

Agenda Item 9

Meeting	Wiltshire Police and Crime Panel
Date	19 th December 2019
Report Title	Community Policing Team Resource Measures
Report presented by	Police and Crime Commissioner
Author	Chris McMullin – Director of People and Change

1.0 PURPOSE OF REPORT

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

2.0 INTRODUCTION AND BACKGROUND INFORMATION

- 2.1 Over the last 18 months work has been undertaken to develop a range of information in 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. Since the last report, the Force has made some proposed changes to the CPT model in order to best deliver community policing within the County. This is covered under section six.

3.0 PROGRESS SINCE Q1

- 3.1 This product follows the agreed approach towards measurement.
- 3.2 PCP members agreed that measuring the following to strategically 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)
- 3.3 A number of impacts 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

- 3.4 The scorecard will also present information on police sergeants, local crime investigators and specials to capture all aspects of CPT.
- 3.5 Further to Q1, analysts have concentrated on refining the method for measuring the loss for FTE posts to short and medium term absences.
- 3.6 This method assesses working days “lost” to short and medium term sickness and annual leave and calculates how many FTE posts this equates too.
- 3.7 Methodology: Analysts assessed 3 months of sickness and 3 months of annual leave data (Q2). This resulted in a “days lost” figure. This figure was 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).
- 3.8 Calculating short-term reasons (less than 27 days) for absence within CPT is complex and subject to more variance than longer term reasons.

4.0 NEW CPT RESOURCING SCORECARD

Measure	Quarter 1
CPT establishment	412 police constables 131 police community support officers
Percentage of CPT “at work”	82.1%
Percentage of police constables in CPT “available to respond”	60.5 %

- 4.1 The table below presents the strategic measures and supplementary measures by staff roles and by each community police team.
- 4.2 In addition to the roles detailed below there will be:
- 20 More PCs completing tutorship in January 2020.
 - 35 More PCs completing tutorship in June 2020 (35 currently in training).
 - 20 More PCs completing tutorship in Sept 2020 (Pending confirmation of Feb 2020 intake).
- 4.3 CPT have lost the capacity of 38 posts across CPT over Quarter 2 to short and medium term sickness and annual leave. Analysts have re-run this methodology for Q1 where CPT had lost the capacity of 55 posts.

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 PC allocated to proactive policing / CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
PC	412	29	12	6	2	13	22	84	79.6%	79	60.5%
SGT	55	3	1	0	0	2	6	12	78.4%		
LCI	69	6	0	2	0	0	6	14	79.6%		
PCSO	131	3	0	1	0	1	5	10	92.7%		
TOTAL	667	41	13	9	2	16	38	119	82.1%	79	60.5%
	Number	Hours (Jul-Sept)		Hours per person per month							
Specials	214	15113		24.00							

Figure one - CPT resourcing by staff role

	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	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	84	8	4	1	0	0	5	18	85.2%	16	62.1%
Swindon CPT South	127		8	2	0	1	6	9	26	79.7%	17	54.4%
Wiltshire CPT North	104	30	8	2	0	1	4	8	23	78.0%	11	58.2%
Wiltshire CPT West	130	34	6	3	5	0	1	10	25	80.8%	13	61.6%
Wiltshire CPT East	57	17	6	1	0	0	0	2	9	85.1%	7	61.8%
Wiltshire CPT South	124	35	5	1	3	0	5	5	19	84.9%	15	65.3%
TOTAL	667	200 +14 HQ Specials = 214	41	13	9	2	16	38	119	82.1%	79	

