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| <b>Committee:</b><br>Police                                  | <b>Date:</b><br>6 <sup>th</sup> December 2013 |
| <b>Subject:</b><br>City Futures Overview                     | <b>Public</b>                                 |
| <b>Report of:</b><br>Commissioner of Police<br><br>POL 57/13 | <b>For Information</b>                        |

### Summary

The vision for the City of London Police is to deliver excellence in everything we do and in doing so provide a world class service. This is not just in relation to national performance tables, but being recognised as a worldwide centre of excellence for our policing services.

In order to realise this vision the Force has embarked on the ‘City Futures’ programme. City Futures is based around vision, values, objectives, outcomes and measures all of which are interdependent. It aims to deliver an organisation that is flexible, adaptable and is able to operate in a complex and dynamic environment. The vision for the City of London Police is:

**The relentless pursuit of excellence to deliver world class service, staff, performance and reputation.**

The recognised values for the programme are integrity, fairness and professionalism. The Vision and the Values set the context for the delivery of the work stream objectives which are centred on leadership, empowering staff, innovation and excellent service. The outcomes of the programme are a ‘one team’ CoLP; outstanding leadership capability; motivated, confident, capable empowered staff; innovative and evidence based policing practice and solutions; excellent service; and optimised operational and support processes with a fit for purpose infrastructure for our staff to do their jobs; and lastly successful delivery of the policing plan objectives.

City Futures has led to the development of work streams that will deliver the cultural change that is required to deliver the vision, values, objectives and outcomes. This model of transformational change is the cornerstone upon which we will develop the City of London Police.

### **Recommendations**

It is recommended that Members to note the content of this report.

## Main Report

### Background

1. The vision for the City of London Police is to deliver excellence in everything we do and in doing so provide a world class service. This is not just in relation to national performance tables, but being recognised as a worldwide centre of excellence for our policing services.
2. In order to realise this vision, the Force has embarked on the City Futures programme. The austerity measures currently facing policing provide the motivation to make lasting and positive changes to how we operate. City Futures aims to deliver an organisation that is flexible, adaptable and is able to operate in a complex and dynamic environment to deliver on the vision. This will move the organisation from the traditional rule bound, hierarchal command and control culture to a more empowered environment, with devolved authority and responsibility and freedom to take local initiatives, enabling us to find better ways of achieving even better outcomes. Most importantly we must change how we support the people who hold the biggest key to our success – our staff. City Futures will drive cultural change and build on what we do well. It will release the leadership and talent we have at every level to meet the challenges facing the Force in the years ahead.

### Current Position

3. City Futures is based around vision, values, objectives, outcomes and measures all of which are interdependent. This model of transformational change is the cornerstone on which we will develop the City of London Police over the next few years (Appendix A). This report outlines the core themes of City Futures.

### Vision

4. The vision for the City of London Police is:  
  
**“The relentless pursuit of excellence to deliver world class service, staff, performance and reputation”**
5. The vision is a statement about what the organisation wants to become. The vision, due to its simplicity and recurring theme, will resonate with all members of the organisation and help them feel more proud, excited, and part of something much bigger than themselves. It also stretches the

organisation's capabilities and image of itself and in doing so gives shape and direction to the future.

## **Values**

6. During staff engagements and surveys, values were identified that were often reflected in the actions and behaviours of staff as well as leaders. However, they were not fully embedded in all aspects of our business. These values are traits or qualities that are considered worthwhile and represent an individual's highest priorities and deeply held motivations. Once identified, they ensure that everyone understands and can contribute and as a result, they impact on every aspect of the Force. The values that have been identified are:

- **Integrity**

Integrity to the City of London Police means acting in accordance with the values of the organisation to achieve the City Futures Vision. It is about being trustworthy, reliable and committed and there is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below the standards expected by the Force. Our behaviour, actions and decisions will always be in support of the public interest. We value public trust and confidence in policing as an institution, and to earn this we will be open to scrutiny and be transparent.

- **Fairness**

The City of London Police is an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider. We will seek to create an environment that maximises everyone's talents in order to meet the needs of the organisation, and those of the communities it serves.

