Proposed Community Policing Team Resource Framework

1. Purpose of Report

1.1. This paper provides a proposed Community Policing Team (CPT) resource framework for monitoring CPT budgeted staffing and deployable staffing levels.

2. Background and Main Considerations for the Panel

2.1. 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.

2.2. The precept level for 2018/19 of a 7% increase has enabled protection of CPT numbers at 2017/18 levels as pledged to the public.

2.3. Work has been continuing to establish a sustainable framework to meet the PCC pledge. This paper provides a proposed framework the PCC will begin to monitor.

3. Community Policing Teams

3.1. The 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. Members of the Special Constabulary are embedded into each CPT to optimise operational deployments, with resources being line managed by the CPT Sergeant and Inspector to enhance professional development, deployment and tasking. This is of vital importance to ensure the investment in the Special Constabulary serves to add the greatest value to the community.

3.3. The six Community Policing Teams are Swindon North, Swindon South, Wiltshire North, Wiltshire West, Wiltshire East and Wiltshire South.

3.4. The precept level for 2018/19 of a 7% increase has enabled the PCC to commit to retaining CPT numbers at 2017/18 levels. Protecting the budget alone does

not provide the PCC with enough assurance that CPT resources are being protected and prioritised 'on the ground'.

3.5. The OPCC has been working with Wiltshire Police to explore other information that can be used in conjunction with budgetary information. These are the abstraction level and the deployability level.

4. The Abstraction Level

4.1. The abstraction level is defined as: the proportion of the workforce not available for work at that time.

4.2. Similar to all organsiations there are numerous reasons why staff may not be available. This is a mixture of planned and unexpected absences. Short term absences are managed daily as part of routine staffing management and resource management panel processes.

4.3. A significant escalation or a consistently high figure may affect the quality of service, its performance and the wellbeing of remaining staff. Reasons for absences include:

- Annual Leave
- Training
- Sickness
- Adjusted and Recuperative days
- Maternity
- Vacancies
- Suspensions from post or organisation
- Various (court visits, bereavement, paternity leave, secondments)
- National operational deployments under mutual aid
- Ancillary operational roles, such as POLSA search, public order

4.4. Nationally, there is no defined definition or published figures that allow for direct comparison.

4.5. Due to the variable indistinct nature of abstraction levels, there is no national standard or methodology. Many Forces use a 40% abstraction level as an accepted tolerance; however the NPCC workforce management lead is looking to agree a more formal standard to be used (the rationale for this is included in appendix A - 10).

4.6. The PCC and Chief Constable (CC) agree that they should focus on the long term abstractions as this affects performance, quality and confidence. It also provides an indication of how the organisation is planning and managing staffing, as well as effectiveness of mitigations. A consistent level of resourcing in each community team is equally vital to ensure a consistent service to victims of crime.

4.7. As such it is proposed that the deployability level, against budgeted officers and staff, will be monitored by the PCC and CC.

5. The Deployability Level

5.1. The PCC and Force wish to prevent long periods of time where the staffing for an area is significantly below the expected levels. The PCC and Force agree it is this long term impact that affect CPT effectiveness and community confidence.

5.2. The deployability level is a subset on the abstraction level, including only long-term reasons for staff absence.

5.3. It can be measured and analysed across Wiltshire Police and broken down to CPT teams. Deployability level consists of the following long term absences:

- Long term sick (more than 28 days)
- Adjusted and Recuperative days
- Maternity and Paternity leave
- Vacancies
- Long term training commitments

5.4. Deployability levels exclude short term reasons for absence included in abstraction levels:
- Short and medium term sickness
- Training
- Annual leave

5.5. Maintaining high levels of deployability test the Force's operational management, balancing staffing resource against strategic priorities and operational demands.

5.6. Causes of deployability can be outside organisational control. For example, vacancy levels are arguably the most manageable factor but mitigation is made more challenging by extended recruitment and training requirements, unplanned retirements / resignations or emergency attachments.

5.7. The deployability levels provide a barometer of the effectiveness in planning, risk mitigation and responsiveness to change.

5.8. Whilst there is no nationally agreed or industry standard for deployability ,the CC and PCC have notionally set 75% as an acceptable deployability level (the rationale for this is included in appendix A - 11).