Figure two - Overall CPT resourcing by Community Police Team

	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 PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Swindon CPT North	125	8	4	1	0	0	5.5	18	85.2%	16	62.1%
PC	77	5	4	1	0	0	3.2	13	82.9%	16	62.1%
SGT	10	0	0	0	0	0	1.0	1	90.4%		
LCI	13	3	0	0	0	0	1.0	4	69.6%		
PCSO	25	0	0	0	0	0	0.4	0	98.4%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials Swindon	84	6938		28.00							
	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 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	2	0	1	6	8.8	26	79.7%	17	54.4%
PC	81	6	2	0	1	6	5.0	20	75.4%	17	54.4%
SGT	10	1	0	0	0	0	1.9	3	70.8%		
LCI	13	0	0	0	0	0	1.0	1	92.3%		
PCSO	23	1	0	0	0	0	1.0	2	91.5%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials Swindon	84	6938		28.00							
	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 PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT North	104	8	2	0	1	4	7.9	23	78.0%	11	58.2%
PC	64	5	2	0	1	4	3.8	16	75.4%	11	58.2%
SGT	10	1	0	0	0	0	1.0	2	79.6%		
LCI	9	2	0	0	0	0	1.6	4	60.2%		
PCSO	21	0	0	0	0	0	1.5	1	93.0%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials	30	2586		29.00							
	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	6	3	5	0	1	10.0	25	80.8%	13	61.6%
PC	77	5	2	2	0	1	6.6	17	78.4%	13	61.6%
SGT	10	1	1	0	0	0	1.5	4	64.6%		
LCI	17	0	0	2	0	0	1.1	3	81.6%		
PCSO	26	0	0	1	0	0	0.8	2	93.3%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials	34	1868		18.00							
	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 PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT East	57	6	1	0	0	0	1.5	9	85.1%	7	61.8%
PC	34	4	1	0	0	0	1.0	6	82.4%	7	61.8%
SGT	5	0	0	0	0	0	0.1	0	97.9%		
LCI	5	1	0	0	0	0	0.3	1	75.0%		
PCSO	13	1	0	0	0	0	0.1	1	91.2%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials	17	769		15.00							
	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 PC allocated to proactive policing or CPT support (incl. PCs on recuperative duties)	PC's allocated to respond to 999
Wiltshire CPT South	124	5	1	3	0	5	4.8	19	84.9%	15	65.3%
PC	79	4	1	3	0	2	2.4	12	84.3%	15	65.3%
SGT	10	0	0	0	0	2	0.3	2	77.1%		
LCI	12	0	0	0	0	0	1.2	1	90.3%		
PCSO	23	1	0	0	0	1	0.9	3	87.6%		
	Number	Hours (Jul-Sept)		Hours per person per							
Specials	35	2076		20.00							

Figure three - CPT resourcing by role and by community policing team

5.0 AREAS OUTSIDE CPT

5.1 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.

5.2 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.justiceinspectorates.gov.uk/hmicfrs/our-work/article/value-for-money-inspections/value-for-money-profiles/value-for-money-dashboards/>

5.3 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.justiceinspectorates.gov.uk/hmicfrs/publications/wiltshire-2017-value-for-money-profile/>

5.4 The current distribution of resources across the Force is published through the PCC website as follows (NB: the data is taken from current year budget):

How we spend your money:

HMIC Value for Money Basis:							
(uses the CURRENT 2019/20 Budget)							
	NRE £'000	FTE Officer	FTE PCSO	FTE Staff	FTE Total		NRE v1
Local Policing exc LCIs	33,364	531	132	46	708		28%
Dealing with the Public	7,813	8		188	196		7%
Criminal Justice	7,319	21		151	172		6%
Op Support	7,551	112		12	124		6%
Intelligence	4,751	27		62	89		4%
Investigations inc LCIs	16,697	154		156	310		14%
Public Protection	6,775	60		84	144		6%
National Policing	833	24		11	35		1%
Support Functions	27,458	38		253	291		23%
OPCC Office Cost	2,967			23	23		3%
Capital Financing/Pensions	2,559				-		2%
	118,087	975	132	985	2,091		100%

Figure four – budget distribution.

5.5 The work on CPT 'at work' rates above is also being developed outside of CPT and although this continues to be in development, the Force wanted to share some of the positions across

key organisational functions for the last three months.

Department	% at work
Contact Management	81.7%
Crime Standards and Justice	80%
Specialist Operations	81.1%
Dogs	74.3%
Firearms	73.0%
Roads	71.2%
PPD and Safeguarding	71%
CID	79%
Intelligence	81%
Specialist Crime	77%
Crime Prevention	83%

Figure five - '% resources at work'

5.6 This uses the same methodology as figure one, removing vacancies, sickness, annual leave, maternity, and suspensions.

