

External Communications Strategy 2019-2024

1.0 Introduction

The external communications strategy exists to support delivery of the City of London Police corporate plan, operational priorities and Chief Officer Team engagement with external audiences.

Communication is not something that is done to us, it is a strategic function that requires forward planning and commitment and which every single one of us is able to impact through the way we engage with partners and stakeholders, hold meetings and share information. We all have a responsibility to seek out the information that we need to do our job and to provide others with the information they need to do theirs.

It is the responsibility of the press office and digital communications teams to lead on this activity, engaging with key audiences appropriately and working with colleagues across Directorates to define and promote key messages that support the work of the force.

Communication as a function is also intrinsically dependent on the support and sponsorship of senior leadership. How they communicate internally and externally, what they value and the way they behave sets the tone for the entire force: Proud to deliver an exceptional policing service with Fairness, Integrity and Professionalism at our core.

2.0 Strategy

2.1 Priorities

Whenever possible the following areas will be the primary focus of external communications activity:

- The 2019-2020 force priorities:
 - Counter Terrorism
 - Cyber crime
 - Fraud
 - Vulnerable people
 - Roads policing
 - Public order
 - Violent and acquisitive crime
 - Antisocial behaviour
- The aims and ambitions of the economic crime directorate and the National Lead co-ordinator

- The Corporate Plan ambitions:
 - To make the City of London the safest city area in the world
 - To deliver a policing service that is valued
 - To be a police force with global influence and impact
 - To build new ethical economic partnerships
 - To have an innovative, skilled and agile workforce in a culture that supports and empowers our people
- Supporting Chief Officer Team engagement with key audiences

Principles

All those in the Communications department who have responsibility for external communications will employ the following principles, with the aim of ensuring our activities have impact with all audiences.

1. Explore and exploit the most effective and appropriate engagement tools and technologies to provide timely, accurate, impactful and value-for-money communications.
2. Support operational activity at both tactical and strategic levels, offering communications advice, counsel, guidance and input.
3. Deploy the business partner model across the organisation, to ensure the force receives appropriate levels of support from the Communications Department, including updates on coverage and effectiveness of activity.
4. Engage with key media and journalists to deliver increased positive coverage of the force with a particular focus on the areas outlined above.
5. Work with key partner agencies to develop communication plans and strategies to support local events and national campaigns which fall within our remit.

The external media team will focus on engaging with relevant and influential journalists and broadcasters to develop productive relationships that result in coverage positioning the force locally, nationally and internationally as an exceptional, relevant and essential police force within the current law

enforcement landscape. In addition to enhancing the reputation of the force, the Communications Department will support the operational requirements of the Directorates paying particular attention to the above noted priorities.

Approach

Working alongside senior officers and staff (including operational plan owners for each of the corresponding force priorities), the national co-ordinators office for fraud and unit heads within ECD, we will develop and deploy messages via the most appropriate channels to achieve our agreed objectives. All activity will be subject to measurement and evaluation to illustrate ROI, effectiveness of techniques and to inform learning for future activity.

The Communications Department will provide communications plans for each of the force priorities, economic crime aims and other force activity that requires the support of the Communications department. This will be achieved through regular contact with all relevant parties, as well as representation by Communications staff at key meetings, both strategic and tactical, across the force and with the City of London Corporation.

Those responsible for external communications will work with key partners such as the City of London Corporation, to deliver activity that meets the following aims:

- Fully support objectives of policing activity
- Clarity of message
- Impactful delivery method.
- Appropriate audience
- Partnership working (where appropriate)

2 Key Messages

To ensure consistency of messaging it is essential a set of core key messages is devised and agreed to enable 'one voice' communications with all audiences. These core messages, while not exhaustive, provide the foundation from which all external communications messages will be built:

General over-arching key messages:

- We are proud to deliver an exceptional policing service
- We aim to make the City of London the safest city area in the world
- We lead Policing's fight against fraud nationally

Economic crime key messages

Protecting society

- Fraud is not a victimless crime. The impact of fraud on its victims can be immense:
 - 'crash for cash' (a form of insurance fraud) has resulted in the death of two innocent victims.
 - The psychological impact on fraud victims is significant with victims of fraud reporting serious mental health issues for many years after the initial offence.
 - Financially, fraud victims report businesses being forced into administration and victims becoming reliant on state support.
- Fraud is the most prevalent crime in the UK and presents a significant threat across society. There is much that policing is doing to mitigate the threat but with the National Cyber Security Centre stating 80 per cent of all fraud and cyber crime is preventable, communities across the UK need to be aware of the risks fraud poses and what they need to do to protect themselves.
- City of London Police provides law enforcement with the knowledge and tools needed to support fraud victims, pursue suspects and provide communities with the advice needed to protect themselves from fraud.

