your current situation
- Identifying stakeholders/audiences
- Development of relevant messages
- Identification of the most appropriate channels for communicating with each audience
- Identification of Challenges and Solutions
- Evaluation of the impact of communication[2]

Working through each step of this process will facilitate the design of targeted, more effective communication grounded in organisational objectives and practice. This systematic approach to

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[2] Adapted from NCVO (n.d.) Developing a Communications Strategy. Retrieved from https://knowhownonprofit.org/campaigns/communications/communications-strategy

developing a communications framework is necessary in order to enable organisations to accurately populate the Communication Framework contained in Appendix 1.

Linking this systematic approach to the information contained in the *D2.6 Context Analysis Report* and the *D8.2 Communications Requirements Report*, tools and examples will facilitate the development of a lone actor terrorism-specific communication framework. Specifically, drawing upon the Communication Requirements Communication Categories and Communication Audiences tables provided in the *D8.2 Communications Requirements Report* (which identify the distinct messages categories, communication audiences, and core communication principles for the prevention, intervention, and mitigation phases of lone actor terrorism) will enable organisations tasked with communicating about lone actor terrorism to respond to many of the questions posed in the communication framework with lone actor-specific goals, audiences, challenges and solutions in mind. Additionally, the Communication Requirements 'At a Glance' Communication Timings Framework tables presented in the *D8.2 Communications Requirements Report* will provide insight into the appropriate timings of targeted lone actor terrorism communications. Together, the information contained in the *D2.6 Context Analysis Report* and the tools/tables and examples contained in the *D8.2 Communications Requirements Report* provide evidence-based information for populating an organisation-specific communication framework.

1.3   Applying Communications Requirements to your framework:

The following section will provide examples of the ways in which the communications requirements and public attitudes identified in the *D8.2 Communications Requirements Report* and information from the *D2.6 Context Analysis Report* can be used when developing an organisation specific communication framework.

Statement of Purpose:

First, it is important to develop a clear statement of purpose for your communication framework. The questions posed in the Statement of Purpose section of Appendix 1 will facilitate the development of this statement. A statement of purpose can take many forms. For example, improving internal or external communications, engagement with stakeholders, improving knowledge and understanding of what you do and why or how you do it, informing changes to behaviours or attitudes, and more (NCVO, n.d.). It is important that organisational objectives and goals are reflected in your communication in order to improve credibility. Goals can incorporate a range of aspirations, such as policy goals (e.g. raising awareness, cultivating champions/supporters; constituency building; public will; policy change) or behaviour goals (e.g. increasing knowledge; informing attitudes and beliefs; improving self-efficacy or perceptions of self-efficacy; reinforcing or re-defining social norms; informing behavioural intentions; and informing behavioural change) (Aisbey, Parras and van Fleet, 2008).

In order to generate a specific statement of purpose, it is useful to draw upon the Preventing Radicalisation Communication Categories described in the *D8.2 Communications Requirements Report*. These illustrate that preventing radicalisation communication can be targeted at challenging extremist narratives or the provision of alternative narratives; topic-specific education; promotion of the an inclusive society; improving understanding of radicalisation

prevention programmes, encouraging specific action targeted at preventing radicalisation; dissuading specific actions with the potential to lead to greater vulnerability; condemnation of terrorist acts and extremist groups; and encouraging critical thinking from potentially vulnerable individuals (See Table 3.1 in Section 3). Organisations might address a single aspect of these communication categories, though many of the categories could be useful when used together in a statement of purpose. For example, the HM Government (2015) statement of purpose related to the Channel Guidance in the UK explains that:

> *"Channel is a programme which focuses on providing support at an early stage to people who are identified as being vulnerable to being drawn into terrorism. The programme uses a multi-agency approach to protect vulnerable people by:*
> *a. identifying individuals at risk;*
> *b. assessing the nature and extent of that risk; and*
> *c. developing the most appropriate support plan for the individuals concerned"*

This statement is targeted at informing audiences about what the Channel Programme does and how the programme accomplishes its objectives. The Channel Guidance goes on to state:

> *"Success of the programme is very much dependent on the co-operation and co-ordinated activity of partners. It works best when the individuals and their families fully engage with the programme and are supported in a consistent manner"* (p5)

This part of the statement of purpose is targeted at improving understanding of the way in which Channel works, whilst identifying the significant roles played by partners.

