

# Promoting the City of London Police

## Communications and Engagement Strategy 2021 - 2023





## At a glance

### OUR AREA



As national policing lead for fraud and cyber-crime, our area extends to the national and international

As the police force for the City of London we police one of the most important financial centres in the world and the economic heart of the United Kingdom.

The City of London is one square mile with 8,700 residents, and in a usual year 513,000 workers daily and over 18 million visitors annually

It is home to countless sites of historic, cultural and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the Stock Exchange.

### OUR ROLE



We are the national policing lead in tackling economic and cyber-crime, including operating Action Fraud and the National Fraud Intelligence Bureau.

We protect the people, places and infrastructure of the City of London, preventing and investigating crime to ensure the City of London remains a safe and low crime area in which to live work or visit.

### PRIORITIES



Providing an excellent policing service, locally, nationally and internationally, delivered by:

Leading nationally on the policing response to fraud and cyber crime

Protecting the City of London from terrorism and serious organised crime

Maintaining a strong focus on local policing, including antisocial behaviour, public disorder, roads police, vulnerability and low levels of violent and acquisitive crime.

### ABOUT US



Operating budget £153.2m  
961 officers  
506 staff

Organised across:  
National Lead Force for Economic and Cyber-crime

Local Policing

Specialist Operations

Operational support functions (HR/Finance/Estates)  
HQ Functions (Strategy, Governance, Change, Professional Standards, Strategic and Business Insights and Corporate Communications).



## Aim

The City of London Police Communications and Engagement Strategy sits alongside the annual Policing Plan, supporting the priorities identified within while also supporting the Force's ambitions identified within the Corporate Plan, and those of the Corporation of the City of London and the Police Authority Board.

This Communication & Engagement Strategy will support the priorities of the Policing Plan and in doing so promote confidence in our work locally, nationally and internationally with key audiences and stakeholders on key matters such as economic crime, counter-terrorism and stop and search. Our continuing focus on counter-terrorism and protective security supports the City of London and we will illustrate the value and impact of our work in making the City of London the safest City area in the world alongside our national endeavours to combat fraud, the UK's most prolific crime. In doing so, we are supporting the force's Corporate Plan ambitions and through this, our brand mission.

The activity outlined by this plan will be delivered in partnership with the City of London Corporation's strategy to promote their work as the Police Authority Board for the City of London Police.

Whilst the communications strategy will be managed by the Corporate Communications teams in both City of London Police and the City of London Corporation, all business areas will contribute to the delivery of the strategy to ensure maximum reach impact of our messages and influence.

This plan remains an evolving document and will be supported by issue specific plans that will be continually updated to reflect changes to threat and risks, as well as society in general, and provide clear, consistent messages that support the force priorities. This document, as the overarching guiding strategic document, will be updated annually.

Whilst the primary audiences outlined in this strategy are external, we will also mirror with our internal messaging, keeping our people informed and acting as advocates for the service we deliver. Communications activity seeks to spark engagement and conversation with our audiences, and these conversations coupled with the existing cycle of communications evaluation, (including impact measurement and direct feedback), will drive a culture of learning and improvement of future activity.





## Objectives

The communication strategy supports the priorities identified in the Policing Plan:

- Providing an excellent policing service, locally, nationally and internationally, delivered through:
- Leading nationally on the policing response to fraud and cyber crime
- Protecting the City of London from terrorism and serious organised crime
- Maintaining a strong focus on local policing, including antisocial behaviour, public disorder, roads police, vulnerability and low levels of violent and acquisitive crime

Issue-specific communications and engagement plans, containing key messages and relevant tactical details, sit alongside the communications strategy to ensure targeted support for the Policing Plan priorities. Additionally, the force's work to promote equality and inclusion across the organisation is also represented with a stand-alone communications plan.

### 1. National Economic and Cyber crime responsibilities

The National Lead Force's mission is to protect the public and reduce the harm from fraud by providing national leadership and co-ordination services that are valued by policing and meet the needs of victims.