Leading the fight against fraud

- The City of London Police works relentlessly to pursue fraudsters through disruption activity and investigative work and it strives to protect the public and businesses from fraud by using intelligence to help raise awareness of the future threat.
- Action Fraud, as the national reporting centre for fraud and cyber crime, provides national law enforcement with a reporting facility that reduces demand on local forces, representing a saving of £13 million. Having centralised reporting also delivers a national view of the threat, harm and risk created by fraud.
- City of London Police does everything within its power to prevent individuals becoming a victim of fraud. We work with partners across industry to disrupt the phone lines, websites and bank accounts criminals use to commit economic crime.
- With some of the threat from fraud coming from overseas, intervention work with international partners is essential for the effective protection of our communities

Counter Terrorism key messages:

- The City of London Police is working harder than ever to make the Square Mile as safe a place as possible for people to live, work, and visit.
- It is a sad fact that as an area of historical, cultural and economic significance, the City of London will always be a target.
- We use everything at our disposal to tackle these threats, and work closely with other police forces and security services to identify parts of the Square Mile which may be particularly sensitive to any attempt to cause harm.

Vulnerability key messages:

- City of London Police is dedicated to protecting from harm those that are vulnerable.
- We have the right processes and relationships in place to ensure we are supporting victims, not just those who have been at risk, but those who may come to be.
- We are always learning and developing our skills, and constantly teaching our officers the best ways to protect people. All officers and staff have an important role to play in keeping vulnerable people safe.
- The City of London Police is committed to giving all employees the organisational support and instruction they need to protect vulnerable people.

Violent crime key messages:

- We have a zero tolerance to violence in the City of London.
- There are severe consequences for those who engage in violence.
- Crimes of violence are thankfully rare in the City but we are not complacent and will work with partners and businesses to reduce violent crime.

Roads policing key messages:

- Officers conduct regular, targeted enforcement activities against dangerous road users.
- One death is one too many; road fatalities are rare in the City, but we encourage all road users not to be complacent.
- We work closely with our partner organisations to educate and encourage all road users to protect themselves and use the roads safely.

Public order key messages:

- We have the right training, planning and agreements with our partners to ensure our preparedness to safely police upcoming visits, protests, demonstrations and marches.
- We work closely with other organisations, including the Metropolitan Police Service and City of London Corporation, to ensure that we are effecting the right response to emerging trends within the City.

- We work with partners, businesses, retailers and the community to reduce opportunities for disruption

Acquisitive crime key messages:

- We deploy a range of tactics in the City to reduce theft and we will do everything in our power to bring the people who commit these acts to justice
- There are steps people can take to protect themselves from falling victim to these types of crimes and we would encourage everyone who visits the City to be discreet with their belongings; displaying expensive items, like mobile phones, could attract unwanted attention.
- We would encourage everyone to keep an eye on their belongings at all times when visiting our pubs, bars, cafes and restaurants and never leave their bags or other valuables unattended.

ASB key messages:

- Acts of anti-social behaviour can be dangerous, intimidating to members of the public and can cause disruption to people's daily lives. Most importantly, they are against the law.
- We take any incidents of anti-social behaviour very seriously and will use the powers available to us to put a stop to it.
- We can, and will, authorise community behavioural orders to repeat offenders to ensure our local community feel safe and secure in the City at all times.

1. Audiences

The City of London Police Communications Department serves a number of distinct external audiences, and the department needs to ensure that it is meeting the specific needs of each. Outlined below are some of the audience groups we engage with most frequently.

Not listed below are the targeted audience groups we will engage for specific campaigns. These audience groups are usually the various communities we need to reach and engage with to achieve the aims of campaigns and can be broad, e.g. everyone nationally at risk on online shopping fraud, or narrow, e.g. residents of the Barbican. Communications plans for specific campaigns identify and define discreet audience groups to enable targeted media engagement and social media planning.

Media outlets

Encompassing local, regional, national, specialist interest and business-to-business (B2B) outlets alongside documentary makers, this is the primary audience for the press office. The role of this audience group is multi-layered, covering scrutiny of the police; how are we performing, where are we failing, what are our plans, as well as campaigns and trends which tell a story and provide key warnings to society. The media's engagement with the force is both reactive and proactive and we will engage with them to broadcast key messages designed to illustrate how we are performing locally and our response to national issues, force priorities, successful cases, crime trends, prevention and awareness messaging as well as general information about the force and what differentiates us.

All engagement with media outlets is conducted within the parameters of the College of Policing's Authorised Professional Practice (APP) on media engagement and press office best practice.

Politicians

Encompassing national and devolved Governments, as well as regional and local politicians, this group is usually reached via media engagement activity, although there are instances when we engage directly with politicians. Some of this activity sits outside the responsibilities of the Communications team covering matters such as responding to MPs letters. The City of London Corporation assists the police with some of the more high-profile political engagement such as select committee attendance. Elected members of

the City of London Corporation are not included in this group due to their role as the oversight authority for the City of London Police.

