

# Internal Communications Strategy 2010-2024

## 1.0 Introduction

The Internal Communications Strategy exists to support the delivery of the City of London Police corporate plan and Transform, operational priorities, change programme, and Chief Officer Team engagement.

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 they communicate to their teams, 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.

## 2.0 Strategy

### 2.1 Messaging

All internal messages should focus on:

- The 2019-2020 priorities: Counter Terrorism, Cyber crime, Fraud, Vulnerable people, Roads policing, Public order, Violent and acquisitive 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 National Police Code of Ethics.
- The Corporate Plan ambitions.

## 2.2 Priorities

We have five priorities which drive our activity; these will be measured against an activity metric as per the table below.

Supporting the Corporate Plan and Transform are the most important priorities this year and take precedence over all others.

PRIORITY	INTERNAL COMMS ACTIVITY	ACTIVITY METRIC
1. Support the Corporate Plan and Transform	<p>Drive knowledge and understanding of the Corporate Plan, its ambitions, and the role of Transform in achieving them through the Corporate Plan internal communications plan and the Transform internal communications plan.</p> <p>Show the ambitions in action through appropriate channels.</p>	<p><b>Metric 1:</b> % knowledge, understanding and engagement via internal communications survey <b>(Bi-annually)</b></p> <p><b>Metric 2:</b> No. of Citynet stories and other activities relating to each ambition <b>(monthly)</b></p> <p><b>Metric 3:</b> Citynet analytics <b>(quarterly)</b></p>

Other priorities of the Internal Communications team are listed below:

PRIORITY	INTERNAL COMMS ACTIVITY	ACTIVITY METRIC
2. Support the force operational priorities	<p>Drive knowledge and understanding of the force priorities, vision, and values as BAU.</p> <p>Show force priorities in action through appropriate channels.</p>	<p><b>Metric 1:</b> % knowledge, understanding and engagement via internal communications survey <b>(Bi-annually)</b></p> <p><b>Metric 2:</b> No. of Citynet stories and other activities relating to each priority <b>(monthly)</b></p> <p><b>Metric 3:</b> Citynet analytics <b>(quarterly)</b></p>
3. Support projects and programmes	<p>Drive knowledge and understanding of the key force projects and programmes and what it means for them/ the force.</p> <p>Develop internal communications plans for the projects and programmes as appropriate.</p>	<p><b>Metric 2:</b> No. of Citynet stories and other activities relating to projects <b>(monthly)</b></p> <p><b>Metric 3:</b> Citynet analytics <b>(quarterly)</b></p> <p><b>Metric 4:</b> Event specific feedback form data <b>(ad hoc)</b></p>

<p>4. Support Chief Officer Team staff engagement and ad hoc requests</p>	<p>Work with the Chief Officer Team to develop clear and consistent messaging about their role and responsibilities.</p> <p>Use regularly meetings with the COT to review chief officer team engagement opportunities.</p>	<p><b>Metric 2:</b> Number of Citynet stories and other activities relating to Chief Officer Team <b>(monthly)</b></p> <p><b>Metric 3:</b> Citynet analytics <b>(quarterly)</b></p> <p><b>Metric 4:</b> Event specific feedback form data <b>(ad hoc)</b></p>
<p>5. Support staff survey results</p>	<p>Work with Luke Baldock to keep the force informed on the progress of the eight commitments.</p>	<p><b>Metric 2:</b> Number of Citynet stories and other activities relating to staff survey results <b>(monthly)</b></p> <p><b>Metric 3:</b> Citynet analytics <b>(quarterly)</b></p>

### 3.0 Channel infrastructure

#### 3.1 Our Channels

CHANNEL	AUDIENCE	FREQUENCY	OBJECTIVE
<b>Citynet</b>	All employees	Ongoing	<b>Inform</b> Providing access to news, information and services to officers and staff. Includes news, banners, people stories, blogs, and a ticker for leave notifications.
<b>This Week</b>	All employees	Weekly	<b>Inform</b> Providing a succinct round-up of media coverage, internal news, as well as notices of upcoming events and staff/officer special mentions.
<b>Face-to-face events</b>	All employees	Ad hoc	<b>Engage</b> Roadshows or drop-in sessions to highlight a particular project or area of work.
<b>Force cascade</b>	All employees	Monthly	<b>Inform</b> and <b>Engage</b> Force wide cascade on the most important news and events that month.
<b>Table toppers and posters</b>	All employees	Ad hoc	<b>Inform</b> Providing staff with key information (e.g. vision, values, etc.) on a longer term basis.
<b>Commissioner's vlog</b>	All employees	Ad hoc	<b>Inform</b> A short monthly blog from the commissioner on his priorities each month.

