



**A UNISON
PAY AND CONDITIONS STRATEGY TO
IMPROVE POLICE PERFORMANCE**

**UNISON Submission to the Independent Review
Of Police Officers' and Staff Remuneration and Conditions**

1. Introduction

UNISON welcomes the opportunity to make this formal submission to the Independent Review of Police Officers' and Staff Remuneration and Conditions. UNISON is the majority trade union representing the police staff workforce in England, Scotland and Wales.

We have 44,000 police staff members in the three home nations, 41,000 of whom work in England and Wales. We therefore represent the majority of the 77,500 police staff who work for the police service in England and Wales, and who are conditioned to the Police Staff Council (PSC) and its agreements.

Our members make up 40% of the police workforce; they are an integral and important part of the service. How they feel about their work, this Review and about the Government's plans for police reform will be critical to the success of the police service in the 21st century.

UNISON sees the Review as an opportunity to resolve some of the deep-seated problems around fairness, equity and equality in the police staff pay and conditions package. We are open to the possibility of change, but only on the basis that this change is delivered via consensus and collective bargaining at the Police Staff Council.

The 2002 Police Reform Act fundamentally changed the way in which policing is delivered. Police staff have taken on new powers under the Act, and their numbers have grown strongly in response to the Government's civilianisation agenda. Unfortunately, the status, pay, terms and conditions, training and development of our members have not kept pace with the changes which have taken place in their working lives over the last ten years.

UNISON believes that the Review should focus on a coherence agenda for police staff pay and reward to:

- *Combat the fragmentation and discrimination inherent in current police staff pay systems*
- *Drive out the unnecessary costs to the public purse of duplicating police staff pay systems 43 different ways*
- *Deliver equal pay*
- *Focus pay and reward on skills*

Police staff are already a very cost effective resource for the police service, but UNISON believes that by developing a more strategic national approach to police staff pay and reward, productivity and effectiveness could be greatly improved.

We propose that all police staff should be paid within a national pay and grading scheme, rather than the force level grading schemes that are currently in existence. Such a scheme could form part of a new negotiated settlement on police staff pay and reward; allowing all relevant parties bring their interests to the table.

2. Synopsis

This submission is split into the following sections:

- Key Background and Summary Recommendations
- Police Staff Pay: equity and equality matters
- Police Staff Pay and Conditions: the police force lottery
- The Case for a National Pay and Grading System for police staff
- Bargaining Arrangements
- Response to Key Sample Questions from the Independent Review 'Call for Evidence'
- Conclusion and Recommendations
- Bibliography
- Appendices
 - A. 'Police Staff Speaking Out': Introduction to 2008 IDS Survey
 - B. Police Staff Council 2005 Pay Census (Summary)
 - C. Police Staff Council 'Joint Survey of Job Evaluation and Equal Pay' 2010
 - D. LRD 'Survey of Police Staff Pay and Conditions' 2003
 - E. UNISON Survey of Comparative Police Staff Pay Rates 2010
 - F. 'In Detention: a research report on police custody staff for UNISON from Incomes Data Services' August 2010 (extract)
 - G. Annual Leave Entitlement for Junior vs Senior Police Staff

- H. How Police Staff Council agreements are incorporated into contracts of employment
- I. Police Staff Council bid for resources to Home Office : 2010

3. Key Background and Summary Recommendations for the Review

3.1 Police Staff undervalued, but supporting change

Independent research carried out for UNISON by NOP in 2003 discovered that half the police staff workforce (50%) did not feel valued by the police service. The same proportion of staff did not feel supported by their manager in relation to workforce pressures. Morale had deteriorated for 63% of staff.

In 2008, Incomes Data Services (IDS) carried out a follow up survey for UNISON. Worryingly, given the intervening period of workforce modernisation, 52% of police staff felt that they were not generally valued by their force; a higher figure than in 2003. Whilst UNISON accepts that feelings of self-worth in a workforce are not only dependent on pay levels, in 2008 55% of respondents did not feel that they were 'well paid' for their job. A detailed summary of the IDS report findings can be found at Appendix A and a full copy of the research report is enclosed for information.

