

Committee: Police	Date: 5 th July 2013
Subject: Stakeholder Engagement Update	Public
Report of: Commissioner of Police POL 30/13	For Information

Summary

The City of London Police (CoLP) delivery of stakeholder engagement has evolved over many years. Engagement and community messaging are key elements in ensuring good levels of satisfaction and whilst engagement has been effective in many ways, some areas for improvement have been identified.

The Force already engages with the community in a number of ways including community messaging, day to day engagement through corporate communications such as newsletters, social media and the CoLP App. The Force Directorates also engage through the various established networks that they have built up over the years.

However, the Commissioner has commissioned a project to improve the coordination, consistency, quality and governance of stakeholder engagement. There are a number of strands to this project which include; maximising the use of the Vocal /Imodus system (outside service provider/ operating platform); developing a centralised Customer Relations Management database; further developing the Cross-sector Safety and Security Communications (CSSC) concept; developing an improved authorising process for consistent community messaging and finally, increasing use of the App and social media.

This is being managed through a formal project board and delivery plan which has five phases culminating in the implementation. Phase three- designing the operational requirement is currently taking place.

There are other potential benefits to be further explored which include working in partnership with the City of London Corporation to integrate the keyholder database.

Recommendations

It is recommended that this report be received and its contents noted.

Main Report

Background

1. The City of London Police (CoLP) delivery of stakeholder engagement has evolved and improved within the Force over many years. Whilst community and stakeholder engagement has improved significantly in the recent past, there is a need to further improve corporacy and co-ordination in order to provide cohesive messaging to the community. Members may wish to note that the Force achieved all of its 2012/13 policing plan targets in relation to messaging following major events.
2. In order to ensure good levels of satisfaction it is essential to maintain and improve the methods and co-ordination of community messaging. There is overwhelming support for the current system within the community, but there have been some ad-hoc reports of dissatisfaction relating to inconsistency in the manner in which messages are delivered to different sections of the Community.
3. Corporate Communications play a major role in supporting Force engagement with stakeholders and in the current economic climate, it is imperative that all forms of duplication and inefficiency in processes are eliminated.
4. In order to improve the quality of engagement delivery and governance across the Force in relation to the outside service provider, Vocal, the Commissioner commissioned a project. One of the anticipated outcomes of the project will be to enable the Force to fully exploit the Vocal system to its full potential which will enhance the capability to improve messaging consistency and delivery for City and Pan -London events.
5. A report was submitted to the Force's Strategic Management Board in October 2012 making recommendations to improve the processes in the Force. A decision was made to engage further with Vocal, using their expertise in the open market, to deliver a bespoke customer relations management (CRM) system.

Current position – What day to day business looks like

6. CoLP approaches engagement in two ways:

- Messaging is delivered through Vocal and the Imodus platform¹ , and also;
- Day to day contact with business and residents through social media, including a The City of London Police (CoLP) iOS application², e-mails, briefings, telephone calls, newsletters and meetings.

Community messaging

7. CoLP has a contractual arrangement, until 2015, with Vocal to provide a facility to send messages via e-mail and by way of text message to the community, known as Imodus alerts. The facility works effectively and is tried and tested in the business world. Vocal provide two services; general messaging and another facility enabling picture messaging. Whilst the actual system works effectively, some of the processes, training and management of the system need to improve.
8. During the Olympic period the Force worked with partners to operate the Cross-sector Safety and Security Communications (CSSC) concept which delivered all messaging for that period. This has been well received by industry and there may be an opportunity for the Force to provide messages across the wider London area, into regions and nationally. This could in the future be an opportunity for the Force with its National Lead Force status for Fraud to develop this concept further, to reach regional hubs which are currently being developed for national fraud investigation. However, CoLP is mindful that this is only one stakeholder group within the wider community, and small/medium enterprises in the City and City residents must also be a priority and part of the longer term and wider engagement plan.

Day to Day Engagement

9. Currently the Force provides newsletters and e-mails to specific groups within the community which is supported by the Force's Corporate Communications Dept. Many individuals within the Force build relationships with key stakeholders and meet with key community contacts regularly and there is a need to ensure that this level of engagement is documented in order to assess community needs, confidence and satisfaction.

¹ Vocal and Imodus - this refers to a third party contractual agreement which has evolved from the introduction of the first 'pager alert' scheme in the 1990's

² iOS Application- CoLP smartphone app

Social Media

10. In the last 6 months significant improvements have been made to the Force's use of social media through the new Head of Corporate Communications. CoLP has various social media accounts operated by Corporate Communications and departments such as Community Policing. However there is scope to improve the use of social media and develop a standard approach as to how it is utilised across the Force to improve intelligence and engagement. The Force is exploring further technologies that will allow it to both monitor and use social media more effectively.

CoLP iOS App

11. This was developed more recently by the Force's Emergency Planning Team, working with 'Socioncal' to develop a smartphone application for the Lord Mayors Show. This monitors crowd movements on a heat sensor map and is reliant upon subscribers to download and send information into CoLP. Currently there are 600 members and it is the Force's intention to grow the membership further. A full report on this App was submitted to your Committee in September 2012 (Pol 58/12 refers).
12. The App has been developed further and has many other benefits including messaging, locating police stations, access to street crime data, contact details for fraud victims and current news. Twitter is linked to the App which has recently provided information on the Olympics and police good news stories.

