



# **Smarter Working Britain: the economic benefits of connectivity**

A study for O<sub>2</sub>

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**Cebr**

## 1 Benefits of improved connectivity to the Police Force

This section of the report summarises the findings into the estimated economic benefits of improved connectivity amongst the UK's police force. The economic benefits are presented for protective service occupations (e.g. frontline officers) and non-protective service occupations (e.g. back-office workers).

### 1.1 Official data on Police Force and applied methodology

In 2013, there were 257,000 individuals employed in the UK's police force in Full-Time Equivalent (FTE) terms<sup>1</sup>. This includes police officers, police community support officers, special constables and other police staff. Using the latest available data from the ONS' Labour Force Survey by Standard Occupational Classification (SOC) group, we dissected the police force into two main categories: protective and non-protective service occupations.

- **Protective service occupations**<sup>2</sup> – a total of 55.1% of the police force are represented by this category. For this group, Cebr estimated the business outcomes and economic impacts by applying the primary research data collected for 'Mobile Knowledge Workers' and 'Mobile Task Workers'.
- **Non-protective service occupations** – the remainder of the force is made up of back-office roles which span professional, technical, administrative and secretarial occupations. For this group, Cebr estimated business outcomes and economic impacts by applying primary research data for the 'Public health, education, defence, social and administrative services' broad sector category.

### 1.2 Business outcomes to Police Force

Based on the applied methodology discussed above we have estimated the positive business outcomes of better connectivity to the police force. The typical individual in a Protective service occupational role (i.e. frontline worker):

- Undertakes 169 external visits<sup>3</sup> per year of which 11% are unnecessary follow-up visits due to poor access to key information and communication tools the first time round. Up to 71 hours per year could be saved from having better connectivity.
- Is unable to complete necessary tasks during or immediately after 45% of external visits because they do not have access to key tools required. When revisiting these tasks at a later point in time, the average worker takes 35 minutes longer to complete them. Better connectivity could save up to 45 hours per year.
- Has to leave encounters whilst on-the-beat or call-outs to incidents an average of 61 times per year due to not having access to necessary information and communication tools to complete the task there and then. This wastes up to 65 hours per year in wasted trips to and from base.

<sup>1</sup> A total of 233,000 are employed in England and Wales according to Home Office statistics <https://www.gov.uk/government/publications/police-workforce-england-and-wales-31-march-2013/police-workforce-england-and-wales-31-march-2013>. A total of 17,300 are employed in Scotland according to Scottish Government statistics <http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice/TrendPolice>. A total of 7,200 are employed in Northern Ireland according to the official data in the public domain.

<sup>2</sup> Protective service occupations include Police officers (senior, sergeant and below) and Police community officers.

<sup>3</sup> 'External visits' could include service encounters, patrols, investigations, arrests, interviews, giving evidence, documenting an incident or updating a victim.

- Spends 121 hours working from remote locations at productivity levels which are 37% of those when working from base. Better connectivity can increase these levels to 45% and increase effective remote working time by 10 hours per year.

The typical individual in a Non-protective service occupational role (i.e. back office worker):

- Currently works around 16 days per year from home and is expected to be able to spend an additional 22 days working from home. This is expected to increase productive time by around 10 hours due to not having to commute to work.
- Undertakes 82 external meetings per year of which 11% are unnecessary follow-up visits due to poor access to key information and communication tools the first time round. Up to 32 hours per year could be saved from having better connectivity.
- Is unable to complete necessary tasks during or immediately after 28% of external meetings because they do not have access to key tools required. When revisiting these tasks at a later point in time, the average worker takes 45 minutes longer to complete them. Better connectivity could save up to 17 hours per year.
- Has to leave external meetings and engagements an average of 24 times per year due to not having access to necessary information and communication tools to complete the task there and then. This wastes up to 25 hours per year in wasted trips to and from base.

### 1.3 Estimated economic impacts to Police Force

We estimate that the average individual working in a Protective service occupation role would save 193 hours per year due to better connectivity. Those in non-protective service roles would save 85 hours per year. The average increase in productivity based on valuation of time savings at 50% of hourly wages would be £1,126 and £533 for protective and non-protective service roles respectively<sup>4</sup>. It should be noted that our estimates are effectively the monetary valuation placed on the improvements to services provided by the UK Police force. Table 10 shows how the monetary estimates of the improved services offered by the police force translate at the economy-wide level.

**Table 10 Estimated monetary valuation of impact of improved connectivity on police force services, £ million**

| Benefit mechanism            | Protective services | Non-protective services | Total        |
|------------------------------|---------------------|-------------------------|--------------|
| Working from home            |                     | 9.6                     | 9.6          |
| External visit effectiveness | 58.8                | 21.3                    | 80.1         |
| Call-outs/engagement         | 53.6                | 16.6                    | 70.1         |
| Task efficiencies            | 37.0                | 11.5                    | 48.5         |
| Remote working               | 10.5                | 2.6                     | 13.1         |
| <b>Total</b>                 | <b>159.9</b>        | <b>61.6</b>             | <b>221.4</b> |

Source: Opinium survey, Office for National Statistics, Cebr analysis

Our findings suggest improvements to services worth £221m, of which £160m would be reaped productivity improvements to protective service occupations. This improvement to services would be the same as employing an additional 5,500 junior police officers (defined as sergeant or below) on a full-time basis.

<sup>4</sup> Cebr have assumed that the marginal increase in productivity will be valued at 50% of the average level of productivity as reflected by hourly wages. As such, the average increase in productive hours is valued at 50% of the hourly wage.