

Meeting	Police and Crime Panel
Date	10 th December 2020
Report Title	Community Policing Model - Resource Measures
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PURPOSE OF REPORT

1. This product provides a summary of the performance measures for the PCC and Police and Crime panel related to areas of Community Policing Teams (CPT).

METHODOLOGY

2. This report uses the following to strategically monitor CPT resources:
 - a) CPT staff budget (Establishment)
 - b) Total CPT officers and staff "At Work" (as against establishment)
 - c) Police Constables allocated to respond to 999 (as against establishment)
5. A number of factors affect these overall measures and are included 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 and sickness
6. As the organisation brings more officers in under Operation Uplift, it is anticipated that the number of vacancies will increase. The scorecard will also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.
7. This report continues to assess working days "lost" to short- and medium-term sickness and annual leave and calculates how many FTE posts this equates too.
8. The methodology for this is to count the total number of days lost to sickness and annual leave within the last three months. This results in a "days lost" figure which is then divided by 48, which is the average number of shifts (working days) for officers across a quarter. This provides an indication regarding the number of posts lost to sickness and annual leave (capacity of 1 post = 48 "days lost" over 3 months).

9. Calculating short-term reasons (less than 27 days) for absence within CPT is complex and subject to more variance than longer term reasons.

COMMUNITY INVESTIGATION TEAM

10. As reported in previous papers on CPT resourcing (March 2020), eight PCs were moved into the 'Early Resolution Unit', in order to centralise and build upon the CPT support function, providing an effective desktop investigation and filtering process where Police Officers on recoup duties can continue to assist with demand and support the frontline.
11. This unit is now called the 'Community Investigations Team' (CIT) to represent the vital role they play within the Community Policing model. The team forms a key first response to improve investigative and resolution standards, ensuring that crimes are resolved at the earliest opportunity, the public receives an outcome quicker and deployable CPT officers can focus on local priorities and the highest levels of threat, harm and risk. The CIT consistently manages and resolves between 40% – 46% of reported crime in Wiltshire and Swindon. As a comparative, CPT Support (the preceding structure before CIT) managed just 28% of crime. The Community Investigations Team is based in the Crime and Communication Centre at HQ, with a satellite location in Gablecross, Swindon.
12. In addition to the eight posts, a maximum of 20 transient officers who are recovering from absence, are posted into the CIT to support this function, resulting in a maximum unit of 28 PCs. The dual purpose of these officers is to prevent inappropriate demand reaching the frontline, and supporting officers to get better and return to their post within CPT. In previous reports, this was demonstrated through the second-from-last column entitled "Number of PC allocation to Early Resolution Team".
13. Through a recent review, it was identified that to provide an accurate reflection of abstraction and the development of CIT, eight additional CPT posts should be moved from the CPTs to the CIT. This reflects the recoup levels and provides an accurate number of resources CPTs can deploy as fully operational officers.
14. This means the CIT will have 16 officers in total conducting desktop investigations, supported by a maximum of 12 transient officers recovering from absence. Additional resources into the Community Investigations Team means that over 40% of crime can be more consistently resolved and increases the likelihood of an improved service and outcome for the victim. It is important that the eight additional posts are removed from the most appropriate location rather than where the existing vacancy is. An analysis of demand and resources therefore identified moving resources from the following locations:

	FTE
Swindon CPT	2
RWB CPT	2
Chippenham CPT	1
Trowbridge CPT	1
Warminster CPT	0
Devizes CPT	0
Amesbury CPT	2
Salisbury CPT	0
TOTAL	8

Figure one: Addition CIT resource locations

This adjusts the CPT resourcing model as follows:

	FTE
Swindon CPT	293.5
RWB CPT	41
Chippenham CPT	67
Trowbridge CPT	96
Warminster CPT	46
Devizes CPT	58
Amesbury CPT	48.5
Salisbury CPT	82
CIT	16
TOTAL	748

Figure two: resulting CPT resource distribution

15. It is important to highlight that the eight constables moving permanently into the CIT are currently restricted officers sat within the CPT establishment and that there will be no impact on CPT capability/deployability when these moves take place. The public would be reassured that this migration of officers from CPT to CIT would provide value for money in respect of a more direct contribution to frontline demand and service to the public.

