



City of London Police

Our Productivity Action Plan 2025-26



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Strategic overview

The productivity imperative

Enabling our workforce to do an even better job

The City of London Police seeks to deliver a high standard service to all victims and the public – and investigates a very high proportion of crime reports. Results speak for themselves: our attendance times to incident are excellent, and our force charges a higher proportion of offenders than other forces in England and Wales.

Yet, our Force Management Statement identifies, and forecasts, rising demand in many areas: retail crime is increasing across the country. Antisocial behaviour undermines residents' feeling of safety. Reports in the areas of fraud and cybercrime – for which we are the national lead – are increasing year-on-year. Investigations are becoming more complex¹, and with this, the workload of our officers and staff. To continue to provide the quality of public service we aim for, we need to ensure that workloads are manageable, and that our workforce is focused on activities that deliver value to the public.

For our officers and staff to be effective, systems must supply them with the data and insight that helps them understand demand or evaluate what works. We need to equip them with the skills and capabilities that match the changes in demand – such as digital skills. We must streamline bureaucratic processes to maximise their operational time: there are potential technological innovations to support them with the job – for example robotic process automations can lighten the administrative load, AI can help identify investigative opportunities.

Improving victim outcomes, public confidence and feelings of safety

Government has set a clear agenda for police forces. This includes reducing violence against women and girls, halving knife crime, increasing the crime charge rate and having more neighbourhood officers and PCSOs on the streets – with an expectation that public confidence in the police and criminal justice system should increase. A series of performance indicators to measure progress on its mission to make Britain's streets safer is being developed nationally. Whilst CoLP is performing relatively well in many of these areas, improving performance will require us to deploy our resources even more effectively.

In parallel, through public consultation and working with the City Corporation, we have published our new Policing Plan. The plan sets ambitious objectives in six priority areas, which will require us to focus resources where we can maximise their impact.

Creating organisational capacity

The Police Uplift Programme helped us increase capacity across functions and reduce the “resource gap” that had opened over the previous decade. However, allocating more people to tackle rising demand will not be an option in the coming years. It is expected that government departments are

¹ This is driven by the digital element of many offences, and by the opportunities that new technologies provide criminals. It also stems from high levels of non-crime demand, where effective prevention and resolutions often rest on other public sector partners in the social.

asked to find savings. The Home Secretary has stated that across the policing sector: *“we will need to go further to make every penny of new investment count”* – an objective re-enforced by the Policing Minister 17 December 2024: *“we expect police forces to raise their ambition on efficiencies and drive forward improvements to productivity while helping us deliver on our mission to create safer streets.”*² New investment in policing is expected to be limited to neighbourhood policing³, and it will require efficiencies to be delivered across the policing sector- standardising procurement, streamlining specialist services, improving collaborations.

Like other forces across the country, the City of London Police is facing cost challenges. Whilst we project a balanced budget in the short to medium-term, a range of pressures is taking our finances close to the limit of affordability. That means, we have no operational flexibility in the medium term unless we create efficiencies within our existing resources.

To maintain our current service levels, we must increase our productivity. To be in a position to address arising financial risks, and future strategic and operational demands, we need to identify cost and/or time savings.

Demonstrating innovation, leadership and impact

The City of London Police is a force like no other. In making the Square Mile the safest business district in the world, we promote inward investment, national growth, and we support job creation beyond the City itself. As the national policing lead for fraud, economic and cyber-crime, we protect individuals and businesses right across the country. This privileged position comes with the responsibility to articulate a clear, compelling, and evidence-based case of our impact.

Fraud is the most commonly experienced crime in the UK, accounting for about 3,560,000 incidents⁴ – a large amount being overseas driven. The police response depends on the ability to identify patterns quickly, do things at speed, shutting down fraudulent accounts, and work effectively with the private sector, from banks to social networks. Current investments such as FCCRAS and the use of AI will drive up performance. As government seeks to drive efficiency and collaboration in shared services and specialist functions, we must be able to better demonstrate the links between investment⁵ and outcomes – and the effectiveness of our fraud prevention work.

In the previous PEEL inspection in 2021/22, HMICFRS identified strategic planning, organisational management and value for money as areas we needed to improve. We have made progress in strengthening our corporate centre and we are continuing to drive understanding and data insight, to ensure our officers and staff use their time productively. We still have more to do. In national inspections, the Inspectorate has identified weaknesses across the policing sector in terms of benefits evaluation, and technology exploitation. Our productivity plan takes this into account.

To summarise, in light of the force’s budgetary pressures, workforce growth is not an option to address rising demand. In areas where our performance is not as good (or as prompt) as it could be, we must identify process improvements or technological innovations to make productivity gains and create capacity.

² <https://questions-statements.parliament.uk/written-statements/detail/2024-12-17/hlws325>

³ NICC has also received an increase, reflecting the public order demand increases for forces in the capital.

⁴ Crime Survey for England & Wales

⁵ About 40% of our workforce is funded via specific grants outside of Core Policing grant.

Our current operating context

Policing the City of London has some parallels with other forces in the Southeast of England, but it also presents distinct elements. With a low resident population of 10,000, but a daytime population of half a million, the profile of crime in the Square Mile is less diverse than our neighbours. We experience a lower proportion of residential offences such as domestic abuse or burglary, and a much higher representation of street-based offences (theft represents 57% of offences taking place in the City, e.g. phone or bag snatches, as well as shoplifting). Our performance tackling theft determines to a large extent how we compare overall with other forces.

As the City becomes a destination for shopping, tourism and entertainment, higher levels of night-time and week-end activity are increasing instances of violent crime (violence without injury, as well as serious sexual offences). Whilst we have recently had notable successes dealing with prolific offenders, most do not reside in the City. This makes it harder to monitor, or to engage them in prevention or diversion programmes. For that reason, our effectiveness in tackling crime often depends on the effectiveness of the partnerships we have in place.

Like other forces, we have a young-in-service officer workforce, but we benefit from stronger supervision ratios and experience levels that provide a good foundation to support our younger workforce⁶. A more manageable crime volume (and workload per officer⁷) allows us to deliver a higher positive outcome rate compared to other forces (particularly with regards to more serious crimes). We are keen to continue to provide the public with this high level of service – and high professional standards⁸.

Making the best use of our resources

Improving productivity means:

- 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.
- 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 team's capabilities.

The recent national Policing Productivity Review showed there were substantial opportunities for the policing sector to free-up officer and staff time, by making targeted technology investments, streamlining processes, and improving partnership delivery. It identified circa 61,000,000 officer and staff hours that could – nationally- be freed-up through improved productivity. This is time that forces can re-invest in core policing functions.

If CoLP was at the sectoral average (and extrapolating from the workforce size), the force might be able to save 398,000 officer or staff hours by improving its productivity (the equivalent of about 220 additional full-time officers or staff, that can be deployed to address rising demand and to improve

⁶ On average, one Inspector in CoLP will oversee 2.6 sergeants and 13.3 officers. Across England and Wales forces, there is one Inspector for every 3.2 sergeant and 16.8 offices. 52% of officers in England and Wales have less than 10 years of service (40% in CoLP).

⁷ CoLP records 8 crimes (excluding fraud) per officer, against 25 to 50 crime per officer in other forces.

⁸ IOPC shows that CoLP has a far lower level of complaints and allegations per employee as other forces: in Q2 24-25 we received 18 complaints and 27 allegations per 1,000 employees. Nationally, forces receive 90 complaints and 155 allegations per 1,000 employees. <https://www.policeconduct.gov.uk/publications/police-complaints-information-bulletin-city-london-police-q2-24-25>

performance where it lags). Whilst the actual number is almost certainly different (given the City's national policing roles, and its specific profile demand), this highlights the scope for CoLP to create useful operational capacity from within its existing resources, helping it achieve the ambitions of the new Policing Plan.

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."* Cascading from this, the Policing Plan commits to improving organisational productivity – so we deliver more from our resources.

