

# City of London Police



## City Futures – A New Way of Working

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## Foreword

*'In order to meet the extraordinary challenges of this second decade of the 21<sup>st</sup> century, City of London Police needs to make a cultural shift that defines us as one team with a shared mission; to effectively police the single most important part of the UK's economic infrastructure – the City of London and its constituent communities. With this comes the requirement for excellence in the fight against economic crime as well as in security and public service. Our new culture must liberate ideas, promote innovation and release the leadership and talent we have at every level of the force to deliver better, faster, smarter policing.'*

*Adrian Leppard - Commissioner*

## 1. Introduction

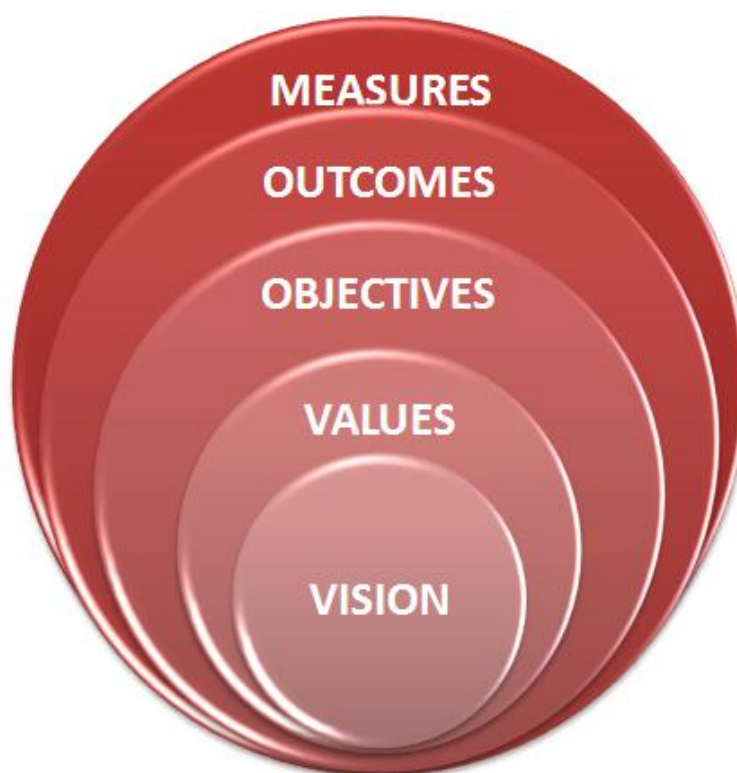
1.1 This document sets out the strategic vision for the City of London Police (CoLP) and our journey over the next 3 years to further develop our workforce so that it is fully equipped for the future enabling them to become **world class staff**. The vision is based on an understanding of the financial and operational pressures and analysis of extensive staff engagements undertaken over the past 12 months. The vision reflects both the future challenges and the key messages for our workforce. It describes how CoLP will accelerate the development of a new professional culture that is fit for the challenges of a new era.

1.2 The austerity currently facing policing can be used as a positive as it provides the motivation to make lasting and positive changes to how we operate. This means we have to find better ways of achieving even better outcomes. Most importantly we can change how we support the people who hold the biggest key to our success – our staff. This vision sets out how CoLP will build on and release the leadership and talent we have at every level of the Force to meet these challenges. This process will be called '**City Futures**'.

## 2. City Futures

2.1 City Futures is based around vision, values, objectives, outcomes and measures all of which are interdependent. This model of transformational change (figure 1) is the cornerstone on which we will develop the City of London Police in the next few years.

Figure 1



## Vision

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

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

## Values

Overwhelmingly our staff aspire to values of integrity, fairness, and professionalism. These values appeared time and again during staff engagements and surveys. It is clear that these values are very often reflected in the actions and behaviours of staff as well as leaders. However they have not been fully embedded in all aspects of our business. By describing the behaviours that reflect these values, we can design the means to accurately assess staff at all levels against these self-imposed high standards of professional performance and conduct.

- **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 be always 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 your professional development, both for yourself and for those people who are affected by your work, and empowered to make important operational decisions at the correct level. Being professional will ensure the needs and demands of our customers to deliver high quality, fast and effective services are achieved.

There is a strong belief and commitment at all levels of the organisation that adherence to being professional produces better outcomes for our community and greater success for the City of London Police.

