

# City of London Corporation Committee Report

<b>Committee(s):</b> Resource, Risks & Estates Committee	<b>Dated:</b> 12/11/2025
<b>Subject:</b>  City of London Police Productivity Action Plan – Q2	<b>Public report:</b> For Information
<b>This paper:</b> <ul style="list-style-type: none"> <li>• <b>Updates the Committee on the implementation of the Productivity Action Plan which it reviewed in May 2025</b></li> </ul>	<p>The City of London Police support 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>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£ -
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Alix Newbold, Chief Operating Officer
<b>Report author:</b>	T/Supt Jo Cash

## 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 with 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). RREC 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. The Q2 review of the Productivity Action Plan underlines the commitment across COLP for the continual focus on assessing and improving productivity.
4. The focus of the plan continues to assess and improve productivity.

### Key data

5. **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 initial work has not 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.
6. **Quantified productivity gains:** we have sought to quantify productivity gains in two areas at an advanced stage of implementation this quarter: Image Recognition and Identification System (IRIS) and Op Blackpool – A Neighbourhoods initiative with the CoL to target Anti-Social Behaviour.
7. **IRIS** replaces the ID sought briefing with an easily searchable gallery of tagged images of wanted persons, simplifying the process for officers to make identification. Our Intelligence unit can now send an IRIS image straight to officers who have had potential previous contact via hyperlinks. Evidential IDs can be turned around in significantly less time and in one instance, following four positive IDs on the IRIS system, a prolific burglar was arrested and charged with 11 offences.
8. **Op Blackpool** is the partnership approach to new or increasing risk of vulnerability, responding quickly to those risks, with drawn up boundaries that are enforced. Local Policing now have a level of compliance from those rough sleeping and an understanding of what is/isn't acceptable. Local Policing host a Teams channel where Outreach, ParkGuard, ASB workers, Street Cleansing, Police etc – can share info, obtain support, raise issues and get speedy responses to assess situations etc. This approach allows the right person to mobilise the right combination of partners in a matter of hours. As a result of gathering evidence and taking a balanced approach, Local Policing are now in a position where the Corporation legal team are finalising plans to remove certain camps and be in a position to enforce a “no obstruction” rule in the interest of public safety. No measurables are currently defined, but an overall reduction in calls to service towards the end of the performance year will be an indicator of efficiency.
9. Our **review** of the vetting process has substantially improved the speed at which we are able to onboard new officers and staff - turnaround time has gone down from 9 months to 30-35 days, helping ensure vacancies are filled quicker, helping sustain our pace of delivery. This increase in productivity is a positive indicator for efficiency and **improved processes**, quantifiable data on hours saved will be available at a later time.
10. Whilst already promising, there is scope to drive up productivity gains further as **Right Care Right Person** is formally launched across COLP later this year. COLP is the last of the 43 police forces to bring in the policy, working alongside health and blue light partners that have learnt from previous implementation. The realisation of officer hours saved will be gradual and will be reported through Operational Improvement Board.
11. **In all cases**, the productivity gains go wider than time freed-up for officer and staff:

- As IRIS becomes fully embedded, we expect to see an impact in terms of increased positive outcomes and a reduction in the number of unidentified suspects.
- Resilience across front line policing where officers are not tied up dealing with civil matters that should be dealt with by partners.

## **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 limited capacity to take forward a substantial piece of work. With this in mind, delivery responsibility is spread across business areas, taking account of resourcing. Timescale varies across strands – to reflect existing progress, readiness, prioritisation as well as organisational capacity to take forward too many strands at once. Improving Productivity is a Policing Plan priority to 2028: this action plan sets out the first 18 months or so.
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 2 summary update (June - Sept 2025)