This Productivity 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:

- **Maintaining or improving our current service levels** in the context of constrained resources, identifying barriers to productivity and where there is potential to improve (for example our work strand on Response / Local Policing).
- **Making it easier for officers and staff to deliver their best** by reducing bureaucracy, supporting them with the skills and technology that helps them achieve better results (for example our work strands on Use of Tech / AI and on streamlining processes).
- **Strengthening corporate insight – so that we use our resources effectively.** We will quantify and demonstrate the improvements we are making (such as in our work strand on Evaluations), so that saved/freed-up resources can be reallocated to priorities. A deeper understanding of performance (and the links between input and outcomes) will help us strengthen future funding cases (from comprehensive spending reviews to one-off bids) and support board decisions (for example on operational business cases).

Developing and delivering the plan

Prioritising action

Our Productivity Plan has been developed over the last few months through a Productivity Steering Group with representatives from all business areas and from the Corporation. The group considered the following:

- Alignment with the Policing Plan
- Consensus on less productive areas, or areas of high demand / insufficient capacity as identified in FMS.
- Recommended areas of focus from Policing Productivity Review (phases 1, 2 and 3).
- Outlier areas against other forces, and effective innovations introduced elsewhere.
- Assessments of external organisations, for example HMICFRS.
- Existing change programmes playing an essential role in enabling productivity across the organisation.

Governance and delivery

As the Productivity Action Plan moves from development to delivery, the governance of the work will be reviewed to reflect that focus. Each strand is owned at Chief Superintendent or staff level equivalent – with an identified working lead (or leads) responsible for driving the implementation of the actions.

Overall responsibility for the plan – and its annual refresh- will sit with the **Strategy, Planning and Service Improvement** business area. A quarterly progress paper will be tabled at Strategic Performance Board and Strategic Finance Board.

The Steering Group will now become the **Productivity Delivery Group** – with membership reviewed to ensure that it has the right operational levers. The group will guide implementation, and members will drive progress in their business areas (with a sharper focus on the strands that have short term actions), identify blockers, and on a yearly basis approve the refresh of this live Productivity Action Plan – so that CoLP continues to identify and deliver further efficiencies.

Our productivity objectives and timescale.

Quantifying gains

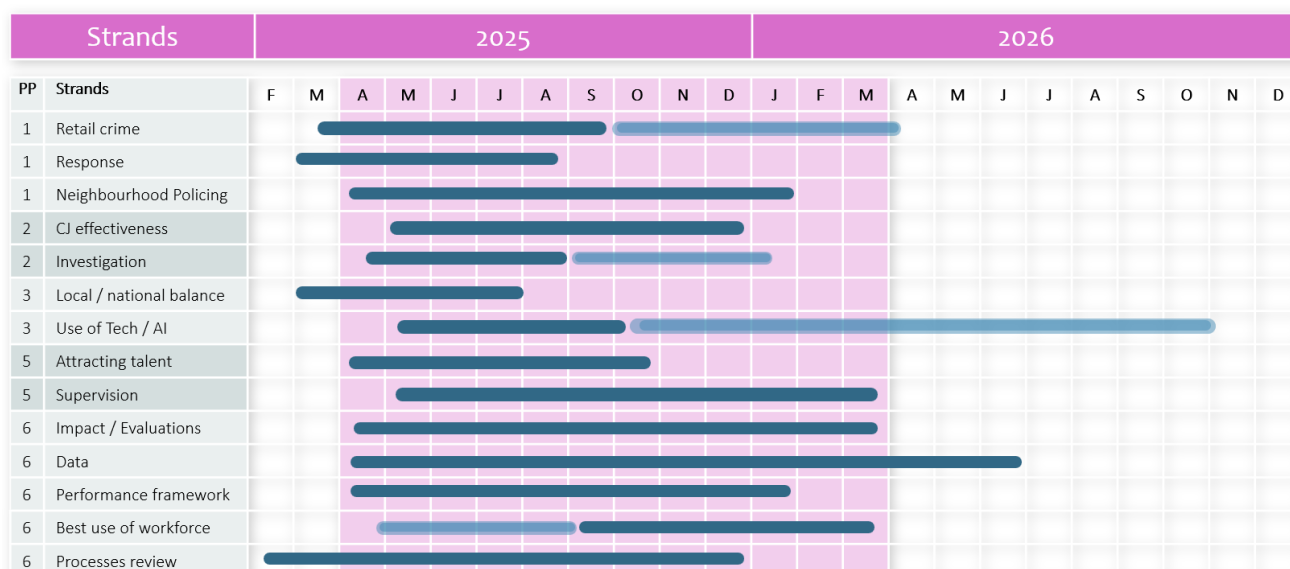
The types of gains expected across the Productivity Strands vary. **Time savings** can be delivered from technological innovation and process streamlining. A better knowledge of what works can help officers and staff **prioritise activity** better. In other areas, productive prevention on repeat offences or improved case files will **decrease demand** (for example the number of times an officer will work on the same case). This plan puts particular emphasis on quantifying and capturing the gains – with a table in each section identifying the data that should be measured. This will help CoLP explicitly decide how to re-invest officer time savings, rather than these getting subsumed and disappearing into general activity.

	Strands	Focus of the work	Productivity aim / 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 are deliverable by 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.	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 are deliverable by Q2, 25/26
2	CJ effectiveness	Scoping and introducing innovation and best practice from other forces.	Time saving from technology improvements, such as DocDefender.	Improvements are deliverable through 25/26
2	Investigation	Investigative resources are focused on where the potential for positive investigative outcomes is highest.	Time freed up from unproductive investigations and processes.	Improvements are deliverable by 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 are deliverable by 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 of 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

Deliverability and timescale

In building the plan, we recognised organisational capacity is limited, and therefore we spread delivery responsibility across business areas. Timescales vary 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. The graph below shows strands on which short-term progress can be made quickly, as well as strands that will take longer to develop fully. Productivity work is about using our workforce on the right things and spending less time on unproductive work. Therefore, whilst implementing this plan might add some short-term burden, in the longer-term it will free-up time.



Productivity Action Plan

Keeping people in the City safe and feeling safe

Tackling retail crime (and theft) more efficiently

Our Policing Plan sets out the key objective of reducing theft. Shoplifting offences have been increasing nationally and stand at a 20-year high with about 493,000 offences recorded offences⁹. Tackling retail crime is a priority for the government, and a core expectation from Neighbourhood Policing teams. In a first phase to September 2025, we will improve processes related to retail crime – before widening our approach to theft crimes.

With a 22% charge rate for shoplifting¹⁰, CoLP is, with Norfolk Police, amongst the best performing forces in terms of outcome. There are however inefficiencies in the process:

- There is dissatisfaction from retailers with the lengthy Single Online Home reporting process which duplicates with the reporting systems they already use corporately.
- There is poor information sharing across partners (including with Shopsafe Alert and Auror). Some forces such as Devon and Cornwall are leveraging these services to improve the provision of evidence from retailers (and set clear thresholds on what they are investigating). An [independent report](#) shows that retail crime reporting platform Auror saved New Zealand Police 170,000 hours of officer time over 12-month– reducing time spent (3 hours) on lengthy evidence gathering processes (requesting, collecting, and reviewing CCTV footage) as well as reporting (2 hours).
- We can do more to leverage private sector involvement: active Business Crime Reduction Partnerships, Business Improvement Districts, retailers, and the security industry etc
- Internally, there is scope to streamline processes in terms of our use of officers (e.g. for CCTV retrieval) and our effective use of tools and technology (facial recognition, orders etc). The new allocation policy is helping provide a clearer framework.
- Technology has also an important role to play to tackle offenders. Norfolk Police uses Retrospective FR, focusing on repeat offenders. MPS and South Wales will deploy and test Mobile LFR capability¹¹ thanks to a Police Productivity funding of £3.35 million for Live Facial Recognition.

