



Home Office

Gareth Davies
Permanent Secretary

2 Marsham Street
London
SW1P 4DF

permanent.secretary@homeoffice.gov.uk

30 July 2026

Sir Geoffrey Clifton-Brown MP
Chair, Committee of Public Accounts
House of Commons
London
SW1A 0AA

Dear Chair

INCREASING POLICE PRODUCTIVITY

Following the Public Accounts Committee's report 'Increasing Police Productivity' published on 28 January 2026, please see attached responses from the Home Office to the Committee's recommendation that the department sets out (a) the key metrics that it will use to measure the financial resilience, productivity and performance of police forces, and (b) how it will support greater transparency and strengthen accountability by publishing data on the performance of police forces.

I look forward to engaging further with the Committee as this work progresses.

GARETH DAVIES
PERMANENT SECRETARY

Annex

Police performance

The Home Office is reforming the police performance landscape, establishing system-wide performance standards for all police forces across England and Wales, as set out in the Police Reform White Paper ‘From Local to National: A New Model for Policing’ published in January 2026 (<https://www.gov.uk/government/publications/from-local-to-national-a-new-model-for-policing>). The new Policing Performance System consists of the Police Performance Framework (<https://www.gov.uk/government/publications/police-performance-framework>) (the first iteration of which was published alongside the Police Reform White Paper), assessments of performance which bring together analysis of performance against the Framework and evidence from HMICFRS’ independent inspections, a set of ‘Performance Levels’ into which police forces are assigned by the, HMCIC chaired, Policing Performance Monitoring Group, and a programme of support and intervention activity to address emerging performance challenges, promote continuous improvement, and support the delivery of better outcomes for the public.

The Police Performance Framework (“the Framework”) sets out the measures used by the Home Office to assess police force performance across a range of crime and policing activity, including priorities linked to the Government’s Safer Streets Mission. As recognised in its first iteration, the Framework requires further development, particularly in relation to organisational health and productivity. In line with the Committee’s recommendation, the Home Office is continuing to strengthen the Framework by developing measures of police productivity, financial resilience, and other areas where data quality or availability has previously been limited. These measures are intended for inclusion in future iterations of the Framework.

Productivity

In March 2026, the Office for National Statistics (ONS) published, for the first time, a measure of police output which allowed them to assess the annual change in total police productivity for England and Wales. The ONS found that total police productivity grew by 2.1% in 2023, reflecting a greater rise in outputs than inputs. The Home Office worked with the ONS on this report, providing several inputs into the methodology.

The Home Office is building on the ONS’s measure to measure productivity at police force level intended for inclusion in the second iteration of the Police Performance Framework. We expect that alongside this a number of metrics will be needed in order to increase understanding of the drivers of productivity. As part of the development process we are now undertaking engagement with the policing sector to test and assure the metrics and the assumptions within them. This will ensure that these metrics add value to police performance assessment.

Financial resilience

The Home Office is strengthening its approach to assessing police force financial resilience through the development of a new Financial Resilience Framework. The Framework will provide a more standardised and transparent basis for assessing the financial position of all 43 police forces, building on the detailed assessments undertaken ahead of the 2026/27 police funding settlement for forces that requested

exceptional financial support.

The Framework will draw on a core set of financial resilience metrics covering areas including revenue budgets, reserves, savings and efficiencies, debt and borrowing, and capital programmes. To support this, the Home Office has worked with the NPCC and APCC to develop a standardised financial survey, improving the consistency and quality of financial data collected across forces.

Subject to final decisions, the Home Office intends to launch the Framework alongside the 2027/28 exceptional financial support process and publish a high-level summary on GOV.UK over the summer. The Framework will support greater transparency about the factors the Home Office considers when assessing financial resilience, strengthen accountability, and provide a clearer evidence base for future decision-making.

Publishing performance data

The Committee has asked the Home Office to confirm how it will support greater transparency and strengthen accountability by publishing data on the performance of police forces. Under the new Policing Performance System, it has been agreed that HMICFRS will publish data on the Levels into which each force has been assigned (for each 16-week cycle of the performance system), along with information on the accompanying rationale. Options for the specific format of public reporting against the Framework are still being considered.