6.0 **IMPROVING RESOURCING LEVELS**

The Force and OPCC has been working for some time to develop and present a granular understand of resourcing within CPT. This section will provide an overview of the work being done to improve this resourcing level where possible.

6.1 **Sickness**

The Force has instigated an absence monitoring group which has developed a plan of activity to improve sickness across the Force. The plan has 18 items ranging from communications, line management support, early intervention and analysis. This, along with consistent and robust governance, using improved analysis products will likely see sickness improve.

1. **Communications**

Internally - Develop an integrated and sustained internal communications plan.

Externally - Writing to GP practices and the PHT's to advise them of our policies and the support structures in place.

2. **Sickness Task Force** – a small group focused on performance hot spots reviews all sickness absence related activity against a set of quality indicators

3. **Early Intervention** – take existing early intervention activities one step further. All cases are centrally reviewed at 1 and 6 weeks to assess required interventions, ensuring timeliness and appropriateness of actions

4. Short Guided Management Questionnaire – on the first day of sickness the line manager will ask a short number of structured questions to assist in identifying whether the issue is work related and whether there are any alternative deployments available to support an immediate return to duty.
5. Immediate Referrals to OHU for all Stress/Depression/Anxiety related absences
6. Tighten Recruitment Procedures
For internal applicants, all with a Bradford score of 192 will be reviewed and overseen by a senior HR manager as part of the recruitment process
For external applicants, where an issue of previous history or OHU identify a concern, a senior HR practitioner will review the file and determine whether to proceed with the offer
7. Implement a pre-placement screening process for all applicants within the parameter of legislation (Equality Act 2010) this will identify where individual's require support and/or reasonable adjustments – senior HR practitioner will review and determine whether to proceed with the officer
8. Recuperative Duties – review all officers and staff on recuperative duties and seek opportunities for more effective and productive recuperative duties programmes
9. Adjusted Officers – undertake a review of all adjusted officers to ascertain if onward referral to the Selected Medical Practitioner (SMP) is appropriate
10. Review the protocol regarding the right to self-certificate for all individuals where it is identified there is a trend of regular short term sickness absence
11. Maintain annual review of appropriate recognition mechanisms for those who manage sickness well
12. Manager/Supervisor performance measurement – all leaders will be performance managed on how they manage the performance and sickness of their staff. The measure will be an explicit objective for all leaders.
13. Structured sickness management workshops run locally (within Hubs/Departments) to encourage robust management and embed learning
14. Provide easy to use crib sheets for line managers, reinforcing policy and raising awareness
15. Promote EAP (Employee Assistance Programme) which provides telephone and face to face support for issues such as stress, relationship counselling, debt & finance counselling, Peer support, chaplaincy etc.
16. Through analysis, identify departments/teams that have high sickness volumes and

report findings to the People Intelligence Board for further discussion

17. Conduct a Peer Review which provides an opportunity to identify areas of policy/procedure which would benefit from changes – and where we are doing well

18. Improved data integration and reporting to support early identification of trends/hotspots and performance to enable focused responses.

6.2 **Recruitment and Operation Uplift**

The panel will be aware of Operation Uplift, which is a national recruitment campaign to recruit 20,000 new police officers in the UK over the next three years.

Urging people to join the police and 'be a force for all', the campaign is aiming to see up to 6,000 additional officers recruited in its first wave, with the government committing £750 million for 2020-21 to fund the recruitment drive.

The remaining 14,000 are to be recruited in the following two years and will be additional to officers hired to fill existing vacancies.

On 8th October, the Home Office provided the Force allocations up until 31st March 2021 (defined as year one). Wiltshire was allocated an additional 49 officers which was split based on the existing funding formula. This increase in officers will improve the resourcing levels.

To achieve this increase, Wiltshire Police is needing to recruit approximately 90 officers per year, making up for those officers lost through retirement and other reasons. An intake of 35 officers was achieved in October 2019, and an additional intake of 20 officers is planned for February 2020. Following this, Wiltshire will be holding an intake of 40 officers in June 2020 which will be the first under the new Police Educational Qualifications Framework.

