

### **Internal Communications and Engagement Strategy: 2016-18**

#### **1.0 Introduction**

The Internal Communications Strategy exists to support the delivery of the City of London Police Operational Priorities, City Futures programme and HR people strategy.

This strategy is set within the context of the current direction of the organisation and details how we aspire to communicate internally across the force.

This document has relevance to everyone in the organisation and, by understanding our role in communications, each of us can play our part in helping to support CoLP's priorities, aims and objectives.

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 send emails, 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 Internal Communications function to ensure that all employees are equipped to do this to the best of their ability, according to the needs of individual roles and team functions.

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

This document has been prepared to encourage you to reflect on that role and to ask for your support and sponsorship for the activities where Internal Communications can add real value to the City of London Police.

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### 2.0 Communication context

The internal communications function is a **facilitator** for many two-way pathways of communication which criss-cross the organisation and enable it to function. In order to fulfil this role it acts as an internal consultant, understanding the needs of the force and reflecting these back by providing an infrastructure of appropriate communications channels and relevant guidance and relevant support.

### 3.0 Communication responsibilities

#### 3.1 All Employees – 'Own their part'

All employees should understand their individual impact on and towards internal communications: **it is the responsibility of everyone within the force.**

This means:

- Simple, open and timely two-way communications between individuals and teams.
- Ensuring communication is relevant and targeted, reaching the individuals concerned or affected rather than taking a 'blanket' approach, and signposting communications for action/information appropriately.
- Having an intended outcome for sharing information.
- Listening to others and providing feedback.
- Seeking support and guidance from the Internal Communications function when it is needed.
- Engaging with and consuming the communications channels of the Internal Communications function.

#### 3.2 Senior Leaders – 'Walk the talk'

The example of leadership is fundamental for ensuring that all employees fulfil their responsibilities towards internal communication.

This means:

- Endorsing and adopting employee commitments so that they become part of the City of London Police culture.
- Driving and owning internal communications strategy by actively and demonstrably applying its principles to all aspects of their leadership and communication.
- Using the internal communications service to support face-to-face leadership communication and facilitate feedback.

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- Promoting the consumption of internal communications and encouraging their teams to do the same.
- Sponsoring co-ordinated activity between Internal Communications, Corporate Communications as a whole and the Leading the future programme.

### 3.3 Internal Communications – ‘advise, align, drive, challenge and enhance’

In turn, the Internal Communications function commits to:

- Providing senior leadership with a communications and engagement strategy as well as supporting their ad hoc, tactical needs.
- Understanding and facilitating the organisation's communication needs – what the respective parts of the organisation need to ‘broadcast’ to others in order to work together.
- Facilitating feedback from employees to senior leaders.
- Facilitating activities which will help to build a sense of organisational community.
- Continually developing the function in line with best practice.
- Providing communications training and facilitation where required.

### 4.0 Principals

These commitments are bound by adherence to a set of best practice principals. To be effective in all internal communication should be:

<b>Clear</b>	It should be jargon-free and expressed in short simple sentences.
<b>Open</b>	It should be honest and maintain trust between people and departments.
<b>Timely</b>	Messages should reach the intended audience before they are heard by any third party. Time should also be allowed for any necessary follow-up action.
<b>Relevant</b>	It should have a reason, it must have the right amount of detail, and it must be of interest to both the sender and receiver.
<b>Appropriate</b>	It should include the right information, sent to the right people, in the right way.
<b>Interactive</b>	It should be two-way, and engage the audience as much as possible to ensure a shared understanding. We are committed to listening and learning.

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**Consistent** It should be consistent with what people have heard previously from formal communication channels. Where there is change, this should be explained proactively, clearly and honestly.

### 5.0 Communication environment

#### 5.1 Our current state – where are we now?

##### Strengths

- A dedicated, intelligent and passionate workforce.
- Lots of positive and pioneering work being done despite the challenges.
- People are starting to feel empowered to get on and try new things.
- A close-knit 'family feel'.

##### Challenges

- The nature of the operating environment we work in is becoming much more challenging - terrorism, cybercrime and fraud, tighter budgets, fewer staff.
- Recent re-structures and an eroding of long standing benefits.
- Change fatigue: large number of change projects and programmes to keep up with
- Uncertainty about City Futures programme and what it will achieve.
- Poor physical working environments, including IT (e.g. slow, frequent network issues) Bishopsgate, Snowhill and Wood street.
- Visibility of senior leaders not as prominent as officers, in particular, would like.

### 6.0 Strategic goals

Internal communications at City of London Police exists to develop a shared understanding of the force's priorities, ethics, values and its impact within the City of London and beyond. This includes a focus on:

- The 2016-2019 priorities: Counter terrorism, fraud, public order, cyber crime, safer roads, victim based crime, antisocial behaviour.
- The three shifts: People growing, empowerment, innovation.
- Our vision: Proud to deliver an exceptional policing service.
- Our values: Integrity, fairness, professionalism.
- The City Futures and other programmes, projects and initiatives.