## **Objectives**

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 of City Futures 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**

City Futures will be characterised by meeting these objectives, the outcome of which will be:

- I. **A 'One Team' CoLP; harmonised, cohesive, flexible and effective** *We must 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**.*
- II. **Outstanding Leadership Capability**  
*Our leaders must be committed and capable of inspiring and growing those they lead so that they reach their full potential. They must 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.*
- III. **Motivated, Confident, Capable and Empowered Staff**  
*Our staff must be supported through development to acquire the knowledge, skills and qualifications to succeed and progress. They must have clear roles and responsibilities and clear latitude to use discretion and delegate authority to deliver for the public and CoLP. Decisions must be made at the lowest appropriate level, supported by empowering leaders.*
- IV. **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 must learn to work faster and smarter to deliver better service and protection by generating and embracing new ideas and new ways of working.*

## **V. Excellent service**

*We must 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 must set ourselves targets that stretch and challenge us to provide a **world class service**, which represents outstanding value through efficiency and effectiveness.*

## **VI. Optimised operational and support processes with a fit for purpose infrastructure for our staff to do their jobs**

*We must 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.*

## **VII. Successful delivery of policing plan objectives**

*We must continue to deliver against the measures agreed in the CoLP Policing Plan.*

2.2 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 practices. We must become a unified team with a common mission to provide excellent services to our customers. 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. We must also learn how to 'grow' our talent through effective leadership. We must expect this of each other and support each other to achieve it.

## **3. How we will Deliver**

3.1 CoLP delivers through its people who are focused and highly committed to achieving the excellent operational and service outcomes required by the customer. Recent structural and business changes delivered through the 'City First' programme have laid the foundations for more effective and efficient delivery.

3.2 There is recognition that in the past the Force has been characterised by a strong culture of paternalism where people naturally looked upward for direction, authority and

approval. In order to meet the challenges of the future, we must adopt a more 'liberated' culture where officers and staff are supported and equipped to take charge of their professional development and to make more important operational decisions at their own level. It also requires significant changes to the leadership culture so that leaders can provide clarity and inspiration to those they lead and facilitate their professional growth by trusting them to take more responsibility and to try new approaches.

#### **4 Future Behaviours**

4.1 In developing a values based approach to behaviour it is recognised that such transitions take time and therefore patience, support and tolerance are required at all levels. Leaders will be supported and guided to develop approaches that encourage trust between them and their staff. Leaders will be expected to enable them to effectively develop, mentor and coach their teams and effectively delegate to give their staff 'stretching' tasks and responsibilities commensurate with their existing capabilities and future potential. All staff will be supported and encouraged to seek more responsibility and professional autonomy in making decisions. Innovation will be strongly encouraged and supported.

4.2 For innovation to thrive CoLP must develop a set of behaviours and a culture that recognises innovation is not risk free. There will be failures and this will generate the valuable learning needed for long term and sustainable improvements. Any vestiges of a 'blame culture' will be replaced by values and behaviours that encourage the taking of reasoned and intelligent risks in pursuit of improvement. In addition a 'red lines' approach will be taken to unambiguously mark out the boundaries between those trying their best with the right intent and those who are negligent, reckless, unprofessional or objectively incapable of discharging their role or responsibilities.

#### **5. Future Performance**

5.1 The force is committed to investing in its workforce to help staff achieve the highest levels of professional knowledge, skills and capability. Excellent levels of service, protection and overall performance in the City of London then become more achievable and sustainable. This will result in the delivery of **world class performance**.

5.2 City Futures is less a programme and more a deliberate change to our style of working, to get decisions taken and actions delivered at the lowest appropriate level. Whilst most of this challenge will be informal we must make available channels and tools for staff to be heard and for feedback to be delivered effectively to everyone.

5.3 Performance and assessment processes will be designed specifically to identify and reward those who consistently demonstrate the values, leadership behaviours and professional behaviours set out in City Futures and reward, selection and promotion systems will be designed to identify those who display these behaviours.



## **6 Future Outcomes**

6.1 In the future CoLP needs to develop the capability to work smarter. Developing staff capability is the principal approach to achieve this but it will be supported by developing new business systems to assist and by making better use of the information, intelligence and knowledge assets of the force for more effective decision making.

6.2 Accordingly the people focused changes must be complemented by the development of better systems, processes, policies, practices and procedures to allow people to exploit their new skills, new knowledge and new levels of professional autonomy.

6.3 CoLP will develop a stronger information and knowledge management capability. This process started during the 'City First' programme with the introduction of the 'Information and Intelligence Hub' concept and will continue as a key activity during 'City Futures'.

6.4 Outcomes will remain the paramount measure of success in the delivery of the Policing Plan and the wider strategic objectives of the force, including the City Futures Programme. We will develop a new approach to assessing the most effective means of delivering those outcomes.