City of London Corporation **[Text to come from Bob Roberts]**

Partners

Encompassing trade bodies, third sector and arms-length organisations, along with Governmental departments and bodies, communicating with this wide and diverse group is most effective via direct engagement, although they will also be reached via media activity. Engagement with this group is designed to ensure these important partners are aware of CoLP's work, reach and impact. Engagement will develop, build and strengthen partnerships that ultimately benefit the force while also remaining cognizant of the needs of the partner organisation.

Law Enforcement

Encompassing other UK police forces and national bodies such as the NCA and international entities such as the FBI, engagement with these groups is via a range of channels, including media activity, social media and direct contact, and is mainly for the purpose of disseminating information relating to the CoLP national portfolios and supporting the Corporate Plan aim of being a police force with global impact and influence.

City communities

Covering business, residents, workers and visitors to the City, communication with this extensive group is via a range of channels, including media engagement, social media and the force alerts service. Communicating with this group serves a number of purposes and can range from BAU information to details of specific threats and risks impacting our local communities. This group will also be targeted as part of campaigns activity outlined above.

3 Channels

Traditional media	Print, broadcast, online, local, regional, national, international, B2B, special interest
Objective of engagement	<ul style="list-style-type: none"> • Inform and educate end audience • Inform and educate journalists about CoLP's roles locally and nationally to enable accurate reporting of complex matters and to maintain our profile in a busy and crowded space

	<ul style="list-style-type: none"> • To differentiate and enhance CoLP's brand • Publish deterrence messaging • Publish 4Ps messaging • Support campaigns • Raise profile of initiatives • Raise awareness of threat, harm and risk • Enhance and amplify witness appeals
Applications & Tool-kit	<ul style="list-style-type: none"> • Press Releases (<i>proactive</i>) • Responding to journalist queries (<i>reactive</i>) • Media briefing/ Press conference (<i>proactive/ reactive</i>) • 121 interviews (<i>proactive/ reactive</i>) • Background briefing (<i>proactive/ reactive</i>) • Social media (<i>proactive/ reactive</i>) • Documentaries (<i>proactive</i>)
Advantages & Disadvantages	<p>Advantages</p> <ul style="list-style-type: none"> • Enables targeted engagement with specific audiences • Can lead to broad reach and engagement with millions • Endorsement of messaging by outlet lends weight to CoLP messaging • Opportunity to shape message and enable our side of the story to be heard • End audience (reader, viewer, listener etc) isn't required to 'opt in' to receive CoLP messages • Staffing is the only cost <p>Disadvantages</p> <ul style="list-style-type: none"> • Carries risk of negative commentary, both above and below the line • Labour intensive • Requires specialists media handlers to ensure compliance with best practice, legislation and regulation • Final output reliant on journalist discretion and whether matter is deemed interesting by outlet and journalist • Difficult to accurately measure reach and impact using free tools
Social media	YouTube, Instagram, Twitter, Facebook, podcasts
Objective of engagement	<ul style="list-style-type: none"> • Immediate communication • Develop conversations with audiences • Inform and educate • To differentiate and enhance CoLP's brand

	<ul style="list-style-type: none"> • Publish deterrence messaging • Publish 4Ps messaging • Support campaigns • Raise profile of initiatives • Raise awareness of risk • Appeals • Support and amplify media engagement activity
Application & tool-kit	<ul style="list-style-type: none"> • Facebook & Twitter for community messaging including video and static content: warn/inform locally & nationally (<i>proactive /reactive</i>) • Twitter, Facebook and Instagram to support campaigning activity (<i>proactive</i>) • Use Twitter to amplify media engagement (<i>proactive /reactive</i>) • Use most appropriate channels to amplify partner messaging (<i>reactive</i>) • Podcasts for in-depth view of the force and our work • Twitter/Instagram to direct audience to CoLP websites
Advantages & Disadvantages	<p>Advantages</p> <ul style="list-style-type: none"> • Immediate • Can be less corporate, with informal tone to encourage two-way engagement and accessibility, particularly with young audiences • Can be 'fun' • Individual voices can be developed and promoted to reach particular audiences • Reach can be extensive • Message completely within CoLP's control • Combined with paid-for advertising can be targeted to locales and demographics • Significantly extends reach and engagement for campaigns • Can be measured • Content can be translated into languages other than English <p>Disadvantages</p> <ul style="list-style-type: none"> • Needs audience to 'opt in' and choose to receive content • Risk of inappropriate or unauthorised content causing reputational harm • Can attract cost