### **Jo Cash**

T/Supt Head of Service Improvement

## Appendix 1 – CoLP Productivity Action Plan Quarter 2 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 2 headline progress	Focus for next quarter
1	Retail crime	<ul style="list-style-type: none"> <li>Continued exploring Auror and are reviewing a national DPIA.</li> <li>Progressing work to digitalise taskings and templates.</li> </ul>	<ul style="list-style-type: none"> <li>SOH reporting for retail crime to bring about a streamlined process in line with NPCC acquisitive crime work.</li> <li>Sign off for the Business Crime Partnership and launch by the Safer Business Network.</li> </ul>
	Response	<ul style="list-style-type: none"> <li>Consultation has begun to better understand our demand, ensuring it more efficiently matches our resourcing.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of time / motion data</li> <li>Reviewing Right Care Right Person efficacy</li> <li>Fleet telematics data analysis.</li> </ul>
	Neighbourhood Policing	<ul style="list-style-type: none"> <li>The Corporation has increased capacity in community safety, and we are working to strengthen linkages.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to Improving the effectiveness of ASB interventions with our partners</li> </ul>
2	Criminal justice effectiveness	<ul style="list-style-type: none"> <li>Worked with HMCTS to release officers from PLO duties, releasing to just 2 duties per month, to allow more officer time to assist with increase in workload due to the loss of funding for traffic camera enforcement. This has been done with no adverse affect on the CJ case files progressing through court.</li> </ul>	
	Investigation	<ul style="list-style-type: none"> <li>The assessment of the crime allocation policy has been concluded and it remains effective and efficient following the changes.</li> <li>Benefits include high level of compliance in Victim Care and approximately 70% of all crime is screened in for investigation.</li> </ul>	<ul style="list-style-type: none"> <li>Work continues on the demand and productivity of Night CID which will be provided in Q3.</li> <li>Workshops with enabling services to scope productivity improvements.</li> </ul>

3	Local / national balance	<ul style="list-style-type: none"> <li>Substantial progress in coordinating and consolidating all Change projects within the force.</li> </ul>	<ul style="list-style-type: none"> <li>Support to NLF</li> </ul>
	Use of Tech / AI	<ul style="list-style-type: none"> <li>AL Sub group strengthened and now chaired by the Director of Change, linking more effectively into the transformation and change portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>Developing CoLP's AI Road Map</li> </ul>
5	Attracting talent	<ul style="list-style-type: none"> <li>No update for this quarter</li> </ul>	<ul style="list-style-type: none"> <li>Approval of the new Pay and Grading model for staff, beginning formal consultation.</li> </ul>
	Supervision	<ul style="list-style-type: none"> <li>We launched our leadership programme and have strengthened supervising skills across sergeants.</li> </ul>	<ul style="list-style-type: none"> <li>Developing new approach to PDRs</li> </ul>
6	Data	<ul style="list-style-type: none"> <li>No additional update</li> </ul>	<ul style="list-style-type: none"> <li>Developing and embedding additional Power Bi dashboards</li> </ul>
	Performance framework	<ul style="list-style-type: none"> <li>The performance framework in some areas nationally has been to PMCC for agreement, however will ultimately form part of the Reform programme of change which is yet to be outlined. Once it is agreed we will realign the performance framework.</li> <li>We have started work to ensure the Neighbourhood Performance Framework is being monitored internally with the next meeting to take place in late September.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporating Home Office performance asks</li> </ul>
	Best use of workforce	<ul style="list-style-type: none"> <li>Work is continuing on the Training Needs Analysis and is on track for completion in January 2026.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing work with training needs.</li> </ul>
	Processes review	<ul style="list-style-type: none"> <li>Our review of the vetting process has substantially improved the speed at which we are able to onboard new officers and staff - turnaround time has gone down from 9 months to 30-35 days, helping ensure vacancies are filled quicker, helping sustain our pace of delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct and counter-corruption process reviews.</li> </ul>

	Impact / Evaluations	<ul style="list-style-type: none"> <li>• Benefits framework has been launched and continues to be embedded into regular meetings and operational use.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing an exemplar business case</li> <li>• Kick-starting a first Project Implementation Review</li> <li>• Scoping CoLP's prevention initiatives towards assessing the most effective</li> </ul>
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