

City of London Corporation Committee Report

Committee(s): Resource & Estates Committee – For information	Dated: 22 September 2025
Subject: City of London Police Productivity Action Plan	Public report:
This paper: <ul style="list-style-type: none"> • Updates the Committee on the implementation of the Productivity Action Plan which it reviewed in May 2025 	<p>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 Action 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".</p>
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
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Summary

Improving productivity is necessary in the context of tight budgetary resources versus rising demand. It is a Government and City priority to ensure value for money and raise public outcomes in policing.

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 within CoLP as well as partners towards practical actions that can deliver efficiencies, save time or raise the effectiveness of our services.

Our Productivity Delivery Group is in place with members guiding implementation, and driving progress in their business areas. A quarterly progress paper is tabled at Strategic Performance Board (and Strategic Finance Board). REC receives these quarterly updates – and this paper is the first such update.

Recommendation(s)

Members are asked to:

- Note the update report.

Main Report

Background

1. CoLP is committed to **improving its productivity**, one of 6 priority areas of our Policing Plan 2025-2028. By improving productivity, we mean:
 - a. Delivering the same (in quantity and quality) using less resources (efficiency)
 - b. Delivering more (in quantity, quality or timeliness) with our existing resources (effectiveness)
 - c. Prioritising our time and resources where we have the most impact (being outcome-driven).
2. We have a Productivity Action Plan in place, reviewed by RREC on the 19th of May 2025, which sets out what we are doing to improve productivity in 2025/26.

Current Position

3. Following the Spending Review, the national financial and political context remains challenging as ever, with the Home Office looking to forces for delivering efficiencies and for evidence of productivity.
4. Our 2025 Force Management Statement predicts crime “*to increase a further 25% in the coming 4 years*”, some of which might be addressed by effective (i.e. productive) police tactics, and the rest translating into “*increased investigative demand... as well as increases in our NLF responsibilities, custody, forensics and administration of justice*”. This requires us to make changes to be as effective and efficient as possible.
5. HMICFRS’s PEEL inspection, published in July 2025, supports our productivity work. It highlights that we are “*making progress to be more efficient but more needs*

to be done to improve productivity through digital, data and technology solutions". HMICFRS highlights the force needs *"better processes to regularly review its strategic decisions, policies and processes to check they are effective"* (for example via evaluations).

Key data

6. **Narrative progress:** a summary of progress is set out in appendix 1. Overall, the organisation has made good progress against the plan. In a handful of areas that we have rated amber, initial work hasn't yet produced the outputs sought and more time will be required. In particular, the quantification of productivity gains should be prioritised whenever we introduce new technologies, policies or streamlined processes – as this will help us articulate our effectiveness with national and local funding partners.
7. **Quantified productivity gains:** we have sought to quantify productivity gains in two areas at an advanced stage of implementation this quarter: DocDefender and Power BI dashboards.
8. **DocDefender** is now accessible by all teams to redact case files for the CPS. This is a key productivity tool highlighted in the national Policing Productivity Review. DocDefender estimates that savings can be between 1 and 4.5 minutes per page.

As at early July 2025, it has had 183 CoLP users uploading 3,274 files. Over the last 6 months (when its use was expanded to Local Policing as well as specialist investigation teams) 53,376 pages have been redacted, saving the equivalent of 1,779 investigation officer hours in 6 months.

Using the same methodology as the national Policing Productivity Review, and based on current usage, DocDefender is currently providing benefits of 3,558 hours saved per year equivalent to 2 full-time detectives – and a very clear return on investment.

9. **Power BI dashboards** have already enabled the following estimated savings:
 - 8 hours / month to support strategic level boards with analytical data reports (crime standards / strategic vulnerability / force performance).
 - 56 hours / month of analyst time saved by giving officers the ability to self-serve, significantly reducing ad-hoc demands.
 - 8 hours / month per analyst saved by the ability to build off from data models in existence and use dashboards as a basis for strategic intelligence analysis support
 - the dashboards have significantly reduced the work required to support the business planning process analysis of demand, performance and forecasting (approximately 200 hours work).

In total, for the first 6 months of 2025, we estimate that more than 600 hours have already been saved – which frees up capacity in our analytical teams to take forward some of the demand we previously could not resource.

10. Whilst already promising, there is scope to drive up productivity gains further. Our analysis of DocDefender by teams use (relative to the number of case files going through each team) highlights potential for certain teams to be using it more - something our Change Portfolio Office is going to be taking forward in the coming months. Similarly, there is scope for further productivity gains as teams intensify their use of existing dashboards and as new dashboards become available.
11. **In both cases**, the productivity gains go wider than time freed-up for officer and staff:
- As DocDefender becomes fully embedded, we could expect to see an impact in terms of outcomes (as the time saved allows investigators to manage case files quicker, and increase their annual volume of investigations)
 - The creation of several automated single source Power BI dashboards through DIP – Niche Occurrence, Vulnerability, Supervision, CAD – is helping officers target their actions more productively.