Despite these gloomy figures, 60% of police staff said they enjoyed their job in 2008, and positive attitudes to change were also evidenced. 90% of respondents in 2008 said that they were not resistant to change in the workplace; up from 63% in 2003. When asked in 2008 what factors could improve police services: 69% answered that greater recognition of police staff input would help; 60% said better management; 56% referred to the need for protected pay and conditions and 53% mentioned improved training opportunities. These and other findings from the IDS survey are highlighted throughout this submission.

What the evidence assembled in this submission shows is that police staff are working flexibly and are open to change and modernisation, but are being held back by old-fashioned notions of status, discrimination, and unequal pay. UNISON wants to see these barriers to modernisation and reform addressed by the Independent Review. Until and unless these barriers are removed, the performance of the police service will continue to suffer.

3.2 Where next for the Police Staff Workforce?

Since the election in 2010, and the change in Government, there has been little discussion in the Police Service over the future of workforce modernisation. Workforce modernisation (WFM) was a general concept which sought to describe and formulate changes in the way policing was delivered. Initially championed by ACPO, WFM set out to create more capacity, greater capability and more public value for the taxpayers' investment in the Service. It focused on ensuring that the Service adopted a considered, strategic, planned and fair

approach to establishing the optimum mix of officers/staff and skills required to deliver policing in the 21st century and helping to ensure the professionalism of the Service as a whole. The original ACPO WFM project was eventually subsumed into the National Policing Improvement Agency 'National Workforce Modernisation Programme'.

The initial ACPO concept of WFM was to produce a Business Toolkit, for process re-engineering and skills to task matching, and a Strategic Employment Framework. The employment framework envisaged a workforce structure, encompassing both officers and staff, comprising: support workers, assistant practitioners, generalist practitioners, specialist practitioners, supervisory managers, middle managers, strategic managers and strategic leaders. This model opened up the intriguing possibility that both officers and staff might populate the same levels in the framework on the basis of the work they carried out, rather than being separated by the rank/employment divide.

For police staff, WFM promised:

- Recognition of their operational contribution
- A whole new range of operational roles and an accredited set of career pathways, both up and across the organisation
- A 'one team' inclusive organisation where staff were valued for what they contribute.
- A range of flexible working opportunities that more closely matched policing needs with personal needs
- Removal of barriers to retention and progression across the whole police family
- Putting equality and diversity at the heart of service delivery and employment practices

Although it is true that WFM has delivered more employment opportunities for police staff, and grown police staff numbers from 30% to 40% of the total workforce, the intention to synch these new roles with a strategic employment framework has not come to fruition. This leaves police staff working in new roles, but being managed, trained and paid as if WFM had never happened.

UNISON believes that the Independent Review should revisit the concept of the strategic employment framework to ensure that any proposals to change pay and conditions of service are rooted in a competent and hopefully shared vision of a modernised workforce fit for the 21st century.

3.3 The Gender Pay Gap

Women make up 61% of the police staff workforce¹. Statistics from 2005 showed that female police staff earned on average 8.1% less than their male comparators. The Census of Employment by PSC pay spine point, carried out in 2005 by the PSC, indicates that, despite being the majority of the workforce, women were segregated in the bottom half of the pay structure. The 2005 PSC census data indicates that women were in the majority on PSC pay points 1- 13 and men were in the majority on PSC pay points 14 - 45. The key data from the 2005 census is set out at Appendix B.

UNISON believed that this represented prima facie evidence of gender pay discrimination in the police service. As a result of the 2005 census data, UNISON and the Police Staff Council Trade Union Side redoubled their efforts at the Council to get pay equality raised up the joint agenda. As set out later in this submission, as part of the PSC 3 year pay deal, agreed in 2008, the trade unions pushed for equal pay to be included on the agenda of the PSC Pay and Reward Working Party. In turn, the Working Party commissioned a joint survey of job evaluation and equal pay which reported in mid-2010. The survey confirmed UNISON's long-held view that many police forces had not, and still have not, carried out proper job evaluation and pay and grading reviews.