The National Fraud Policing Strategy (2019-2022) was agreed by NPCC (National Police Chief Council) in October 2019 and primarily addresses the 43 police forces in England and Wales. It provides an infrastructure for Chief Constables and Police and Crime Commissioners to guide policing towards common goals.

In February 2020, the NECC (National Economic Command Centre) developed a five-year strategy. Its vision is to 'defend the UK against economic crime, ensuring there is no safe space for its perpetrators'. In a submission to a Home Affairs Select Committee in June 2020, the Director General of the NECC sets out a five-point plan to support the strategy.



## In summary, the objectives of the plan are:

- Clearer governance and leadership, at both the political and policy level from the Home Office, and operational level from the National Economic Crime Centre
- A stronger, top down, data driven intelligence capability, to augment the victim reports from Action Fraud
- A protect strategy that recognises we need to design not pursue our way out of fraud
- A pursue approach, using the stronger intelligence picture, targeted at the groups or individuals driving the most harmful fraud
- An improved Action Fraud and victim support system that is more effective, more compassionate and better at reducing repeat victimisation

As National Lead Force, we have a leadership role in the NECC to represent policing and maximise the impact of policing in the whole system fight against fraud. The National Lead Force plan seeks to achieve five outcomes:

01

The public has confidence in the Action Fraud reporting service

02

People and organisations are prevented from being victims of fraud, and victims are supported (National Fraud Policing Strategy)

03

Police resources are deployed efficiently and effectively against fraud threats (National Fraud Policing Strategy)

04

Fraudsters operating nationally are identified and offending is disrupted

05

Policing has the capability and capacity to detect, disrupt and deter perpetrators of fraud (National Fraud Policing Strategy)



These outcomes align closely with the NECC's objectives and the National Fraud Policing Strategy outcomes. The Communications strategy and accompanying communications plan for economic crime will deliver activity to support the five objectives.

This strategy will promote our role as lead for the National Cybercrime Programme. The programme was initially established to deliver the local capabilities project, establishing force level dedicated cybercrime units across England and Wales. The remit has widened with the programme currently working on over 30 live projects, including national training, the national roll out of the Cyber Tools App, Cyber Resilience Centres, Cryptocurrency training and tools, Police CyberAlarm and the new Cyber Digital Specials and Volunteers program. This activity is all with a view to building a world leading cyber policing capability with access to the best training, tools and technology available.

#### *Corporate Plan Ambitions:*

- *To deliver a policing service that is valued*
- *To build new ethical economical partnerships*

## **2. Protective Security and National Project Servator responsibilities**

The strategy will promote the City of London Police as the [Project Servator](#) centre of excellence, using both activity originating in the Square Mile as well as national and international Project Servator initiatives.

Specific objectives are:

- Promoting the City of London Police's role in developing and rolling out Project Servator.
- Promoting Project Servator as the primary method of delivering protective security in the City.
- Enhancing the relationship with the private sector on protective security.

#### *Corporate Plan Ambitions:*

- *To be the safest City area in the world*
- *To be a police force with global influence and impact*



### 3. Local Policing

Key strategic operations and initiatives will be utilised to promote the work of the City of London Police in serving residents and visitors to the Square Mile. Secondary to this the strategy seeks to demonstrate how CoLP is vital to the pan-London law-enforcement landscape. Specific objectives are:

- Promoting crime reduction initiatives in the Square Mile.
- Promoting confidence in the force, with a particular focus on matters such as stop and search.
- Promoting Sector Policing as the key means of enhancing community engagement.

#### *Corporate Plan Ambitions:*

- *To be the safest City area in the world*
- *To deliver a policing service that is valued*

### 4. Equality and Inclusion (E&I)

Ensuring we represent the communities we serve through a diverse workforce is key to the force's future. There is a significant amount of work ongoing across the organisation that underpins our approach to equality and inclusion and under this strategy E&I activity will be promoted to appropriate audiences, internally and externally.

