

Committee(s)	Date(s):
Police Committee - For Information	1 st March 2018
Subject: Corporate Plan 2018-2023	Public
Report of: Commissioner of Police Pol 18-18	For Information
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Summary

This report presents the City of London Police's Corporate Plan 2018-23 to Members for information.

The Corporate Plan provides a high level overview of the Force's ambitions over the next five years, articulates what makes the City of London Police 'different' from other forces and law enforcement agencies and provides a series of outcomes that the Force will monitor and report against over the course of the plan.

The 5 ambitions outlined in the plan are:

- To make the City of London the safest city area in the world
- To deliver a policing service that is valued by those who live, work and visit the City of London
- To be a police force with global influence and impact
- To build new ethical economic partnerships
- To have an innovative, agile and skilled workforce in a culture that supports and empowers our people

The Plan has been subject to considerable consultation and engagement, which is outlined in the main report. Its development has been informed in part by the City of London Corporation's own Corporate Plan, and includes input from the Corporate Development function of the Town Clerk's Department.

A Corporate Plan 'gap analysis' is being conducted to inform the finalisation of a detailed delivery plan, which will be used to track progress against the plan. This will be reported to the Force's Strategic Management Board.

Recommendation(s):

- Your Committee notes the content of this report and supports publication of the draft plan

Main Report

Background

1. The Force recognises the advantage of having a single document that drives activity towards achieving a set of common goals. Over recent years, like many police forces, the City of London Police (CoLP) has focused attention on adapting services that can be delivered at reduced cost and with fewer resources. Whilst recognising the undoubted importance of providing services efficiently and effectively, and being committed to doing so, that should not impact negatively on innovation or having ambitious organisational aims.
2. In common with many organisations (including the City of London Corporation), CoLP has developed a new corporate plan that outlines its aims to develop the Force over the next 5 years and provide a focus to guide and prioritise activities.

Developing the plan

3. The plan represents the collective vision of the Force's Senior Leadership Team and has been subject to considerable debate over the course of 2017. Initial drafts were shared with the Corporation's Head of Corporate Development who provided invaluable feedback which has helped to shape the current version presented to your Committee. A draft was also shared with Members of your Committee who attended the Policing Plan workshop in December 2017 and who expressed support for the document and approach taken.
4. During the early part of 2018 a series of engagement activities have taken place, which included publication of the draft on the Force's intranet, inviting people to provide feedback. It has also formed part of the Force's 'Communications Cascade' which requires managers to verbally brief staff on important organisational issues. Three staff workshops were additionally held, which were well attended and provided cross-directorate opinions.
5. Externally, in addition to the City of London Corporation, the Force has shared the draft with key stakeholders and partners (which includes the Metropolitan Police Service (MPS), government agencies and individuals in private industry).
6. A number of changes have been made to the draft following feedback from the workshops and stakeholder engagement, ranging from individual word changes to the inclusion of a new section which links the plan to other force strategic plans and strategies (Policing Plan, '4P'¹ plans etc.) to illustrate how they will be used to deliver the Corporate plan.

Current position

7. The plan cites 5 corporate aims it wishes to achieve by 2023:
 - To make the City of London the safest city area in the world

¹ Operational tactical plans to deliver the Policing Plan priorities, focusing on Prevention, Preparing, Pursuing and Protecting.

- To deliver a policing service that is valued by those who live, work and visit the City of London
 - To be a police force with global influence and impact
 - To build new ethical economic partnerships
 - To have an innovative, agile and skilled workforce in a culture that supports and empowers our people
8. The plan links explicitly with the City of London Corporation Corporate Plan and supports delivery of the National Policing Vision 2025. The document additionally includes a series of outcomes against which judgements can be made to assess the extent to which plan delivery has been successful.
 9. A Corporate Plan gap analysis is underway which will inform the finalisation of a detailed timeline and delivery plan, which will form a standing agenda item at the Force's Strategic Management Board from May 2018.
 10. The Commissioner and Assistant Commissioner will present the Corporate Plan to the workforce early in April 2018 via a series of 'Town Hall' events, which have proved an effective engagement channel.

Attached Papers:

City of London Police Corporate Plan 2018-23

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