We commit to contribute to the success of the force and the delivery of the police effectiveness, efficiency and legitimacy programme (PEEL), through leadership, staff engagement, and the CoLP leadership programme. This includes:

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- Providing useful tools to empower employees to take responsibility for their own information needs.
- Acting as a centre of excellence for the business, providing advice, support and guidance.
- Providing solutions that can flex and move quickly to the needs of the force.
- Build strong relationships and exploit synergies with key partners and stakeholders.

### 7.0 Success measures - how will we know how we're doing?

Internal Communications will be judged against its ability to deliver against the above strategic goals. It is important that Internal Communications is able to measure the effectiveness of its activity and plan continuous improvements. In order to do this it is committing to four main pieces of measurement:

1. **Every internal communication will have a feedback mechanism to measure its effectiveness.** This will keep Internal Communications in touch with the needs of its 'customers' and encourage them in turn to 'own' internal communications by affecting their influence over it.
2. **An internal communications forum will be set up.** This group will meet once a quarter to review the function's activities as a whole, act as a sounding board and make recommendations on specific developments and act as a control mechanism to ensure that activity meets the needs of the audience.
3. **A framework of metrics based on underlying corporate indicators (tbd) will be developed.** This will ensure that Internal Communications can be measured against specific force goals.
  
4. **Specific measures of employee engagement levels will be sought.** This will be achieved through a regular sensing survey and employee survey to ensure we are meeting our own targets.

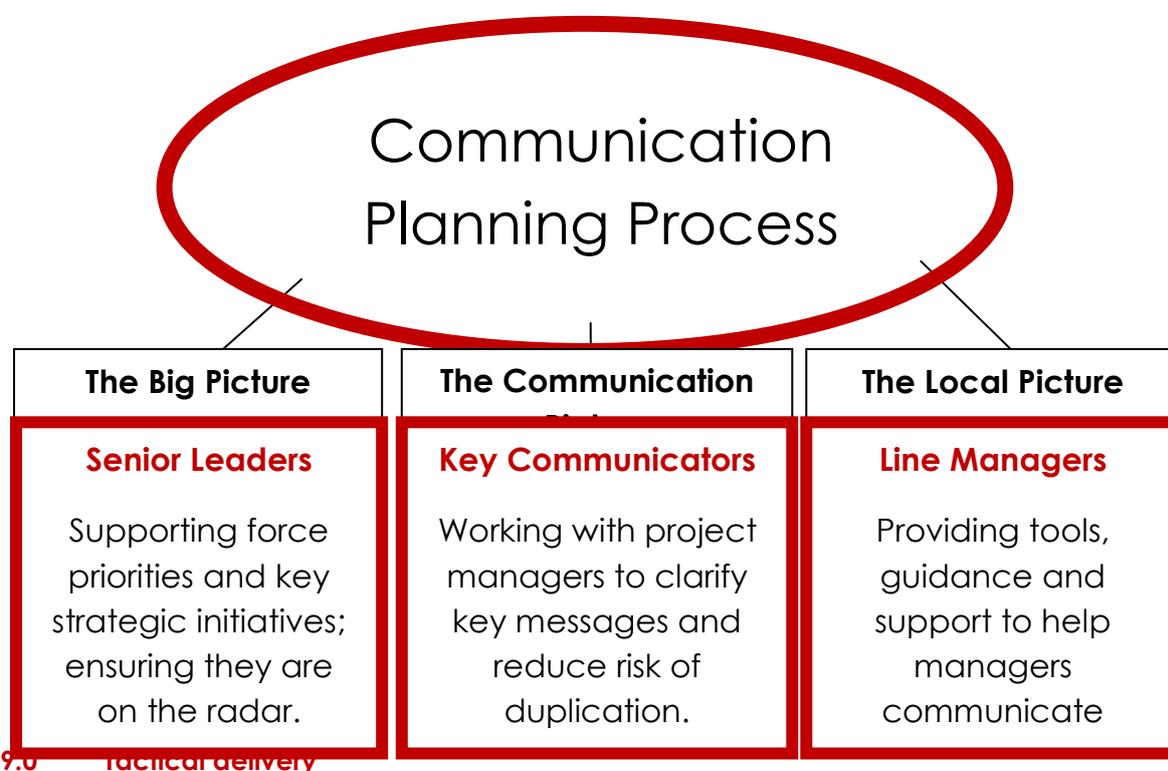
Progress will be tracked and reported to Senior Managers via the appropriate boards and/or committees.