CPT RESOURCING SCORECARD

Measure	Quarter 3
CPT establishment	460 police constables (staggered through Uplift and precept, anticipate reaching this figure in March 21) 131 police community support officers
Percentage of CPT "at work"	75.5%
Percentage of police constables in CPT "available to respond"	72.8%

Figure three: CPT Resourcing Scorecard

16. The percentages above have been influenced by increased abstractions within the model due to vacancies and officers acting up to carry out Duty Inspector cover. In addition to this, increased annual leave took place throughout the summer period. This was expected to happen due to seasonality and the gap within the recruitment schedule before most of the recruitment takes place within the latter part of the financial year.
17. Removing uplift vacancies increases the percentage 'at work' to 83.6%, and the PCs in CPT 'available to respond' to 82.6%.
18. Figure three below presents the strategic measures and supplementary measures by staff roles and by each community police team.
19. Although there are a lot of officers currently being recruited and trained, it does take roughly a year from recruitment to an officer being out of training and tutorship. The impact on the training team and the process to support officers through is outlined in more detail in a separate paper for the Police and Crime Panel.
20. The current intakes and 'landing' dates are as follows:

Start Training	Officers	Landing in teams	Finish Tutorship
Jun-20 (first PEQF)	40	Nov-20	Jan-21
Oct-20	20	Apr-21	Jun-21
Jan-21	40	Jul-21	Sep-21
Mar-21	20	Aug-21	Oct-21
Jun-21	40	Nov-21	Jan-22
Oct-21	20	Apr-22	Jun-22

Figure four: Officer intake timeline

21. CPT have lost the capacity of 53 posts across CPT over quarter two to short and medium-term sickness and annual leave. The combination of COVID absence and normal absence was higher at the start of the financial year, with the reduction through to the end of June. As COVID absences reduced throughout July and August, we saw annual leave understandably

increase. Within September, COVID absences began to increase slightly, in addition to general sickness due in part to schools restarting and interactions increasing.

22. As a result of this, the following breakdown of resources by CPT is:

	CPT RESPONSE AND NEIGHBOURHOOD MEASURE										DEMAND REDUCATION AND DEPLOYABILITY	
	FTE	Specials	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level Includes CPT Response and Neighbourhoods	Number of PC temporarily allocated to Community Investigation Team	PC's allocated to respond to 999
Swindon CPT	293.5	75	36	4	4	2	17	18	81	72.6%	3	71.9%
RWB CPT	41	30	7	0	0	0	0	3	10	76.0%	0	73.5%
Chippenham CPT	67		4	2	1	0	3	5	15	77.8%	1	80.3%
Trowbridge CPT	96	24	7	0	1	1	2	8	20	80.7%	1	76.3%
Warminster CPT	46		2	0	0	0	6	4	12	73.7%	1	73.2%
Devizes CPT	58	14	3	1	0	0	4	4	12	79.0%	3	59.3%
Amesbury CPT	48.5	38	6	1	0	0	4	4	14	71.5%	0	68.8%
Salisbury CPT	82		4	1	1	0	5	6	17	78.8%	0	76.8%
CIT	16										9	
TOTAL	748	181	69	9	7	3	41	53	183	75.5%		72.8%

Figure three: CPT resource detail by area

23. Compared to previous reporting periods, the proportion of resources 'at work' remains strong at over 70%. This is understandably due to the COVID impact and fewer leavers.

24. The overall process for measuring vacancies, sickness, maternity leave, suspensions and abstractions remains exactly the same as previous reports.

25. The columns in figure three detail the number of staff within each area by category and then details an "At Work" level. The second section looks at a Neighbourhood capacity which will include Early Intervention Officers and Community Tasking Teams who form part of a preventative and proactive focus. The last section measures the number of recoup Officers reducing demand within our Early Resolution Unit and then finally the number of PCs able to and allocated to responding to 999 calls.