Analysis and statement of your current situation:

Second, this stage of the planning process is a useful place to briefly outline what your organisation does, why, with whom, where, and when (NCVO, n.d.). It is important to identify your communication and operational successes, as well as aspects of communication and engagement that have been less successful in the past. A number of tools are available to help with this process, including a Political, Economic, Social and Technological (PESTEL) factor analysis, or a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, among others (NCVO, n.d). The questions provided in Appendix 1 support this process on a more general organisational level. The use of the specific guidance from the *D8.2 Communications Requirements Report* will enable you to identify the common communication categories, communication audiences, and communication principles related to preventing, interdicting or mitigating lone actor terrorism. We will use the interdiction phase as an example of the way in which an organisation can adapt this information to use whilst creating their own, organisation-specific communication framework.

The Communication Requirements for Interdiction identify a number of Interdiction Communication Categories (See Section 4 of the *D8.2 Communications Requirements Report*). These include: understanding the threat; vigilance; effective security; deterring and disrupting threat; and encouraging specific action. A national communication campaign by Counter Terror Policing in the UK recently addressed a number of these communication categories (i.e.

understanding the threat, vigilance, deterring and disrupting threat, and encouraging specific action) with a new branding platform called ACT: Action Counters Terrorism (see https://act.campaign.gov.uk/). ACT was designed to address the increasingly complex nature of the threat of terrorism and the need to inform and increase community and public engagement in stopping acts of terrorism. This campaign recognises and attempts to address some of the obstacles and barriers to members of the public reporting suspicious behaviour. In doing so, the Counter Terror Police hope to increase public engagement and reporting of suspicious behaviour by clearly identifying the types of behaviours of concern, clarifying the reporting and investigation process, and providing clear examples of instances where actions taken by members of the public resulted in a successful counter terror outcome: no attack. One example of communication from the ACT Campaign can be found in Appendix 2. The 'At a Glance' Communication Timings Framework - Interdiction' guidance available in the *D8.2 Communications Requirements Report* would be a useful tool for helping you refine your targeting and timing if you wished to deliver a similar communication campaign.

Identifying Stakeholder Audiences:

Third, organisations should use this part of the communication framework development process to generate detailed descriptions of their primary internal and external audiences, as well as details of the audiences the organisation would like to engage with. Organisations can have many audiences, so it is wise to hone in on which part of an organisation and its activities each audience would have an interest in. This will better enable you to rule in or out certain types of communication for specific audiences. It is useful to list your services, aims or objectives, and then map your audiences across these in order to identify areas of interest or influence (NCVO, n.d.).

When it comes to adapting PRIME research into a communications framework, the *D8.1 Communication Measures Review Report* and the *D8.2 Communications Requirements Report* provide a list of primary communication audiences for each communication phase (e.g. Internal staff; Schools and other public institutions; Vulnerable or radicalised individuals; Affected communities; Private sector; Media, and more). The level of detail and discussion around the selection of these groups is extensive and informative. For example, the Communication Requirements for Mitigation section of the *D8.2 Communications Requirements Report* maps out the four most important communication categories (i.e. Information/general guidance; Encouraging specific actions; Reassurance; and Reputation management) and six main audiences (i.e. Individuals directly involved in the event; Affected communities; Wider interested public; Internal and emergency response stakeholders; Private businesses, and Media) for mitigation activities across the pre-event, during the event, and post-event phases of communication. Please access the relevant section of the Communications Requirements in order to choose your communication audience from the list of audiences with supporting descriptors.

