

## WYPCC – Briefing / Decision

**From:** Chief Inspector Viv Cutbill

**Date:** 22<sup>nd</sup> January 2013

**Circulation list:**

T/CC Mr Parkinson, Police and Crime Commissioner - Mr Burns-Williamson, ACC Mr Dodd

<b>Timing:</b>	<u>Urgent. Has aligned with the DCR Review which is ready to implement.</u>
<b>Purpose:</b>	For decision
<b>Cleared by:</b>	Briefing paper approved by ACC Mr Dodd

### SUBJECT OF ADVICE

#### Helpdesk Review – Proposals for Public Enquiry Counters.

**Summary:**

A review of West Yorkshire Police Helpdesks has been ongoing for a number of months. At the Command Team meeting held on 1<sup>st</sup> October 2012, proposals for locations and the revised enquiry hours of the newly-named Public Enquiry Counters (PECs) were approved. Approval was also given to the realignment of a number of divisional support and administration tasks to ensure that the delivery of the PEC service was focussed on serving members of the public.

At a subsequent Command Team meeting on 17<sup>th</sup> December 2012 the staffing structure, shift patterns and the Public Enquiry Officer (PEO) role profile were agreed. Further work is taking place to develop a single supervisor role (Customer Contact Supervisor) for Divisional Control Rooms (DCRs) and PECs.

**Recommendation:**

The PCC:

- a) Approve the proposed Public Enquiry Counter opening hours and locations (Appendix 2).
  
- b) Note the other changes to the manner in which staff will be deployed in support of the PECs, DCRs and telephone enquiry functions.

**Consideration:**

**1. BASELINE**

- a) At the commencement of the Review there were 25 Helpdesks staffed by Public Enquiry Officers (PEOs).

Baseline	staff cost	£5,114,459
Other	costs	£ 294,501

<b>Total</b>	<b>baseline cost</b>	<b>£5,408,960</b>	
	Staff profile:	Budget	Actual
	Scale 4/4E	131.30	115.85
	Scale 5/6	10.71	8.56
	Police Constables	9.65	6.60
	<b>Total</b>	<b>155.78</b>	<b>131.01</b>

## 2. PUBLIC ENQUIRY COUNTER STRUCTURE

- a) Activity analysis was carried out over a two week period in September/October 2011 at all Helpdesks. This involved all Helpdesk staff recording their tasks, including the duration and source of the task over a 24 hour period for 14 days.
- b) Only a very limited number of people, (4% of all external customers that accessed the Helpdesks), did so between the hours of 10pm and 8am. The primary function of the PEOs during these hours was to support operational colleagues.
- c) Public consultation was undertaken jointly with West Yorkshire Police Authority by way of an online questionnaire and face-to-face surveys to establish how the County's residents prefer to communicate with West Yorkshire Police. A total of 2532 people completed the questionnaire, making it the most completed survey since the Force began using this medium.
- d) The main headline results were –
- 80.4% of people have not visited a PEC in the last 12 months
  - 31.3% did not know where their local PEC was
  - Telephone contact was the preference for the following respondents:
    - 88.7% to report crime,
    - 88.2% to report RTCs,
    - 59.6% to provide information
    - 37% to make a complaint.
  - 84.9% would want to visit a PEC for property enquiries.
  - 46.6% preferred electronic means to seek advice or information eg internet.
  - 45.6% disagreed with a surgery
  - 67.9% disagreed with an appointment system for PECs.
  - Most would only support the closure of a PEC if -
    - They could access policing services at public buildings (45.5%) or other public venues (e.g. supermarkets, libraries) (55%).
    - They could directly contact their NPTs (54.5%).
    - Where demand was low (45.7%).
    - To allow savings to be made (40.8%).

- e) The footfall data provided an indication of the demand for public counter services across the County. This, in turn, led to the preferred option selected by the PBB Panel 3 members at **Appendix 1**. This was a tiered structure:
- f) *Tier One* stations are proposed to have Enquiry Hours between 8am and 10pm, 7 days a week. (The only exception to this proposal is for Bradford South Enquiry Hours to be 8am to Midnight. This is due to their demand profile).

*Tier Two* stations are proposed to have Enquiry Hours between 10am and 6pm, Monday to Friday.

*Tier Three* stations would become NPT Contact Points with service hours as directed by the Divisional Commander. They would be run by Neighbourhood staff and would not provide the full PEC service.

- g) The Tier structure was passed to Divisional Commanders who conducted their own local community consultation. As a result of this consultation the Commanders adjusted the Tiered model to meet the needs of their division. It is this model that was presented as the final PEC Structure which can be seen at Appendix 2.