Work to address gender pay inequality must be mainstreamed into the work of the Independent Review and the Government must provide support to allow the legacy of pay inequality to be corrected. Without this underpinning commitment, the endeavours of the Review may well fall on stony ground. If the Review makes recommendations to change police staff pay and grading without first acknowledging the imperative for equal pay to be established, it will jeopardise the success of those recommendations from the outset. Reform must be built on firm foundations and they simply do not exist when it comes to police staff pay and reward.

This submission makes the simple point that all police forces should place their police staff on a single national pay and grading scheme, designed by the Police Staff Council and resting on a national job evaluation exercise using the PSC 13 Factor Job Evaluation scheme.

3.4 Low Pay in the Police Staff Workforce

UNISON notes that the Independent Review does not intend to look at the issue of low pay for police staff. We believe that this is an oversight which the Review team should correct.

Low pay is endemic in our public services, with analysis indicating that as many as a quarter to a third of public sector workers are not earning enough to provide themselves and their families with what independent experts would regard as an

¹ Police Service Strength: England and Wales, 31 March 2010 (Home Office Statistical Bulletin 14/10 p.2)

adequate living standard, encompassing a healthy diet, decent housing, child development and social inclusion. Low pay is concentrated among women, black workers, young workers and disabled workers.

The Minimum Income Standard for Britain, a research programme funded by Joseph Rowntree Foundation, calculates the 'living wage' nationally. The MIS project recently reported that a minimum national 'living wage' figure of £7.60 an hour (equivalent to £14,861 annually) based on April 2010 prices, was needed to allow workers to reach 'a minimum acceptable standard of living' as defined by a panel of ordinary working people working with additional expert input.

UNISON is pleased that the Police Staff Council has delivered above average progress on tackling low pay in the Police Service. In 2005, nearly 9% of the part time police staff workforce was paid on lowest PSC pay points 1-4 (£11496 - £12744). We saw this as evidence of police forces paying below national living wage levels to a significant proportion of the workforce. As part of the negotiations for the 3 year pay deal, agreed in 2008, the PSC Trade Union Side pursued and was successful in getting the lowest three pay points in the PSC pay spine deleted over the course of the three year deal. This now means that the lowest pay point in the PSC pay scale is £14,529 or £7.53 an hour.

Although this hourly rate still falls short of the MIS national minimum wage target, UNISON is pleased that the police service is now taking its responsibilities to its lower paid staff more seriously than comparator employers in the public sector. This reflects well on the service and its commitment to fair pay. However, we make the obvious point that this advance in tackling the shame of low pay would not have been possible outside of the context of national pay bargaining. Individual police employers would have been unlikely supporters of an initiative on low pay, particularly if they believed they could have got away with paying below a national 'living wage' in their own local labour markets. This demonstrates the importance of national pay bargaining and its ability to address issues of fairness and equality above crude market considerations.

Looking more widely at pay rates in the police staff workforce indicates that, outside of the context of the lowest pay rates, the workforce cannot be described as well paid. Figures from the 2005 PSC pay census indicate that only 16.3% of police staff were paid above pay point 25 (£23,151). When this figure is broken down by gender, whilst 24.4% of male police staff were paid above this figure, a much smaller 13.8% of female police staff found themselves in this higher earnings bracket. See Appendix B for full details.

The independent survey for UNISON by IDS in 2008 indicated that the majority of police staff took home between £250 -£350 a week. Perhaps not surprisingly, 55% of survey respondents disagreed with the statement 'I am well paid for the job I do.'²

² "Police Staff Speaking Out": IDS Research Report for UNISON 2008 p 26/27

With such relatively modest basic pay levels, many police staff rely heavily on premium payments to make up a reasonable salary. The 2008 IDS survey showed that 40% of police staff were eligible for shift pay³, with the average shift allowance being 18.5% of basic pay.

