

To all Federation members

If you visit our website www.clevelandpf.org.uk you will find the full staff side response to the review on Police Pensions. You will note that this is a joint response on behalf of the Police Federations of England, Wales, Scotland & Northern Ireland AND the Superintendents' Association and the Chief Police Officer's Staff Association.

However on Wednesday last week (4th August 2010) we became aware of a document prepared by members of the Association of Chief Police Officers and signed by its President, Sir Hugh Orde. This is a national organisation and the content is their submission and not that of Cleveland Police.

Because of the marking level on the document the document cannot be circulated in its entirety; **HOWEVER** in line with the statutory remit of the Police Federation of England & Wales for health, safety, welfare & efficiency we can seek your views on the parts of the document that most directly impact on **you** the membership and that is the purpose of this email which is for **internal circulation only**.

Please bear in mind that the current Police Regulations are only 7 years old, Police Performance Regulations are only 2 years old having been amended and simplified in 2008 to deal with problems encountered by the 1999 Regulations. With regards to Police Pensions these were amended 4 years ago -. We know from colleagues nationally that there are those in ACPO pushing for the facility to make police officers redundant.

Please email any of the Federation team or speak to your federation representatives locally with your views on the following which appear in the ACPO document. Cleveland Police Federation are in discussion with our local Executive & ACPO members to gauge local views.

- **Short term – Immediate cash releasing measures**

Immediate savings, in respect of police officers, could be achieved through abolishing the following additional payments and performance pay:

- **Special priority payments** – It is proposed that this should be abolished and replaced by a new simpler arrangement that gives the chief officer the option to make an additional payment to an officer up to a given amount or up to a percentage of the pay bill in certain circumstances, e.g. particularly demanding roles or to attract officers to less popular geographical areas however, the replacement scheme must be optional, flexible and simple.
- **Competency Related Threshold Payments**
- **Superintendents Post Related Allowance and performance related bonuses**
- **Chief officer performance pay scheme**

Additionally, through reducing compensation for working overtime, rest days, public holidays and annual leave as follows:

- Public holidays are expensive – reduce payment from double time to time and a half
- Pay the actual hours of overtime worked – as opposed to the minimum of 4 hours currently paid on rest days, public holidays and recalls to duty
- Modernise the concept of the ‘police day’ thereby removing the trigger for enhanced overtime compensation on rest days, public holidays and leave days
- Cancelled rest days are expensive – reduce compensation periods to just less than 5 days notice and reduce payment to time and a half
- Variable shift arrangements – enable chief officers to introduce more efficient shift patterns following consultation with the Police Federation Joint Branch Board rather than needing their agreement, as is currently the case
- Separate shift payments for officers and only pay if shifts actually worked.
- For police staff, provide reduced and consistent protection periods when changing jobs/duties and losing allowances or shift/weekend payments.
 - The office of constable means a police officer has the additional legal powers of arrest and control of the public given to him or her directly by a sworn oath and warrant. Each sworn constable is an independent legal official; they are not agents of the police force, police authority or government. Each police officer has personal liability for their actions or inaction. The employment status of a police officer is therefore a unique one. Police officers have access to most statutory employment rights but their right to withdraw labour was removed by statute (Police Act 1919) following strikes in 1918 and 1919.

Recommendation 22

ACPO therefore believes that the crown status of the office of constable is essential and should be preserved as a fundamental tenet that supports operational independence.

Behind that concept, however, is plenty of scope to create a simpler, less bureaucratic and more flexible framework for the employment of police officers.

- Police officers’ public and, in part, their personal lives are also regulated through legislation. The Police Regulations 2003 contain provisions, amongst other matters, regarding ranks, conditions of service, appointments, probation, retirement, personal records, duty, overtime, leave, pay, expenses allowances, uniform and equipment. The Secretary of State makes determinations after consultation with the Police Negotiation and Advisory Boards. These determinations contain changes to police pay and conditions of service as part of the Police Reform programme.