<b>Commissioner's bulletin</b>	All employees	Quarterly	<b>Inform</b> and <b>Engage</b>  A quarterly email from the Commissioner highlighting important news from across the force.
<b>Screensavers</b>	All employees	Monthly and by exception	<b>Inform</b>  A screensaver for all desktops and laptops with one key message for the whole force which is simple and easy to understand.
<b>Desktop backgrounds</b>	All employees	Monthly and by exception	<b>Inform</b>  A key piece of long term information (priorities, vision, values, ambitions, etc), which appear on all desktop backgrounds.
<b>Emails</b>	All employees	Ad hoc	<b>Inform</b>  In addition to the This Week email and the Commissioner's Bulletin, all force emails can be used to inform staff and officers using various templates including from the Chief Officer Team.
<b>Citynet ticker</b>	All employees	Ad hoc	<b>Inform</b>  Short-notice, need-to-know eg. Custody closure, leave cancellation, submission of overtime forms.

### 3.2 Other force channels

CHANNEL	AUDIENCE	FREQUENCY	OBJECTIVE
<b>Broadcast and notices</b>	All employees	Ad hoc	<b>Inform</b> Broadcast officer only related information from other organisation such as the NPCC.
<b>TalkBack</b>	All employees	Ongoing	<b>Engage</b> An online open forum for staff and officers to discuss and ask questions on their priorities.
<b>Daily intel briefings</b>	All officers	Daily	<b>Inform</b> and <b>Engage</b> Operational police messages (including legislation, laws, procedures, etc) should be directed to the Force Intelligence Bureau (FIB) and included in their daily briefings.

### 3.3 Channel guidelines

Channel	GUIDELINE FOR INCLUSION
<b>Citynet: Latest news</b>	News stories posted on the Citynet home page under <b>Latest tab</b> are those which are relevant to a large number of, or all City of London Police officers and staff. These are high level organisational messages about our strategy; operations; the corporate plan; our priorities; three big shifts; vision and values; changes in structure at chief officer level or above; restructure announcements, projects such as the Transform and the Accommodation programme; as well as information from PSD, and that related to police governance. Force-wide related good news and success stories (including convictions and sentencing) will also feature here.

<b>Citynet: People stories</b>	News/achievements about individuals and teams, including blogs, fundraising, sporting achievements, etc.
<b>Citynet: Events</b>	Calendar of internal and external staff events, including health and wellbeing network events, reminders.
<b>Citynet: Force in pictures</b>	Snapshot of events with one short sentence where a full Citynet story is not required.
<b>Citynet: Banners</b>	Force-wide corporate events, initiatives, and calls to action.
<b>Citynet: Mini site</b>	Information on a force-wide change programme or business process.
<b>Force wide email</b>	Messages which affect all or the majority of the organisation including: messages sent on behalf of the chief officer team; announcements of new appointments at commissioner, assistant commissioner and commander level; emails from the professional standards department; messages that contains staff information in the event of an emergency or attack on the City of London; and details about force-wide events.
<b>Table toppers and posters</b>	Force-wide corporate culture.
<b>Screensavers</b>	TBC
<b>Desktops</b>	TBC
<b>Operational messages</b>	It is not the function of Internal Communications to distribute operational messages. These should be delivered in musters and through the FIB daily intel briefings. In exceptional circumstances Internal Communications can publish via Broadcast, Force cascade, This Week, and very rarely, Citynet. Once officer-only email lists have been created, this will be a useful alternative.



#### 4.0 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 teams.	Provide feedback and issues.
<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>City of London Corporation members and staff</b>	News and updates from the force	Promote events and projects affecting CoLP.

## **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.