Our actions

Timing	Steps	Actions
Progress to date	<ul style="list-style-type: none"> • Our Crime Standard Board amended retail crime allocation, so that online reports are screened in and allocated to Neighbourhood if there is evidence such as CCTV. • We scoped innovative practices in other forces such as Devon and Cornwall. 	
Q1, 25/26	Identifying barriers to workforce	We will engage officers and staff through workshops to identify the productivity barriers and challenges they face.

⁹<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingseptember2024#theft-offences>

¹⁰ Crime Outcomes in England and Wales Open Data, April 2023 to March 2024

¹¹ [https://thepoliceictcompany.sharepoint.com/sites/NPCC-ChiefsNet/CrimeOperations/SitePages/Crime-Operations-News-Template\(28\).aspx?](https://thepoliceictcompany.sharepoint.com/sites/NPCC-ChiefsNet/CrimeOperations/SitePages/Crime-Operations-News-Template(28).aspx?)

Q1, 25/26	Baselining data	<p>We will conduct a deep dive into Retail Crime performance and processes e.g.:</p> <ul style="list-style-type: none"> • Volume and outcome rates • Tackling Retail Crime including how much (/when and which) resources are used. • What additional data could be retrieved from Auror / Alert (potentially saving analysis time). • Diagnostic of police / partner workflows (in terms of information and action flows), and potentially sample retailer interviews.
	Using tech	<p>We will explore whether we are making the best of the technology we already have to identify offenders and to ensure a streamlined process for officers, including:</p> <ul style="list-style-type: none"> • A better use of retrospective facial recognition. • Use of Axon (or Auror) for retailers to transfer CCTV, rather than deploying officers to pick up CCTV (i.e. saving time).
	Improving use of orders	<p>We will increase the effectiveness – and monitoring- of orders, improving sharing of CBOs with retailers (currently through DWOs).</p>
Q1 & 2, 25/26	Improving reporting process (national)	<p>The online reporting process (through single online home) is time consuming (20 to 30 mins per crime). A Retail Crime audit has been conducted nationally conducted with four forces (Norfolk, Met business crime unit, Hampshire, and Devon + Cornwall). The scope of the work is to understand the challenges forces and retailers currently face and define the requirements required to improve the online reporting capability via Single Online Home.</p>
Q2, 25/26	Creating effective partnerships	<p>We will maximise collaboration with the private sector, and with neighbouring forces (reflecting the fact that most offenders will be from outside the square mile).</p> <ul style="list-style-type: none"> • Business Crime Partnership to be launched by Safer Business Network. We will ensure that we have in place measures of success and monitoring processes to tell us it is working (e.g. better circulation and monitoring of CBOs, improved information sharing etc). <p>We will draw from Devon and Cornwall's work with Auror to improve links with retail crime platforms.</p>
Q3, 25/26	Speculative	<p>Phase 2: we will expand productivity actions to theft in general – in line with the new Policing Plan objective to reduce theft.</p>
Q4, 25/26	Improving use of officers	<p>We will evaluate our new policy allocation of shoplifting crimes to Local Policing, This will ensure we are making best use of our officer resource; delivering effective prevention; and making productive use of our Neighbourhood team.</p>

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Input side:</p> <ul style="list-style-type: none"> • Simplifications to the processes for officers saving officer time: for example, officer dispatch digital CCTV and evidence transfers (tech) <p>Output side:</p>

	<ul style="list-style-type: none"> • Tackling repeat offenders (and acquiring a reputation for high charge rates of shoplifters) will deter occurrences in the City and reduce deployments. • Increase in charge rates by prioritising solvable offences • Longer-term decrease in retail crime (noting that, in the short-term, simplifying reporting process for retailers means we will see an increase in recorded crime for Retail Crime: but this will provide a truer picture of the current situation. Devon and Cornwall's experience is that it then plateaus).
Productivity gains	<ul style="list-style-type: none"> • We are prioritising reports that have more prospect of outcomes (i.e. online report of incident with CCTV). This means we are saving officer time in terms of investigation, follow-up etc where the retailer was unable or unwilling to supply necessary material. i.e. we can measure time saved spending less resources on unsolvable reports. • In addition, allocation to Neighbourhood brings more consistency as to officer dealing with the same retailers (e.g. retrieving CCTV). <p>These gains can be quantified.</p>

Ensuring our response is effective.

The function is currently performing well. Because resources were temporarily inflated via the national Police Officer Uplift programme, demand has been manageable, and there was no imperative to make use of resources efficiently. However, with probationers now being re-allocated elsewhere in the force, there is uncertainty as to what is the right capacity level for Response in terms of officer numbers. A review is needed so it is based on a robust analysis of data – against the tasks that CoLP expects them to deliver.

This work strand aims to provide leaders confidence that: 1) the number of officers is sufficient to service demand to an agreed standard 2) the function operates effectively and without wastage 3) effective processes are in place to add flex when demand peaks require it.

Initial findings suggest potential for productivity improvements, and for better flexing officer time, in line with varying levels of demand.

- CoLP deploys to a much higher proportion of incidents than other forces (particularly on low graded / referred incidents). CoLP attendance performance is much faster than its minimum service level.
- There are a number of activities which take Response's capacity away from response activities including taskings (public order, attachments, front desk), some investigation – as well as various categories of abstraction (long term sickness, suspension, attachments etc).
- The force's current operating model for Response was designed in 2019. The context has now changed.

Our actions

Timing	Steps	Actions
Progress to date	<ul style="list-style-type: none"> • <i>A time and motion study took place to understand busy-ness of the Response function</i> • <i>We reduced minimum numbers – in advance of the forecast reduction</i> • We are installing telematics throughout our fleet. This will allow us to gather data over the months to June. 	
Q1, 25/26	Consulting officers	We will organise officer focus groups to assess productivity barriers (admin, red tape, bureaucracy etc) and the potential to simplify processes.
	Analysing data	We will deep dive into the data collected and aim to: <ul style="list-style-type: none"> • Scope the time that Response spends on non-response activities (or added-on) tasks, e.g. Public Order, suspect management, abstractions etc. • Look at abstraction policy to see if changes are needed. • Scope how unusual peak demand in response might be catered for (i.e. where CoLP can create flex). • Diagnose /identify potential productivity issues in processes (such as tasking, supervision, abstractions, use of control room staff in low demand periods etc.
	Consolidating findings and options	We will integrate findings with the structural review of LP (Op Model, Tasking approach) to support insight.
	Driving further productivity	<ul style="list-style-type: none"> • We will collect data on the duration of attendance and number of cars attending individual incidents.

		<ul style="list-style-type: none"> We will look into Response resourcing tools used by other forces: video response (use by Dorset Police), smarter deployment etc.
Q2, 25-26	Ensuring effective partnerships for mental health response	We will check <i>Right Care Right Person</i> efficacy in the City.
	Reviewing data	We will analyse Fleet use data (from telematics) as a checkpoint to assess busy-ness levels and peaks.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Input side:</p> <ul style="list-style-type: none"> Reduction in duplicated or unnecessary deployments resulting in officer time saved. Creating better flex across function will also ensure that “dead time” in adjacent teams is better utilised – and that demand peaks are more effectively addressed.
Productivity gains	<ul style="list-style-type: none"> Ultimately, the reduction of the number of officers in Response (as long as service is delivered) is the productivity gain. If some tasks are re-distributed to other parts of CoLP, that time should be subtracted from the productivity number. With student officers moving on, Response has already gone from 172 officers down to 132 officers. Reversely, as recent officers are posted in other parts of CoLP, these areas should be able to demonstrate an increase in outputs (otherwise their productivity will lower). In addition, actions may deliver additional efficiencies (such as using down-time of Response or others) more productively.