Corporate & Strategic Implications

Strategic implications

12. 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.
13. 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

14. There are no financial implications from this paper – 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

15. In building the plan, we were conscious of the organisation's 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. Timescales vary 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.
16. 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

17. 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

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

Equalities implications

19. The Productivity Action Plan aims to maximise the impact CoLP has in delivering the Policing Plan objectives and its positive impact on victims and communities.

Climate implications

20. N/A

Security implications

21. N/A

Appendices

- Appendix 1 – CoLP Productivity Action Plan Quarter 1 summary update (April-June 2025)

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Appendix 1 – CoLP Productivity Action Plan Quarter 1 summary update

Not all strands are working to the same timescale – and some will have more actions than others in a given quarter.

	Strands	Quarter 1 headline progress	Focus for next quarter
1	Retail crime	<ul style="list-style-type: none"> We have been exploring and intensifying our use of technology and tools that help us tackle retail crime more effectively. Retail theft data analysis has helped us identify more accurate hotspot policing times. We are also improving officers use of time with new processes that reduce repeat visits to stores to retrieve CCTV. 	<ul style="list-style-type: none"> Effective working with the Business Crime Partnership Continuing exploring tech like Auror Widening productivity improvements and actions to Theft
	Response	<ul style="list-style-type: none"> We have been building up our insight on response teams' use of time, in preparation for the Local Policing review. 	<ul style="list-style-type: none"> Analysis of time / motion data Reviewing Right Care Right Person efficacy Fleet telematics data analysis.
	Neighbourhood Policing	<ul style="list-style-type: none"> The Corporation has increased capacity in community safety, and we are working to strengthen linkages. 	<ul style="list-style-type: none"> Improving the effectiveness of ASB interventions with our partners
2	Criminal justice effectiveness	<ul style="list-style-type: none"> Our implementation of DocDefender has delivered substantial productivity gains 	<ul style="list-style-type: none"> Scoping actions that improve our productivity in that area.
	Investigation	<ul style="list-style-type: none"> Workshop with investigative officers helped us identify individual barriers to productivity. We have worked to strengthen supervision, governance and oversight across investigation as well as prioritising detective recruitment. 	<ul style="list-style-type: none"> Evaluating the impact of changes in allocation/ screening policies. Further workshop with officers in investigative support (forensics, intel, custody etc)
3	Local / national balance	<ul style="list-style-type: none"> We have developed a good picture of the source of demand for policing operational support teams in SO. 	<ul style="list-style-type: none"> Assessing Corporate Services demand from national and local units

	Use of Tech / AI	<ul style="list-style-type: none"> Meetings with Home Office, PDS and the College of Policing have strengthened our national links, giving a good basis to develop our AI / automation road map. 	<ul style="list-style-type: none"> Developing CoLP's AI Road Map
5	Attracting talent	<ul style="list-style-type: none"> Our review of the vetting process has substantially improved timescales. 	<ul style="list-style-type: none"> Improving staff progression
	Supervision	<ul style="list-style-type: none"> We launched our leadership programme and have strengthened supervising skills across sergeants. 	<ul style="list-style-type: none"> Developing new approach to PDRs
6	Data	<ul style="list-style-type: none"> New Power BI dashboards have been set-up ensuring that relevant targeted performance data is available across teams – helping them focus their efforts more productively. As more officers and staff are able to self-serve, the dashboards free-up analyst time that can be used on higher value-added tasks. 	<ul style="list-style-type: none"> Developing and embedding additional Power Bi dashboards
	Performance framework	<ul style="list-style-type: none"> We have agreed high-level performance metrics to monitor progress on our Policing Plan. 	<ul style="list-style-type: none"> Incorporating Home Office performance asks
	Best use of workforce	<ul style="list-style-type: none"> Work is continuing on the Training Needs Analysis – with baseline training data now established. 	<ul style="list-style-type: none"> Assessing use of worktime
	Processes review	<ul style="list-style-type: none"> With a turnaround reduction from 9 months to 30-35 days, we have substantially improved the efficiency of our vetting process. 	<ul style="list-style-type: none"> Conduct and counter-corruption process reviews.
	Impact / Evaluations	<ul style="list-style-type: none"> We have strengthened productivity enablers with key governance tools including a new Change strategy, a new benefits framework and revised business cases that provide a fuller picture of projected benefits and their quantification. 	<ul style="list-style-type: none"> Developing an exemplar business case Kick-starting a first Project Implementation Review Scoping CoLP's prevention initiatives towards assessing the most effective