



COMMUNITY POLICING RESOURCE MANAGEMENT OVERVIEW

1. Purpose of Report

1.1. This paper provides an overview of the current resource framework for monitoring Community Policing Teams (CPTs) deployability, and also how resources are managed to ensure an effective deployment across the County.

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. Recruitment

3.1. Recruitment within Wiltshire Police and the OPCC is planned to minimise disruption and allow for the flexibility to best meet the budget. Due to the unpredictability of leavers, and the volumes of intakes, as much flexibility is needed to bring in additional intakes, or reduce intakes where required.

3.2. Members will be aware of the work the Force has done to address these challenges recently, filling vacancies and improving the deployability within CPT. The below graph shows a working version of the tool used to predict future intake requirements, anticipate leavers, and map this against the budget. The figure below shows an example of the information the Force uses to assess recruitment, including intake predictions, anticipated leavers, and predicted budget line. This model and graph is a working version and is flexed and variable

depending on the volume of leavers, success of recruitment campaigns, and the budget settlement.

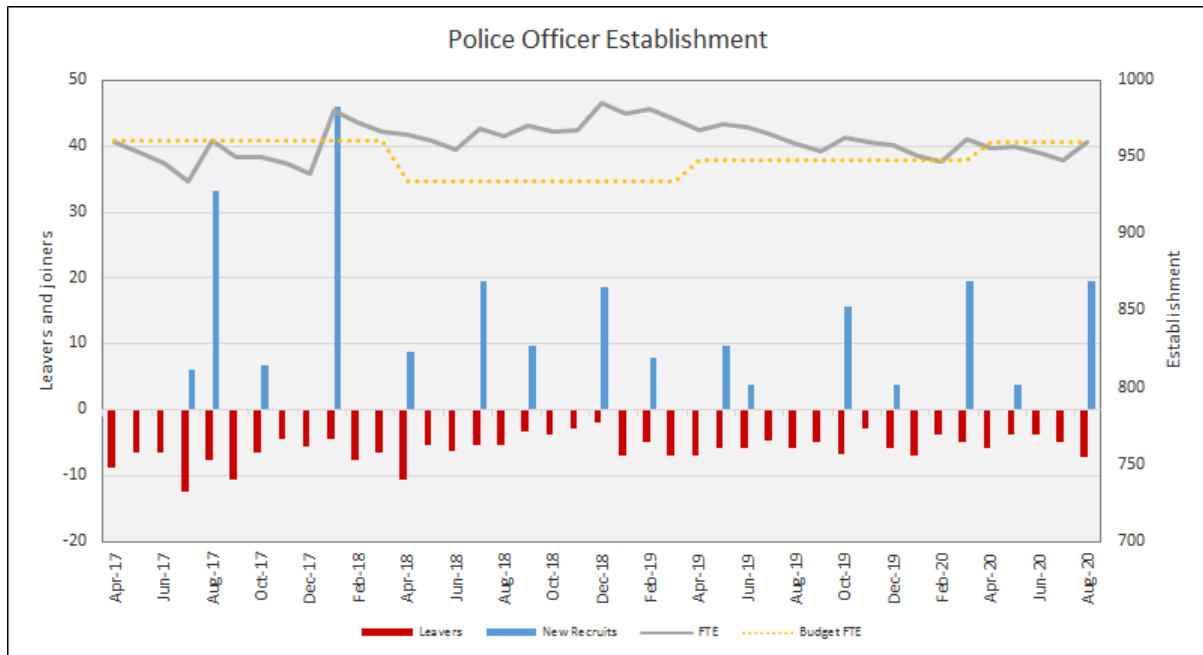


Figure one: Police officer FTE and recruitment against budget and leavers

4. Management of Resources

4.1. The Force manages resources through the Resource Management Panel (RMP) which has the purpose to oversee and agree both the business principles and the posting decisions for Police Officers at the ranks of Constable, Sergeant, Inspector and Chief Inspector.