## 8.0 Approach

To ensure we are focussing on the right business priorities and not overloading the organisation with messages, we will plan our communications at three levels:

1. The **big** picture – supporting force priorities and key strategic/corporate initiatives.
2. The **communications** picture – clarifying key messages with other communicators across the force to reduce the risk of duplication and confusion.
3. The **local** picture – working with line managers/team managers/supervisors to ensure common approaches to communication planning so that local activity can be prioritised and coordinated and successes are celebrated – force wide.

### 8.1 Communications planning process – air traffic control model



The Internal Communications function will develop and deploy the messages and channels to achieve its agreed goals and objectives and ensure that these are measured for their effectiveness.

#### 9.1 Core script (lift speech)

It is fundamental that all employees have a shared vision and way of talking about the force to each other and to external stakeholders. This core script provides the foundation from which all internal communications messages are built.

**“The City of London Police is responsible for policing the City’s business district, the ‘Square Mile’ in the historical centre of London. In addition, we hold national responsibility for Economic Crime and under this remit we are host to Action Fraud (the national fraud and cybercrime reporting service), the National Fraud Intelligence Bureau, the Insurance Fraud Enforcement Department and the Police Intellectual Property Crime**

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### 9.2 Key Messages

In addition to the core script, there are key messages which are especially pertinent to the City of London Police's current communication needs:

- The policing landscape continues to change: new threats, new crime types, and new challenges (socio-economic and political) means tough decisions.
- Our values, code of ethics and standards are at the very core of everything we do.
- The City of London Police values open, personal, timely, two-way communication –

There will be more opportunities for you to ask questions about change initiatives/processes and operational priorities.

### 10.0 Channel infrastructure

Channels	Audience	Frequency	Objective
<b>Citynet</b>	All employees	Ongoing	<b>Inform</b> Provide access to news, information and services to officers and staff.
<b>This Week</b>	All employees	Weekly	<b>Awareness</b> Provide a succinct round up media coverage, internal news, as well as notice of upcoming events and staff/officer special mentions.
<b>Inforce</b>	All employees	Bi-monthly	<b>Inform</b> A digital magazine designed.
<b>Ask the AC</b>	All employees	Twice monthly	<b>Engage</b> Provide staff with a platform to question the AC about things that matter to them.
<b>Commission</b>	All employees	Monthly	<b>Inform and Engage</b> A platform for the Commissioner to provide regular messages to the force. And to engage with

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<b>er's Vlog</b>			departments via the interviews shown via the vlog.
<b>Digital screens</b>	All employees	Monthly	<b>Awareness</b> To provide monthly updates on specific initiatives or events taking place monthly.
<b>Broadcast</b>	Police officers	Ad hoc	<b>Inform</b> Broadcast officer only related information from other organisation such as the NPCC.
<b>Proposed new channels</b>			
<b>Force cascade</b>	All employees	Monthly	<b>Awareness</b> and <b>Engage</b> Force wide cascade on current operational decisions and issues. This would capture information from the chief officer team – at an organisational wide level – and focus down to team issues. A template will be designed and distribution schedule created, aligned to the Chief officer meetings.
<b>Townhall meetings</b>	CH Rolfe	Quarterly	<b>Engage</b> A coordinated presentation of the force's progress and achievements for that quarter by Commissioner, AC and Commanders. This will also include an interactive session on a force priority by either a project lead or chief officer, which will engage middle managers in day-to-day work and decision-making.
<b>Focus on...</b>	GYE	Ad hoc	<b>Engage</b> One hour presentation from an internal or external

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<b>sessions</b>			speaker/stakeholder on a project or initiative.
<b>Internal Comms Forum</b>	Group of representatives	Quarterly	<b>Engage</b> To provide an avenue for employees to feedback on their communication requirements and IC to test/sound out any major comms coming down the line.

### 11.0 Audiences

The force's structure creates a range of audience segments. Each of these is a 'customer base' for Internal Communications and the function needs to ensure that it provides for their respective needs.

<b>Audience Group</b>	<b>What do they need to know?</b>	<b>What do they want to say?</b>
<b>Commissioner &amp; Asst. Commissioner</b>	What the force is thinking and feeling.	Strategic vision and progress. Changes to the external landscape and relating these to COLP priorities and achievements.
<b>Chief Officer team</b>	The organisational temperature and how they may be affected by perspectives and activities in other areas of the force.	Key operational decisions. Local achievements and how these relate to the bigger picture.
<b>Senior officers and directors, Programme &amp; project leads</b>	Vision, direction, operational decisions.	Promote their teams' achievements to the rest of the force.
<b>Line Managers</b>	Organisational information to pass on and discuss with their	Provide feedback and issues.

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	teams.	
<b>Police Constable/ Specials and support staff</b>	Understand how our strategic priorities translate to operational decisions and tactics, and how they affect their roles.	Raise questions, concerns and have their say, where possible.
<b>Corporation members</b>	Organisational information to pass on and discuss with their colleagues	Raise questions, concerns and have their say.