We ask the Review to acknowledge that police staff do not, on the whole, feel well paid for the work they do. Basic pay, particularly for women, is modest and staff rely heavily on premium payments to make up a living wage. Any suggestion that premium pay should be reduced would result in unbearable hardship for the vast majority of police staff shift workers in England and Wales.

£7.60 should become the base point of the PSC pay spine to deliver a living wage for all police staff.

3.5 Fragmentation of Pay and Terms and Conditions

UNISON is concerned over the fragmentation of key police staff terms and conditions between forces and the divergence of rates of pay for the same work across different employers. Evidence for this is provided later in this submission. Police staff are not treated as if they were a national workforce and this directly frustrates the ability of Government to direct the service effectively. Unlike their police officer colleagues, police staff have never been viewed as an integrated workforce which might contribute to national as well as force level priorities.

Only a national, jointly agreed, police staff pay and grading structure will solve the problems created by years of fragmentation and discrimination.

3.6 Public Sector Pay Policy

The terms of reference for the Independent Review indicates that it will be informed by the Government's policy on pay and pensions. At present there appears to be very little detail on this policy. The Hutton Review of Public Sector Pensions has produced its interim report, with a full report expected next year. We will address the findings of this interim report later in this submission. The other Hutton Review into Fair Pay has received submissions and a report is currently awaited.

The only other Government announcement on public sector pay is the information contained in the Chancellor's budget statement earlier this year in which he asked for a two year pay freeze. The pay freeze will have a protection built into it for staff earning under £21,000 a year to provide them with a flat rate pay rise of £250. The Treasury subsequently clarified that the pay freeze would not affect incremental pay and that '...those staff who are entitled to pay progression will continue to receive it.' If the £21,000 threshold for the flat rate pay rise were to apply to the police staff workforce it would cover the vast majority of the workforce if based, as expected, on basic pay. In 2005, the basic

³ "Police Staff Speaking Out": IDS Research Report for UNISON 2008 p 25

average FTE salary for female employees was £18,339 and for male employees £19,964.

The flat rate pay rise proposed by the Chancellor under the proposed two-year pay freeze would, on these figures, be worth 1.4% on salary for women and 1.25% on salary for men, based on the average salaries set out above. In addition, those police staff entitled to salary progression through their existing pay band would be entitled to an increment worth on average 2.2% of salary.

3.7 The Relationship between Police Staff and Police Officer Pay and Reward

UNISON notes that there is nothing in the terms of reference for the Independent Review indicating that it will look at the relativity of police staff and police officer pay and conditions. UNISON believes that this is an oversight which should be corrected in the work of the Review. UNISON is not calling, at this stage, for the harmonisation of police staff and police officer pay and reward. However, in a modern, forward looking service, it is surely right that the differences in police officer pay and reward and that of police staff should be examined to see whether those differences remain justifiable in respect of equity and equality considerations.

One of the sample questions in the 'Call for Evidence' does provide an opportunity for this comparison to be undertaken. The question is raised 'How could remuneration and conditions of service be amended to reflect equality and diversity issues?'. Given that the police officer workforce is predominantly male and the police staff workforce predominantly female, the potential for sex discrimination to be present in the differences in the police staff and police officer pay and reward are considerable. The Review should investigate this if it is truly committed to delivering on equality and diversity.

Why, for example, are police staff paid on local pay and grading systems, with salaries varying widely as a result, when police officers are conditioned to a single national pay spine with officers earning the same salary wherever they work? UNISON argues that a national grading structure should apply to police staff as it currently does for police officers.

In its 2004 thematic report on 'Police Workforce Modernisation', HMIC reached the following conclusion after pondering these questions: 'Police officer pay is subject to a national negotiating machinery through the PNB. The absence of a similar, nationally adopted grading structure for police staff means that forces are able to match police staff salaries to local norms, but it has also created immense variations that cannot be explained by local conditions alone. This situation is not sustainable in the longer term. What is needed to support modernisation is a more unified approach for all staff...'⁴ It is unfortunate that 6 years on from this recommendation from HMIC, there has been no progress towards delivering this 'unified approach.'

