

Performance and Resources Scrutiny Programme 2024

Report to: the Office of the Police, Fire and Crime Commissioner for Essex

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1.0 Purpose of Report

To sight the Office of the Police, Fire and Crime Commissioner for Essex on the works undertaken in Force following the completion of an internal 'Increased Productivity' Benefits Review. The accompanying PowerPoint slide deck summarises benefits realisation activity connected to themes within the national Policing Productivity Review, whereby change implemented in Force resulted in increased productivity benefits.

2.0 Recommendations

To note increased productivity benefits workstreams highlighted to date, alongside the internal Productivity Review activity and Productivity Building workstream development.

3.0 Executive Summary

The accompanying PowerPoint slide deck summarises benefits realisation activity connected to themes within the national Policing Productivity Review, whereby change implemented in Force resulted in increased productivity benefits.

4.0 Introduction/Background

4.1. National Context

In 2022, the Home Office commissioned the National Police Chiefs' Council (NPCC) to review: police productivity and provide recommendations to improve efficiency and effectiveness in policing. '[The Policing Productivity Review: Improving outcomes for the public](#)' phase one report was published in November 2023, the report set out 26 recommendations, across 11 key themes, that identified the potential to release 38 million hours of police time over the next 5 years.

A further report which is due to share the findings based on Phase 2 of the Review was due to be published March 2024, however, information received suggests is currently being reviewed by the Home Office prior to publication. Phase 2 reviewed progress since the publication of the 1st report findings, as well as reporting findings for additional areas where productivity can be further improved, this includes: Artificial Intelligence (AI), Custody, Workforce deployability, and, Missing Persons and estimates the potential to release an additional 61 million hours of police time. With Phase 3 of the Review anticipated to report in September 2024 to the Home Office, with focus on: Neighbourhood, Investigations, and, Accreditation, as well as continuing to ascertain opportunities to extend the model process tool and explore a police endowment fund, as well as implement existing recommendations alongside transition the permanent function for activity to the College of Policing Centre for Policing Productivity.

In April 2024, the Home Office published the Government response: "[Improving Police Productivity: A response to the recommendations of the Policing Productivity Review](#)". The response highlights the investment in policing to support officers to do their jobs effectively and remove unnecessary barriers. The response recognises the challenging target set out within the Review of the potential to save 38 million hours of police officer time and the importance of the Government's role in this. In addition to the further budget provision set out in the Spring Budget, the Government has committed to create the new Centre for Police Productivity, based in the College of Policing, due to go live from autumn 2024, which it states will include a new Policing Data Hub to support forces' use of data, ensure deployment of and the benefits from new technology, as well as deliver new model processes, adopting 'what works' to enable better outcomes and support for the public and improved public confidence.

4.2. Local Context

In March 2024, work commenced in Force to undertake an internal 'Productivity Review' intended to produce a summary of benefits realisation activity connected to themes identified within the national Policing Productivity Review, whereby change implemented in Force resulted in increased productivity benefits. The attached PowerPoint summarises for Chief Officers key activity, providing a breakdown of:

- Known, projected, anticipated and potential productive hours saved,

- Hours already achieved and those hours the Force are working towards achieving, and,
- An assessment of where the productive hours have been reinvested, or where the productive hours gained are likely to have had a positive impact within the Force.

The internal Productivity Review was intended to act as a precursor to the Productivity Building workstream which forms a part of the Continuous Improvement Change Programme for 2024/25.

5.0 Current Work and Performance

Capturing the utilisation of time saving efficiency hours does not form part of the current standard benefits realisation process in Force. There is an opportunity to enhance the process moving forward to incorporate this activity. As such, works were undertaken and triangulated in order to develop assumptions that can be made and attributed to the workstreams referenced whereby there is a connection that conceivably links the workstream to the hours utilised and a potential to provide a service or performance improvement.

Whilst performance data indicated relative stability, with performance improvements deemed to be as a result of other change implemented across the Force, additional capacity to support substantial investment in respect of training, support and supervision to the growing new in-service workforce, in particular, to LPA, investigations and support for supervisors is prominent, alongside efforts to improve the Force's approach and response to VAWG and DA.

