

Meeting	Police and Crime Panel
Date	19 March 2020
Report Title	Community Policing Team (CPT) - Resources and Distribution
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PURPOSE OF REPORT

1. This report provides an overview of the CPT model amendments and how resources will be distributed across Swindon and Wiltshire. This report should be read prior to the regular update report on resource allocation measures.
2. Increasing officers through Operation Uplift and the precept does alter the previous CPT figures provided to the Panel. In addition to this, the changes in the CPT model as reported to the Panel in December, impacts the numbers reported on. This report will now look to outline these changes. The previous summary is provide below for reference.

CPT Staff		TOTAL
Roles	SGT	55
	CON	412
	LCI	69
	PCSO	131
TOTAL		667

Figure one: CPT budgeted resources pre Dec 19

INTRODUCTION AND BACKGROUND INFORMATION

3. As reported in December, the organisation critically assessed the CPT frontline model and following feedback and analysis, Wiltshire Police decided to alter the existing model and move to a new optimal model which established neighbourhood and response functions.
4. The CPT Operational Improvement Programme was established to implement improvements and focus on delivering Neighbourhood Policing, driving our workforce towards identifying and mitigating threat, harm, risk and vulnerability. The plan is co-ordinated under the following work streams:

- a. CPT Model
- b. CPT Shift Pattern
- c. Investigative Standards
- d. Beat profiles
- e. Neighbourhood training
- f. Response Training
- g. Analytical capability and QlikSense
- h. Tasking Team
- i. Roles profiles, expectations and toolkits

5. In November 2019, the Executive Leadership Team (ELT) agreed to adopt the new model which has two variants, one for Swindon and one for the Wiltshire County which have been detailed in the appendix, figures 1 and 2.

6. The new CPT model contains 8 distinct areas, detailed below:

Previous Model	New Model
Swindon North	Swindon
Swindon South	
North	RWB
	Chippenham
West	Trowbridge
	Warminster
East	Devizes
South	Amesbury
	Salisbury

Figure two: CPT area changes

- 7. Alongside a new model Wiltshire Police is also piloting what is locally called an Early Resolution Unit. This unit centralises and builds upon the CPT support function, providing an effective desktop investigation and filtering process which where Police Officers on recoup can still assist with demand.
- 8. The Early Resolution Unit is based in the communication centre at HQ, with a satellite location in Gablecross, Swindon. The team improve investigative and resolution standards, ensuring that crimes are resolved at the earliest opportunity and that CPT Officers are focused on the highest levels of threat, harm and risk.
- 9. The new model has been established since December 2019 with full implementation including shift changes on 15 June.

CHANGES TO MEASURING AND REPORTING RESOURCES

10. Over the last two years, the Force and OPCC have developed 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 have worked together to try and distil a complex resourcing and staffing

mechanism into strategic indicators. Within previous reports, police officers and staff were aligned under one team and this was reported upon, providing an overall breakdown of the CPTs.

11. Due to the change in the model, uplift and precept increases, this results in the following adjustments to the resource distribution:

Rank	Pre CPT Change	New CPT Model 1st Dec 2019 - Mar 21	Difference	Funded	Narrative
Inspectors	17	22	+5	Uplift	Increase CPTN (Neighbourhoods) Inspectors, ERU Inspector and Proactive Inspector. Delivered between now and March 2021.
Community Sgts	55	68	+13	Uplift	Increase CPTN Sgts. Delivered between now and March 2021.
Proactive/Support/ERU Sgts*	11	13	+2	Uplift	Increase in Proactive Sgts. Delivered between now and March 2021.
Community PCs	412	431	+19	Uplift	Increase in CPTN and CPTR (Response) Pcs. Delivered between now and March 2021.
Proactive PCs**	27	45 (includes +16 Precept)	+18	+2 Uplift +16 Precept	Increase in Proactive PCs. Delivered between now and March 2021.
ERU PCs	0	8	+8	Uplift	Increase in early investigative and resolution unit. Delivered between now and March 2021.
Total	522	587	+65		+49 Uplift and +16 Precept. Realise resourcing up until March 21
LCIs	69	80.5	+11.5		Result of a modernisation of previous roles.
PCSOs	131	131			

* Includes Community Tasking Team, Investigative Standards and Strategic Sgts.

