POLICE AND CRIME PANEL

5 September 2019

COMMUNITY POLICING TEAM RESOURCE MEASURES

1. INTRODUCTION

1.1. The summaries the development of the performance measures for the PCC and Police and Crime panel related to areas of Community Policing Teams (CPT)

2. BACKGROUND

2.1. Over the last 18 months work has been undertaken to develop a range of information by which to monitor and understand resourcing levels in CPT. This has been an iterative process as the OPCC and PCP work trying to distil a complex resource and staffing mechanism into strategic indicators.

2.2. Following 6 June 2019 PCP meeting, it was agreed to hold a subgroup to work develop the information already provided. This meeting took place on 10 July with the following in in attendance:

- Cllr Richard Britton – PCP chair
- Maime Beasant – PCP member
- Cllr Ross Henning – PCP member
- Cllr Tom Rounds – PCP member
- Cllr Jonathan Seed – PCP member
- Naji Darwish – Deputy CEO, OPCC
- Chris Mcmullin – Director of People and Change, Wiltshire Police
- Gemma Blake - Continuous Improvement team leader, Wiltshire Police
- Matthew Girdlestone – CPT Delivery manager, Wiltshire Police
- Ryan Hartley – Head of Business Intelligence, Wiltshire Police

3. OUTCOME OF SESSION

3.1. The discussions focused the PCP's views on the core information to assist in monitoring the resource levels of CPT.

3.2. The members agreed that the PCP, OPCC and Force needed to share an understanding of CPT resourcing and it must be provided in a simple range of measures.

3.3. The PCP members recognised the importance for management to understand the detail. That said, definitions, such as abstractions etc. are not helpful to the Panel or the public in developing a shared understanding.

3.4. PCP members agreed that they wanted to focus on areas that took resources out of organisation, rather than separating out the components of being a frontline officer or staff member. There was consensus, for example, that an officer at court is at work and available.

3.5. PCP members agreed to the measurement of the following in order to monitor CPT resources:

1. CPT staff budget (Establishment)

2. Total CPT officers and staff "At Work" (as against establishment)

3. Police Constables allocated to respond to 999 (as against establishment)

3.6. A number of factors affect these overall measures and are used to assess planning and management of CPT resources. These include:

- CPT vacancies
- Long term sickness in CPT
- Maternity leave
- Suspension
- Posting outside of CPT
- Short & medium term absences such as annual leave, sickness – (being developed)

3.7. The scorecard will also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.

4. DEVELOPMENT OF SHORT TERM ABSENSE MEASURE

4.1. Calculating short-term absence (less than 27days) within CPT is complex and subject to considerable variance. A method for measuring it has been developed, and is included. However, it requires further testing and a longer time-period to generate a rolling average.

4.2. Further testing is also ongoing to ensure the distinction between short term and long-term sickness is correctly categorised.

4.3. Accordingly, the short-term absence measure should be treated as preliminary. This metric should be more reliable by the quarter 2 performance report.

5. NEW CPT RESOURCING SCORECARD

Measure	Quarter 1
CPT establishment	412 police constables 131 police community support officers
Percentage of CPT "at work"	84.1 %
Percentage of CPT police constables "available to respond"	62.9 %

5.1. The table below presents the strategic measures and supplementary measures by staff role and by each community police team.

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing / CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
PC	412	32	11	5	1	12	12	73	82.3%	80	62.9%
SGT	55	1	1	0	0	3	2	7	87.3%		
LCI	69	4	1	2	0	0	2	9	87.0%		
PCSO	131	12	1	1	0	0	3	17	87.0%		
TOTAL	667	49	14	8	1	15	19	106	84.1%	80	62.9%

	Number	Hours (Apr - June)	Hours per person per
Specials	215	16460	26.00

Figure 1 CPT resourcing by staff role

	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	83	9	3	1	0	1	4	18	85.6%	14	66.2%
Swindon CPT South	127		8	4	0	1	2	4	19	85.0%	16	58.0%
Wiltshire CPT North	104	30	10	4	0	0	4	3	21	79.8%	10	64.1%
Wiltshire CPT West	130	35	5	3	4	0	3	4	19	85.4%	19	59.7%
Wiltshire CPT East	57	17	4	0	0	0	0	1	5	91.2%	8	61.8%
Wiltshire CPT South	124	36	13	0	3	0	5	3	24	80.6%	13	67.1%
TOTAL	667	201 +14 HQ Specials = 215	49	14	8	1	15	19	106	84.1%	80	62.9%

Figure 2 Overall CPT resourcing by community police team

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	9	3	1	0	1	4	18	85.6%	14	66.2%
PC	77	5	2	1	0	1	3	12	84.4%	14	66.2%
SGT	10	0	0	0	0	0	0	0	100.0%		
LCI	13	2	1	0	0	0	0	3	76.9%		
PCSO	25	2	0	0	0	0	1	3	88.0%		