Strengthening partnership working and neighbourhood policing

Our Policing Plan highlights the importance of “*working collaboratively with our partners and communities to prevent the local crime and anti-social behaviour*”. More specifically, there is potential to improve how our Neighbourhood resources work with the Corporation (including its Community Safety Team) – and how each organisation fulfils its statutory responsibilities and work more effectively on areas such as ASB.

Nationally, the Policing Productivity review made recommendations on Neighbourhood Policing and highlighted what a good neighbourhood function looks like. It showcases multiple innovative practices across forces’ neighbourhood functions –and CoLP is aiming to build on this learning.

Neighbourhood policing is a Home Office priority and, for the Home Secretary, “*a key area for reform*” with a £100 million investment for neighbourhood policing in 2025-26 to fund additional neighbourhood police officers, PCSOs and Special Constables (part of a multi-year programme). CoLP is likely to receive funding for an additional fourteen people.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	<i>Pre-PEEL inspection, recent work has taken place to strengthen Neighbourhood. A performance framework has been developed. The City Corporation is progressing work to strengthen its delivery of Community Safety.</i>	
Q1, 25/26	Scoping data and use of officer time	We will aim to quantify what demand is created to CoLP by partners not delivering fully their statutory function (e.g. non-policing work picked up by neighbourhood officers; or repeat crime / offences taking place because problems are not solved).
Q2, 25/26	Partnership working on ASB	Working with the Corporation, we will increase the effectiveness of our neighbourhood partnerships in addressing ASB (including clarity of roles and responsibilities, ASB data consolidation across partners and teams to provide the full picture, improving insight on repeat incidents, effectiveness and impact on reducing police demand etc)
Q3, 25/26	Joint working on rough sleeping	With the Corporation, we will focus on a joint problem-solving delivery plan to improve how we collectively address issues linked to rough sleeping.
Q4, 25/26	Focused use of resources	With an expected neighbourhood uplift of fourteen people, there will be a need to ensure that the additional workforce is productive, able to evidence its impact, and to demonstrate it is reducing demand to the rest of the organisation (for example by tackling repeat series). We will improve the use of problem-solving plans by neighbourhood officers – to make sure that officers focus on reducing and preventing repeat offences.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<ul style="list-style-type: none"> Clarity on the effectiveness of partnerships on ASB, and on repeat demand (locations, offenders in particular) Setting the foundations to deliver the Government’s commitments (for example on patrols, contact and visibility).

	<p>Input side:</p> <ul style="list-style-type: none"> -Decrease in police officer time spent on non-policing activities that should be delivered by our partners. -Decrease in repeat costs at City Corporation through effective problem solving. <p>Output side:</p> <ul style="list-style-type: none"> -Decreases in ASB demand via successful neighbourhood policing actions and effective partnerships – which supports solving of series of repeat demand.
Productivity gains	<ul style="list-style-type: none"> • Is Neighbourhood Policing helping reduce demand for the rest of the force? This should be measured by the reductions in repeat offences (offenders or locations in particular). • What quantity of Neighbourhood Policing's demand should sit with partners. This should include: <ul style="list-style-type: none"> ○ ASB (and categories) quantification to assess what proportion sits outside policing. ○ Number of repeat victims (by neighbourhood offences type) which partnership support might have prevented. ○ Number of repeat offenders (by neighbourhood offences type) which partnership support could potentially divert.

Putting victims at the heart of everything we do

Improving Criminal Justice effectiveness

Criminal Justice effectiveness is an area where we have invested effort and resources – however case file compliance remains stubbornly low relative to many other forces (particularly in terms of evidential standards and disclosure requirements).

Many of the major productive levers sit at the national level:

- As articulated in the national Policing Productivity Review- the case file preparation and redaction requirements, in advance of any Crown Prosecution Service charging decision, create a demand on police time that can be unproductive if the CPS decides not to progress the case. The Government is exploring how changes to this guidance could offer efficiency savings and strike a better balance between providing all relevant information to the CPS, and the upstream demand on police time.
- Work is taking place to streamline the way case papers are transferred to the CPS, using a new Digital Case File system which Digital Police Service and CPS are driving. But progress has been slow – with implementation expected in 2026.

However, there are things that forces can do to improve productivity, in particular through a better use of tech and robotics. For example:

- Hertfordshire Constabulary is using AI to support effectiveness. Its ‘Ada’ system allows any audio record to be listened to, from which an almost instant evidential statement (MG11) can be automatically produced.
- West Yorkshire Police have introduced an Evidence Based Investigation Tool (EBIT): an automated system that expedites and improves the triage process for high-volume crimes, on solvability criteria.

In line with our Policing Plan aims to *“improve our positive outcome rates for victims of crime in the City”* and *“deliver higher quality casefiles”*, there is scope for process savings through auto-redaction, and tech innovations. We will need to assess the impact of our efforts to date, and what else is needed. This is an area where our insight is hindered by the lack of good data. A longer-term piece of work should explore how this can be addressed.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	We have recently implemented Doc Defender (auto-redaction tool) across the force, to save officers and staff time on case file redaction.	
Q1, 25/26	Drawing actions from NPCC peer review	NPCC CJ Improvement team has conducted a Peer Review of AOJ (see above) released shortly. We will draw actions from that report to improve CJ.
	Exploring use of tech, AI and robotics to support CJ	We will scope potential for automation, AI and tech from innovations used in other forces (case preparation, automatic witness updates etc)
		We will quantify the productivity gains from DocDefender – and push use further if needed.

Q3, 25/26	Preparing for the Digital Case File roll out	PDS is leading on the national delivery of the Digital Case File project (with CPS). Whilst, for City, this is planned for Q3 2026/26, substantial mapping and advanced preparation work will be required (such as IT changes on Niche etc.)
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Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Input side:</p> <ul style="list-style-type: none"> • Tech and automation to reduce officer time redacting and preparing files for submission. <p>Output side:</p> <ul style="list-style-type: none"> • Speed and effectiveness of the CJ process • Officer time freed-up by higher case file quality, leading to reduced demand in correcting, reviewing, re-sending etc...
Productivity gains	<ul style="list-style-type: none"> • Quantification of time saved from: <ul style="list-style-type: none"> ○ Doc Defender roll-out (now) ○ Digital case file introduction and process streamlining in the transfer of data to CPS (in 2026)

Improving investigation

Over the last couple of years, we have invested effort and workforce capacity to improve investigation flows and outcomes (allocation policy, Volume Crime Unit) so that we were able to address the rising demand. We continue to investigate a larger proportion of cases than other forces, but more work needs to be done to confirm that current thresholds are driving a productive use of resources.

We have been reducing investigators' workload so that they focus their time on investigations with a higher probability of outcome. The average caseload by investigating officer (in the Volume Crime Unit) has gone from 50 to a more manageable 15 to 20. Like other forces, we have started to dip-sample cases to verify the quality of the supervisory review of investigations (through QATT). This is helping us improve the quality of outputs.

Our Policing Plan sets out our ambition to continue this work, *"embedding the work of the Volume Crime Unit to improve the pace and quality of volume crime investigations"*, and *"implementing improvements to the supervision of police officers throughout investigative processes to improve criminal investigations and deliver higher quality casefile"*.

The Productivity Review recommended Chiefs to ensure that the importance of investigation is reflected in how policing communicates its priorities to the workforce (for example, taking account of investigative capability as part of the promotion framework, or ensuring that supervision policies are used to strengthen effectiveness).

This productivity strand will therefore focus on three objectives:

1. Quantifying the impact of our efforts to date and reviewing what else is needed.
2. Assessing – across crime types and teams – our screening and resourcing in the light of solvability to ensure we are focusing on the areas where it is most productive to do so.
3. Reviewing whether any further training, skills, tech, enabling services levers could help us improve outcomes for victims even further.