** Includes Community Tasking Team, Early Intervention, Rural Crime.

Figure three: CPT resource adjustments

12. Due to Uplift (+49) and the precept increases (+16), CPT will increase officer numbers by 65 between now and March 2021. Figure four details the overall number of Community PCs which in the new model equates to 380 Response PCs and 51 Neighbourhood PCs.

13. Within the new model, all 30 Community Co-Ordinator PCs have moved across to Neighbourhoods and have been re-named and re-profiled as “Neighbourhood PCs”. An additional 21 Neighbourhood PC posts have been created and agreed as part of the model change. A phased resourcing strategy is in place and officers will be recruited into these roles over the first 6 months of 2020.

14. The remaining PCs will form part of “Response”. At full establishment, this will equate to 380 PCs on “Response”. Officers from Response will be the primary units tasked to calls for service. That being said, we must acknowledge that in some immediate and urgent situations, Neighbourhood PCs and indeed PCSOs may be deployed to incidents. Similarly, it is also important to monitor resourcing within this part of the business to assess preventative and problem solving capacity.

15. Within the new model, all 131 PCSOs have moved across to Neighbourhoods.

16. All 80.5 LCIs have been aligned to “Response”. LCI posts have grown over the last twelve months as a result of a modernisation of previous roles.

17. The changes are displayed in the following tables by CPT area, initially under the previous model, and then under the new model:

CPT Staff Previous model		Swindon North	Swindon South	North	West	East	South	TOTAL
Roles	SGT	10	10	10	10	5	10	55
	CON	77	81	64	77	34	79	412
	LCI	13	13	9	17	5	12	69
	PCSO	25	23	21	26	13	23	131
TOTAL		125	127	104	130	57	124	667

Figure four: Previous CPT model resources by area. Numbers at Dec 2020 prior to national uplift and precept

Previous CPT areas		Swindon North	Swindon South	North		West		East	South		Total
Newly adopted CPT areas		Swindon		RWB	Chippenham	Trowbridge	Warminster	Devizes	Salisbury	Amesbury	
Roles	SGT (CPTN & R)	23		6	7	7	6	6	7	6	68
	PC (Neighbourhood)	26		2	4	5	3	3	5	3	51
	PC (Response)	150		20	37	53	25	30	40	25	380
	PC (Proactive)	12		0	6	6	0	3	2	0	29
	LCI	34.5		5	7	12	5	5	7	5	80.5
	PCSO	50		6	14	19	9	10	15	8	131
TOTAL		295.5		39	75	102	48	57	76	47	739.5

Figure five: Total CPT Resources by new CPT areas by March 2021

18. It should be noted that the additional 16 officers from increasing the precept form part of the Proactive PCs in the Community Model, however are yet to be added to the figures above as they will be recruited and aligned to locations within 2020/21.

19. Resources were distributed utilising the 20+ point demand algorithm detailed in previous papers.

CPT RESOURCE MEASURES

20. The display of resources to the panel has been in place to understand what proportion of the resourcing budget within CPT is 'at work', and additionally how well the Force is positioned to respond to emergency incidents.

21. As a result of the above changes, the following recommendation will be made regarding the monitoring of resources:

	CPT RESPONSE AND NEIGHBOURHOOD MEASURE										CPT 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 PCs allocated to CPT Neighbourhoods (including Early Intervention and Community Tasking Team)	Number of PC allocated to Early Resolution Unit	PC's allocated to respond to 999
Swindon CPT													
RWB CPT													
Chippenham CPT													
Trowbridge CPT													
Warminster CPT													
Devizes CPT													
Amesbury CPT													
Salisbury CPT													
TOTAL													

Figure six: New CPT model, resource measures

22. The process for measuring vacancies, sickness, maternity leave, suspensions and abstractions remains exactly the same as quarter two.
23. The first section of the new monitoring process will look at all roles across CPT and detail an "At Work" level.
24. The second section of the new monitoring process will look at a Neighbourhood capacity. This will include Early Intervention Officers and Community Tasking Teams who form part of a preventative and proactive focus.
25. 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.