26. The figures below provide a further breakdown by rank and role, and then by CPT area.

FORCE	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Early Resolution Unit	PC's allocated to respond to 999
PC (Neighbourhood)	51	8	0	1	0	3	3	15	70.0%		
PC (Response)	372	37	9	3	1	21	23	94	75.2%	9	72.8%
PC (Proactive)	29	0	0	1	0	0	3	4	85.5%		
SGT (CPTN & R)	68	6	0	1	1	4	4	16	76.8%		
LCI	80.5	13	0	1	0	9	7	30	63.4%		
PCSO	131.5	5	0	0	1	4	13	22	83.3%		
CIT	16										
TOTAL	748	69	9	7	3	41	53	181	75.5%		
	Number	Hours (Apr - Jun)		Hours per person per							
Specials	181	11158		20.55							

Figure four: CPT resource detail by role

Swindon	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	26	8	0	1	0	0	1.0	10.0	61.5%		
PC (Response)	148	19	4	1	1	6	8.2	39.2	73.5%	3	71.5%
PC (Proactive)	12	0	0	1	0	0	1.4	2.4	80.0%		
SGT (CPTN & R)	23	2	0	0	0	0	1.2	3.2	86.1%		
LCI	34.5	6	0	1	0	8	2.4	17.4	49.6%		
PCSO	50	1	0	0	1	3	3.7	8.7	82.6%		
TOTAL	293.5	36	4	4	2	17	17.9	80.9	72.4%		
Number		Hours (Apr - Jun)	Hours per person per month								
Specials	75	5342	23.74								
RWB CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	2	0	0	0	0	0	0.2	0.2	90.0%		
PC (Response)	18	4	0	0	0	0	1.3	5.3	70.6%	0	70.6%
PC (Proactive)											
SGT (CPTN & R)	6	0	0	0	0	0	0.3	0.3	95.0%		
LCI	5	3	0	0	0	0	0.3	3.3	34.0%		
PCSO	10	0	0	0	0	0	1.2	1.2	88.0%		
TOTAL	41	7	0	0	0	0	3.3	10.3	74.9%		
Number		Hours (Apr - Jun)	Hours per person per month								
Specials (RWB + Chippenham)	30	2643	29.37								
Chippenham CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	4	0	0	0	0	1	0.1	1.1	72.5%		
PC (Response)	36	0	2	1	0	1	2.3	6.3	82.5%	1	79.7%
PC (Proactive)											
SGT (CPTN & R)	7	1	0	0	0	0	0.5	1.5	78.6%		
LCI	6	2	0	0	0	1	0.4	3.4	43.3%		
PCSO	14	1	0	1	0	0	1.8	2.8	80.0%		
TOTAL	67	4	2	1	0	3	5.1	15.1	77.5%		
Number		Hours (Apr - Jun)	Hours per person per month								
Specials (RWB + Chippenham)	30	2643	29.37								
Trowbridge CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	5	0	0	0	0	0	0.3	0.3	94.0%		
PC (Response)	51	6	0	1	0	1	3.3	11.3	77.8%	1	75.9%
PC (Proactive)	7	0	0	0	0	0	0.3	0.3	95.7%		
SGT (CPTN & R)	7	1	0	0	1	1	0.4	3.4	51.4%		
LCI	9	0	0	0	0	0	1.4	1.4	84.4%		
PCSO	17	0	0	0	0	0	2.0	2.0	88.2%		
TOTAL	96	7	0	1	1	2	7.7	18.7	80.5%		
Number		Hours (Apr - Jun)	Hours per person per month								
Specials (Trowbridge + Warminster)	24	1518	21.08								
Warminster CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	2	0.5	2.5	16.7%		
PC (Response)	25	1	0	0	0	3	1.7	5.7	77.2%	1	73.2%
PC (Proactive)											
SGT (CPTN & R)	6	1	0	0	0	1	0.3	2.3	61.7%		
LCI	5	0	0	0	0	0	0.8	0.8	84.0%		
PCSO	7	0	0	0	0	0	0.8	0.8	88.6%		
TOTAL	46	2	0	0	0	6	4.1	12.1	73.7%		
Number		Hours (Apr - Jun)	Hours per person per month								
Specials (Trowbridge + Warminster)	24	1518	21.08								
Devizes CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0.4	0.4	86.7%		
PC (Response)	30	3	1	0	0	3	2.2	9.2	69.3%	3	59.3%
PC (Proactive)	1	0	0	0	0	0	0.1	0.1	90.0%		
SGT (CPTN & R)	6	0	0	0	0	1	0.4	1.4	76.7%		
LCI	6	0	0	0	0	0	0.4	0.4	93.3%		
PCSO	12	0	0	0	0	0	0.7	0.7	94.2%		
TOTAL	58	3	1	0	0	4	4.2	12.2	79.0%		
Number		Hours (Apr - Jun)	Hours per person per month								
Specials	14	701	16.69								
Amesbury CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	3	0	0	0	0	0	0.1	0.1	96.7%		
PC (Response)	23	2	1	0	0	3	1.8	7.8	66.1%	0	66.1%
PC (Proactive)	2	0	0	0	0	0	1.0	1.0			
SGT (CPTN & R)	6	0	0	0	0	0	0.4	0.4	93.3%		
LCI	5	2	0	0	0	0	0.1	2.1	58.0%		
PCSO	9.5	2	0	0	0	1	0.5	3.0	68.4%		
TOTAL	48.5	6	1	0	0	4	3.9	14.4	70.3%		
Number		Hours (Apr - Jun)	Hours per person per month								
Specials (Amesbury + Salisbury)	38	954	8.37								
Salisbury CPT	FTE	Vacancies	Long Term Sickness	Maternity Leave	Suspended	Abstracted outside of CPT/Acting up	Short Term absences (average annual leave & short term sickness)	Total "Not at work"	CPT "At Work" Level	Number of PCs allocated to Community Investigation Team	PC's allocated to respond to 999
PC (Neighbourhood)	5	0	0	0	0	0	0.7	0.7	86.0%		
PC (Response)	41	2	1	0	0	4	2.5	9.5	76.8%	0	76.8%
PC (Proactive)	7	0	0	0	0	0	0.4	0.4	94.3%		
SGT (CPTN & R)	7	1	0	1	0	1	0.3	3.3	52.9%		
LCI	10	0	0	0	0	0	0.7	0.7	93.0%		
PCSO	12	1	0	0	0	0	1.8	2.8	76.7%		
TOTAL	82	4	1	1	0	5	6.4	17.4	78.8%		
Number		Hours (Apr - Jun)	Hours per person per month								
Specials (Amesbury + Salisbury)	38	954	8.37								