#### *Corporate Plan Ambitions:*

- *To have an innovative, skilled, agile and diverse workforce in a culture that supports and empowers our people*
- *To deliver a policing service that is valued*



## Audiences

Policing is a sector that relies on effective relationships and we are proud that our range of stakeholders and partners is broad and diverse. As an organisation we undertake significant activity to reach and engage with audiences via a range of channels, such as national media engagement or discreet stakeholder management. We remain committed to increasing message penetration with audiences and will continue to explore channels (traditional and digital) to ensure our messages are delivered with impact.

As mentioned, the audiences, both new and existing, that we need to engage are diverse, and therefore call for a targeted approach to audience identification and segmentation.

To ensure we are engaging with audiences appropriately, stakeholder mapping for all our portfolios will continue. Stakeholder mapping identifies who we currently engage with and which groups we should develop or deepen relationships with. The exercise also establishes the best communications channels to engage with stakeholders and will encompass SWOT analysis where appropriate.

## Implementation

To implement the objectives and achieve the aims of this communications and engagement strategy, a number of channels and tactics will be employed. The tactics we will deploy can be found in appendix one, and a brief overview of the main channels we will use to engage with external audiences are detailed below.



Using social and traditional media enables broad engagement with audiences and stakeholders. Both social and traditional media are channels CoLP uses extensively to deliver messaging to specific end-audiences on a range of issues and initiatives.

Traditional media engagement has many advantages, although it is not without risk and needs careful managing from the Corporate Communications team in accordance with best practice and the authorised professional practice that governs this activity. Using traditional media will convey corporate messaging via the journalistic lens and this can at times lead to messages being distorted or relayed inaccurately. Research however indicates traditional media is trusted by many and therefore any content delivered via traditional media is seen by the end-audience, in the main, as credible and accurate. This is a compelling factor in the use traditional media as an engagement and communications tool.

Social media is a more direct route to the ultimate end-audience although it too has some disadvantages, most notably the end-audience is usually required to 'opt in' or choose to receive messaging. The risk of social media messaging not having credibility is mitigated by ensuring our accounts are verified and exercising caution when sharing content.

Fully alive to the unique circumstances police communications operates in, media engagement will be undertaken with due regard for victims, vulnerable service users, operational sensitivity and security requirements. This can at times mean activity that may present as seemingly ideal for promoting the City of London Police to a range of audiences cannot be undertaken without compromising ethical, operational or security requirements.

A rolling schedule of planned and suggested media engagement has been devised, capitalising on activity already underway and identifying new operational activity and initiatives that may generate positive media coverage. This plan is contained within appendix one.

Key media contacts for the force to engage with, suggested spokespeople and topics of relevance will be devised, with top-line key messages, a comprehensive narrative and policy positions to ensure a consistent theme sits over all our media engagement activity.

Media engagement within CoLP encompasses a broad range of activities, including working with a wide and diverse range of outlets such as film makers, TV companies and others who wish to show CoLP in their work or develop story lines relating to our specialisms. We continue to work closely with documentary makers who make programmes relating to our work, as well as consumer and news programmes who work with us to raise awareness of particular threats and initiatives.



## Channels: Social media

Social media has been embraced enthusiastically across CoLP and alongside the official Corporate force accounts, a number of officers run accounts promoting the work of the force with a range of diverse audiences. Some of these account holders will be encouraged to flex their messaging to support particular goals of the force, such as having an innovative, skilled, agile and diverse workforce, or developing ethical partnerships.

Currently all CoLP communications plans contain elements of social media engagement and this aspect is subject to constant review to ensure we are capitalising appropriately on tools available such as paid for social media. Additionally, work will be undertaken to develop conversations online that relate to issues within our responsibilities.



## Stakeholder engagement

Details of the tactics we will use for the engagement element of this plan can also be found in appendix one.