5.9. The PCC and CC are still refining deployability information and are proceeding cautiously to ensure no unintended consequences as this framework develops. History shows that when strict targets are applied to operational performance delivery, a culture of perverse incentives can result, quite often through unintended consequences and unconscious behaviours. Whilst the culture of the Force has moved on significantly from this, caution should still be applied to avoid such attrition.

5.10. There is a significant lag for activity to deliver results due to the long recruitment process and sickness management.

6. Current deployability levels

6.1. The information below outlines both geographical and role type deployability.

6.2. The table below shows the current snapshot of the deployability levels across CPTs on Swindon and Wiltshire (end of May 2018). As stated in 4.2, managing short term and unplanned abstraction is coordinated daily as part of operational management.

6.3. Wiltshire Police currently have an overall deployability level of 80.4%, with CPT having a level of 85.9%.

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	83.5%	11	0	4	0	5	20
Swindon CPT South	122	86.1%	7	0	3	0	7	17
Wiltshire CPT North	101	87.1%	8	1	1	1	2	13
Wiltshire CPT West	125	93.6%	2	1	2	0	3	8
Wiltshire CPT East	97	90.8%	1	2	1	2	3	9
Wiltshire CPT South	79	69.6%	14	5	1	1	3	24
TOTAL	645	85.9%	43	9	12	4	23	91

Table 1: CPT deployability levels

6.4. All areas have a deployability level above the expected 75-80%, except for Wiltshire South, which has seen a number of vacancies appear within the last three months.

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	83.5%	11	0	4	0	5	20
SGT	10	100.0%	0	0	0	0	0	0
CON	73	84.9%	3	0	4	0	4	11
LCI	13	53.8%	6	0	0	0	0	6
PCSO	25	88.0%	2	0	0	0	1	3

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT South	122	86.1%	7	0	3	0	7	17
SGT	10	80.0%	0	0	1	0	1	2
CON	76	93.4%	1	0	0	0	4	5
LCI	13	61.5%	3	0	1	0	1	5
PCSO	23	78.3%	3	0	1	0	1	5

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT North	101	87.1%	8	1	1	1	2	13
SGT	10	100.0%	0	0	0	0	0	0
CON	61	88.5%	4	1	0	0	2	7
LCI	9	77.8%	2	0	0	0	0	2
PCSO	21	81.0%	2	0	1	1	0	4

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT West	125	93.6%	2	1	2	0	3	8
SGT	10	90.0%	0	0	0	0	1	1
CON	72	91.7%	2	1	1	0	2	6
LCI	17	100.0%	0	0	0	0	0	0
PCSO	26	96.2%	0	0	1	0	0	1

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT East	96	90.6%	1	2	1	2	3	9
SGT	10	100.0%	0	0	0	0	0	0
CON	58	86.2%	1	1	1	2	3	8
LCI	9	100.0%	0	0	0	0	0	0
PCSO	19	94.7%	0	1	0	0	0	1

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT South	80	70.0%	14	5	1	1	3	24
SGT	5	100.0%	0	0	0	0	0	0
CON	50	72.0%	7	3	0	1	3	14
LCI	8	37.5%	4	0	1	0	0	5
PCSO	17	70.6%	3	2	0	0	0	5

Table 2: CPT deployability by CPT and staff role

6.5.   The following table breaks down the Force into the roles within CPT:

FORCE	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
SGT	55	94.5%	0	0	1	0	2	20
CON	390	86.9%	18	6	6	3	18	17
LCI	69	73.9%	15	0	2	0	1	13
PCSO	131	85.5%	10	3	3	1	2	8
TOTAL	645	85.9%	43	9	12	4	23	91

Table 3: Deployability by staff role

6.6.   As this information is refined and automated, the PCC and CC wish to develop averages and trends over time rather than the snapshot information below.

6.7. This information is being incorporated into the PCC and Force performance processes. Governance is managed through a monthly Force performance meeting chaired by the Chief Constable (SDT) and through the Commissioner's Monitoring Board chaired by the PCC on a fortnightly basis.

6.8. It is proposed that table 1 is incorporated into the PCP performance framework to enable PCP oversight. This will be accompanied with exception reporting when deployability falls under 75% (either geographically or in staff role).

7. Approach to improving deployment levels

7.1. Short term policing resources are managed though operational commanders with specific teams looking at both recruitment and long term sickness. (Sickness figures and commentary are included in the PCC performance report.)