4.2. The panel provides a forum in which fair, transparent and consistent resourcing decisions are made in line with the Values and Behaviours framework and Code of Ethics.

4.3. The panel ensures resources are aligned with organisational and service demand and priorities and in particular threat, harm and risk. Resources are aimed to be kept within the CPT model unless operationally required elsewhere. They will also factor in the qualifications, skill set, professional accreditation and training investments that the organisation has made, or is planning to make in each individual.

4.4. RMP sits every two weeks, and follows Force Tasking to ensure resourcing requirements are accommodated.

4.5. The key areas of responsibility for RMP are as follows:

- a) Oversight of all vacancies, including risk assessment and distribution of those vacancies
- b) Tactical support to the Force Operating Model

- c) Oversight of operationally critical daily staffing levels to include strategic oversight of attendance management issues
- d) Centralised management of all Adjusted Duties Officers
- e) All postings, moves and transfers; to include post-promotion moves
- f) Oversight and decision making of acting, temporary (salary) and NPPF promotions to the ranks of Sergeant and Inspectors (including identification of posts and process requirements, budget, duration and selection)
- g) The impact of staff deployment and workforce planning decisions in the context of training and skills enhancement. (Training Needs Analysis), including, but not limited to, succession planning for ICIDP courses and Custody
- h) The impact of postings, moves and transfers on deployable skills, operational commitments, and information contained within the Force Skills Management model
- i) The ratification of all career breaks, out of force secondments and reservist requests. In relation secondments, the decision to approve or not is to be based upon whether or not the force can continue to support the secondment, whilst making sure the force maintains a view of the skills level and resilience
- j) The provision of appropriate co-ordination between management and operational teams
- k) Ownership of lessons learnt from resourcing actions and decisions
- l) Strategic oversight of the deployment of volunteers (Specials, PSVs and Cadets)
- m) The decision making panel for the promotion processes to the rank of Sergeant and Inspector

4.6 The RMP reviews deployability on a regular basis in order to understand gaps, achieve parity across the Force area, and adapt to any changes in the staff turnover.

5. Future workforce planning

5.1. 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.

5.2. Workforce planning is not an exact science but aims to identify the skills requirement both now and in the future, in order to best meet the demand presented to the Police. Workforce planning is also anticipating the new degree entry requirements set by the College of Policing for police officer roles will adjust the employment market further.

5.3. Wiltshire Police has a Strategic Workforce Planning Board which meets every other month, and manages the alignment of skills against demand.

5.4. Specifically, the group aims to:

- a) Understand the skill requirements for roles within the organisation
- b) Align skills to meet demands effectively
- c) Continually assess demand at national, regional and local levels, to inform workforce development
- d) Project demand, providing an insight into the likely future skills requirement

- e) Make workforce decisions to prepare the organisation to meet future demand
- f) Own and have oversight of addressing capability gaps
- g) Ensure intelligent and efficient use of resources, deployed effectively through the Resource Management Panel
- h) Influence and direct the recruitment strategy
- i) Make recommendations to the Executive Leadership Team of the issues to be focused upon which arrive from the annual Force Management Statement process
- j) Oversight and provide direction on prioritisation of commissioned training and development activity to meet demand, current and future of skills and knowledge.

6. CPT resource alignment across the County

6.1. Policing is influenced by a number of factors across the County, which in turn adjusts the volume and skill sets of officers and staff required. The way that resources are distributed across the County is based on an algorithm of over 20 factors, each with their own weighting based on the different requirements of the roles within CPT. E.g Police officers are much more influenced by the number of Priority calls (blue light run), compared to PCSOs.