Although there are a lot of officers currently being recruited and trained, it does take approximately a year from recruitment to an officer being out of tutorship. In January 2020, the officers from recruitment in May 2019 will be out of tutorship and therefore will be added to the 'PCs allocated to respond to 999'. When officers leave regularly in small numbers, this demonstrates the challenge in flexing to cover the gaps created.

6.3 **Resource Management Panel**

The Resource Management Panel is a group which oversees the movement of resources on a fortnightly basis in order to maximise the use of resources against threat, harm and risk. As the majority of resources for specialist functions come from CPT (as this is where new officers enter the organisation), then any requirement to support the resourcing in other operational departments normally results in a gap created in CPT.

As a result in the focus on the CPT deployability, a number of restrictions have been put in place:

- RMP does not move anyone from CPT unless it is unavoidable
- All moves at RMP require an understanding of resourcing levels outside of CPT on which to make the assessment
- Fill vacancies with non-restricted officers from outside of CPT in the first instance where possible.

6.4 **CPT Model Changes**

Ensuring that we have a policing model, which meets the needs of the community it serves as well as ensuring it is fit for future challenges and demands, is crucial.

When Wiltshire Police introduced the Community Policing model in 2016, we were very clear that it would undergo continuous evaluation to ensure we were constantly improving by remaining responsive to the concerns of the officers and staff who work within these teams. Over the past 6 months, the organisation has critically assessed the CPT frontline model, comparing and contrasting both the local and national picture. It is no secret that our Community Policing Teams (CPTs) have been facing challenges, particularly around staffing levels and workload. Over recent months the Chief Constable and ELT have been looking closely at the way CPT is currently working. Following the feedback we have received from those working on the front-line, our Change and Improvement Groups, the online chat and the forums, as well as a recent peer review and visit from HMICFRS, Wiltshire Police has decided to conduct a review into how community policing is delivered in our county to make sure it evolves to meet the changing demands on policing in the 21st Century.

It is important that we continually reflect on how effective the model is, particularly given we have an additional wave of new officers coming into the Force.

The CPT Operational Improvement Programme was established to implement improvements to our delivery of Operational Policing. This strand has a strong focus on delivering Neighbourhood Policing, whilst ensuring that our configuration of Public Protection Units and Criminal Investigations Departments are optimal and driving our workforce towards identifying and mitigating threat, harm, risk and vulnerability. The improvement plan is co-ordinated under 12 work streams, these are:

- CPT Model
- CPT Shift Pattern
- Investigative Standards
- Beat profiles
- Neighbourhood training
- Response Training
- Analytical capability and QlikSense
- Tasking Team
- Roles profiles, expectations and toolkits
- Early Resolution Unit (ERU)
- Force Investigative Model (FIM)
- Tasking and Briefing

We want to do all that we can to improve the model – not only for those working within it, but also to ensure we are providing the public with the very best service we can – an aim shared by everyone at Wiltshire Police and the OPCC.

We need to ensure that we are allocating our resources to provide the most efficient and

effective service for the public. It was also prudent to review our model in light of any future increase in officers. Following a review of our model, we are now in the process of consulting with our staff on the preferred proposal. We will, of course, keep our communities sighted on any changes when appropriate.

On 4th November ELT received a detailed Business Case which recommended a new Optimal Model for the delivery of Community Policing within Wiltshire. This Optimal Model was agreed for adoption by ELT. The model has two variants, one for Swindon and one for the Wiltshire County and is structured as follows:

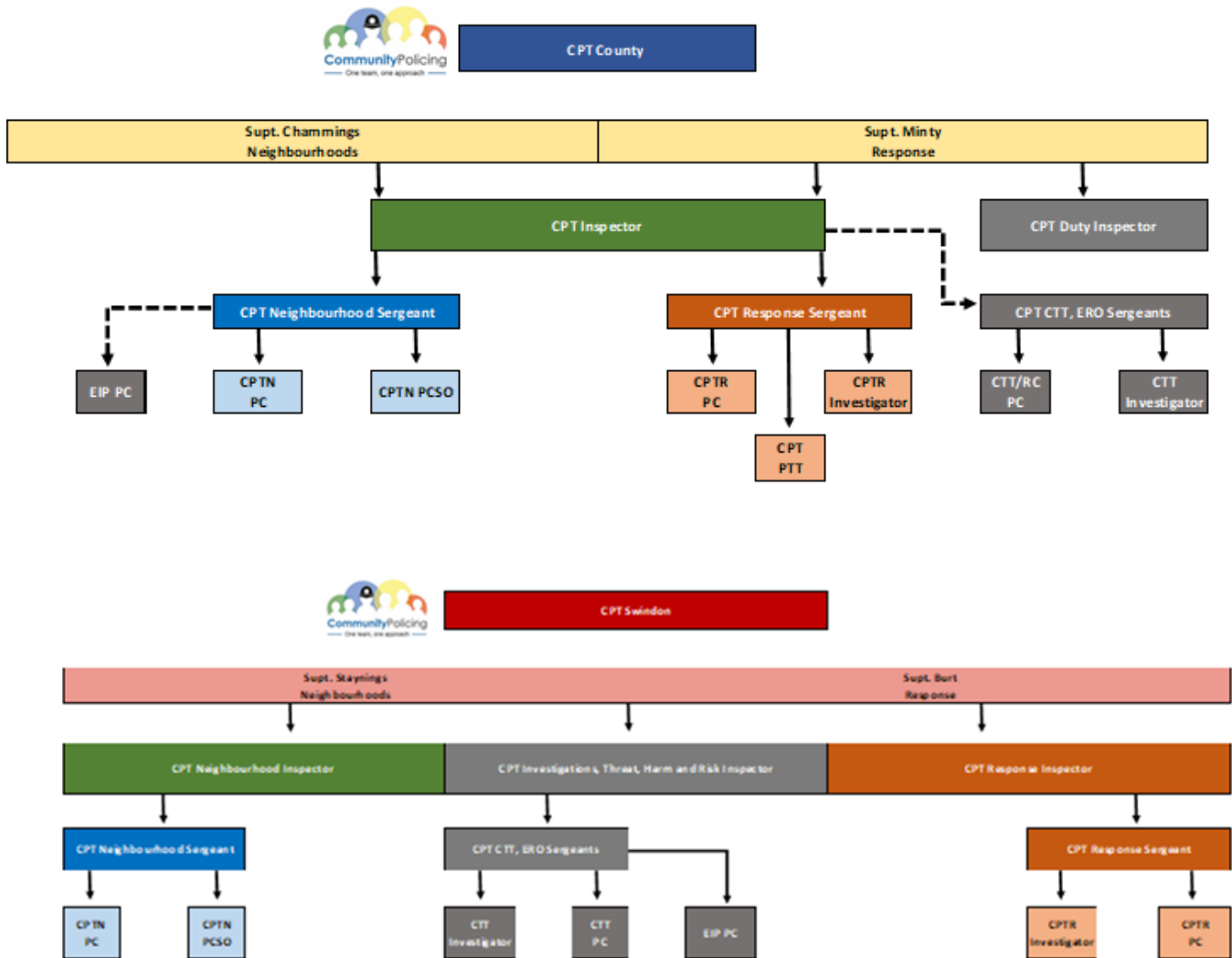
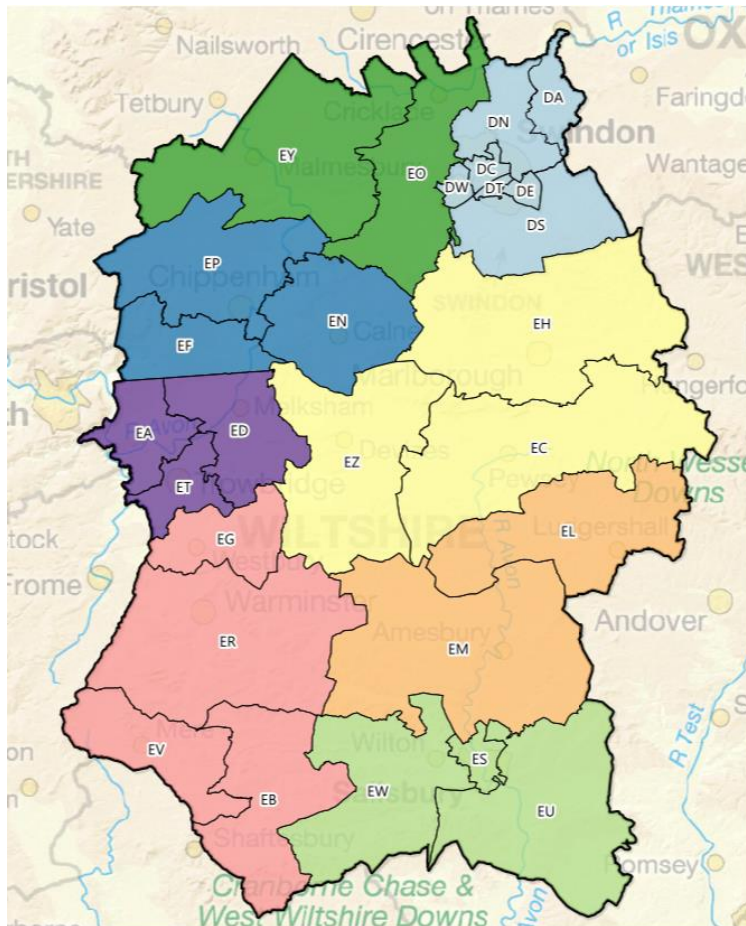