### 3. ESTIMATED SAVINGS

	<b>Reduction in FTE</b>	<b>Estimated Saving</b>
Method Changes	41.9	£1,374,513
PEC Structure	22.38	£ 931,340
<b>Totals</b>	<b>64.28</b>	<b>£2,305,853</b>

- a) The estimated savings should the proposals be implemented amount to £2,305,853.
- b) The changes to working practices, (often referred to as method changes), are process changes or different ways to deliver the service. The method changes proposed within the project support the premise that PEC staff should be focussed on serving members of the public. Currently, Helpdesks provide a considerable amount of support to officers that will be absorbed within the organisation.
- c) The location of PECs and their hours of service, (the times when any member of the public can access a service without the need for an appointment), are based upon demand and local consultation. This local consultation at North East Leeds, City and Holbeck, Wakefield, Calderdale and Airedale and North Bradford, have led to slight variations to the original Help desk Review team proposals that allows for the specific needs of local communities and their foreseeable demands. These minor changes incur a very small additional cost that will be absorbed within respective divisional budgets or by external funding.

- d) A 24 hour public enquiry facility is not considered essential as footfall indicates low demand overnight. It is also suggested that there is no requirement for staff to hold warranted powers.

#### **4. IMPLICATIONS OF A REDUCTION IN LOCATIONS AND ENQUIRY HOURS**

- a) In relation to meeting the demand from members of the public:
- Enquiry hours have been designed to match demand.
  - The Location of PECs provides coverage across the County
  - There is at least one PEC in each division open 7 days a week
  - Contact Points are readily available for community related enquiries.
  - Other means of receiving a Police service remain accessible
  - There will be 24 hour access to all Tier 1 and some Tier 2 stations via an intercom and a remote access door controlled by the local DCR
- b) The activity analysis indicated that a number of tasks carried out by Helpdesk staff formed part of internal support work for operational officers. This work will be absorbed by local officers and through changes in working practices. The implications are not significant. Savings are able to be made on the basis that
- 62% of all tasks are in support of officers
  - 56% of a PEO's time is spent dealing with this internal work.
- c) Selection of the PEC structure has resulted in the realignment of internal work. This work has been absorbed into normal day to day business. Some tasks would be retained by officers, such as system checks, whilst the general administrative and monitoring functions can fall to individuals or their supervisors, such as the booking out of pool Airwave terminals. The changes will have an impact upon operational officers, Divisional Control Room (DCR's) and Custody staff.

#### **5. PUBLIC ENQUIRY COUNTER AND DIVISIONAL CONTROL ROOM INTEROPERABILITY**

- a) It has been the ambition of the review to ensure that staff within PECs can support their colleagues within a DCR setting. As a consequence, the original Public Enquiry Officer (PEO) role profile has been refreshed to allow staff to carry out telephone work in support of the DCR function. The role profile has been consulted upon prior to being confirmed as a Scale 4.
- b) The establishment of a single supervisory role, responsible for DCRs and PECs, (supervising the management of resources that deal with the public either face to face or via the telephone) will reinforce the principle of interoperability across and between functions.
- c) The staffing structure has been formulated on the basis that the Tier 1 Police Station PEC staff will work a VSA 2 shift pattern. The PEC staff will support the DCR where staffing levels or demand allow.
- d) There is a clear requirement to staff the DCR, Telephone enquiry and PEC functions in a way that best and most efficiently matches resources to demand. Whilst there is a clear distinction between the time-critical aspects of DCR and the often 'slower time' enquiries at PECs, the management of

enquiries through the DCR or at a PEC will be responded to on the basis of risk. The development of a single supervisor role, with oversight of both functions on occasion, will reinforce this principle.

## **6. TRADE UNION/FEDERATION AND STAFF CONSULTATION**

Consultation has taken place with both Trade Unions/Federation and staff regarding the role profiles. No concerns have been raised regarding the Scale 4 PEO role. Consultation regarding the Scale 6 PEC Supervisor role will be required if the single and interchangeable Customer Contact Supervisor role is to be introduced.

### **Affordability:**

Opportunity costs will arise as a result of Police Officers having to undertake some limited tasks for which they will need to be trained. The methodology has yet to be agreed therefore the costs can not be estimated at this time although they will not be significant.

### **Supporting and dissenting Views:**

Consultation has taken place with the Public, Divisional SMTs, Local Politicians, Staff, Trade Unions and the Police Federation.

Concern was raised by Trade Unions regarding staffing levels. During Divisional Commander consultation with their local communities there were concerns expressed regarding the reduction in opening hours in some PECs.

## **APPENDICES:**

- Appendix 1 – PBB Panel 3 preferred option.
- Appendix 2 – PEC Structure.

