



POLICE AND CRIME PANEL
22 March 2018

AGENDA ITEM NO:

REPORT ON CPT RESOURCING AND THE IMPACT OF THE PRECEPT

1. Purpose of Report

- 1.1. To provide an update on the impact of the 7% policing precept increase by CPT, and current deployability and resourcing levels in CPT.

2. Background and Main Considerations for the Panel

- 2.1. Under the implemented 2018/19 policing precept proposal of 7% (£12 for Band D property), the PCC committed to protecting frontline CPT officers and staff.
- 2.2. This paper outlines additional information that will be provided to demonstrate the fulfilling of this commitment.
- 2.3. The PCC will be working with the Chief Constable to ensure this is delivered as a central part of his Police and Crime Plan. The PCC proposes that information in this area is added to the PCP performance report.

3. Community Policing Teams

- 3.1. The Community Policing Team (CPT) model was rolled-out across Wiltshire Police in 2016. The new model brings neighbourhood policing, response teams and local crime investigators into a single team for a more effective approach to community policing. It means there is a wider pool of officers and police staff available to attend incidents and improves communication between teams and departments.
- 3.2. Each Community Policing Team is led by an Inspector and a deputy. The team is made up of a mix of police officers, community co-ordinators, PCSOs, civilian local crime investigators and Specials.
- 3.3. The six Community Policing Teams are Swindon North, Swindon South, Wiltshire North, Wiltshire West, Wiltshire East and Wiltshire South.

4. Impact of the increase in policing precept.

- 4.1. Protecting CPT numbers is not only central to public confidence, it helps deliver my Police and Crime Plan and is vital in building community relationships and intelligence.

- 4.2. The below table shows the current budgeted position for CPT, compared to the reduced position should the increase in precept not have happened.
- 4.3. As highlighted in the precept papers in January 2018, a balanced budget for a 0% or 1.9% precept increase could only be achieved by increasing financial risk, reduced policing services such as CPT or a combination of both.
- 4.4. Based on the PCC budget paper to PCP in January 2018, a 0% precept proposal would have left a funding gap of £4.237m.
- 4.5. £1.340m was identified by the Force's Senior Command Team (SCT) as savings through operational and enabling service changes, leaving a funding gap of £2.897m for 2018/19.
- 4.6. To illustrate the possible impact on CPT, the following table sets out a scenario that may have occurred with a 0% precept increase. (The scenario below is one of many possibilities but is a realistic illustrative scenario for panel members).
- 4.7. Assuming the PCC had a 0% precept increase, then the financial gap would be
- £4.2m Funding gap
- £1.3m SCT Identified savings
- £2.9m Outstanding funding gap
- 4.8. Savings were identified across Wiltshire Police with a £1.3m saving requirement (40%-45% of outstanding funding gap taken from the CPT budget. This level is a realistic assumption given the proportion of spend in CPT).

			Swindon North	Swindon South	Wiltshire North	Wiltshire West	Wiltshire East	Wiltshire South	Total
Sgt	With precept increase	55	10	10	10	10	10	5	55
	Without	55	10	10	10	10	10	5	55
	Difference		0	0	0	0	0	0	0
PC	With precept increase	390	73	77	61	72	58	50	390
	Without	366	69	72	57	67	54	47	366
	Difference		-4	-5	-4	-4	-3	-3	-24
PCSO	With precept increase	131	25	23	21	27	19	17	131
	Without	123	23	21	20	25	18	16	123
	Difference		-2	-1	-1	-2	-1	-1	-8
LCI	With precept increase	69	13	13	9	17	9	8	69
	Without	65	12	12	8	16	9	8	65
	Difference		-1	-1	-1	-1	-1	-1	-4
Total	With precept increase	590	111	112	91	115	87	74	590
	Without	554	105	105	86	108	81	70	554
	Difference		-7	-7	-6	-7	-5	-5	-36

- 4.9. Although the numbers appear small in comparison, this is on the back of continued reductions over the last six years in officer and staff numbers.

- 4.10. It should also be reiterated that each CPT area operates on a five shift pattern in line with Home Office guidance, which greatly reduces the number of staff on duty at any one time.
- 4.11. To address the remaining 55-60% savings would have been a mixture of increasing financial risk (e.g. using reserves for day-day spending) and from other front line areas such as the Crime and Communications Centre, investigations, or Specialist Detective roles.
- 4.12. This would also have an impact on the CPT resources and service to the public.
- 4.13. As identified in the budget paper presented to PCP in January, this would have led to an even more significant challenge in 2019/20 which would have a severe effect on all policing in Wiltshire.
- 4.14. My precept proposals of a 7% increase, which was supported by the PCP and the public consultation, has enabled protection of CPT numbers at 2017/18 levels as pledged to the public.
- 4.15. Equally as important, it has enabled me to stabilise the financial position and the service provided to the public.