⁴ 'Modernising the Police Service: A Thematic Inspection of Workforce Modernisation' HMIC 2004 p 104

In January 2002, the Home Secretary announced to police officers:

“I am committed to increasing investment in the police. Securing the extra funding required to deliver an improved pay and conditions package is a top priority for me the package will involve significant extra spending on pay for the police.”⁵

The PNB Heads of Agreement Package, which was finally agreed in May 2002, was promoted by the Government as “..... a better pay deal which rewards officers and underpins our determination to deliver lasting reform”⁶ The package and the Reform Bill were inextricably linked as part of the Government’s modernising agenda. As far as the Government was concerned, the Heads of Agreement Package delivered the following added value to police officers:

- an increase in basic pay for all officers of £400 per annum
- faster pay progression via shorter pay scales
- new competence-related payments of £1002 per year for officers on the top of their scale, with an anticipation that at least 75% of those eligible will be successful in gaining the payment
- special priority payments for posts which carry high levels of responsibility, are hard to fill or have specially arduous working conditions of between £500 and £5,000
- one-off bonus payments of between £50 and £500 to reward occasional work of an outstandingly demanding, unpleasant or important nature

In its ‘Pay Proposals – Conciliation Briefing Paper’ circulated in May 2002, the Police Federation confirmed to its members that the package meant:

- all police officers would be better off, not just the majority
- an agreed package would be over and above the annual index-linked pay rise, due each September

Police staff are still waiting for their “improved pay and conditions package”. The Independent Review of Police Officers’ and Police Staff Remuneration is the opportunity for negotiations on such a modernised package to begin. Throughout its deliberations, the Review should have regard to equity and equality considerations when comparing police officer and police staff pay and conditions.

⁵ Home Office ‘Police Briefing’ January 2002

⁶ Home Office ‘Police Briefing’ January 2002

3.8 A Pay and Reward Strategy to Improve Efficiency and Effectiveness

We ask the Review to reflect on how to address the inequalities and discrepancies in police staff pay and reward in the context of the Government's intention to increase the efficiency and effectiveness of police forces in England and Wales. These two intentions are fairly obviously linked insofar as performance will only be improved if the right pay and reward systems are in place to incentivise performance and capacity building in the police staff workforce.

The police staff workforce stands at a crossroads. Its status and potential effectiveness have improved out of all recognition over the last 10 years. However, step change to capitalise on what is already a cost-effective workforce demands a more imaginative workforce pay and development strategy. This strategy must:

- *be jointly developed*
- *be nationally resourced, delivered and monitored*
- *treat police staff as a national, as well as a local, workforce*
- *level the terms and conditions playing field*
- *deliver equal pay outcomes*
- *help police staff to improve their competencies*

UNISON believes that the above are only achievable in the context of a single national pay and grading scheme for all police staff in England and Wales.

4. Police Staff Pay: Equity and Equality Matters

UNISON believes that matters of equity and equality in police staff pay should be central to the work of the Independent Review. We are disappointed that equity and equality do not feature more prominently in the terms of reference for the Review. Equality is referred to in the 'Context' section of the Review's terms of reference, not as an objective, but rather as something to be checked only after recommendations have been made, rather like an equality impact assessment. In the sample questions in the 'Call for Evidence', equality appears as a sub-question in relation to performance/post-related pay and it is not clear whether it is intended for respondents to answer on equality issues only in the context of PRP or not? From UNISON's perspective, limiting considerations of equality matters in this way in the Review would be unacceptable for reasons set out below.

This submission from UNISON to the Independent Review majors on the issues of equity and equality. We believe that the delivery of equity and equality is central to any reform agenda for police staff pay and reward. Again, we expect these aspirations to be handled in the context of an overall police staff pay and workforce strategy.