**Appendix 1 – PBB Panel 3 preferred option**

	Original Rank	Station	No. of Visitors	% of Force Demand	Current Days	Current Opening Hours	Proposed Days	Public Enquiry Hours
<b>Tier 1</b>	1	Trafalgar House	1429	13.8%	Mon - Sun	24/7	Mon - Sun	08 x 00
	2	Huddersfield	989	9.6%	Mon - Sun	24/7	Mon - Sun	08 x 22
	3	Wakefield	821	7.9%	Mon - Sun	24/7	Mon - Sun	08 x 22
	4	Dewsbury	774	7.5%	Mon - Sun	08 x 22	Mon - Sun	08 x 22
	5	Halifax	734	7.1%	Mon - Sun	24/7	Mon - Sun	08 x 22
	6	Holbeck	731	7.1%	Mon - Sun	24/7	Mon - Sun	08 x 22
	7	Millgarth	705	6.8%	Mon - Sun	08 x 20	Mon - Sun	08 x 22
	8	Killingbeck	588	5.7%	Mon - Sun	24/7	Mon - Sun	08 x 22
	9	Weetwood	562	5.4%	Mon - Sun	24/7	Mon - Sun	08 x 22
	11	Airedale House	477	4.6%	Mon - Sun	24/7	Mon - Sun	08 x 22
<b>Tier 2</b>	10	Stainbeck	481	4.6%	Mon - Sun	07 x 23	Mon - Fri	10 x 18
	12	Pontefract	424	4.1%	Mon - Sun	07 x 00	Mon - Fri	10 x 18
	13	Lawcroft House	284	2.7%	Mon - Fri	08 x 17	Mon - Fri	10 x 18
	14	Castleford	192	1.9%	Mon - Sat	08 x 18	Mon - Fri	10 x 18
	15	Eccleshill	174	1.7%	Mon - Sat	10 x 18	Mon - Fri	10 x 18
	16	Morley	166	1.6%	Mon - Fri Sat	08 x 20 10 x 18	Mon - Fri	10 x 18
<b>Tier 3</b>	17	Pudsey	128	1.2%	Mon - Fri	09 x 17	Contact Point	
	18	Wetherby	124	1.2%	Mon - Sat	10 x 18	Contact Point	
	19	Shipley	122	1.2%	Tues - Sat	10 x 18	Contact Point	
	20	Todmorden	113	1.1%	Mon - Sat	10 x 18	Contact Point	
	21	South Kirkby	87	0.8%	Mon - Sat	08 x 18	Contact Point	
	22	Otley	79	0.8%	Mon - Fri	09 x 17	Contact Point	
	23	Ilkley	57	0.6%	Tues - Sat	10 x 18	Contact Point	
	24	Garforth	53	0.5%	Mon - Fri	10 x 18	Contact Point	
	25	Holmfirth	52	0.5%	Mon & Fri	08 x 16	Contact Point	

## Appendix 2 – PEC Structure

AA Division Helpdesk Review Information					Proposals						
Original Rank	Station	No Of Visitors	% of Force Demand	Current Days	Current Enquiry Hours	Proposed Days	Public Enquiry Hours	Scale 4E	Scale 4	Total FTE	Total £
9	Weetwood	562	5.4%	Mon - Sun	24/7	Mon - Sun	08 x 22	6	1	7	£215,148
17	Pudsey	128	1.2%	Mon - Fri	09 x 17	Contact Point		0	0	0	£0
21	Otley	79	0.8%	Mon - Fri	8 x 17	Contact Point		0	0	0	£0
Total								6	1	7	£215,148
Total With Scale 6E Supervisor									8		£250,608

BA Division Helpdesk Review Information					Proposals						
Original Rank	Station	No Of Visitors	% of Force Demand	Current Days	Current Enquiry Hours	Proposed Days	Public Enquiry Hours	Scale 4E	Scale 4	Total FTE	Total £
8	Killingbeck	588	5.7%	Mon - Sun	24/7	Mon - Sun	08 x 22	6.2	2	8.2	£244,673
10	Stainbeck	481	4.6%	Mon - Sun	07 x 23	Mon - Fri	10 x 18	0	1.6	1.6	£36,998
18	Wetherby	124	1.2%	Mon - Sat	10 x 18	Contact Point		0	0	0	£0
24	Garforth	53	0.5%	Mon - Fri	10 x 18	Contact Point		0	0	0	£0
Total								6.2	3.6	9.8	£281,671
Total With Scale 6E Supervisor									10.8		£317,131