Our actions

Timing	Steps	Actions
Progress to date	Improving demand management <ul style="list-style-type: none"> • Volume Crime Unit created – followed by an increase in capacity (from 1+12 to 4+24). • Changes to allocation policy (following surge in volume crime numbers) to improve caseload and the quality of the investigation. • Changes to crime assessment (via Crime Management Unit) to improve the prioritisation of reports (linked to victim needs and prospects of positive outcome). • Changes to Niche and templates to strengthen investigation standards 	
Q1, 25/26	Developing our understanding of productivity challenges in CoLP	<p>We will conduct workshops with investigators: with officers from VCU, CID, MCT and PPU staff working in investigation to understand barriers / frustrations or unproductive elements in the process that could be better supported by tech.</p> <p>We will make a high-level assessment of CoLP's position against the Policing Productivity Review recommendations on Investigation, including supervisory reviews, and how CoLP promotes and values investigative skills (for example in promotion processes).</p>

	Quantifying gains to date	We will quantify the gains from recent improvements (e.g. time freed up by changes in allocation policies – for VCU- and crime screening)
	Scoping tech potential	We will review tech opportunities and digital capabilities of officers including: <ul style="list-style-type: none"> Niche, e.g. traffic light system when reviews are needed. Phone analysis (and quantification of delays if relevant, such as requiring bail extensions)
	Focused assessment	We will look into the productivity of nighttime cover for DCs (use of resources against actual demand)
Q2, 25/26	Evaluating impact of screening changes	We will conduct a 6-month evaluation of the impact of changes to allocation and screening policies, looking at case load / positive outcome; breakdown by crime type etc.
	Reviewing enabling services	We will conduct workshop with enabling services (Digital exploitation, Hi-Tech Crime Unit, Forensics, Intel, Custody, Suspect and offender management etc) to scope productivity improvements related to the investigation process.
	Further improvements	We will draw from HMICFRS PEEL inspection in respect of 'Investigating Crime' pillar to assess opportunities for further improvement
	Scoping additional potential to concentrate on solvability	We will analyse our allocation of investigative resources as it relates to solvability (we have started to consider this, for example in retail crimes where the retailer is not able to share CCTV and through the NFIB solvability assessment).
Q3, 25/26	Phase 2: expanding to SOC and NLF	In a second phase, we will expand the Investigation productivity strand to SOC and NLF.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Officers are highly skilled in investigation and case file – and they spend their time where there is a higher potential for positive investigative outcomes.</p> <p>Input side:</p> <ul style="list-style-type: none"> Better supervision means less case files coming back from CPS for re-working, meaning time saved. focus of limited investigative resources where the chances of positive outcomes are highest.
Productivity gains	<ul style="list-style-type: none"> Better understanding of performance, with Investigation dashboard going live (with VCOP, Victim Needs Assessment, victim views of bail, initial and ongoing supervision, QATT). Investigation time freed-up through prioritising cases with the highest likelihood of positive outcome.

Improving the policing response to economic and cyber crime

Ensuring the right local / national balance

Whilst the City of London crime profile is more general than in other parts of the country (with a predominance of theft and the under-representation of domestic crimes), an analysis of workforce allocation has shown that the Home Office core policing funding (60% of CoLP's funding) supports a disproportionate amount of specialist activity and command (Intelligence, Specialist Crime and Operational Support teams), compared to other forces. Some disproportion may be driven by CoLP's national role, but we need a better understanding of:

- the demand created by national functions onto the rest of the workforce. Business Planning meetings have shown that specialist units can find it difficult to disaggregate the local from the national demand.
- The core funding cost impact of national teams to the shared functions / services (investigation, forensics etc) and to CoLP as a whole.

This understanding will help us:

- articulate the real cost of current national functions (or the proposed creation of a new unit) in our funding conversations with Home Office for example – including for Spending Review purposes.
- ensure that demand is managed effectively and strikes the “*appropriate balance in organisational focus between policing online and on our streets*” as per the Corporation of London's ask.

Our actions

Timing	Steps	Actions
Q1, 25/26	Quantifying national / local work	We will work to identify the proportion of specialist commands' and shared teams' work (demand in volume and time) dedicated to Local Policing versus National work.
	Analysing returns	We will seek to understand the fair level of recharge of NLF costs for those shared functions – or a process in place which prioritises/triages the national demand on shared functions funded by Core Grant.
	Scoping recharging options	We will explore: <ul style="list-style-type: none"> • Where a substantial differential may demand further work regarding full cost recovery and feeding information into funding bids / CSR • Whether setting up MOU with national units may help focus their demand to the rest of the organisation.
Q2, 25/26	Expanding to Corporate Services	We will conduct the same exercise to Corporate Services – in terms of national and local demand quantification (and resourcing).
	Maximising the local benefits of CoLP's national role	We will work to ensure Local Policing makes full use of the benefits of NLF, scoping opportunities and learning (for example in the use of Tech in Fraud that could be of benefit to local policing, as well as in the cross-fertilisation of the skills and expertise of our officers).

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Intelligence and Specialist investigation teams (and Corporate Services) to be able to:</p> <ul style="list-style-type: none"> • better disaggregate and quantify the demand they receive from local vs national work. • demonstrate the outputs and outcomes they deliver in support of the CoLP local policing role, in proportion to the Core Grant these teams receive. <p>Input side:</p> <ul style="list-style-type: none"> • The ability to quantify the outcomes delivered to local policing by the teams that support both local and national purposes will provide an insight as to the productivity of the Core Grant given to these teams + help assess Return on Investment across functions.
Productivity gains	<p>The work strand will support our understanding of productivity, but decisions taken from this understanding (such as recharge of costs) may lead to the national function prioritising or reducing its demand.</p>

Exploiting tech, robotics and AI to support productivity

There are many time-saving innovative practices across forces, as set out in Policing Productivity review. For example, Thames Valley Police, Hampshire Constabulary and Merseyside Police use software robots that automatically transfer the information from online forms onto the police crime recording system. West Yorkshire Police are currently using twenty-three robotic process automations (RPA) including victim updates and data quality checks.

Indeed, robotics / automation use in forces has been a major driver of productivity, driving faster processes, increased data quality and time-savings for staff and officers doing administrative processes. Our Policing Plan highlights the role of technology in delivering our job effectively. We aim to:

- use *‘innovative technologies to continually improve our ability to identify, pursue, investigate and bringing offenders to justice... to predict and prevent opportunistic criminality’*,
- *“Provide the technology our people need to perform their role effectively and efficiently”*,
- And make use of automation, innovation and technology *“to free-up officers’ and staff’s time and improve our service to the public.”*

This strand will:

- Scan national innovations across other forces and be plugged into science and tech policing networks.
- Support the quantification of gains from technology – and use a robust methodology to help prioritise proposals.
- Create a process path to innovation – from early ideas, identification of needs towards a proposal that quantifies productivity benefits and estimated costs.
- Create a potential road map and pipeline of realistic, affordable and productive innovations.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	<i>From our FMS, we conducted an initial mapping exercise of where AI application might improve the management of demand.</i>	
Q1, 25/26	Complementing our insight with what is happening in other forces	We will develop a clear corporate view of the innovation taking place across the policing sector, connecting with PDS, the College of Policing and NPCC’s Chief Scientific Advisor to identify the main current opportunities being used in other forces.
	Creating long-list and prioritise pipeline	<ul style="list-style-type: none"> • We will consolidate a long list drawn from: demand / resourcing gaps identified in the FMS, and current innovations in other forces. • We will quantify potential productivity gains – and cost- of their application to our force
	Strengthening benefit articulation	<ul style="list-style-type: none"> • We will develop a Benefits Framework and Realisation Strategy within the CPO – and improve the articulation of benefits in tech-based proposals.
Q2, 25/26	Setting out our Roadmap	We will draw a potential AI and robotics roadmap and pipeline for CoLP.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>CoLP adopting a “tech first” approach to address rising demand – before looking at additional staff.</p> <p>Input side:</p> <ul style="list-style-type: none"> Tech innovations are one of the primary sources of officer hours saved in the national Policing Productivity Review, allowing the workforce to focus on where they add value (rather than administrative tasks), supporting them to identify and focus on the investigative routes that have the most chances of outcomes
Productivity gains	<p>Quantifying time saving of current tech – and develop a clear view of the proposed efficiency and effectiveness benefits of proposed innovations.</p>

