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Tom Winsor WS
Police Review
5th Floor, Globe House
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29 October 2010

Dear Mr Winsor

REVIEW OF REMUNERATION AND CONDITIONS OF SERVICE FOR POLICE OFFICERS AND STAFF

Thank you for your letter of 1 October 2010, addressed to Mr Keir Starmer QC, the Director of Public Prosecutions. The Director has asked that I reply on behalf of the Crown Prosecution Service (CPS).

Whilst not having full sight of existing Police terms and conditions of employment, we have asked our CPS Pay and Reward Team to comment on your review of remuneration and conditions of staff and hope you find our comments helpful in this review.

Entry Routes

Diversifying skills and experience

Within the civil service staff are employed under the rules of the Civil Service Commissioners Recruitment Principles. This ensures that staff are recruited by merit and through a fair and open competition.

- **Merit** - means the appointment of the best available person: no one should be appointed to a job unless they are competent to do it and the job must be offered to the person who would do it best.
- **Fair** – means there is no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.
- **Open** - means that job opportunities must be advertised publicly and potential candidates given reasonable access to information about the job and its requirements, and about the selection process

These principles ensure that the civil service employees the best candidate and there is no favouritism shown for known candidates. More information can be found using the following link:

<http://www.civilservicecommissioners.org/Recruitment/RecruitmentPrinciples>

Posts within the civil service are advertised through the Civil Service Gateway Website and through a wide variety of media in order to attract a diverse workforce.

The Civil Service Fast Stream Graduate programme attracts high achievers who have the potential to become future leaders within the civil service. The scheme is ranked among the top five Times Top 100 Graduate Employers. Although most departments will start Fast Stream recruits in London, there are also opportunities across the country and so the format of the Civil Service Fast Stream Programme could be implemented across the police force.

Specials

Again for the recruitment of Specials you may wish to follow the Civil Service principles of merit through a fair and open competition. Opportunities should be advertised through a wide variety of media in order to attract a diverse workforce.

Deployment

Working outside Core Hours

The CPS employs staff to undertake charging decisions over a 24 hours period. Staff either work days or nights and so are aware of their long term work pattern which enables them to plan their personal lives and for managers to ensure cover is available when staff are on annual leave. Although CPS staff do not work rotas the advantage of implementing a long term rotas system would be that staff and managers are able to plan ahead which could minimise the use of overtime.

Shifts

If the introduction of permanent shifts were introduced then there may be a consideration for unsociable hours allowance. If shifts continued to be rotating among day, evening and midnight shifts then remuneration should remain as is.

The HSE have produced guidance on managing shifts which may be helpful to refer to. More information can be found using the following link:

<http://www.hse.gov.uk/pubns/priced/hsg256.pdf>

Mutual Aid

Within the CPS when staff voluntarily undertake a secondment they are not reimbursed for travel expenses. It is understood from the outset that this was a personal career decision and so no different from applying and undertaking a permanent move. However, should the CPS ask them to undertake a post in an alternative location, due to a business need, then any additional costs incurred will be paid. This process ensures that staff are treated in a consistent and fair way.

Specials

As police forces across the country incentivise Specials in different ways it would be worth looking at regulating incentives to ensure that all forces remunerate specials consistently.

Business Interests

Within the CPS the Code of Conduct specifically refers to Conflict of Interest and the principles that staff should abide by. This includes ensuring that staff do not put themselves in a position where their duty and private interests conflict. If they are in this position they should inform their Area Manager. Staff are reminded that they should be sensitive to the public perception that such a conflict could prevent the impartial performance of their duties, that conflict of interests are not compatible with public service and that they may be suspected of improper behaviour. Staff who fail to comply may result in action being taken under the disciplinary procedure.

Performance/post related pay

Incentivising High Performance

In order for performance to be rewarded, it is first necessary to have an effective means of measuring that performance – most commonly via a performance appraisal or review system. Individual Performance Related Pay may be easier to apply to civilian staff than officers due to the nature of the work undertaken, however it would not be impossible to introduce an Individual Performance Related Pay system for officers if an appropriate appraisal system was in place. An element of performance could also be measured against the overall performance of the individual force which would support a group performance element to the remuneration process.

More information can be found using the following link:

<http://www.cipd.co.uk/subjects/perfmangmt/perfrelpay?IsSrchRes=1>

Recognising skills and hard to fill posts

Research should be undertaken to look at the difficulty of appointing to previously perceived difficult to fill posts. Is there still the requirement to pay Special Priority Payments and should these be regularly reviewed to reflect changes in circumstances or a particular force or role? Whilst the need to SPPs may still be required, it should not be assumed that they will continue year on year without a review being undertaken. Likewise the amount paid may need to be reviewed regularly to ensure it is still appropriate.

Other allowances and entitlements

Allowances should be appropriate to the role or location and should be in line with other public sector organisations.

Equality

All remuneration and conditions of service should be in line with legislation to ensure fairness for all.

Pay Progression and length of service

Officer and Staff Pay Progression

There is an increasing awareness of the length of service and progression following anti discrimination legislation relating to age. Therefore it is not always appropriate to link pay to length of service but more to performance. More information can be found using the following link:

<http://www.cipd.co.uk/subjects/pay/general/pay-progression.htm>

Length of Service

With the pressure on public spending and pensions this may not be the most appropriate time for additional flexibility which enable officers to receive their pension early.

Exit Routes and Pensions

Redundancy

By introducing the power to make officers redundant more targeted and appropriate reductions could be made under the comprehensive spending review. This would enable civil staff in support roles to keep their posts where appropriate and also community officers who may be required above of surplus officers. Without the ability to keep the support function roles there may be the need to inappropriately move surplus officers into these roles.

Should this be introduced then redundancy packages should follow and support those of other public sector organisations.

Health Related Issues

Ensuring that there is a good occupational health function is available within the police force will enable staff to return to work will support managers to get staff back to work. Part time work on medical grounds should only be in place for a short period of time. If officers are not able to come back to work full time then the service should look at alternatives such as part time work (for part time pay) or other reasonable adjustments to the role to enable the officer to return to work full time. The Disability Discrimination Act should be followed when working with staff and looking at the reasonable adjustments to be made.

Ill health retirements should have strict eligibility criteria. It would be worth exploring the terms and conditions set out within the civil service and other public sector organisations to compare and contract schemes.

Pensions

For most public sector workers the retirement age is still 60, although for some new recruits it is 65 in line with the private sector. As the pension age is being increased to 66 in 2020 it may be worth revisiting the normal retirement age of 60 for police constables and sergeants and bring this in line with the rest of the Public Sector. For example the civil service no longer has a retirement age, this enables staff to continue to work past 60 or 65 and supports age legislation whilst also retaining essential skills in the organisation.

Pay Machinery

Any remuneration plan should be clear, appropriately simple and relevant. Remuneration needs to look at the local market, talent, etc. It is also worth exploring a total rewards package which incorporates promotes staff benefits outside of basic pay. Looking at schemes such as salary sacrifice may enable staff to increase their take home pay without additional costs for the police authority.

The main two contributors to regional pay are the local labour market and the difference of the cost of living across the country. Outside of London and the South East variations are relatively small and so you may only want to introduce a London and National pay scale if this is appropriate and not already in force. Alternatively a London Allowance could be introduced, if not already in place, to differentiate between the cost of living in London and the South East to elsewhere in the country.

I hope you find the above of some assistance. If you require any further information, please contact our HR Director, Mark Summerfield at mark.summerfield@cps.gsi.gov.uk

*Yours sincerely
Peter Lewis*

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