6.2. To understand the proportions of staff required in each CPT area in Wiltshire and Swindon, the following are considered and used:

- Population
- Immediate responses (aimed attendance within one hour)
- Priority responses (blue light run)
- Alcohol incidents
- Night time economy incidents
- Anti-Social Behaviour incidents
- Geography
- Investigation time
- Road networks
- School volumes
- Number of troubled families
- Number of vulnerable people
- Mental health demand
- Domestic abuse incidents

6.3. The algorithm is run past various stakeholders with a wide range of experience, to add professional judgement to the distribution, and amend if necessary.

6.4. The model is reviewed on a regular basis to understand the validity of the resource distribution, and it gets altered if required.

7. Approach to improving deployment levels

- 7.1. Short term policing resources are managed through operational commanders with specific teams looking at both recruitment and long term sickness. (Sickness figures and commentary are included in the PCC performance report.)
- 7.2. 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.
- 7.3. This approach has improved deployability through recruitment and will address overall deployability. 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.

8. The Abstraction Level

- 8.1. The abstraction level is defined as: the proportion of the workforce not available for work at that time.
- 8.2. Similar to all organisations 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.
- 8.3. 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
- 8.4. Nationally, there is no defined definition or published figures that allow for direct comparison. A request across the region for their deployability showed that the monitoring
- 8.5. 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).

8.6 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.

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

9. The Deployability Level

9.1. The OPCC 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.

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

9.3. 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)
- Vacancies
- Suspended
- Maternity and Paternity leave (post birth)
- Abstracted:
 - o Adjusted and Recuperative duties (significant injury, factoring in officers who are partially deployable and contributing to the model)
 - o Long term training commitments
 - o Extended posting outside of CPT area
 - o Temporary promotion

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

- Short and medium term sickness
- Short Training
- Annual leave

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

9.6 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.

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

9.8 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).

9.9 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.

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

10. Current deployability levels

10.1. 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 the Resource Management Panel.

10.2. Wiltshire Police currently have an overall deployability level of 83.3%.

10	FTE	Deployable Resource	Specials	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT North	121	83.5%	91	10	1	1	1	7	20
Swindon CPT South	122	85.2%		7	2	1	1	7	18
Wiltshire CPT North	101	82.2%	32	6	1	0	0	11	18
Wiltshire CPT West	125	84.0%	45	3	6	1	0	10	20
Wiltshire CPT East	56	83.9%	21	3	0	3	1	2	9
Wiltshire CPT South	120	80.9%	40	6	3	3	2	9	23
TOTAL	645	83.3%	229 +15 HQ Specials = 244	35	13	9	5	46	108

Figure two: CPT deployability levels

10.3. It should be noted that all FTE breakdowns are the fixed position for budgeted resources within that area. How this figure is split across the County is covered within section six.

10.4. All areas have a deployability level above 80%. In relation to how the attached compares to the figures submitted at the previous meeting, there are a couple of points:

- The overall deployability figure has increased slightly due to the reduction of vacancies and abstracted posts.
- 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 from week commencing 3rd December, which will reduce the figure. The Force has 20 PCs starting, along with 11 PCSOs, with a further 18 PCs and 9 LCIs starting training in January. This should continue to happen as a result of the recruitment campaigns