Figure six new CPT model



Phase one includes:

- Adoption of eight CPT areas:
 - Swindon
 - Royal Wootton Bassett
 - Chippenham
 - Devizes
 - Trowbridge
 - Warminster
 - Amesbury
 - Salisbury
- Establish an Early Resolution Unit (ERU)
- Appointment of three CPT neighbourhood Insp (1x Swindon, RWB and Chippenham)
- Appointment of five CPT neighbourhood Sgt (3x Swindon, RWB and Warminster)
- Appointment of 2 CPT neighbourhood PCs in Swindon
- Transfer of all 25 existing Comm. Co into CPT neighbourhood PC roles
- PCSO line management to change to CPT neighbourhood Sgts
- Local Crime Investigator job title changes to CPT Investigator.

Formal consultation for the Optimal Model began on the 7th November and closed successfully on 18th November. There were no challenges.

The Early Resolution Unit is designed to pick up crime reports received in the CCC before they reach CPT teams. The team's core role is to reduce demand that reach our frontline teams and resolve crimes at the earliest opportunity through desktop-based investigations. They will focus on demand reduction, early resolution of crime/incidents to provide a better service to the public and provide advice and guidance to the public about what should/shouldn't be reported to the police and signposting to the relevant agency when

appropriate. This will reduce unnecessary demand from reaching CPT Sgts.

Seven shift patterns have been developed and considered in the Business Case. On the 19th November, four preferred shift patterns were presented to ELT and it was agreed that the Programme could begin formal consultation utilising these preferred patterns. Formal consultation on the shift patterns began on 21st November. This is expected to be an extended process, extending into 2020.

7.0 STAFFING IMPLICATIONS

7.1 This paper concerns staffing and resourcing and is reflected in the entire report.

8.0 FINANCIAL IMPLICATIONS

8.1 There are no financial implications.

9.0 LEGAL IMPLICATIONS

9.1 There are no legal implications.

10.0 SUSTAINABILITY

10.1 There are no sustainability implications.

11.0 DIVERSITY

11.1 There are no diversity or equalities implications.

12.0 CONTRIBUTION TO THE POLICE AND CRIME PLAN 2017 - 2021

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

Priority One - Prevent crime and keep people safe

Priority Two - Protect the most vulnerable people in society

Priority Three - Put victims, witnesses and communities at the heart of everything we do

Priority Four - Secure a quality police service that is trusted and efficient.

13.0 RECOMMENDATIONS

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

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

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

13.4 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 provide 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)