4.1 Pay Equity

UNISON submits that:

- *Police staff should be paid a 'living wage' which allows them to sustain an adequate living standard, without resort to in-work benefits. In 2008, 12% of police staff were in receipt of Working Families Tax Credit⁷*
- *The PSC should work towards a minimum pay point of £7.60/hour for all police staff in line with the Minimum Income Standard living wage calculations*
- *This target could be achieved without huge pay bill costs due to the work we have already undertaken as part of the recent 3 year PSC pay settlement to delete the lowest three PSC pay points*

4.2 Equal Pay

Equality in the police service is a necessity not an option. The legal obligations on police forces in respect of race, sex, equal pay, disability and age are well known and need to be realised. We concentrate here on one of these dimensions, namely equal pay. However, we believe that the Independent Review should be concerned to tackle inequality in all its guises in relation to its impact on pay.

The composition of the police staff workforce is predominantly female; 61% are women compared to 39% who are men. Within the workforce there is also considerable occupational segregation by gender. Women predominate in admin and clerical, control room, enquiry and station and in criminal justice posts. Men predominate in IT, forensic, crime and incident management, custody and drivers.

The gender fault-line is also influential in who works full or part time. Nearly all male police staff (94%) work full time, compared to 78% of women⁸. In fact, women are four times more likely than male police staff to be working part-time.

These background gender statistics underline the importance of equal pay to the Independent Review. The PSC 2005 Pay Census indicates that the average FTE equivalent salary for part time female employees compared to the average FTE salary for full time male employees shows a salary gap of 10.87%.

⁷ "Police Staff Speaking Out" IDS 2008 p 18

⁸ "Police Staff Speaking Out" IDS 2008 p 42

4.2.1 The Gender Pay Gap in the Police Service

The PSC 2005 Pay Census shows that there is a pronounced internal gender pay gap in the police service.

Full time female police staff earn 92% of full time male police staff gross average pay. This reflects the numerical concentration of female police staff on the lowest PSC pay points.

Unfortunately, the PSC Pay Census does not provide sufficient detail to undertake a full gender analysis of the police staff pay structure. Neither does the PSC collect pay data by ethnicity, and this too needs to be corrected.

4.2.2 Distribution of police staff by spinal point (basic pay)

The PSC Pay Census allows us to analyse the distribution of staff within the pay structure by male and female, full time and part-time. Appendix B, section 5, demonstrates the over representation of female police staff on PSC pay points 1-13. Part time female staff are particularly over-represented in this category.

4.2.3 Earnings Differences by Occupation

UNISON's 2008 IDS survey uncovered a clear gender dimension to earnings differences by occupation⁹. Police staff working in predominantly female posts like WP operators, administrators/clerks and secretaries are more likely to be earning £300/week or less take home pay. Staff in predominantly male posts, such as operations, professional/technical and supervisors are more likely to be taking home more than £300/week.

4.2.4 Gender and Relative Pay

NOP also uncovered gender differences over relative pay¹⁰. On average, male weekly pay was £342.34 compared to £319.10 for female staff. The survey showed that even taking account of gender segregation in roles, men earned more than women in the same roles. A comparison of male and female pay in managerial posts was calculated. This also highlighted a gap, with men earning an average £472.47 per week compared to £440.54 for women.

4.2.5 The State of Play on Job Evaluation and Equal Pay Audits

Taking the above statistics into account might lead one to assume that police forces would have prioritised the design and implementation of equality proofed pay systems. Unfortunately, the reality has been somewhat different.

⁹ "Police Staff Speaking Out" IDS 2008 p 23

¹⁰ "Police Staff Speaking Out" IDS 2008 p 25

Under the Public Sector Equality Duties, all public bodies ‘...need to have objectives that address the causes of any difference in pay of men and women that are related to their sex.’ This obligation requires public authorities to carry out job evaluation and work out ways to remove any gender pay differentials. Police forces in England and Wales have been slow to react to these obligations and UNISON believes that many are now at risk of equal pay claims as a result.