Development of relevant messages:

Fourth, you must break down your objectives into relevant messages for each of our chosen audiences. Ensure that messages link back to your core organisational objectives in order to ensure that your audience understands what kind of organisation you are, and the kind of services you provide (NCVO, n.d. p4). Table 1 provides examples of ways in which organisations can tailor messages to different audiences:

Audience	What they need to know	Key communication messages
Service users	• What we offer them • How to access our services • Where to go for advice	• We provide useful practical information and support • We are trustworthy and reliable • We put service users first and value their opinions
Local MPs or councillors	• What we want to see changed in policy terms • Our strong evidence base and supporter base	• We have a strong evidence base and our calls are grounded in robust evidence • We have good knowledge of the policy environment • We are a well-respected authoritative organisation.
Supporters	• We have the ability to make change if they help us	• We need you to support our campaign by writing to your MP, signing our e-petition, donating to us etc.

Table 1: Tailoring Messages to Different Audience (adapted from NCVO, n.d.)

The prevention of violent radicalisation provides a fertile area for identifying the diversity of approaches adopted by Prevent practitioners in order to address the unique needs of each of their audiences. Parker and Davis (2017) illustrate the ways in which local authority Prevent Strategy practitioners in the UK have brought the concept of safeguarding to the fore in conversations about preventing violent radicalisation. In doing so, their approach to safeguarding vulnerable individuals enabled them to adopt *'(…) a flexible approach to all forms of radicalisation and the wide variety of drivers behind the process'* (p3). As a result, their interventions and audiences range from '(…) *wardship actions for families that have attempted to travel to a Daesh-held territory and an individual showing an unhealthy interest in pipe bombs and sympathy for the extreme far right'* (p3). Responses ranged from drawing on the support of mental health practitioners, parenting classes provided by local community groups, one-to-one mentoring sessions between a student who was identified as vulnerable and his Religious Education teacher, and more. This range of interventions and the diversity of partners involved in developing and delivering the interventions illustrates the multitude of ways in which organisations can think about the needs and interests of their audiences. Parker and Davis (2017) argue that these:

> *'(…) support programmes can be sustained only if the organisations that surround the individual understand the risks of radicalisation and contribute to safeguarding. As such, the Prevent team has spent many hours developing relationships with spheres of influence groups such as front line services, faith organisations, schools, community groups, parents, and charities'* (p4)

This led to a range of engagement tools tailored to the needs and interests of their stakeholders and audiences. For example, schools have received teacher training and classroom resources such as lesson plans, parents have received parenting courses, and Madrasahs have received safeguarding toolkits and training targeted at keeping students safe from radicalisation. In summary, the identification of tailored messages often relies on the identification of the unique interests, needs, and concerns of particular audiences. Identifying these interests, needs, and concerns prior to launching a communication framework will enable your organisation to be more flexible in your communication and practical approaches to partnership and engagement.

Identification of the most appropriate channels for communicating with each audience:

The fifth step on the development of a communication framework entails the identification of the most appropriate channels for communicating with your previously identified audiences. Some of these choices will, of course, be dictated by the level of skill, needs, and resources within your organisation. This is fortunate, as each audience is likely to have multiple appropriate communication channels. Once you have identified the channels that you have at your disposal, *'(…) you can begin to construct your communications plan, linking audiences, messages and channels'* (Parker and Davis, 2017, p4). Appendix 1 provides examples of common media preferences.

When it comes to designing appropriate communication in the lone actor terrorism sphere, the Communication Requirements for Interdiction (presented in the *D8.2 Communication Requirements Report*) identifies large scale public campaigns as its first Communication Principle. This choice was supported by evidence from a large national survey conducted for the PRIME project, which demonstrated the positive impact that large communication campaigns with multi-channel approaches (e.g. leaflet, film, etc.) can have on levels of intended public reporting of, and confidence when reporting suspicious activities. In some cases, organisations can share resources and platforms in order to drive forward a large scale public campaign. In these instances, there is a need to identify shared messages and ensure consistency of messaging across organisations.

Additionally, the Communication Requirements for Interdiction identified the importance of mapping communication onto audience concerns. Examples of 'softer' forms of CT communication can be created for high-end luxury stores and hotels, or sporting venues that do not want to appear to be a target when trying to attract members of the public. In the case of hotels, CT communication can be reframed as reputational impact and loss of future earnings rather than solely about the likelihood or impact of a terrorist attack.