7.2. The PCC and CC agreed an overall recruitment strategy in 2017/18 that aims to minimise delays in recruitment, mitigate against staff attrition and allow contingent capacity. This means that over the period of a year, actual staff numbers may be over establishment budget.

7.3. This approach has improved deployability through recruitment and will address overall deployablity. This approach has 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. Student officers transition into the vacant posts at the end of 22 weeks initial training. The number of student officers undergoing IPLDP will form part of the framework in order to understand the pipeline and to provide context surrounding the vacancy levels across each CPT.

7.4. The process to recruit new staff has an inbuilt delay due to various assessment rounds (both locally and nationally), as well as an extensive training programme. This naturally ensures we have high quality officers and staff working for Wiltshire Police, but can result in a significant challenge on retirement / resignation to new people operating effectively in their post. In the advent of PEQF which aims to set the entrance qualifications at degree level by 2020, further abstractions are likely to occur.

7.5. All roles look relatively healthy, with LCI's showing the highest number of current vacancies.

7.6. Due to the extensive training process it is important to ensure there are sufficient students coming through to address gaps and demonstrate good workforce planning.

7.7. Students are not counted as deployable until they are operationally ready.

7.8. Below demonstrates the current students in training that which increase.

Student PCSO	19
Student LCI	11
Student Officer	36
Total Students	66

Table 4: Current student numbers in CPT roles

7.9. Currently there are 11 LCI's in training which will reduce this vacancy factor and support the organisation whilst the role is re-advertised in the coming months.

7.10. The students are likely to be formally put into their posts in June 2018.

8. Future workforce planning

8.1. All police forces are seeing the market change in policing recruitment. These align to wider employment changes and shared challenges in other public sector roles.

8.2. Workforce planning is not an exact science and is undergoing a series of assumption changes.

8.3. This includes an increased turnover of staff and officers due to a range of factors including pay and pension changes, comparatively challenging roles and staff wishing to have numerous careers in a working life.

8.4. Workforce planning is also anticipating the new degree entry requirements set by the National College of Policing for police officer roles will adjust the employment market further.

9. Recommendations

9.1. Panel members are asked to note the context of this report and appendices as continued work by the OPCC and Wiltshire Police in refining the CPT resources framework.

9.2. Panel members are asked to note the intension to use CPT staff establishment and deployability levels as the basis for the CPT resource framework.

9.3. Panel members are asked to discuss and approve the recommendation at 6.8 to incorporate table 1 into the PCP performance framework, with the exception reporting level of 75%.

9.4. Note the explanation of current deployability levels and to ensure 75% deployability levels in all CPT teams and roles.

APPENDIX A

10. Methodology for abstraction

10.1.   Locally, a 40% abstraction level is used, and below shows the methodology which has been devised to evidence this.

10.2.   The total number of days worked by an individual officer/ staff is 4 days a week @ 10 hours per day = 208 working days

10.3.   Of 208 working days, the below are the average numbers of days per year that an average officer / staff is abstracted for:

- Annual Leave: average figure of 26 days
- Training: compulsory such as PST and specialist firearms / PSU 12 days
- Sickness: 10.5 days
- Adjusted and Recuperative days: 11.2 days
- Maternity (pre and post): 4.5 days
- Vacancies: 14.8 days (NB student officers are not counted as deployable until they are fully operational)
- Suspensions from post: 2 days
- Various (court visits, bereavement, paternity leave, attachments to other departments): 3 days

10.4.   Average total days lost per year: 84 days. This results in an overall abstraction level of 40.4% (84/208). This supports a national standard of 40%.

11.   Methodology for deployability level

11.1.   Average total days lost per year: 84 days. This results in an overall abstraction level of 40.4% (84/208). This supports a national standard of 40%.

11.2.   The total number of days worked by an individual officer/ staff is 4 days a week @ 10 hours per day = 208 working days

11.3.   Of 208 working days, the below are the average numbers of days per year that an average officer / staff is abstracted for long term reasons as counted as deployability:
- Long term sick: 6.2 days
- Adjusted and Recuperative days: 11.2 days
- Maternity leave: 4.5 days
- Vacancies: 14.8 days
- Long term training: 4 days

11.4.   Average total days lost per year: 40.7 days. This results in an overall non-deployability level of 19% (41/208). This supports a Wiltshire deployability level of 75% as both deliverable and operationally manageable.

11.5.   It is important to note that staff on restricted or recuperative duties are not fully deployable, they do support CPT delivery as medically able to do so.