- **Professionalism**

Professionalism is a quality highly valued by the City of London Police and means being dedicated to professional development, both for the individual and with staff being empowered to make important decisions at the correct level. Being professional will ensure the delivery of a high quality, fast and effective services according to the needs and demands of our customers.

## **Objectives**

7. The values outlined above are the core behaviours that will guide and direct our staff to realise the vision for the Force. These behaviours drive the objectives which will be achieved by delivering success in the following areas:

- Leadership- Creating inspirational and supportive leaders
- Empowered staff- Providing the knowledge, skills and qualifications
- Innovation- Pursuing improvements through creativity and entrepreneurial spirit
- Excellent Service - World class service providing outstanding value for money

## Outcomes

8. The outcomes of City Futures are the changes and benefits that will happen as result of the work carried out in relation to the objectives. These have been defined as:

- **A ‘One Team’ CoLP** – A team that is harmonised, cohesive, flexible and effective. We will work as a single team, understanding and respecting each other’s roles and contributions to our mission and harmonising our efforts to deliver excellent service and protection to the public to build a world class reputation.

- **Outstanding Leadership Capability** -Our leaders will be committed and capable of inspiring and growing those they lead so that they reach their full potential. They will lead by example and create space for their staff to take greater responsibility, to put forward new ideas and try new approaches to dealing with old problems as well as new ones.

- **Motivated, Confident, Capable and Empowered Staff**- Our staff will be supported through development to acquire the knowledge, skills and qualifications to succeed and progress. They will have clear roles and responsibilities and clear latitude to use discretion and delegate authority to deliver for the public and CoLP. Decisions will be made at the lowest appropriate level, supported by empowering leaders.

- **Innovative and evidence based policing practice and solutions**- Our core approach must be one of a relentless pursuit of improvement through innovation and an entrepreneurial approach to policing. We will learn to work faster and smarter to deliver better service and protection by generating and embracing new ideas and new ways of working.

- **Excellent service**- We will understand our customer needs to provide excellent standards of service and prevention to all the communities within, and visitors to, the City of London. We will set ourselves targets that

stretch and challenge us to provide a world class service, which represents outstanding value through efficiency and effectiveness.

**•Optimised operational and support processes with a fit for purpose infrastructure for our staff to do their jobs-** We will develop improved operational processes that are high quality, fast and effective. These operational processes need improved support services and technological enablers to support smarter and faster policing interventions. This means reviewing how high quality support can be provided to those in front line service roles.

**•Successful delivery of policing plan objectives-** We will continue to deliver against the measures agreed in the CoLP Policing Plan.

### **Work streams**

9. In order to deliver on the objectives, seminars were held to develop initiatives that could be part of the overall City Futures programme, and deliver a co-ordinated programme to deliver operational solutions. The Assistant Commissioner is now leading on a planned programme of work for City Futures, developing a number of vision strand work streams. There are over sixty areas of work highlighted. These work streams are based around the values of the organisation which are seen as the cornerstone around which the transformational change programme will be built.
10. In July 2013, the Force Strategic Seminar discussed the various elements of the City Future vision and the work streams. The seminar focussed on the work streams and prioritised them based upon their complexity versus their anticipated impact upon the Force.
11. To further develop the work streams a next steps plan was drafted which expanded on the identified work streams. From this plan senior managers, identified the following key areas that will be taken forward initially as a priority. These include a dedicated leadership training model, an innovations programme, a comprehensive review of information management and a new approach to Reward and Recognition.
12. The successful completion of these work streams will demonstrate the organisations commitment to developing a new way of working for both staff and stakeholders, and allow the further integration of the initial work areas highlighted.

## **Conclusion**

13. City Futures puts people at the centre of this change in order to create an organisation where people can quickly realise their full potential. There will be a focus on how our people are given the best possible support to do what we ask of them through great leadership, effective systems and effective and efficient practices. The future requires us to develop the maturity to respect and understand the importance of everyone's commitment and effort to the vision of the City of London Police.
  
14. The Force would welcome scrutiny or closer engagement and support from members of the Police Committee in developing this important Change Programme.

## **Appendices**

Appendix A- City Futures Vision Document

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