Recommendation 23

ACPO firmly recommends that a more flexible framework for employing and rewarding police officers be developed urgently.

- **Unsatisfactory Performance Procedure (UPP)**

UPP is very rarely used to address unsatisfactory performance due to the fact that it is highly bureaucratic and there is a need to make the procedure simpler and swifter to address poor individual performance. This should come as part of the longer term review of pay and conditions (see later) but, given it is a tool which directly impacts on the effective management of current resources, it is worthy in itself of specific examination in faster time.

- **Long term - strategic aims of a pay and conditions review**

The following strategic aims are a sound articulation of what ACPO believes is required from a pay and conditions review:

- The ability to recruit and retain a highly motivated single workforce, even if there remain some differences in terms and conditions
- Recognition of skills and competence in support of increased professionalisation of the Service coupled with a simpler and swifter unsatisfactory performance procedures
- Recognition of the working hours required of police officers and police staff especially reflecting the 24/7 nature of policing
- Arrangements that are sufficiently flexible to enable the Service to adapt to changing circumstances and demands
- Whilst retaining a core of nationally negotiated arrangements there needs to be some local discretion over the distribution of pay and rewards with pay perhaps to have some regional relevance i.e. tied to more local job markets / pay rates
- Any new proposals must be affordable recognising the reality of the current financial climate
- New proposals must require only minimal bureaucracy and be easily understood
- There must be an ability to provide incentives to encourage officers and staff to progress either horizontally or vertically, i.e. through specialisms or promotion
- De-bundling pay rates for police officers e.g. only pay shift allowance for actual shift working – currently included in basic pay for all.

Recommendation 25

ACPO proposes that there be a complete overhaul of the flexible reward mechanisms that are currently in place in order to deliver some immediate cash savings and provide chief officers with critical flexibility.

- **Police pay and reward machinery**

There are real concerns that the antiquated manner of operating that exists within PNB at the current time will not be capable of delivering at speed and thus will inhibit the ability of the Service and government to rectify existing issues and ensure the necessary flexibility that will be required to manage the workforce through this difficult and challenging period of critical workforce reform.

Recommendation 26

ACPO accordingly urges the replacement of PNB with a pay review body.

The role of workforce reform continues to be a subject of debate within the service. Significant changes to police officer pay and conditions may cause a more general reassessment. Agreed territory is support for simplification of role, clarity and differentiation over the differing roles and requirements for police staff as opposed to police officers posts and a more focussed approach to training and deployment.

ACPO believes that police efficacy should not be measured by the numbers of officers but how they are used and the outcomes they achieve. We believe the future of the Service is in having a smaller number of more highly trained officers working to clearer professional standards and supported by police staff colleagues who take on tasks, which do not require police skills and powers.

- **Police pensions**

Entitlement to a police pension has always been regarded as a key element of the remuneration of police officers to enable them to undertake their role with confidence. The arrangements under the Police Pension Scheme 1987 and the New Police Pension Scheme 2006 offer a range of benefits that provide financial security both in the time up to retirement and beyond. Both schemes are controlled by formal regulations.

It is accepted that police pensions are part of a wider public sector review to which ACPO will be submitting a detailed response.

However, new flexibility is required urgently as it will be a substantial element of managing service with fewer officers.

- **Police rank structure**

The complexity of policing and the risks that it carries requires a leadership and management structure, which creates clear lines of accountability and the level of expertise that can safeguard risks. There is an appetite for challenging the current rank structure and moving away from rank towards expertise as a more important defining factor. The rank structure needs to create opportunities and the space to take on greater responsibility and greater ownership.

The removal of the bureaucratic, target driven culture also provides opportunity to re-examine rank structure and ratios.

Recommendation 27

ACPO supports a review of the rank structure and ratios.

We need your views on the above so that we can accurately reflect and represent the views of you the membership in any response we make locally, nationally or regionally.

GThorburn

JBB Secretary

S D Matthews

JBB Chairman