

Committee(s): Resource Risk and Estates Committee	Dated: 05 September 2022
Strategic Planning and Performance Committee	12 September 2022
Police Authority Board	27 September 2022
Subject: City of London Police (CoLP) Business Planning Process Review	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 57-22	For Information
Report author: Emma Cunnington, Head of Strategic Development	

Summary

The Force has been working to develop a new Business Planning Process to better align financial and workforce planning, along with change activities, to the delivery of the Policing Plan priorities.

This new process will also enable the Force to produce a number of strategic products from a single data set including the HMICFRS Force Management Statement and the CoLP Annual Report which reports on the previous year's performance.

This new process has been presented internally at a Senior Leaders Forum on 28 July 2022 and has been approved by the Chief Officer Team. The Head of Strategic Development is currently working to implement the new process with Business Leads and Directorate Heads, as well as the Chief Finance Officer and Director of HR within the City of London Police. The Head of Strategic Development has also worked closely with the Corporate Strategy and Performance Team within the City of London Corporation to align processes, templates and guidance where possible.

Members will continue to be involved in the annual refresh of the City of London Policing Plan as part of the cycle.

The current thinking on process is presented in the attached appendix for Members' information.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Members will be aware the Policing Plan is developed and implemented on a 3-year period. The latest Policing Plan being developed by the new Commissioner in January 2022 for the period 2022-2025. These plans are subject to an annual refresh. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans.¹
2. Whilst the process to inform the Policing Plan has continued in the same vein for a number of years, it has been noted that there has been a significant disjoint between delivery of the Policing Plan priorities and workforce and financial planning. The Force has been working on a new business planning process which will aim to resolve these issues.

Current Position

3. The new process was presented to the Force Senior Leaders Forum on the 28 July 2022, following which an internal working group has been set up to develop the detailed templates and guidance. This has been meeting fortnightly over the Summer and into September and the intention is to hold an internal Business Planning Forum with all officers and staff involved in the process at the end of September. The Chief Officer Team has agreed the new process.
4. The main objective of introducing the new process is to ensure that there are Business Plans in place for each business area with clear and evidenced links between financial planning, workforce planning and delivery of the Policing Plan priorities.
5. An additional benefit of the new model is to put in place a process to collect and collate relevant data and information for a number of strategic products, including HMICFRS Force Management Statement, the CoLP Annual Report and a number of returns for equality and diversity data, amongst others. This will reduce the bureaucratic burden on the operational directorates by reducing the number of requests they get to provide data and information. This process will also ensure a single version of the truth.

Corporate & Strategic Implications –

6. Strategic implications – The new process supports delivery of the City of London Policing Plan:
 - Keep those who live, work, and visit the city safe and feeling safe
 - Protect the UK from the threat of economic and cybercrime
 - Put the victim at the heart of everything we do
7. Financial implications - no specific financial implications other than opportunity cost savings of less time spent by Directorates producing repeat data requests.

¹ Police Reform and Social Responsibility Act 2011

8. Resource implications – none.
9. Legal implications - the process still complies with relevant legislation relating to the production of a Policing Plan
10. Risk implications - none.
11. Equalities implications – The new process poses no adverse impacts for those protected by the Equality Act.
12. Climate implications – none.
13. Security implications – none.

Conclusion

14. This is a significant change in approach for the Force and whilst it will require time to bed in, it will improve the way in which the Force is able to link all planning processes and demonstrate that its financial planning, workforce planning, change activities and service delivery are clearly linked.

Appendices

- Appendix 1 – CoLP Business Planning Process Review

Emma Cunnington
Head of Strategic Development
City of London Police

E: emma.cunnington@cityoflondon.police.uk