

City of London Corporation Committee Report

Committee(s): <u>Resource, Risks & Estates Committee – For information</u>	Dated: 19/05/2025
Subject: City of London Police Productivity Action Plan	Non-Public report: N/A
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties	The City of London Police supports outcomes for the Corporation's Corporate Plan 2024-29 in 3 areas: <i>Diverse Engaged Communities, Dynamic Economic Growth, Vibrant Thriving Destination</i> . The Productivity Plan will help deliver these outcomes, and support the Police Authority Board's duty "to make sure the City of London Police runs an effective and efficient service".
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£ -
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
Report author:	Pierre Coinde, CoLP

Summary

Improving productivity is necessary in the context of tight budgetary resources versus rising demand. Improving productivity is a Government and City priority to ensure value for money and raise public outcomes in policing. This aligns with a sectorial aim to build on the findings and recommendations of the national Policing Productivity Review (<https://www.gov.uk/government/publications/policing-productivity-review>).

The productivity plan supports delivery of the new Policing Plan – looking to deliver productivity gains across its strategic priorities, to maximise impact. It has been developed in partnership with the Police Authority Team. It aims to mobilise officers and staff with CoLP as well as partners towards practical actions that can deliver efficiencies, save time or raise the effectiveness of our services.

The plan consolidates some existing change initiatives – such as those that help build stronger foundations on data and evaluations - with new actions. Timed milestones are allocated to named leads, so that we can drive implementation and improvements over the coming months. It is a live document that will be refreshed as we identify further barriers to organisational or individual productivity, and when we receive HMICFRS's PEEL inspection report. We will look carefully at their findings through a productivity lens to recalibrate or add initiatives.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Improving productivity means:
 - a) Delivering the same quantity and quality of service outputs, but using less resources, for example by making the most of technology, and leaner and streamlined processes.
 - b) Improving the quality, quantity or timeliness of what current resources deliver, for example, by driving effectiveness, focusing on what works, on where outcome chances really are, and by increasing teams' skills and capabilities.
2. The attached Productivity Action Plan has been developed over the last few months under the helm of a Steering Group composed of City of London Police leaders representing all business areas and from the Police Authority Team. It was approved at the City of London Police Chief Officer Meeting in March 2025, and the organisation is moving to its delivery.

Current Position

3. CoLP already has many initiatives in place - developed prior or concurrently to this plan – that will strengthen productivity or efficiencies. These include the

process reviews (for example on vetting and HR) and some technology investments (such as auto-redaction, digital evidence storage, fleet telematics). CoLP has also made strong progress on performance dashboards, enabling officers and staff to access better data-led insight.

4. However, the business planning and budget processes have highlighted significant pressure and risk to CoLP's balanced Medium Term Financial Plan (pay inflation, FCCRAS programme costs, TfL funding etc). Against this, CoLP has delivered major savings (£19.9m) over the last five years. Finding future savings will gradually become more difficult.
5. In parallel, the business planning process has highlighted 25 of the 36 main function areas forecasting rising demand over the next three years. Given the financial context, creating extra capacity from existing resources, in order to deal with this rising demand, (in other words, improving productivity) will be a substantial tool to strengthen CoLP's future resilience.
6. At the national level, the Joint Home Office/NPCC Police Reform Team also focuses on productivity (*"Without an uplift in efficiency and productivity, we face a managed decline in effectiveness"*) as a key element to the national plans for reform, which include a Police Efficiencies and Collaboration Programme.

Options

7. The actions proposed in each strand were developed through interviews with the working leads and subject-matter specialists, in consultation with each Steering Lead. We also looked at where CoLP was an outlier against other forces; effective innovations introduced elsewhere; existing change programmes that have an essential role in enabling productivity across the organisation; as well as the assessments of external organisations (e.g. HMICFRS).
8. We looked at where there was more potential for productivity gains, and prioritised action in accordance with the organisation's capacity. The Steering Group provided insight: the areas that have the biggest potential to raise productivity by 2028 (such as evaluations, data, and criminal justice effectiveness) and areas where there is an identified inefficiency or productivity challenge that requires short-term action (such as Response, retail crime, and processes reviews)
9. Recommendations from the national Policing Productivity Review were incorporated where possible and practicable. CoLP has already implemented some of the recommendations (e.g. Auto-Redaction tool). The two areas in the national Productivity Review most likely to deliver additional office and staff capacity (time saved or time freed up) are the use of tech, robotics and AI as well as a robust workforce management (deployability, sickness, supervision, training). The national Productivity Review diagnosed a shared weakness across the policing sector in terms of data and evaluation – this is reflected in the plan.

10. Finally, we worked to ensure alignment with the new Policing Plan that was being developed in parallel: the strands of work shortlisted are aligned along the Policing Plan priorities. For each of them, we reviewed the productivity question: what needs to happen for CoLP to be more effective and efficient in delivering this Policing Plan priority.

11. Workshops with officers (in response, investigation and neighbourhood) also took place to identify everyday barriers and potential “quick wins”, as well as build support around the productivity agenda.