Identification of Challenges and Solutions:

Sixth, it is important to identify potential challenges and solutions when creating an organisational communication framework. The PRIME *D2.6 Context Analysis Report* provided insight into the legal, cultural, social, political, technological, and operational challenges that organisations operating in the area of lone actor terrorism must consider and address. This

category is not suggested within generic corporate guidance around developing a communication framework. However, evidence presented throughout the PRIME project indicates that this category must be considered in light of the social, morally, ethically, and legally sensitive nature of the work taking place in the lone actor terrorism sphere. These variables create and influence the context in which organisations deliver their messages.

The questions posed in Appendix 1 are designed to help you to identify the legal, cultural, and technological challenges you might face when designing, delivering, and assessing the impact of your communication. The *D2.6 Context Analysis Report* provides an extensive list of challenges that need to be considered. For example, cultural, social and political constraints can include:

1. *Obstacles to cooperation between communities and law enforcement agencies (e.g. distrust)*

2. *Insufficient knowledge of the culture of specific communities, i.e. the culture codes of particular groups, their language, values, etc. (D2.6, p125).*

D2.6 also identifies the level of awareness (or lack, thereof) and perception of the lone actor threat by policy-makers and members of the public as a potential challenge.

Evaluation of the impact of communication:

Finally, organisations involved in developing a communication framework must clearly state a plan for evaluating the impact of communication (NCVO, n.d.). Measures of impact can vary in complexity, ranging from the number of hits to your website, downloads of your article, donations following a communication campaign, policy changes, media coverage, focus group data, survey data, and more (NCVO, n.d.). Asibey, Parras and van Fleet (2008) offer a thorough communications evaluation guide with training documents including a nine step plan shown in Table 2 below:

The 9-Step Plan to Evaluating Communications	
1: Determine what you will evaluate	**6:** Pose your evaluation questions
2: Define your goal	**7:** Draft your measurements
3: State your objective	**8:** Select your evaluation techniques
4: Identify your audience	**9:** Estimate our budget
5: Establish your baseline	

Table 2: The 9-Step Plan to evaluating communications (Asibey, Parras and van Fleet, 2008)

Much of this guidance has been incorporated into the questions contained in the Evaluating Impacts and Effectiveness section of Appendix 1.

Measuring the impact of communication about lone actor terrorism presents a number of traditional communication challenges (e.g. measuring public information seeking, uptake of

advice, changes in behaviour, and more). However it also poses unique challenges for those intent on measuring their success in this area. For example, success could mean that a single individual is convinced that travelling to Syria to take up arms is a bad idea (Prevention). Similarly, target hardening and communication within a private or public environment might deter an individual or group of individuals who consider the venue to be a potential target for a terrorist attack (Interdiction). Finally, communication can be designed to offer reassurance to members of the public that they are being protected, reduce fear and mitigate negative social impacts in the wake of a terrorist attack (Mitigation). The attitudinal and behavioural impacts of mitigation communication can be difficult to capture and are likely to be event-driven/changing over time. Once again, the information contained in the *D8.2 Communication Requirements Report* offer detailed examples and explanations of many of these challenges. When used alongside Appendix 1, organisations should be able to identify their own, unique indicators of effectiveness in the sphere of communication to counter lone actor terrorism.

2.   References

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Appendix 1: Lone Actor Terrorism Communication Framework

The Lone Actor Terrorism Communication Framework	
Statement of Purpose	
• Why have you developed this communication framework? • What do you hope to achieve with it? • What are your short-term objectives (e.g. 1-2 yrs.)? • What are your long-term goals (e.g. 5-10 years)? • Does your statement of purpose reflect your organisational objectives and goals? ◦ If not, how will you reflect your objectives and goals in your communications?	E.g. This communication framework will demonstrate how we can more effectively: 1) Communicate internally; 2) Engage with stakeholders; 3) Ensure that different audiences understand what we do; 4) Ensure that different audiences understand why we do what we do; and 5) Change behaviours and attitudes or perceptions where necessary[3].
Current Behaviour of Your Organisation	**Desired Behaviour of Your Organisation**