Being an employer of choice

Attracting talent

We want “to attract the very best people into our organisation and once they arrive, we want them to stay, thrive and to progress. To do this we will have effective attraction and recruitment processes”¹². We also need to ensure we are clear about what specialist capabilities the organisation needs, what gaps need to be filled – and have a clear plan to improve recruitment to these. We know that our recruitment processes can be slow – which can mean high vacancy levels in some teams, loss of good candidates through the process – and are actively improving our processes.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	We have developed a Strategic Workforce Plan (with a focus on PIP2, firearms, custody, forensics analysts)	
Q1, 25/26	Identifying areas of focus	We will collect and analyse data to: 1) scope areas of high vacancy (likely in staff posts), and 2) identify which roles find it harder to attract sufficient, good calibre candidates.
	Identifying issues	We will map and diagnose the main blockages which slow recruitment processes (E.g. hire manager (getting job description, advert, interview dates), vetting delays (internal or candidate driven), Duties (separate system, onboarding delays) etc. From this, we will develop recommendations and efficiencies to reduce the time to hire .
	Expanding recruitment reach	We will improve our working with platforms including Indeed, LinkedIn, Glassdoor – to raise online engagement, reach the right people, develop the ability to collate engagement and application data, and to improve CoLP employer brand
	Exploring tech support	We will explore an ERP solution which can accommodate standard recruitment, promotion, student officers.
Q2, 25/26	Improving career progression	We will improve staff career progression: implement City Corporation People Strategy aims to: set “ <i>job families that inform a variety of career pathways and ensure career progression opportunities are available to all eligible employees, regardless of job type</i> ” and to “ <i>Develop career path maps based on job families.</i> ”

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	Bringing in, and nurturing, the right capabilities so that we deliver better outcomes. Input side: Financial savings on recruitment (with lower attrition of candidates) Output side: A more highly skilled workforce and lower vacancy levels on the staff side enable teams to maximise output quality and quantity.
Productivity gains	Reduced failure demand costs on recruitment.

¹² Policing Plan 2025-28

Strengthening supervision

HMICFRS raised ineffective supervision as an issue across police forces. It associates better performing forces with the ones having stronger first-line supervision¹³: good supervision has a positive impact across areas (call handling, neighbourhood problem-solving, investigation, offender management) and improved outcomes (including improved attendance and sickness management, support to young-in-service, case file quality).

In this context, CoLP needs to ensure its supervision is robust.

A Policing Plan priority is to “*Equip our people with the tools and skills they need to succeed*”. Good supervision plays a key role in driving up skills. CoLP is currently running a Leadership programme, to ensure “leadership engagement at all levels”. Supervision ratios in CoLP are strong: on average, one Inspector in CoLP will oversee 2.6 sergeants and 13.3 officers. Across England and Wales forces, there is one Inspector for every 3.2 sergeant and 16.8 officers.

Our actions

Timing	Steps	Actions
Q1, 25/26	Building a baseline	We will explore what data can best show the effectiveness of supervision – to be used as a baseline / dashboard. For example: <ul style="list-style-type: none"> Investigation compliance data (Crime standards Board). QATT (quality assurance of all crime) Stop and Search Scrutiny Group: BWV, use of force and victim satisfaction + levels of public complaints. Staff Survey results re. “My manager”; Use of PDRs; Use of the Unsatisfactory Performance Process
	Training sergeants	We will support Sergeants to make them effective supervisors. By April 25, all acting sergeants will have gone through the initial sergeant course, and all substantial sergeants through the Core Leadership programme.
	Launching Leadership training	We will launch delivery of the College of Policing-designed Leadership training (Sergeant to Inspector and staff equivalent) in April 25. Relevant newly promoted officers (and staff equivalent) will attend that course.
Q2, 25/26	Strengthening supervision	We will strengthen the use of PDRs (for example, promotions subject to good team use of PDRs etc).
		We will map supervision and performance meetings in teams and functions to ensure structures are adequate and effective – and to address any gap.
Q3, 25/26	Evaluating impact of the leadership training	We will have finalised our secondary evaluation of the Leadership Programme. This aims to evaluate the effectiveness of the courses (Crime standards and File quality and supervision; Supervisor training) in strengthening outcomes (e.g. QATT, Investigative compliance analysis etc).
Q3, 25/26	Monitoring impact	Our Data dashboards will monitor priority areas of supervision e.g. S&S dip sampling, case file failures, crime standards.

¹³ <https://hmicfrs.justiceinspectorates.gov.uk/publication-html/police-performance-getting-a-grip/> HMICFRS PEL Spotlight report 2023 on Performance

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>From a productivity point of view, good supervision is about a workforce being provided clear focus and objectives, so that their time is used effectively, and so that offices and staff get things right first time, reducing duplicate failure demand (i.e. efficient).</p> <p>Input side -Improved workforce attendance levels and engagement</p> <p>Output side: -Decrease in metrics measuring process failures (rejected case files, public complaints etc)</p>
Productivity gains	<ul style="list-style-type: none"> • Reduction in failure demand including: investigation compliance, QATT (quality assurance of all crime), use of force and victim satisfaction + levels of public complaints. • Improvements in Staff Survey results re “my manager”, and use of management tools (PDRs, Unsatisfactory Performance Process)

In addition, under the Policing Plan objective to “*support the health and wellbeing of our people*”, there is substantial productivity potential in reducing the numbers of officers and staff that are not fully deployed or deployable.

Improving our productivity

Using data more effectively

Robust data supports a more targeted, and so more productive, use of resources. Across police forces, data is often inconsistent or not available. This is a national issue: the Policing Productivity Review has shown that 1) **the ability to access and read data** helps officers and staff scope issues and solutions in their areas and deliver their job more effectively, 2) **the availability and quality of data are a keystone to assessing how productive police forces are**; for example, it helps supervisors and leaders assess the impact of operations. The Home Secretary stated: *“too often, Chiefs and Police and Crime Commissioners and Mayors don’t have the data to see how they compare to other forces, or what progress they are making relative to others”*¹⁴. Work is taking place at a national level to strengthen data consistency¹⁵ and support forces to use analytical tools to joint data sets on multiple systems.

CoLP has already committed to build its capability in this area, at a strategic level¹⁶, and through its Data Improvement Programme. This strand focuses on delivering this programme to timescale. Our priorities are to consolidate the use of Power BI and build organisational capacity and capability further through the DAP platform, the Data Strategy, and the establishment of a Data team/lab.

Our actions

Timing	Steps	Actions
Progress to date	<p>We launched our Data Strategy in January 2025.</p> <p>We have created a number of Power BI dashboards, and their use is currently being disseminated across the force, so decisions become more data evidenced.</p>	
Q1, 25/26	Putting capabilities in place	<ul style="list-style-type: none"> We will complete a data literacy gap analysis, as part of L&OD Force-wide training needs assessment exercise. We will complete the recruitment of Data Lab Team.
Q2, 25/26	Creating and using Power BI dashboards	We will develop further, and embed, the use of Power BI dashboards – with all priority dashboards created.
Q3, 25/26	Developing Power BI skills	We will have trained the Data Hub team and business users on Power BI dashboards creation, usage and development.
	Reviewing maturity	We will complete Police Digital Service (PDS) Data Maturity Assessment to baseline current maturity and capability, and to identify further improvement required.
Q4, 25/26	Developing data skills	We will deliver data skills development training to officers and staff (role specific and generic).
Q1, 26/27	Strengthening platforms and data inter-operability	<ul style="list-style-type: none"> We will develop robust systems that ensure seamless integration of data across departments and agencies (public safety data, criminal records, traffic incidents, and emergency response data). We will invest in modern data platforms and APIs that facilitate real-time data sharing and analytics.
TBC	Evaluating impact	<ul style="list-style-type: none"> We will evaluate the impact of the Data Improvement project.

