

**CUMBRIA POLICE AUTHORITY  
Policing Plan and Best Value Committee**

**24 February 2005**  
**Agenda Item**

**FRONT LINE POLICING MEASURE**

**Report by the Chief Constable**

**1. Summary**

This paper proposes a detailed action plan to achieve the Front Line Policing target, agreed by Policing Plan and Best Value Committee in September 2004.

**2. Recommendation**

- 2.1 That Policing Plan and Best Value Committee approves the Front Line Policing Action Plan in Appendix 1 for submission to the Home Office.
- 2.2 That Policing Plan and Best Value Committee approves the proposed subsidiary target for visible patrol and notes that it is not yet possible to set a target for the measure which includes police staff (due to missing information from the Home Office).

**3. Detail**

- 3.1 The Front Line Policing Measure is part of the Policing Performance Assessment Framework for 2005/6. It is defined as % of police officer time spent on front line duties.
- 3.2 Cumbria achieved 64.51% in 2003/4, second in its family of forces. The Police Authority has agreed Cumbria's target trajectory is shown below, to achieve the target national average in 2008:

|        | <b>Target</b> | <b>Estimated police officers released to the front line</b> |
|--------|---------------|---|
| 2004/5 | 67.00%        | 20  |
| 2005/6 | 69.00%        | 25  |
| 2006/7 | 71.00%        | 24  |
| 2007/8 | 72.50%        | 18  |

- 3.3 One of two ways to achieve front line policing targets is to move police officers from back office roles to front line roles. Further civilianisation is very difficult for the Constabulary; there are only 34 back office posts that might be deleted or civilianised to improve the measure. These posts have not been changed to date to best use the skills of police officers on permanently restricted duties, to enable HPDS development, or because police experience is judged critical to effective performance of the role. Civilianisation also has a high financial cost, as shown below:

| Action                         | Initial Estimated Cost 2007/8 | Potential reductions by translation to PC's |
|--------------------------------|-------------------------------|---|
| Support Inspectors             |                               | -98,772                                     |
| Head of Strategic Planning     | 32,338                        | -24,693                                     |
| Programme Management Inspector | 32,338                        | -24,693                                     |
| Staff Officer                  | 32,338                        | -24,693                                     |
| Staff Association              | 0                             | -18,083                                     |
| Communications Centre          | 308,815                       |   |
| Criminal Justice Unit          | 0                             | -49,386                                     |
| Crime Registrar                | 23,755                        |   |
| Operational Planning           | 32,338                        | -24,693                                     |
| Programme/ project officers    | 95,020                        |   |
| <b>Total</b>                   | <b>556,942</b>                | <b>-265,013</b>                             |
|                                |                               | <b>291,929</b>                              |

For these reasons, it is proposed that the Front Line Policing Action Plan should not emphasis civilianisation or deletion of back office police officer roles, but that this should be kept under review, when circumstances permit.

- 3.4 Custody Sergeants, Communication Centre officers are defined by the Home Office as back office roles. The Constabulary has written to the Home Office requesting a change to the definition on the grounds that Custody Sergeants are a statutory role, and Communications Centre officers are crucial to maintaining standards of service. The Constabulary has also requested the inclusion of Special Constables.
- 3.5 The second way to achieve the front line policing target is to ensure that front line police officers are spending the maximum amount of time on front line activities. This is the main approach in the Action Plan in Appendix 1, in summary:
- All officers categorised as CID, Patrol and Traffic must spend 75% of their time on the following activities by 2007/8:

|                             |
|-----------------------------|
| Incident related activities |
| Visible patrol              |
| Community involvement       |
| Dealing with informants     |
| Investigate complaints      |
| Special operations/events   |

- The Constabulary must achieve average police officer sickness of less than 9 days by 2007/8.

3.6 In 2003/4, front line police officers spent the following time on front line activities:

|   |       |
|---|-------|
| Percentage of CID time on FLP               | 66.6% |
| Percentage of Foot / Car / Beat time on FLP | 64.9% |
| Percentage of Traffic time on FLP           | 64.0% |

As set out in the Action Plan, the major steps to achieving the 75% are:

- Clear target setting
- Providing officers with information about what is expected of them
- Monitoring activity data and responding as appropriate
- Initiatives to tackle the biggest back-office activities – meetings and briefings and non-incident paperwork.

Broadly speaking, increasing front line time to 75% involves moving an hour's activity per shift by 2007/8.