10.5. 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	83.5%	10	1	1	1	7	20
SGT	10	100.0%	0	0	0	0	0	0
CON	73	80.8%	6	1	1	1	5	14
LCI	13	76.9%	2	0	0	0	1	3
PCSO	25	88.0%	2	0	0	0	1	3
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials Swindon	91	16685		26.19				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Swindon CPT South	122	85.2%	7	2	1	1	7	18
SGT	10	80.0%	0	0	0	0	2	2
CON	76	86.8%	2	2	1	1	4	10
LCI	13	69.2%	4	0	0	0	0	4
PCSO	23	91.3%	1	0	0	0	1	2
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials Swindon	91	16685		26.19				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT North	101	82.2%	6	1	0	0	11	18
SGT	10	90.0%	0	0	0	0	1	1
CON	61	80.3%	1	1	0	0	10	12
LCI	9	77.8%	2	0	0	0	0	2
PCSO	21	85.7%	3	0	0	0	0	3
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	32	7346		32.79				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT West	125	84.0%	3	6	1	0	10	20
SGT	10	90.0%	0	1	0	0	0	1
CON	72	77.8%	2	4	0	0	10	16
LCI	17	100.0%	0	0	0	0	0	0
PCSO	26	88.5%	1	1	1	0	0	3
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	45	5279		16.76				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT East	56	83.9%	3	0	3	1	2	9
SGT	5	80.0%	1	0	0	0	0	1
CON	33	78.8%	2	0	2	1	2	7
LCI	5	100.0%	0	0	0	0	0	0
PCSO	13	92.3%	0	0	1	0	0	1
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	21	2833		19.27				
	FTE	Deployable Resource	Vacancies	Sickness	Maternity Leave	Suspended	Abstracted	Total Undeployable
Wiltshire CPT South	120	80.9%	6	3	3	2	9	23
SGT	10	100.0%	0	0	0	0	0	0
CON	75	74.7%	5	2	2	1	9	19
LCI	12	75.8%	0	1	1	1	0	3
PCSO	23	95.7%	1	0	0	0	0	1
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	40	7446		26.59				

Figure three: 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	90.9%	1	1	0	0	3	5
CON	390	80.0%	18	10	6	4	40	78
LCI	69	82.8%	8	1	1	1	1	12
PCSO	131	90.1%	8	1	2	0	2	13
TOTAL	645	83.3%	35	13	9	5	46	108
	Number	Hours (Apr - Oct)		Hours per person per month				
Specials	244	44833		26.25				

Figure four: Deployability by staff role

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

11. Approach to improving deployment levels

- 11.1. Short term policing resources are managed through operational commanders with specific teams looking at both recruitment and long term sickness. (Sickness figures and commentary are included in the PCC performance report.)
- 11.2. 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.
- 11.3. This approach has improved deployability through recruitment and will address overall deployability. 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.

12. Recommendations

- 12.1. The Panel note the contents of the report
- 12.2. Following three successive reports detailing the approach to deployability of the workforce, the key information is incorporated into the next performance report.

APPENDIX

13. Methodology for abstraction

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

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

13.3. 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

13.4. 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%.

14. Methodology for deployability level

14.1. 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%.

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

14.3. 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

14.4. 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.

14.5. 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.

15. Specials

The below table shows the full breakdown of Specials contribution by area and month. The total number of hours provided by 'independent' Specials is also provided, equating to just over 14 additional officers within the CPT model.

		Hours Contributed							
	Specials	April	May	June	July	August	September	October	Total
HQ	15	973	745	754	727	623	731	691	5244
Swindon	91	2370	2656	2280	2253	2309	2442	2375	16685
North	32	761	823	949	1047	1044	1361	1061	7046
West	45	764	774	728	765	722	763	709	5225
East	21	362	378	354	462	393	442	478	2869
South	40	1000	1050	1055	1146	997	1099	1055	7402
Total	244	6230	6426	6120	6400	6088	6838	6369	44471

		Hours per person							
	Average	April	May	June	July	August	September	October	
HQ	49.9	64.9	49.7	50.3	48.5	41.5	48.7	46.1	
Swindon	26.2	26.0	29.2	25.1	24.8	25.4	26.8	26.1	
North	31.5	23.8	25.7	29.7	32.7	32.6	42.5	33.2	
West	16.6	17.0	17.2	16.2	17.0	16.0	17.0	15.8	
East	19.5	17.2	18.0	16.9	22.0	18.7	21.0	22.8	
South	26.4	25.0	26.3	26.4	28.7	24.9	27.5	26.4	
Total	26.0	25.5	26.3	25.1	26.2	25.0	28.0	26.1	

Independent Specials	49.0
Total hours contibuted by Independent Specials	2450
Average hours per month per Independent Special	50
Additional Officers Equivalent	14.1