In 2008 UNISON undertook a survey of our police staff branches to try to find out the state of play on job evaluation and pay and grading reviews in forces in England and Wales. This identified:

- 2 forces which had never undertaken job evaluation
- 4 forces which had done job evaluation, but chosen not to implement the results
- 25 forces had done job evaluation, but either in a way that did not cover all their staff, or not leading to a pay and grading review
- Only one force had an equal pay policy

As a result of the concerns arising out of this survey, the Trade Union Side of the Police Staff Council suggested to the Employers Side in late 2009 that it would be helpful to carry out a joint survey of job evaluation and equal pay in the police service. This was done under the auspices of the Police Staff Council’s Pay and Reward Working Party, set up as part of the 3 year pay deal agreed in 2008.

The joint survey results, which are attached to this submission as Appendix C, confirm many of the findings in UNISON’s 2008 research. In particular the joint survey found:

- 3 forces had never undertaken any job evaluation exercise
- 33% of forces which had undertaken job evaluation had not included their entire workforce in the process
- 40% of forces which had undertaken job evaluation had not subsequently used the JE results to conduct a pay and grading review
- 13 forces which had conducted job evaluation over 5 years ago were not planning to review their schemes in the near future
- 49% of forces had not conducted an equal pay audit of their pay and reward package

These survey figures, taken in association with UNISON’s IDS data, are an indication of the work that remains to be done to ensure that the police staff

workforce is employed on equality proofed pay and conditions packages. The reality of most police force pay and grading systems is that they remain in essence old local authority pay schemes which the forces inherited in 1996. Many forces, for example, still use outmoded local authority grading definitions such as SO (senior officer) and PO (professional officer) in their grading terminology.

UNISON asks the Independent Review to reflect seriously on this state of affairs and consider whether such an antiquated and disparate approach to pay and grading can be justified any longer in a service aspiring to efficiency, effectiveness and modernisation.

From the point of view of efficiency, the continuing practice of each police force designing and implementing its own pay structure is at odds with the Government's drive to ensure that work that needs to be done 'only once, nationally' is indeed done only once nationally. If forces had designed innovative local solutions to pay and grading, which had been agreed by local unions in consultation with staff, there might be some justification for the status quo, but this is definitely not the case. UNISON submits that only an equality proofed national pay and grading scheme, resting on the PSC 13 Factor Job Evaluation Scheme, and linked to a workforce development framework, will correct the deficiencies identified above.

4.2.6 Conclusions

Analysis of the internal distribution of police staff pay and earnings suggests that there is a problem of gender disparity in pay and access to premium pay. It is clear to UNISON that there are significant equal pay issues to be addressed here. They include: occupational segregation, the unequal impact of family responsibilities on earnings potential and pay discrimination.

The action required to tackle this will have to be imaginative and far reaching. It will be likely to cover recruitment, training, contractual arrangements, job design, working patterns and a better fit between work and family responsibilities.

4.2.7 Recommendations

- *eliminating pay discrimination in the police service should be made a Home Office and Police Service priority*
- *the Police Staff Council should initiate a programme of work to scope and then implement a national pay and grading system for all police staff in England and Wales*
- *the national pay and grading system should rest on the implementation first of a national job evaluation scheme using the Police Staff Council 13 factor JE scheme*

- *the national job evaluation scheme would result in all police staff being either evaluated or matched to benchmark job evaluation profiles and then assigned to national grades on the basis of their JE scores as part of a national pay and grading review*
- *the outcome of the job evaluation exercise and pay and grading review would coincide with a national equal pay audit of the current police staff reward package*
- *wider terms and conditions could be reviewed as part of the national pay and grading review to arrive at a comprehensive equality proofed national pay and conditions package*
- *the Police Staff Council should gather data on a regular basis to monitor pay equality issues across all the diversity strands*

5. Police Staff Pay and Conditions: The Police Force Lottery

What is one of the biggest barriers to police force efficiency and effectiveness? The answer is of course pay and conditions.