## Stakeholder: Public affairs and Government

This stream of work will enhance all force engagement with government and other primary stakeholders. Engagement will be defined as 'business as usual' or 'ad hoc', and will encompass both our regular meetings with civil servants and government departments, and the ad-hoc meetings devised to develop a full understanding of our work with national, devolved, regional and local politicians. With minor adjustments to messaging, this activity can be rolled out across all of our stakeholders as necessary.

The aforementioned top-line key message, narrative and policy positions, adjusted as appropriate, will be utilised for this activity to ensure a consistent theme sits over all our stakeholder engagement, for all areas of CoLP's responsibilities. We will monitor which political and governmental stakeholders CoLP staff and officers are engaging with to ensure duplication and gaps are identified and managed.

We will run this activity in parallel to the City of London Corporation's public affairs programme.

Alongside personal engagement a suite of documents is being created to ensure key stakeholders receive pertinent information on the various City of London Police activities in a timely manner, creating a regular cadence of material and communications.



## Engaging with law enforcement

A programme of continuous engagement and relationship building with colleagues in law enforcement and other associated sectors has been commenced, to cover all of the Force's responsibilities, including economic and cyber crime, as well as Project Servator and protective security.

This will include engaging with teams within forces (virtually and face-to-face) to help them develop communications plans and strategies for Project Servator, and economic crime. The aim of this aspect of the programme is the establishment of a network of Project Servator and fraud specialists within force communications.

Additionally, we will also work closely with the NCA and FCA to support Operation Otello and other related activity. Other organisations also engaged on Operation Otello will also be approached.



## Other channels

Colleagues across CoLP frequently attend conferences and other speaker events. Corporate Communications will capture this information and work with attendees to amplify messaging via our various channels. In addition,

opportunities to engage more in events relevant to our work will be explored and exploited as appropriate. It is proposed Corporate Communications take on a coordinating role in this area.

In addition, work will be undertaken to develop promotional activity managed by CoLP, such as webinars, podcasts, thought pieces and short video blogs. Working with operational colleagues to shape messaging, these will be useful for specific audiences while allowing freedom of messaging and channel choice while enabling officers and staff to showcase our work and achievements.

## Suite of documents

The CoLP Annual Review will serve as the cornerstone of a suite of materials to be created to support activity listed above. Along with the key message, narrative and policy positions, we will also create toolkits for force communications teams, campaign and general media activity evaluation and infographics to illustrate a number of key aspects of our work, such as the process behind the policing of fraud and achievements of CoLP as the national lead.

A document outlining the proposed vision for the future of the National lead role within CoLP is also planned as part of the second wave of our activity.

Alongside the above suite of documents, we will also have regular drumbeat bespoke newsletters for our stakeholders, including material specifically designed to inform other police forces of developments, achievements and other aspects of CoLP's work. Details of these documents can be found in appendix one.

## Key Messages

The communications plans that sit underneath this overarching strategy contain key messages specific to the areas they support, such as equality and inclusion and economic crime. All key messages however will be derived from the ambitions of the Corporate Plan and support the priorities of the Policing Plan and the NLF Mission.

## Supporting ongoing operations and initiatives

Alongside the range of activities outlined above, the Corporate Communications team will continue to produce communications plans to support live-time activity as well as planned events and campaigns across the force responsibilities. These plans will sit behind this strategy and four supporting plans, and contain detailed tactical information relevant to particular operations or campaigns. All communications plans will seek to promote the work of the force with key audiences and stakeholders.

The existing fortnightly message planner has been extensively revised and will now contain information relating to anticipated messaging that planned communications activity will deliver as well as reference to the outcomes of the activity. The message planner will be both forward looking and retrospective, to allow for activity outcomes to be shared with colleagues.

## Evaluation

Activity deriving from this plan will be evaluated via a range of methods, such as tone assessment and message penetration for media engagement and engagement rates for social media content. Feedback mechanisms will be employed for stakeholder engagement, such as short polls and requests for comment on our engagement practices.

Feedback and evaluation will be used to inform and adjust future activity as necessary.