6.0 Implications (Issues)

It is the view of the Benefits Realisation function that benefits management and realisation remains a developing area of work for Essex Police. It is recognised that whilst at a senior level the importance and value of the benefits management process is perceived as necessary and should be considered at all levels and areas of the Force, this is not necessarily a universal view or understanding across the Force. For benefits management to fully succeed and deliver optimal results it is essential to embed effective benefits management processes across the organisation and ensure buy in from all ranks and grades.

Driving benefits activity at the forefront, identified early and developed as required, is anticipated to prove a much more reliable and consistent approach. With a greater understanding of the benefits management process, confidence in benefit recording and reporting will improve, and the practice will become further better embedded part of the change process. This in turn contributes to Force efficiencies.

Centralised resourcing to support the Force's Benefits Realisation function and activity in its current format has remained stable since its creation, with 1.0 FTE Scale 5 Benefits Realisation and Vital Signs Officer and 1.0 FTE PO4 Innovation and Vital Signs Manager¹ coordinating activity. Additional key resources identified as pivotal to benefits realisation functionality within the Force include project management resources from within IT Services and Projects & Programmes, alongside Corporate Finance. As well as the identified benefit owner, the nominated person from the respective business area who is responsible for ensuring the realisation of the benefit concerned.

¹ Post holder is also responsible for 4.0 FTE Innovation Officers

6.1 Links to Police and Crime Plan Priorities

The delivery of this work supports the priorities set out in the Police and Crime Plan on the basis that it supports the continued efforts to deliver effective and efficient services. This is achieved through ensuring officers and staff are effective in their roles, enabling effective allocation of police resources and improved operational effectiveness. Furthermore, the current works having identified key efforts to support officers and staff through the support, training and supervision time utilisation activities set out.

6.2 Demand

A focus on increased productivity enables the Force to better identify and deliver projects and programmes successfully and realise intended forecasted benefits to create the best possible outcomes for our local community and the public through increased efficiency and effectiveness in order to respond to demand.

6.3 Risks/Mitigation

No Force risk register entries applicable, however:

- Challenges in benefits management reaching optimal potential, perceived to be due to the wider Force's cultural stage of development and level of maturity of benefits management.
- Some figures are extrapolations of productivity gains that have been tracked and recorded for a period of less than 12 months.
- Benefits realisation activity is tracked over differing timeframes dependant on the implementation date and extent of the benefits tracking and realisation activity required.
- A level of assurance has been applied based on the quality of assurance from benefits realisation / corporate finance teams and stage of implementation of the workstream referenced.
- The Force's current benefits realisation activity does not identify and track 'reinvestment' of productive hours.

6.4 Equality and/or Human Rights Implications

An EIA will be completed to further develop the Force's benefits management approach to ensure any future developments take a proactive approach to support DEI.

6.5 Health and Safety Implications

None identified.

7.0 Consultation/Engagement

Paper and presentation compiled by the Benefits Realisation and Vital Signs function. Engagement has taken place in the development of the PowerPoint with Corporate Finance, Projects and Programmes, Performance Analysis Unit, and, relevant IT Project Managers / Project (Departmental) leads between March and June 2024.

8.0 Actions for Improvement

This specific works does not directly relate to any HMICFRS improvement plans / Areas for Improvement (AFI), however, prudent to highlight within the Home Office “*Improving Police Productivity: A response to the recommendations of the Policing Productivity Review*” report, published April 2024, the Home Office indicates it intends to continue to work closely with HMICFRS to explore how the 2025-27 PEEL inspection framework can consider the need to improve police productivity, alongside ensure HMICFRS continues to adequately inspect and assess the value of science and innovation to force performance.

9.0 Future Work/Development and Expected Outcome

The internal Productivity Review was intended to act as a precursor to the Productivity Building workstream. Next steps for the Productivity Building workstream are included within the slide deck attached, alongside details in respect of future Benefits Realisation process and reporting developments.