• What does your organisation do? (e.g. with whom, where, how, when?)
• What aspect of your work has been successful in the past? Why?
• What aspect of your work has been less successful in the past? Why?
• What has had negative impacts in the past? What were those impacts?
• What has had positive impacts in the past? What were those impacts?
• Can you generate positive case studies?
• Can you generate negative case studies?
	• Can you identify practices that need to be reinforced?
	• What can you do differently?
	    ◦ More transparently?
	    ◦ More efficiently?
	    ◦ More effectively?
	• What can you do in order to address some of the challenges identified in the Current Behaviour block (to the left)?
	    ◦ E.g. Engage with stakeholders further upstream; design and test pre-event communication and share with stakeholders prior to an event taking place; lobby for a policy change; establish formal and informal networks, etc.

Communication Audience(s)	
• The D8.2 Communication Requirements Report[4] provides a list of primary communication audiences for each communication phase (e.g. Internal staff; Schools and other public institutions; Vulnerable or radicalised individuals; Affected communities; Private sector; Media, and more). Access the relevant section in order to choose your communications audience from the list of audiences with supporting descriptors.	

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[3]Adapted from NCVO (n.d.)
[4] Available at http://www.fp7-prime.eu/deliverables

Developing Relevant Messages	
Current Behaviour of Target Audience	**Desired Response of Target Audience (e.g.)**
- What services are you offering that might be of interest to your target audience? - Is your audience aware of the services that you provide? - Does your audience understand your role and your methods? - Is your audience using the services that you provide? - Is your audience providing the services that you need? - Does your audience trust you? - Do you understand the aspects of your organisation and services that your audience is interested in? - Do you understand the aspects of your organisation and services that make your audience comfortable? - Do you understand the aspects of your organisation and services that make your audience uncomfortable? - Have your methods, aims and objectives changed? Why? - Does your audience believe that you are effective?	- Awareness of and uptake of your services - Improved understanding of your role and your methods - Improved understanding of changes to your role and methods - Willingness to share information (i.e. services) or resources - Improved trust in your organisation - Increased interest in your organisation and services - Increased willingness to lobby on your behalf - Increased willingness to influence/building bridges on your behalf - Positive changes in perception - Positive changes in behaviour (e.g. engagement) - Increased dialogue and feedback - Increased awareness of positive case studies to illustrate effectiveness
Communication Categories & Development of Relevant Messages	
- Communication Requirements report provides a list of communication categories for each communication phase (e.g. Counter/alternative narratives; Topic Specific education; Inclusion and identity, Radicalisation prevention programmes; Understanding the threat; Vigilance; Encouraging specific action; Reassurance, and more). - Can you identify which communication category your communication falls under? - Can you identify messages relevant to that category or, where necessary, linking categories (e.g. Vigilance + Encouraging specific action)? - Can you identify categories that compliment one-another? Are you able to link relevant categories in your framework? - Can you identify categories that conflict with one-another? How will you avoid contradiction if you must communicate across conflicting categories? - Are you able to link your organisational objectives to any of these communication categories? - Break these objectives into relevant messages.	

Current Media Channels Used by Target Communication Audience(s)	
- Identify the current media preferences of your communication group. (e.g. Leaflets, posters, radio, television, billboards (electronic and static), E-bulletins, regular meetings with stakeholders, targeted publications, media training for spokespeople, positive press coverage, working groups, training courses, and more)[5]. - Are your messages similar to partner organisations? If so, are you able to pool resources and share platforms in order to expand the reach and improve the impact of your messages? - Are you able to access less traditional channels of communication? (e.g. Peers promoting your messages (Industry expert to Industry expert; Community group to Community Group) - Are there certain times of year where communication is more relevant? (e.g. Consider unique placements of communication during holidays, festivals, and more). - Are you able to create dual communication strategies (e.g. Deter attacks whilst reassuring the public that the area is secure) - Do you have the skills and expertise needed to sustain social media engagement?	