#### % of police officer time spent on visible patrol

3.7 This is a subsidiary measure to the overall front line policing measure. The Home Office requires that a target be set for it. In 2003/4, the Constabulary's officers spent 20.4% of their time on visible patrol, broken down to:

|                      |               |
|----------------------|---------------|
| CID                  | <b>0.05%</b>  |
| MSG                  | <b>23.85%</b> |
| Foot/Car/Beat Patrol | <b>23.54%</b> |

3.8 It is proposed that all time released from back office activities through the Action Plan should be targeted on visible patrol. This provides the targets shown below, when it is assumed that:

- CID time on visible patrol is unlikely to increase
- no significant changes in front line police officer numbers are expected.

|                       |              |
|-----------------------|--------------|
| CID                   | <b>0.05%</b> |
| MSG                   | <b>34%</b>   |
| Foot/Car/Beat Patrol  | <b>34%</b>   |
| <b>Overall Target</b> | <b>29.4%</b> |

**% of time spent on frontline duties by all police officers and staff**

- 3.9 In 2003/4 Cumbria achieved 56.14% on this measure. Unfortunately, the Home Office hasn't yet provided the workings so a target can be set.

### Front Line Policing Action Plan

| Action   | Potential for Release to Front Line Duties<br>(Estimated Officer's Time) |        |        |        | Owner  |
|--|--|--------|--------|--------|--|
|  | 2004/5   | 2005/6 | 2006/7 | 2007/8 |  |
| <b>Reducing Back Office Activities, Increasing Front Line Activities to 75%</b>  |  |        |        |        |  |
| Performance management of activities:<br><ul style="list-style-type: none"> <li>Establish target for all front line officers to achieve 75% front line activities</li> <li>Communicate and explain target to front line officers</li> <li>Monitor progress against target (activity data and ABC)</li> </ul> | 18.5   | 19.75  | 19.75  | 20.5   | Operations Board (with support from the ABC project) |
| Target non-incident related paperwork and meetings:<br><ul style="list-style-type: none"> <li>Briefings guidance</li> <li>Bureaucracy Action Group</li> <li>Improved supervision of downtime</li> <li>Scrutiny of activity and ABC data</li> <li>Performance information for patrol officers</li> </ul>      |  |        |        |        |  |
| Implement criminal justice initiatives avoiding time in court  | 0.5  |        |        |        | HQ Criminal Justice<br>BCUs/OS                       |
| Reduce time spent on ID Parades via VIPER  | 0.5  |        |        |        | BCUs   |
| Reduce time spent on false alarms using BOSS   | 0.5  | 0.25   | 0.25   |        | Community Safety<br>BCUs/OS                          |
| Review shift patterns (refreshments)   |  |        |        |        | To be confirmed                                      |
| <b>Sickness Reductions</b>   |  |        |        |        |  |
| Sickness reductions to 9 days per officer by 2007/8.   | 1  | 2      | 2      | 2      | Personnel & Development BCUs/OS                      |

| Action  | Potential for Release to Front Line Duties<br>(Estimated Officer's Time) |           |           |             | Owner   |
|---|--|-----------|-----------|-------------|---|
|   | 2004/5   | 2005/6    | 2006/7    | 2007/8      |   |
| <b>Reviewing Back Office Roles as Circumstances Permit</b>  |  |           |           |             |   |
| Correct classification of posts:<br><ul style="list-style-type: none"> <li>VIPER Posts and Serious Crime Manager (aka Holmes)</li> </ul>  | 3  |           |           |             | Commanders  |
| Review management support roles:<br><ul style="list-style-type: none"> <li>Support Inspector (4)</li> <li>Head of Strategic Planning</li> <li>Programme Management Inspector</li> <li>Staff Officer</li> <li>Staff Association</li> </ul> (Timing uncertain, shown in final year) |  |           |           | 8           | Resources and Standards Board and Organisational Development and Partnerships Board |
| Review of Communications Centre PCs<br>(Timing uncertain, shown in final year)  |  |           |           | 13          | Operations Board  |
| Review operational support roles:<br><ul style="list-style-type: none"> <li>Criminal justice (4)</li> <li>Crime recording</li> <li>Contingency planning</li> </ul> (Timing uncertain, shown in final year)  |  |           |           | 6           | Operations Board  |
| Review programme and project officer roles<br>(Timing uncertain, shown in final year)   |  |           |           | 4           | Organisational Development and Partnerships Board                                   |
| <b>Total (121.5)</b>  | <b>24</b>  | <b>22</b> | <b>22</b> | <b>53.5</b> |   |
| <b>Target (87)</b>  | <b>20</b>  | <b>25</b> | <b>24</b> | <b>18</b>   |   |