Figure five: CPT resource detail by area and role

27. The number of vacancies can still be seen within the CPT Neighbourhood roles and the Force continues to recruit into these posts.
28. The number of hours contributed by Specials has reduced in the second quarter of the financial year as many volunteers returned to their normal place of work following the first national lockdown. This has reduced the average from 29 hours per person per month to 20.6 hours. This continues to be above the expected 16 hours per month average.
29. It is important to note that % calculations are based on budget posts that include all 49 posts assigned as part of Op Uplift. As recruitment is lengthy, a number of these posts will show as “vacant” on the frontline, however, will be filled by a student officer in training. Percentage statistics may therefore appear lower until new recruits are physically out in CPT within posts.
30. The % of “PC’s allocated to respond to 999” compares current available resource against the budgeted posts assign to CPT Response only.

AREAS OUTSIDE CPT

31. Resources within the Force are distributed based on changes in demand identified during the budget build process and are built into the current year’s budget. However, they are regularly reviewed against important mechanisms throughout the year such as:
 - Corporate Risk Register
 - Performance against the Police and Crime Plan
 - Force Management Statement
 - HMICFRS Inspections
 - Continuous Improvement Reviews
 - Legislative and statutory changes.
32. This review then concludes with the development and publication of the Medium-Term Financial Statement (MTFS). Information on the resources that Wiltshire Police has and how they are distributed, compared to other Forces in the Country, is available through the below link:

<https://www.justiceinspectrates.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/>

33. This uses the current data through an online interrogation tool called Power BI. For access to the previous PDF version, which was conducted in 2017, please use the below link:

<https://www.justiceinspectrates.gov.uk/hmicfrs/publications/wiltshire-2017-value-for-money-profile/>

34. The current distribution of resources across the Force is published through the PCC website and available through the following link:

<https://www.wiltshire-pcc.gov.uk/how-your-money-spent/payments-over-500/>

35. The work on CPT ‘at work’ rates above is also being developed outside of CPT and although this continues to be in development and challenging to accurately report upon, progress is being made.
36. Below is Quarter 2 data, which shows the % at work.