Proposals and key data

12. The Plan in Appendix sets out the proposed actions in 14 key areas.

13. A summary of the fourteen strands and the key impact metrics which the activities aim to improve are summarised below. It is worth noting that cashable and non-cashable efficiencies are expected to be a key element of accountability for the Home Office – helping demonstrate that forces are delivering savings through change and technology. Time freed-up by streamlined processes or technology improvements will help teams create capacity, in order to manage future demand increases or to raise the quality of their outputs (e.g. case files).

	Strands	Focus of the work:	Key data / outcome sought:	By when
1	Retail crime	Process improvements in reporting and investigating.	Delivering time savings via streamlined processes and a focus on evidence provision and solvability.	Improvements deliverable from Q2, 25/26
1	Response	Efficient and evidence-based allocation of resource and creating flex across Local Policing units to address demand variations.	Continuing to service response effectively with a lower number of officers (as student officers are deployed across other areas).	Agreed position by Q2, 25/26
1	Neighbourhood Policing	Reducing non-policing demand going into Neighbourhood, by building up partners' response.	Reduced non-policing demand into Neighbourhood functions creating capacity for reducing repeat neighbourhood offences.	Improvements deliverable from Q2, 25/26
2	Criminal justice effectiveness	Scoping and introducing innovation and best practice from other forces.	Time saving from technology improvements, such as DocDefender.	Improvements deliverable through 25/26
2	Investigation	Investigative resources are focused on where the	Time freed up from unproductive	Improvements deliverable

		potential for positive investigative outcomes is highest.	investigations and processes.	from Q2, 25/26
3	Local / national balance	Effective resource allocation/ deployment (with an understanding of over- or under- resourcing of NLF support, relative to funding).	Improved internal demand management across local and national functions.	Clarified position by Q2, 25/26
3	Use of Tech / AI	A pipeline of potential innovations with quantified benefits and costs	Time saving from tech improvements.	Developed through 25/26
5	Attracting talent	Bringing in, and nurturing, the right capabilities faster so that we deliver better outcomes.	Reduced recruitment and attrition costs	Improvements deliverable from Q2, 25/26
5	Supervision	Improve first- and second-line supervision, with a corresponding improvement in performance.	Reduced failure demand across a range of indicators	Q2, 25/26 should show data improvements
6	Data	Officers and staff make a better use of data – which allows them to better focus time and resources.	Enabling strand to drive productivity across operational policing	Developed through 25/26
6	Performance framework	Officers and staff are clear about where efforts should be prioritised.	Enabling strand to better outcomes.	Developed through 25/26
6	Impact / Evaluations	Improving our quantification and measurement of benefits and efficiencies	Quantified cashable and non-cashable efficiencies – and focus resources on what works	Developed through 25/26
6	Best use of workforce	Improving clarity on the busy-ness of teams for the next business planning cycle	Enabling strand to better resource allocation	Developed in Q3, 25/26
6	Processes review	Streamline prioritised functions or processes where blockages have been identified.	Quantified time and resource savings from streamlined processes	Developed through 25/26

Corporate & Strategic Implications

Strategic implications

- The new Policing Plan commits to improving organisational productivity – so we deliver more from our resources. The Productivity Action Plan supports the delivery of the Policing Plan. It sets out prioritised areas where we have identified the potential to deliver things better and to allocate our resources (workforce or technology) where it is going to have the biggest impact.

15. In doing so, it also supports the Corporation's Corporate Plan 2024-29 ambition to be "providing excellent services", supporting the City's economic growth and its success as a thriving destination.

Financial implications

16. There are no financial implications from the Plan itself – however the plan is expected to have a positive financial impact on the policing budget by 1) improving how, in our business cases or proposals, we articulate the quantifiable benefits we expect from spending (or expending) resources on a project or operation, and by 2) driving cashable and non-cashable efficiencies through change and technology - a key element of accountability for the Home Office.

Resource implications

17. In building the plan, we were conscious of the organisation limited capacity to take forward a substantial piece of work. With this in mind, delivery responsibility is spread across business areas, taking account of resourcing. Timescale varies across strands – to reflect existing progress, readiness, prioritisation as well as organisational capacity to take forward too many strands at once. Improving Productivity is a Policing Plan priority to 2028: this action plan sets out the first 18 months or so.

18. More widely, productivity work, at the core, is about making workforce in the organisation busy on the right things and spend less time on unproductive work (e.g. activity X then gets delivered more efficiently through tech automation, or stopped because evaluation shows it lacks impact).

Legal implications

19. The importance of productivity is inscribed in the City of London Police governance. One of the Police Authority Board's roles is to "make sure the City of London Police runs an effective and efficient service" and "to ensure value for money in the way it is run". The Productivity Action Plan supports these legal obligations.

Risk implications

20. The Plan aims to address the risks to the organisation of **not** driving efficiency and effectiveness in our delivery.

Equalities implications

21. The Plan aims to maximise the impact CoLP has in the delivery of its Policing Plan objectives and its positive impact on communities and victims.

Climate implications

22. N/A

Security implications

23. N/A

Appendices

- Appendix 1 – CoLP Productivity Action Plan

Pierre Coinde

CoLP

E: pierre.coinde@cityoflondon.police.uk