¹⁴ <https://www.gov.uk/government/speeches/home-secretarys-vision-for-police-reform>

¹⁵ NDAB team at nationaldataandanalytics@npcc.police.uk

¹⁶ “We will ensure our data is available to our people to support timely and informed decision-making’ as part of our new data lab, we will ensure that new data infrastructure and technology is in place to improve our understanding of current and future demand” Policing Plan

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	This is an enabling strand to drive productivity across operational policing. High-quality police data, together with improved data access, use and analysis capability will drive performance and improve our targeting of resources.
Productivity gains	<ul style="list-style-type: none"> • Good data is a pre-requisite condition for a better use of resources, and their access to insight, rather than a “time-saver”. • Even so, the business case to the Data Improvement programme stated: <i>“An initial assessment of time savings indicated that on average 50 hours/week are spent on manual performance report production across the Force. It is estimated that this will reduce to 10 hours/week enabled by the project deliverables; translating to approximately 40 hours per week, over 2,000 hours/year being saved on report production across the CoLP.”</i>

Driving good performance

Our Policing Plan includes a performance framework providing a clear line of sight between metrics and each of the plan's priorities. Nationally, the Home Office is looking to create a Performance Improvement directorate and highlights that forces should look at *"data to see how they compare to other forces, or what progress they are making relative to others."* Performance management is being strengthened across police forces in England and Wales. Many forces have local accountability meetings and active data-led performance management – for example, the Neighbourhood "health checks" held quarterly in Thames Valley Police. These are sometimes complemented by dip-sampling reviews. Forces, such as Cumbria Constabulary, South Yorkshire Police have strengthened data capture and performance management – through an automated system that is less dependent of the creation of one-off products by a data team.

Productivity requires officers and staff to have clarity as to what the outcomes are that they should be delivering, and what they should be focusing on. Without it, there is a risk of wasted efforts on low priority activities. At the moment, our workforce does not always have access to the right police data to spot trends, and drive-up standards, performance and consistency. This is an area in development with high quality Power BI dashboards recently put in place.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	We have expanded our use of Power BI performance dashboards and tools.	
Q1, 25/26	Setting the framework in the Policing Plan	We will build a performance metrics framework to reflect the Policing Plan priorities being clear about the service levels we expect.
	Cascading indicators to business areas	We will work with Business Areas to: <ul style="list-style-type: none"> • cascade relevant Policing Plan metrics to their area (i.e. what does the Policing Plan focus mean for them) and • scope what further metrics Business Areas need – but have not got access to. • propose internal service levels (and their measurements) so that it is clear how Business Areas support each other's delivery.
	Strengthening Performance management structures	We will ensure that adequate performance management is in place across all units (meetings / data / dashboard). We will map corporate and organisational meetings that exist across Business Areas where performance management is discussed to ensure that the organisation has effective performance meetings, and that it is making the best use of the performance data available through Power BI (looking at the right indicators in a useful timeframe and consistently).
Q2, 25/26	Aligning to national framework	We will scan and incorporate any additional demands from Home Office's performance drive (including Neighbourhood Performance framework) to ensure CoLP is in a good position to report on them.
Q3, 25/26	Setting objectives for 2026/27	As part of the business planning process, we will set out performance objectives and governance across Business Areas for the year ahead. This will provide our officers and staff clarity about the outcomes they should focus on – and in turn, what they should spend less time on.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	Each command or team to have a clear and meaningful set of metrics (outputs and outcomes) driving activity, for which they are accountable, and through which they can demonstrate their contribution to the delivery of the Policing Plan.
Productivity gains	<ul style="list-style-type: none"> To the extent that a clearer performance framework should help de-prioritise some activities, the framework will help us deprioritise. Improved outcomes on our key performance indicators, and time saved NOT performing/ delivering operational activities that do not support Policing priorities.

Evidencing impact and strengthening evaluations

Our Policing Plan sets out our priority to “**make the best use of our limited resources**”, and to “**deliver value for money in all spending decisions**.” To progress this, we will work to:

- strengthen the benefits evaluation of our change projects to ensure they have delivered the commissioned outcomes. We have recruited to our Benefits and our Data teams to ensure that we have the capabilities to progress this work.
- improve how, in our business cases or proposals, we articulate the quantifiable benefits we expect from spending (or expending) resources on a project or operation.
- Evaluate more systematically the impact of our operational initiatives, and support officers and staff who do not always have the capability or means to do so.

Our **cashable and non-cashable efficiencies** forecasts are helping demonstrate how we are delivering savings through change and technology. This is expected to be a key element of accountability for the Home Office. More widely, our new Benefits strategy will reinforce how we capture and track benefits and drive a stronger culture of performance across the organisation.

FY 2025/26		FY 2026/27		FY 2027/28	
Cashable efficiencies	Non-Cashable efficiencies	Cashable efficiencies	Non-Cashable efficiencies	Cashable efficiencies	Non-Cashable efficiencies
£4,632,000	£407,000	£4,646,000	£621,000	£4,720,000	£920,000

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	We have consolidated our cashable and non-cashable efficiencies forecast – stemming from our change and technology investment as well as procurement / contract efficiencies. This is expected to be a key element of accountability for the Home Office efficiencies work.	
Q1 to 3, 25/26	Strengthening our business cases’ quantification of expected benefits.	<p>We will be clear about what we need to measure before we launch a new policing operation / initiative (e.g. in terms of officer time spent, and crime numbers on which we are aiming to have an impact)?</p> <p>We will seek to strengthen business cases so that they clearly articulate – and quantify – benefits and baseline, to provide the basis for a robust evaluation. Business cases should also set out the productivity gains of each proposal – including the use of cost benefit analysis, and the expected impact of the decision across the organisation.</p> <p>Q1: Business Case templates and Instructions reviewed, clarified and issued. stronger guidance to guide proposal drafting.</p> <p>Q2: We will develop an exemplar business case for the use of officers and staff.</p> <p>Q3: We will review projects in flight to re-check benefits quantification.</p> <p>Q3: We will lever (formal and informal) communication infrastructure to better engage and communicate information on organisational change.</p>

Q1 & 2, 25/26	Articulating, quantifying and delivering organisational efficiencies	The Commercial Efficiency and Collaboration Programme is a national priority, with BlueLight Commercial leading on the delivery of savings, as part of national collaboration around priority areas including Energy, Fleet and IT contracts. In CoLP, we will develop a more systematic review and management of contracts more to ensure we get value for money in our commercial arrangements.
Q1 & 2, 25/26	Strengthening our impact assessments of projects delivered	We will strengthen our assessment of benefits in Change including productivity gains. We will quantify the productivity impact for change projects – and seek to ensure that we are making full use of innovations in-force (tech-wise and in terms of their usage by workforce). Q1: We will have approved our new Change and Benefits Strategy , setting out a standardised approach to benefits evaluation. Additional milestones may stem from the finalised strategy. Q2: We will deliver more systematic Project Implementation Reviews PIR (at the 6-month point of individual programmes once implemented) – and have a clear pipeline of PIRs. Soteria is expected to be one of the first.
Q2 & 3, 25/26	Assessing the productivity of our prevention activities	Prevention activity should reduce demand to the force. Both Fraud and Local Policing engage in prevention activities. In order for the use of resources to be productive, we need to be able to evidence that these activities are effective in reducing demand. At first, the focus should be on gathering the current evidence we have, and on collecting data on the time (and officer resources) we spend on prevention. Q2: Scope the main existing prevention activities currently carried out in CoLP (how much resource/time they use and what evidence we have about their effectiveness). Q2: Review how well are we using Repeat data (offender / victim / location) to focus resources and efforts on where the maximum gains are. Q3: Assess existence and robustness of the evidence / evaluations and what gaps exists (for both Fraud and Local Policing).
Q2, 25/26	Strengthening operational evaluations	We will improve how we guide officers and staff and strengthen their confidence (and methodology) in conducting better basic evaluations. We will strengthen guidance for operational evaluations: Q2: Evaluation guidance to be created to support staff and officers taking the right steps. Q2: Proposal to select two operations (e.g. a larger one such as an element of Servator + a smaller/simpler one such as a problem-solving case from Neighbourhood Policing) and use them to create two examples of good evaluations with a simple methodology that officers and teams can use on their future operations.
Q4, 25/26	Preventing fraud effectively	We will evaluate the impact of the Fraud Protect messaging: randomised control trial work and survey on Victim Contact Unit and effectiveness of various types of Protect messaging