	<ul style="list-style-type: none"> Requires compliance with legislation and regulation
Websites	CityofLondon.police.uk; ActionFraud.Police.uk
Objective of engagement	<ul style="list-style-type: none"> Immediate communication Inform and educate To differentiate and enhance CoLP's brand Publish deterrence messaging Publish 4Ps messaging Support campaigns Raise profile of initiatives Raise awareness of threat, harm and risk Support media engagement activity and appeals Provide credible and trusted information from source Comply with statutory obligations Report crime Direct to other sources of information Provide contact details Maintain transparency
Application & tool-kit	<ul style="list-style-type: none"> Useful for hosting video and detailed information that wouldn't be appropriate for social media Main repository of force information available for public Main national repository for fraud advice and information Both sites provide 'one-stop-shop' for crime reporting
Advantages & Disadvantages	<p>Advantages</p> <ul style="list-style-type: none"> Almost limitless information about CoLP Can be both corporate and engaging in content and tone Messaging completely within our control Immediate Trusted and credible Content can be made available to those with accessibility needs Visitor numbers can be measured <p>Disadvantages</p> <ul style="list-style-type: none"> Audience needs to seek us out or be directed to site Annual hosting cost Needs to be accessible via various devices and adapting the site can be expensive Needs technical expertise to amend Amending content can take time Hosted by external company

Physical materials	Posters, leaflets, z-cards, postcards, magazines
Objective of engagement	<ul style="list-style-type: none"> • Inform and educate audience • Publish 4Ps messaging • Support campaigns • Raise profile of initiatives • Raise awareness of threat, harm and risk • Direct audience to sources of detailed information such as website • Enable engagement
Application & tool-kit	<ul style="list-style-type: none"> • Posters for semi-permanent messaging (<i>proactive/reactive</i>) • Leaflets for targeted information to specific audience (<i>proactive/reactive</i>) • Postcards to redirect audience to online sources of information (<i>proactive/reactive</i>) • z-cards for detailed information that needs to be easily accessible (<i>proactive</i>) • Magazines for detailed information (<i>proactive</i>)
Advantages & Disadvantages	<p>Advantages</p> <ul style="list-style-type: none"> • Useful for face-to-face engagement • Can be targeted for communities not usually online or familiar with social media <p>Disadvantages</p> <ul style="list-style-type: none"> • Expensive • Labour intensive for design, manufacture and distribution • Become out of date quickly • Impossible to measure impact and reach
Community messaging	Everbridge
Objective of engagement	<ul style="list-style-type: none"> • Inform community of upcoming events • Raise awareness of threat, harm and risk • Direct audience to sources of detailed information such as website
Application & tool-kit	<ul style="list-style-type: none"> • Quick-time messaging via SMS, email and phone message (<i>reactive/proactive</i>)
Advantages & Disadvantages	<p>Advantages</p> <ul style="list-style-type: none"> • Can send messages to all mobile phones within a defined locale during a major incident • Immediate • Trusted • Direct messaging so enables clarity of message

	<ul style="list-style-type: none"> • Minimal training required for access <p>Disadvantages</p> <ul style="list-style-type: none"> • Expensive to run • End audience needs to 'opt in' to receive messages (unless during a major incident) • Direct messaging, no room for nuance • Limited to simple messaging
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4 Measures & Evaluation

The output, approach and channels employed by Corporate Communications team will be measured against the above principles to ensure the team continues to support the force values and priorities. To achieve this, it is essential that we are able to measure the effectiveness of our activity. Campaign evaluations will be used to inform future campaign planning, ensuring lessons are learned and the team continues to develop.

1. Every press release will be measured for the number of page impressions on the website, the amount of coverage generated, including key message penetration, and social media impact. These measures will form part of the departmental Key Performance Indicators (KPI) for Performance Management Group (PMG).
2. Individual communications plans for each force priority supported by external communications will be updated monthly to show activity which has supported each of the force's priorities. This will then be communicated to the appropriate plan owner, and to the monthly Tasking meeting, to help inform decisions in relation to necessary future activity
3. Summaries of successful media coverage, including analysis of social media impact will be circulated to interested staff and officers once a month. Campaign specific analysis will be prepared and made available to appropriate units following completion of each campaign.

4. Digital communications is measured through the digital success score (DSS). Scores are allocated for:
 - number of visitors a press release or campaign webpage receives
 - how many of these visits were a result of a link embedded in social media
 - number of links to other relevant and pertinent data on our sites were contained within a press release or campaign information, i.e. a press release regarding a theft conviction should contain links to pages on how to keep items safe.

5. Summary

Although this strategy focuses on specific force priorities and upcoming projects, it has been devised in such a way to provide guidance and steer to support all external communications activity within the force. Communications plans will be drafted with consideration of the principles and key messages contained within, ensuring consistency of message across all our communications activity, regardless of audience or channel.

This document will be reviewed and updated annually, in line with the Policing Plan.