	Number	Hours (Apr - June)	Hours per person per
Specials Swindon	83	6329	25.00

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT South	127	8	4	0	1	2	4	19	85.0%	16	58.0%
PC	81	8	4	0	1	2	3	18	77.8%	16	58.0%
SGT	10	0	0	0	0	0	0	0	100.0%		
LCI	13	0	0	0	0	0	0	0	100.0%		
PCSO	23	0	0	0	0	0	1	1	95.7%		

	Number	Hours (Apr - June)	Hours per person per
Specials Swindon	83	6329	25.00

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT North	104	10	4	0	0	4	3	21	79.8%	10	64.1%
PC	64	5	3	0	0	3	2	13	79.7%	10	64.1%
SGT	10	0	0	0	0	1	0	1	90.0%		
LCI	9	1	0	0	0	0	0	1	88.9%		
PCSO	21	4	1	0	0	0	1	6	71.4%		

	Number	Hours (Apr - June)	Hours per person per
Specials	30	2730	30.00

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short and Medium Term Sickness & Annual Leave Av. Posts lost*	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT West	130	5	3	4	0	3	4	19	85.4%	19	59.7%
PC	77	5	2	1	0	2	2	12	84.4%	19	59.7%
SGT	10	0	1	0	0	1	0	2	80.0%		
LCI	17	0	0	2	0	0	1	3	82.4%		
PCSO	26	0	0	1	0	0	1	2	92.3%		

	Number	Hours (Apr - June)	Hours per person per
Specials	35	2118	20.00

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT East	57	4	0	0	0	0	1	5	91.2%	8	61.8%
PC	34	4	0	0	0	0	1	5	85.3%	8	61.8%
SGT	5	0	0	0	0	0	0	0	100.0%		
LCI	5	0	0	0	0	0	0	0	100.0%		
PCSO	13	0	0	0	0	0	0	0	100.0%		

	Number	Hours (Apr - June)	Hours per person per
Specials	17	895	18.00

	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absenses (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT South	124	13	0	3	0	5	3	24	80.6%	13	67.1%
PC	79	5	0	3	0	4	1	13	83.5%	13	67.1%
SGT	10	1	0	0	0	1	0	2	80.0%		
LCI	12	1	0	0	0	0	1	2	83.3%		
PCSO	23	6	0	0	0	0	1	7	69.6%		

	Number	Hours (Apr - June)	Hours per person per
Specials	36	1958	18.00

Figure 3 CPT resourcing by role and by community policing team

6. RECCOMENDATIONS

6.1. Members note this report and the revised measures for monitoring CPT resourcing levels

6.2. Members are asked to note the need to continue to develop short term absence data

6.3. Members are asked to accept the revised information, which will be included in the performance framework

Kieran Kilgallen
Chief Executive
OPCC Wiltshire

7. Technical notes on measures

7.1. **CPT "At Work" Level:** This measure compares the budget FTE against the reasons why CPT Officers and Staff are not at work. This identifies longer term reasons, such as long term sickness, vacancies, maternity leave, suspensions and abstractions outside of CPT. The figure includes posts lost to short terms sickness and annual leave.

7.2. **Short Term absence:** Calculating short-term reasons (less than 27days) for absence within CPT is complex and subject to more variance that longer term reasons. A method for measuring this has been developed and is included, however requires further testing and allow for a longer time period to able an annual rolling average. Further testing is also ongoing to ensure the distinction between short term and long term sick is in the correct category for this report. Therefore the specific numbers on short term absences should be treated as preliminary. This information should be more reliable by the quarter 2 performance report.

7.3. **Number of PCs allocated to proactive policing and community support:** This measurement includes officers and staff who are partially available to respond. There are 109 Officers and Staff working in roles that allocated to proactive policing such as priority crime teams (21 PCs) and community coordinators (30PCs).

In general, these roles are do not provide resource for general dispatch. This is to enable them to conduct their roles. However they are available to provide a response in the community or can be activated in priority circumstances. For example, our Community Tasking Teams all carry radios, wear uniform (unless on a specific operation) and are able to help. Similarly, many of our Community Co-Ordinators are in full uniform in their communities and at times attend calls for service if nearby. As such they are not included within PCs allocated to respond to 999, but are providing a vital policing role.

The remaining number of PCs are provide CPT support, such as desktop investigations, interviewing witnesses etc. due to being on recuperative duties.

7.4. **PCs allocated to respond to 999:** This measure assesses the percentage of Police Constables available and allocated for 999 response. This is the PC establishment, minus those not at work (long term and short term) and minus PCs allocated to preventative policing (7.3)