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Quantified cashable and non-cashable efficiencies – and focus of operational resources on what works – so that activities with no proven impact are not re-conducted.</p> <p>Input side:</p> <ul style="list-style-type: none"> -Time saved not conducting prevention work that cannot evidence impact on demand <p>Output side:</p> <ul style="list-style-type: none"> -Quantified reduction in demand from effective prevention activities -Quantified benefits from our change programmes and investments – demonstrating Value for Money.
Productivity gains	CoLP will, on an annual basis, report and update on the cashable and non-cashable efficiencies delivered, and forecast , across its main programmes of organisational or operational change.

Making best use of our workforce

As set in our Policing Plan, we want to:

- “Improve our understanding and forecasting of demand- though horizon scanning, risk assessment and business planning process- to strengthen our corporate planning”, and
- “develop our approach to workforce planning so we have the right mix of people, with the right mix of skills, in the right places, to deliver on our priorities now and in the future”.

Our annual Force Management Statement and business planning processes show that demand is increasing across many functions, whilst workforce levels are – in the main- to remain flat. This requires us to take an informed, dynamic, approach to allocating or re-allocating human resources – and to creating flex within the organisation.

As it stands, we do not always have the right, comparable, data to know how busy people are in various functions – and whether they are busy on the right things. This strand will seek to develop our corporate insight on workloads, as well as other time demands on officers and staff, such as training demand, abstraction etc. Subject to Home Office refreshing the Police Activity Survey, we will use their data and other “time and motion” exercises to understand what takes officers’ time – and whether they are sufficiently enabled and supported to focus on the right things.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	<i>Business Planning and FMS meeting cycle reviewing capacity versus demand Workforce allocation baseline comparing CoLP with force average, MPS, and smaller forces. (i.e. strengthening via the existing business planning and FMS cycle).</i>	
Q1, 25/26	Understanding capabilities and training needs	The Policing Productivity Review recommends forces quantify how much training they deliver (what the abstraction implications are) and if it is delivered to the right people, i.e. productively. We will finalise CoLP’s Training Needs Analysis. This will establish the capability needs of teams across the force and complement the capacity picture in advance of the next FMS process.
Q2, 25/26	Understanding and minimising overtime	What is the use of overtime telling us in terms of “resource – demand” match? We will conduct a discrete piece of work to look at overtime across functions- and in comparison to other forces- to establish potential areas of pressure.
Q3, 25/26	Measuring “busy-ness”	Can we build better measures to reflect how busy teams are in various functions? We will lever progress on the “data” and “clear performance framework” strands to expand insight and strengthen FMS process.
	Understanding training demand	Can we quantify training demand, both in terms of abstraction and of the impact we expect that training to have on public outcomes? Following the Training Needs Analysis, we will estimate training demand in numbers (at organisational and at individual level). This will help us sharpen training provision to minimise officer abstraction and maximise usefulness.
Q4, 25/26	Strengthening budgeting	Drawing from innovative force practices ¹⁷ , we will improve links between team budgeting and outcome delivery.

¹⁷ for example, Performance Based Budgeting in place in Merseyside Police and YPS: “Star chamber” style budgeting process, with clear links between resourcing and outcomes, delivery of efficiencies year-on-year, and robust benefits capture methodology.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<ul style="list-style-type: none"> • This strand is a productivity enabler: increasing our insight on workforce activity – to help us optimise our use of this finite resource. For example, some teams might have grown “by stealth”. By feeding in better data into the FMS process, we will be able to assess whether the present volume of demand warrant that resourcing? (e.g. in “green” rated areas in the FMS). • Acquiring a more robust methodology to measure “busy-ness” across functions and business areas should help free-up staff and officers in areas, to be reallocated to Policing Plan priorities or pressure areas.
Productivity gains	<ul style="list-style-type: none"> • Productivity gains may be delivered acting on the insight gained: ultimately whether an activity or function can be delivered using less staff or officers, or similarly, whether an increase in demand can be serviced in other ways than increasing headcount.

Making processes simpler and more efficient

Our Policing Plan sets the objective to “**make processes simpler, more effective and more efficient**”. CoLP will “review and streamline processes, driving continuous improvement ... with an initial focus on operational support (administration of justice) and corporate support (HR, finance, vetting).” The business planning process also identified Ops and Duty Planning, Counter Corruption, Complaints, and Learning and Development as areas of potential. Work has started, and this strand pools together actions led by Change and Strategy. **Across all organisational process reviews, it will be important to capture and quantify efficiency gains.**

Complementing these reviews, the strand will also engage with our workforce to assess the barriers and bureaucracy they face, with a view to making their work more productive, saving time on administrative tasks.

A number of forces have deployed robotic tools to support the streamlining (automation and simplification) of administrative or repetitive processes – this can be a source of substantial time saving, as well as morale boosting for the workforce. The Productivity Review set out recommendations on automation and highlighted innovative practices. The Home Secretary set out her ask to police forces to be ‘*tackling bureaucracy– including reforms on redaction, and use of new technology – to free up more time for officers to get back on the frontline*’. For example, South Yorkshire Police is conducting end-to-end process mapping to apply “lean manufacturing principles and decrease wastage. There are opportunities for CoLP to apply such learning.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	<ul style="list-style-type: none"> We have increased capacity in our business analyst team so we can progress work effectively. The reviews into Vetting and HR processes have been completed 	
Q1 & 2, 25/26	Quantifying productivity gains from Vetting and HR process reviews	Quantification of gains (or potential gains) is pending for the Vetting and HR process reviews. Work is required to make sure that baseline data and improvements are documented and quantified.
	Improving processes for our workforce (admin)	<ul style="list-style-type: none"> We will run a workshop with officers and staff to identify barriers / red tape that hinder them from working effectively or usefully. Building on this, we will scope what technology or changes might help us streamlining repetitive / administrative tasks. We will quantify time baseline (and impacted workforce) for the selected processes – to help us prioritise, and to quantify impact at organisational level.
	Reviewing processes for AOJ and Duty Planning	AOJ and Duty Planning are underway (Duty Planning will be delivered by the end of April, AOJ deadline tbc)
	Reviewing Conduct and Counter Corruption + Complaints	We will have a methodology and a performance framework in place to understand demand in these two areas. Building on this, we will then work to identify efficiencies in the two processes of Conduct and Counter Corruption; and Complaints .

Q3, 25/26	Reviewing processes for Finance	The Finance processes review will take place later to take account of any Enterprise resource planning (ERP) change.
	Driving continuous improvement	We will scope the potential and costs of further process simplification (for example where tech / automation is involved – and where robotics could be applied).

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<ul style="list-style-type: none"> Time saving for officers and staff, without loss in quality.
Productivity gains	<ul style="list-style-type: none"> As part of each process review, we need to quantify productivity gains or potential, based on the shortening of tasks or timescale, elimination of duplication etc: e.g. either the excess time of current processes – or indeed the savings arising from any streamlining proposed/ implemented. measurement should compare how long the process took before intervention – and how long after intervention. The saving should be multiplied by the number of staff using that process, and the number of times they use it (per day / month / or year).