5. Ensuring CPT is protected

- 5.1. However protecting the budget alone does not provide me with enough assurance that CPT is being protected and prioritised.
- 5.2. I want to make sure the importance of CPT is a priority throughout Wiltshire Police and service transformation is based on providing a policing response through this model.
- 5.3. My office has been working with Wiltshire Police to identify additional areas for information to help me hold the Chief Constable to account for protecting CPT.
- 5.4. This work is in its relatively early stages and further discussions need to take place with the Chief Constable; however the measuring of the working operational capacity (deployability) of CPT is an area that I believe will provide a picture of what resources are available, not just what is in a budget line.

6. Deployability & Recruitment

- 6.1. Deployability is the measure used to understand how complete staffing levels are, compared to the budget.
- 6.2. This measure looks at the longer-term reasons why people may be absent from the workplace, such as:
 - Long term sickness (over 28 days)
 - The post is currently vacant
 - Maternity Leave
 - Suspension

- 6.3. Sometimes the organisation is able to flex, and cover the gaps within a team; however there are occasions where the gaps are covered by the existing team, therefore reducing the strength of a team and putting further pressure on remaining staff to deal with the demands.
- 6.4. Deployability can have a significant impact on police visibility as the other duties of responding to emergencies and crime investigations compete for these resources.
- 6.5. Within a team, there are usually members who are restricted or recuperating from an injury. The circumstances here can vary drastically; however within CPT they are usually able to contribute to the function of the team, therefore improving the productivity.
- 6.6. An industry standard rate for deployability does not exist and it can become an arbitrary benchmark to work towards; however the organisation works towards a rate of 75% to judge acceptability.
- 6.7. Deployability does not include all the short term reasons for absence which can include:
- Short and medium term sickness
 - Training
 - Annual leave
- 6.8. An increased turnover driven by changing pension structures, increased demands, and a different operating model has meant that the Force has undertaken a significant recruitment process for Police Officers (intakes and transferees), PCSOs, LCIs and call handlers. Doing this will improve deployability which was particularly low at the start of CPT. The Panel may be aware of this through increased social media activity.
- 6.9. The process to recruit new staff is very time intensive as it requires various rounds of assessment, both locally and nationally, and an extensive training programme. This naturally ensures we have high quality officers and staff working for Wiltshire Police, but can result in a long time to get people operating effectively in their post.
- 6.10. Wiltshire Police put in place a structured process to improve deployability through recruitment and subsequently brought in over 200 officers and staff within a 12 month period. This is now starting to see a positive impact on the workforce as staff move out of their training and tutorship, into fully deployable roles.
- 6.11. The recruitment strategy has been designed to address changing natural wastage, length of training and improve deployability. As of the end of February 2018, we have 974 officers versus a budget of 959 officers. As student officers complete training we anticipate a sustained increase in deployability levels.
- 6.12. The tables below show the current deployability across the CPTs in Swindon and Wiltshire:

PC, PCSO and LCI roles	Budget FTE	Deployable	Vacancies	Long term sick	Maternity leave	Suspended
Swindon CPT North	121	79%	21	1	3	0
Swindon CPT South	122	87%	12	1	3	0
Wiltshire CPT East	97	85%	9	2	1	2
Wiltshire CPT North	101	89%	9	0	2	1
Wiltshire CPT South	79	91%	7	0	0	0
Wiltshire CPT West	125	89%	5	4	5	0
	645	86%	63	8	14	3

- 6.13. There are a number of staff currently in training and working alongside our CPTs. They will fill most of the current vacancies once they become fully deployable, further increasing the overall deployability rates.

Currently in training	FTE	Current Vacancies
Student Police Officers	36	17
Student Community Support Officers	16	20
Student Local Crime Investigators	12	26
Total	64	63

- 6.14. Given the importance, investment and commitment of Special Constables we are working with the Force to include specials in development of CPT resource planning.

7. Recommendations

- 7.1. Panel members are asked to note the areas the OPCC and Wiltshire Police are exploring that could provide a more holistic measure of CPT resources.
- 7.2. Note further development work is required and a further report is brought back to the next PCP meeting.
- 7.3. Note the intension to integrate this into the PCP performance framework.