Department	Budget FTE	% at work
Contact Management	206.75	82.0%
Crime Standards and Justice	168.24	86.8%
Specialist Operations *just includes officers	93	81.1%
Dogs	13	84.3%
Firearms	55	83.1%
Roads	25	75.2%
PPD and Safeguarding	153.69	68.6%
Geographical Crime (CID)	105	76.9%
Intelligence	106.19	91.6%
HQ Crime	142.16	94.0%

Figure 6 - '% resources at work'

- 37. This uses the same methodology as figure one, removing vacancies, sickness, annual leave, maternity, and suspensions.
- 38. The large majority of areas have seen an increase in the % at work which is again due to the reduced levels of sickness and annual leave taken during COVID.
- 39. It should be noted that some changes to the FTE have been reported compared to previous reports due to recording and calculating differences in budget and establishment. As the organisation continues to improve the level of awareness of resources, particularly outside of CPT, there is likely to be some fluctuation which will continue to be monitored.

IMPROVING RESOURCING LEVELS

- 40. Previous reports have covered the extent that the Force is aiming to improve resource levels. This has included the Force's approach to sickness management, amending the CPT model, Operation Uplift and recruitment along with local responses through the Resource Management Panel.
- 41. Through the COVID crisis, the sickness levels have reduced significantly as staff are able to get back into work at home and contact is reduced. At the March meeting, a presentation was provided on sickness and resilience structures during COVID. The sickness levels, although increasing seasonally through September, have continued to be very low with sickness rates generally being the lowest since 2017.
- 42. However, it is likely to see some longer-term latent sickness as a result of COVID, especially psychological disorders which has become prevalent within police staff roles. A distinct and tailored wellbeing strategy for COVID has been implemented and has had positive feedback. The challenge will now be to support the organisation to adjust to the new normal and ensure support and prevention is in place to best manage sickness.

STAFFING IMPLICATIONS

43. There are no staffing implications. Any staffing implications are contained within this report.

FINANCIAL IMPLICATIONS

44. There are no financial implications.

LEGAL IMPLICATIONS

45. There are no legal implications.

SUSTAINABILITY

46. There are no sustainability implications.

DIVERSITY

47. There are no diversity or equalities implications.

CONTRIBUTION TO THE POLICE AND CRIME PLAN 2017 - 2021

48. Effective use of resources contributes to all four priority areas of the Police and Crime Plan 2017-2021:

- a. Priority One - Prevent crime and keep people safe
- b. Priority Two - Protect the most vulnerable people in society
- c. Priority Three - Put victims, witnesses and communities at the heart of everything we do
- d. Priority Four - Secure a quality police service that is trusted and efficient.

RECOMMENDATIONS

49. Members note this report and the updated measures for monitoring CPT resourcing levels

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

51. Members are asked to take note of the work being done to improve resourcing levels within CPT.

Appendix

Technical notes on measures

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.

Short Term absence: Calculating short-term reasons (less than 27days) for absence within CPT is complex and subject to more variance than 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.

Number of PCs allocated to proactive policing and community support: This measurement includes officers and staff who are partially available to respond. There are 79 Officers and Staff working in roles that allocated to proactive policing such as priority crime teams (21 PCs, 6 vacancies at present) and community coordinators (30PCs).

In general, these roles 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 providing CPT support, such as desktop investigations, interviewing witnesses etc. due to being on recuperative duties.

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)

Assessment of ‘deployability’: In previous reports, the term deployability was used which have now changed to ‘at work’. It should be noted that this information is used for internal planning purposes and may be different to national reporting mechanisms provided by the HMIC where the term deployability is sometimes used.