Potential Challenges & Solutions	
Problems, Limitations and Challenges	**Potential Solutions**
- The D2.6 Context Analysis Report[6] provides insight into the legal, cultural, social, political, technological, and operational challenges that organisations operating in the area of lone actor terrorism must consider and address. - How will legal issues impact the effectiveness of your communication campaign? (e.g. restricted ability to share information) - In what way will cultural issues impact the effectiveness of your communication campaign? - Ability to keep up with technology-related communication tools (E.g. Social media) - Insufficient knowledge of the culture of specific communities (i.e. the cultural codes - Level of awareness and perception of threat (Social) (Political)	- What tools, procedures policies, and practices are already in place/applied to a similar area that can be adaptable to your context? - Are you able to develop plans, working groups or policies to overcome barriers to inter-agency cooperation? What shape would these plans, working groups or policies take? - What can you do to build trust and familiarity with your target communities? - Can you identify short-term solutions? - Can you identify long-term solutions? - Are you able to build partnerships prior to an emergency? (e.g. Media relationships, partnerships with religious and community groups, etc.). How will you maintain these partnerships?

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[5] NCVO (n.d.), p. 4-5
[6] Available at http://www.fp7-prime.eu/deliverables

Evaluating Impacts and Effectiveness[7]
- What will you evaluate?   - Why are you communicating? (e.g. behaviour change, policy change, repositioning, etc.)   - What is your goal (end aim of your effort)? (i.e. 5-10 years)   - Identify your objectives (benchmarks/intermediate goals)? (i.e. 1-2 years)   - Identify your audience   - Establish your baseline (initial data)   - Pose your evaluation questions. The answers to these questions should reveal strengths and weaknesses.   - Which measurements will you use?   - How will you evaluate the success of your campaign? (e.g. interviews, focus groups, surveys, etc.)   - How much budget do you have for this evaluation?   - Can you identify potential unintended impacts?

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[7] Adapted from Aisbey et al (2008)

Appendix 2: Example of the ACT Campaign[8]

COMMUNITIES DEFEAT TERRORISM

MAKE NOTHING HAPPEN

If you see or hear something that could be terrorist related, act on your instincts and call the police, in confidence, on **0800 789 321** or visit **gov.uk/ACT**

Your call could save lives.

COUNTER TERRORISM POLICING

ACT | ACTION COUNTERS TERRORISM

COMMUNITIES DEFEAT TERRORISM
MAKE NOTHING HAPPEN

You can help police keep communities safe by reporting your concerns about suspicious activity on 0800 789 321. Your call could save lives.

Don't worry about wasting our time or getting someone into trouble. Let us decide if the information is important. What you tell us is treated in the strictest confidence and is thoroughly researched by experienced officers before, and if, any police action is taken. No call or click will be ignored.

Be aware of what is going on around you – of anything that strikes you as different or unusual, or anyone that you feel is acting suspiciously – it could be someone you know or even someone or something you notice when you are out and about that doesn't feel quite right.

Examples of suspicious activity could include someone who:

- appears to be carrying out surveillance; taking photos of security arrangements for example;
- has illegal firearms or other weapons or has shown an interest in obtaining them;
- is visiting the dark web, or ordering unusual items online;
- has bought or hired a vehicle in suspicious circumstances;
- has bought or stored large amounts of chemicals, fertiliser or gas cylinders for no obvious reasons, or is researching acquiring these items;
- has undergone an extreme and unexplained change in their behaviour;
- is carrying out suspicious transactions on their bank account;
- holds passports or other documents in different names for no obvious reason;
- travels for long periods of time, but is vague about where they're going.

Remember – In an emergency always dial 999.
If you see something that concerns you, ACT.
Action Counters Terrorism.

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[8] Retrieved from:
http://www.npcc.police.uk/ACT%20Campaign/MPS170877%20NCTPQ%20ATH%20A6%20Postcard%20AW.pdf