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.

1.2. A proposed report was shared at the previous Police and Crime Panel meeting on 14th June, and this was agreed as the format to review such information in future meetings. This report retains the context to assist in this complex area the deployability information has been updated to include latest figures and now includes the Special Constabulary.

2. Background Information of Community Policing Teams

2.1. 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.

2.2. 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.

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

3. The Abstraction Level

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

3.2. 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.

3.3. 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

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

3.5 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).

3.6 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.

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

4. The Deployability Level

4.1. 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.

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

4.3. 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

4.4 Deployability levels exclude short term reasons for absence included in abstraction levels:

- Short and medium term sickness
- Training
- Annual leave

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

4.6 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.

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

4.8 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).

4.9 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.

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

5. Current deployability levels

5.1. The table below shows the current snapshot of the deployability levels across CPTs on Swindon and Wiltshire (end of August 2018). Managing short term and unplanned abstraction is coordinated daily as part of operational management, and through an organisation board called the Resource Management Panel.

5.2. Wiltshire Police currently have an overall deployability level of 82.8%.

	FTE	Deployable Resource	Specials	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	81.0%	86	10	2	2	0	9	23
Swindon CPT South	122	86.4%		7	0	3	0	7	17
Wiltshire CPT North	101	83.2%	19	6	2	1	1	7	17
Wiltshire CPT West	125	85.6%	41	6	2	0	1	9	18
Wiltshire CPT East	56	82.9%	41	4	1	1	1	3	10
Wiltshire CPT South	120	77.6%	46	5	4	4	1	13	27
TOTAL	645	82.8%	233 +14 HQ Specials = 247	38	11	10	4	48	111

Table 1: CPT deployability levels

5.3. All areas have a deployability level either within or above the expected 75-80%. In relation to how the attached compares to the figures submitted at the previous meeting, there are a couple of points:

- The split between the two CPTs in the south of the County have changed, with Salisbury CPT now including Amesbury, which moved from Devizes. This was following an internal restructure of the CPT boundary lines
- The increase in abstracted officers is due to the operations in the south, which has required officers to be brought from almost every CPT area to cover
- Vacancies had reduced significantly but have increased again slightly due to a number of resignations within the Force. We will see the student officers become assigned to posts which will reduce the figure. This should continue to happen as a result of the recruitment campaigns
- Overall deployability has reduced slightly from 83% to 82.8%, but this stays within the ideal bounds.

5.4. It should also be noted that Specials volume, hours and hours contributed per person has been added to the overall display of deployability information. A full breakdown of the Specials contribution is available within the appendix.

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	81.0%	10	2	2	0	9	23
SGT	10	100.0%	0	0	0	0	0	0
CON	73	78.1%	4	2	2	0	8	16
LCI	13	69.2%	4	0	0	0	0	4
PCSO	25	88.0%	2	0	0	0	1	3
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials Swindon	86	11868		27.6				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT South	122	86.4%	7	0	3	0	7	17
SGT	10	82.5%	0	0	1	0	1	2
CON	76	90.8%	2	0	0	0	5	7
LCI	13	62.9%	4	0	1	0	0	5
PCSO	23	87.0%	1	0	1	0	1	3
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials Swindon	86	11868		27.6				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT North	101	83.2%	6	2	1	1	7	17
SGT	10	90.0%	0	0	0	0	1	1
CON	61	82.0%	3	2	0	0	6	11
LCI	9	100.0%	0	0	0	0	0	0
PCSO	21	76.2%	3	0	1	1	0	5
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	41	4624		22.6				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT West	125	85.6%	6	2	0	1	9	18
SGT	10	70.0%	0	1	0	0	2	3
CON	72	83.3%	4	1	0	0	7	12
LCI	17	88.2%	1	0	0	1	0	2
PCSO	26	96.2%	1	0	0	0	0	1
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	46	3753		16.3				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT East	56	82.9%	4	1	1	1	3	10
SGT	5	80.0%	1	0	0	0	0	1
CON	33	79.4%	2	0	1	1	3	7
LCI	5	80.0%	1	0	0	0	0	1
PCSO	13	93.8%	0	1	0	0	0	1
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	19	1949		20.5				

	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT South	120	77.6%	5	4	4	1	13	27
SGT	10	100.0%	0	0	0	0	0	0
CON	75	70.7%	3	3	3	0	13	22
LCI	12	67.5%	1	1	1	1	0	4
PCSO	23	95.7%	1	0	0	0	0	1
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	41	5248		25.6				

Table 2: CPT deployability by CPT and staff role

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	87.7%	1	1	1	0	4	7
CON	390	80.8%	18	8	6	1	42	75
LCI	69	77.2%	11	1	2	2	0	16
PCSO	131	89.5%	8	1	2	1	2	14
TOTAL	645	82.8%	38	11	10	4	48	111
	Number	Hours (Apr - Aug)		Hours per person per month				
Specials	247	31264		25.3				

Table 3: Deployability by staff role

5.5. As this information is refined and automated, the PCC and CC are developing this work to ensure it is central to the resource considerations.

6. Approach to improving deployment levels

6.1. 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.)

6.2. 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.

6.3. 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.

7. Future workforce planning

7.1. 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.

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

7.3. 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.

APPENDIX

8. Methodology for abstraction

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

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

8.3. 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

8.4. 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%.

9. Methodology for deployability level

9.1. 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%.

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

9.3. 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

9.4. 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.

9.5. 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.

10. Specials

The below table shows the full breakdown of Specials contribution by area and month.

		Hours Contributed					
	Specials	April	May	June	July	August	Total
HQ	14	973	745	754	727	623	3822
Swindon	86	2370	2656	2280	2253	2309	11868
North	41	761	823	949	1047	1044	4624
West	46	764	774	728	765	722	3753
East	19	362	378	354	462	393	1949
South	41	1000	1050	1055	1146	997	5248
Total	247	6230	6426	6120	6400	6088	31264

		Hours per person				
	Average	April	May	June	July	August
HQ	54.6	69.5	53.2	53.9	51.9	44.5
Swindon	27.6	27.6	30.9	26.5	26.2	26.8
North	22.6	18.6	20.1	23.1	25.5	25.5
West	16.3	16.6	16.8	15.8	16.6	15.7
East	20.5	19.1	19.9	18.6	24.3	20.7
South	25.6	24.4	25.6	25.7	28.0	24.3
Total	25.3	25.2	26.0	24.8	25.9	24.6