CA Division Helpdesk Review Information					Proposals						
Original Rank	Station	No Of Visitors	% of Force Demand	Current Days	Current Enquiry Hours	Proposed Days	Public Enquiry Hours	Scale 4E	Scale 4	Total FTE	Total £
6	Holbeck	731	7.1%	Mon - Sun	24/7	Mon - Sun	08 x 22	6	1	7	£215,148
7	Millgarth	705	6.8%	Mon - Sun	08 x 20	Mon - Sun	08 x 22	6	0	6	£192,024
16	Morley	166	1.6%	Mon - Fri Sat	08 x 20 10 x 18	Mon - Tue Wed - Thur Fri	10 x 18 13 x 21 10 x 18	1	0	1	£32,004
Total								13	1	14	£439,176
Total With Scale 6E Supervisor									15		£474,636

DA Division Helpdesk Review Information					Proposals						
Original Rank	Station	No Of Visitors	% of Force Demand	Current Days	Current Enquiry Hours	Proposed Days	Public Enquiry Hours	Scale 4E	Scale 4	Total FTE	Total £
3	Wakefield	821	7.9%	Mon - Sun	24/7	Mon - Sun	08 x 00	6	2	8	£238,272
12	Pontefract	424	4.1%	Mon - Sun	07 x 00	Mon - Sat	10 x 18	1.2	0	1.2	£38,405
14	Castleford	192	1.9%	Mon - Sat	08 x 18	Mon - Sat	10 x 18	1.2	0	1.2	£38,405
22	South Kirkby	78	0.8%	Mon - Sat	08 x 18	Contact Point		0	0	0	£0
Total								8.4	2	10.4	£315,082
Total With Scale 6E Supervisor									11.4		£350,542

EA Division Helpdesk Review Information					Proposals						
Original Rank	Station	No Of Visitors	% of Force Demand	Current Days	Current Enquiry Hours	Proposed Days	Public Enquiry Hours	Scale 4E	Scale 4	Total FTE	Total £
2	Huddersfield	989	9.6%	Mon - Sun	24/7	Mon - Sun	08 x 22	6	2	8	£238,272
4	Dewsbury	774	7.5%	Mon - Sun	08 x 22	Mon - Sun	08 x 22	6	1	7	£215,148
25	Holmfirth	52	0.5%	Mon & Fri	08 x 16	Contact Point		0	0	0	£0
Total								12	3	15	£453,420
Total With Scale 6E Supervisor									16		£488,880

FA Division Helpdesk Review Information					Proposals						
Original Rank	Station	No Of Visitors	% of Force Demand	Current Days	Current Enquiry Hours	Proposed Days	Public Enquiry Hours	Scale 4E	Scale 4	Total FTE	Total £
5	Halifax	734	7.1%	Mon - Sun	24/7	Mon - Sun	07 x 23	6	1	7	£215,148
20	Todmorden	113	1.1%	Mon - Sat	08 x 18	Wed Sat	10 x 18 10 x 14	0.3	0	0.3	£9,601
Total								6.3	1	7.3	£224,749
Total With Scale 6E Supervisor									8.3		£260,209

GA Division Helpdesk Review Information					Proposals						
Original Rank	Station	No Of Visitors	% of Force Demand	Current Days	Current Enquiry Hours	Proposed Days	Public Enquiry Hours	Scale 4E	Scale 4	Total FTE	Total £
1	Trafalgar House	1429	13.8%	Mon - Sun	24/7	Mon - Sun	08 x 00	9	2	11	£334,284
13	Lawcroft House	284	2.7%	Mon - Fri	08 x 17	Mon - Fri	10 x 18	0	1	1	£23,124
Total								9	3	12	£357,408
Total With Scale 6E Supervisor									13		£392,868

HA Division Helpdesk Review Information					Proposals						
Original Rank	Station	No Of Visitors	% of Force Demand	Current Days	Current Enquiry Hours	Proposed Days	Public Enquiry Hours	Scale 4E	Scale 4	Total FTE	Total £
11	Airedale House	477	4.6%	Mon - Sun	24/7	Mon - Sun	08 x 00	6	1	7	£215,148
15	Eccleshill	174	1.7%	Mon - Sat	10 x 18	Mon & Fri	10 x 18	0	0.4	0.4	£9,250
19	Shipley	122	1.2%	Tues - Sat	10 x 18	Tues & Wed	10 x 18	0	0.4	0.4	£9,250
23	Ilkley	57	0.6%	Tues - Sat	10 x 18	Thurs	10 x 18	0	0.2	0.2	£4,625
Total								6	2	8	£238,272
Total With Scale 6E Supervisor									9		£273,732

**Force Total    66.90    16.60    91.50    £2,808,606**