Stakeholder Management & Databases

13. Each Directorate in the Force has a collection of key contacts, residents, businesses and other police forces/agencies. Records have historically been kept locally by management teams in spreadsheets. In most areas section heads maintain local databases feeding Senior Management Team records. However this approach is now being cross-coordinated to ensure that CoLP does not work in five different ways, through five separate networks to engage with the community. The aforementioned project is bringing this valuable information to the centre in a central database (CRM), thereby streamlining records and avoiding duplication.

Challenges for CoLP

14. There are numerous challenges facing CoLP in order to deliver effective customer relations management including, identifying an effective system, mindful of financial constraints and ease of use; developing a stakeholder database which streamlines and filters information from all Directorates; fully understanding what impacts on the community, (e.g. Anti Social Behaviour, crime, protest, terrorism and security); developing a suitable process, including grading and authority levels for messages that are sent to the community. This is a key area, and consideration must be given to the use of holding messages and automated prompts for update and closure.

The Way Forward

Develop the use of Imodus/Vocal to deliver stakeholder management and improve messaging for the force.

15. This will keep the Force within contract and provides the opportunity to build other areas into the Vocal system. Vocal are developing both stakeholder engagement and messaging for CoLP into a single web based system linking current directorate records into a single database.

Customer Relations Management System

16. The development of a suitable CRM system is crucial. Security filters will be included in the system. This will ensure the Force complies with Data Protection requirements. Identified SPOCS within Directorates will be afforded higher priority to enter restricted areas where other staff will be provided with access to the general database.
17. A key area for consideration is the inclusion of a high priority section for key stakeholders, for example, the City of London Crime Prevention Association (CoLCPA), Sister Banks and Police Committee. This option is web based allowing for high priority stakeholders to develop their own profiles and update their list of contacts within their business and what affects them. Current stakeholder records in the Force can be integrated into the system which will identify the category of customer, priority levels and all of their issues.
18. This system will provide a diarised events timeline for the Force which will gauge the level of engagement with the whole community. It provides the

opportunity for high priority stakeholders to post inbound questions into SPOCs across the directorates.

19. In relation to Small and Medium Enterprises (SME's) they will benefit from 'IContinuity', a system which Vocal use nationally, free of charge for SME network engagement. Residents will have the capability to engage through the website and their own bespoke e-mail.
20. The new system will ensure the Force understands the issues faced by all sections of the public and is able to respond in a timely and effective way.

Community Messaging

21. Improvements within messaging will be achieved through the introduction of an authorising process for spontaneous, pre-planned City events and wider events across London.
22. Developing the CSSC concept will ensure there is a joined up partnership to events across London and improvements to message templates for the control room will negate the opportunity for any adverse criticism from the community. Holding messages and automated prompts from within the system will post reminders for updates at timed intervals and deliver closure messages to control room inspectors for action.
23. There will be provision for businesses to post their own messages for spontaneous events into the system, which can be shared with their own key contacts and our own Control Room. This is beneficial where spontaneous protest takes place. Instant messaging informs the police and other affected stakeholders ensuring local security arrangements are implemented without delay.
24. Additional benefits for CoLP also include customer satisfaction monitoring managed by Vocal on our behalf, generating management reports, sending out survey messages and ensuring connection to social media and App. Results from surveys can be collated into a single report on a weekly or monthly basis which gives a reflection of how well all our communities feel the service is being delivered. Results will be broader and more accurate.

Delivery Plan

25. There is a phased approach to implementation, this is broadly broken down into 5 phases:

Phase 1 –project management. This has been completed; Phase 2 - Internal and external consultation. Internal consultation and core requirements has been initiated, a second internal day is planned. An external consultation event was held on 31st May 2013; Phase 3 – design the operational requirement. Currently ongoing; this will be followed by Phase 4 – system development and user acceptance testing and finally Phase 5 – implementation.

Opportunities for the Future

26. Moving forward there are other potential benefits to be explored which could deliver efficiencies for the Force:

- The Keyholder databases³ can be held in one area, working closely with the City of London Corporation to integrate this into a new mapping system;
- A link to companies through CSSC creating a City profile within this system, and;
- Link to Mosaic Experian⁴ to provide up to date household data on city residents and other stakeholders.

Conclusion

27. A need to improve on the previously ‘siloes’ approach to stakeholder engagement in the Force was identified and this project has been developed with the cooperation of all Force Directorates. The intention is to build a future proof system which will deliver a corporate approach to engagement and provide fine detail on our stakeholders; location, issues they face, the ability to understand their concerns and ultimately deliver the correct level of service.

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³ A database containing named key holders for all premises in the City of London

⁴ Mosaic Experian- a system for the classification of UK households

[http://en.wikipedia.org/wiki/Mosaic_\(geodemography\)](http://en.wikipedia.org/wiki/Mosaic_(geodemography))