At present it is unfortunately the case that pay and terms and conditions for police staff vary wildly from force to force. This is what we call the “police staff pay and conditions lottery”. And this is what now sits so uneasily with the Government’s attempts to standardise the ‘...things that need to be done just once, nationally’¹¹ across the police service in England and Wales.

Whilst police officers enjoy a strong, centrally-determined terms and conditions package, police staff pay and conditions are, in key respects, both fragmented and inconsistent. Whilst not advocating the wholesale harmonisation of police staff and police officer terms and conditions, UNISON believes that there is strong justification for parity in certain areas – a national pay and grading structure being the most important of these.

The Police Staff Council agreed a revised Handbook of Police Staff Terms and Conditions in January 2004. The background to this is as follows:

- From its introduction in 1996, the original Police Support Staff Council (PSSC) Handbook proved problematic in its local observance and application. This so-called “framework” of pay and conditions was poorly worded and led to local difficulties with interpretation and an increasing number of references from local Trade Union and Employers’ Sides to the Joint Secretaries for advice and guidance.

¹¹ “Policing in the 21st Century: Home Office Consultation Paper p 25

- Also problematic was the tendency for some local employers to disregard the Handbook provisions and to try to undercut the national terms locally. Such action inevitably damaged the integrity of national collective bargaining and the status of the PSSC itself. Ultimately these actions produced an unlevel playing field of terms and conditions not befitting a modern police service.
- The strengthened, updated and improved set of PSC terms and conditions set out in the 2004 Handbook have significantly boosted morale, employee commitment and recruitment and retention.
- However, as we will go on to explain, the absence of any national consistency to pay and grading outcomes, means that police staff doing the same job in different forces are likely to be paid widely varying salaries. We examine this pay drift below and follow it with an examination of the unaccountable variety in annual leave entitlement for police staff in different forces.

5.1 Pay Drift for Comparative Posts

During 2003, UNISON commissioned the Labour Research Department (LRD) to carry out a comparative study of rates of pay for the following 17 police staff posts:

CJU file preparation clerk
 Cleaner
 Community support officer
 Control room operator
 Cook
 Crime analyst
 Detention officer
 Director of finance
 Enquiry desk clerk
 Fingerprint expert
 Payroll manager
 Receptionist
 Scenes of crime officer
 Traffic warden
 Vehicle mechanic
 Word processor operator

The full results of this research should be read alongside this submission and are attached as Appendix D. We accept that this research is historic, but it is the last time that we examined the relativity of police staff pay across forces in this sort of detail.

In 2003 LRD summarised the differences in pay rates for each of the above benchmark jobs by comparing the minimum and maximum pay rate for each job across each force.

What the results of this research showed was that there was an unaccountable variation in the rates of pay for the same jobs across different forces. This was the same for all of the posts for which LRD researched salary figures.

UNISON found this variation unacceptable for a number of reasons:

- it demonstrated the failure of the Service to establish a 'rate for the job' for similar posts to reward staff in a consistent way across England and Wales
- it created leap frogging in pay rates between forces in order to attract candidates, which in turn leads to further grade drift.
- it distorted the police staff labour market and frustrated the potential for a national police staff pay strategy
- it led to an endless round of regrading claims as police staff in low paying forces tried to raise their salaries to the 'going rate'.

Accepting that this data, and our interpretation, might now be considered historic, UNISON has undertaken a more recent data collection exercise to gather comparative pay rates for the following roles in police forces in England and Wales in October 2010:

- Station Reception Clerk
- Crime Scene Examiner
- Health and Safety Advisor
- Detention Officer
- HR Advisor
- General Admin Clerk (BCU)
- CJU First Line Supervisor
- Trainer
- Coroner's Officer
- Head of HR
- Police Community Support Officer
- Caretaker

The unaccountable variation in salaries for the same role, identified in the 2003 LRD research, was repeated in the findings from our more recent 2010 survey. The full data on this survey is set out at Appendix E. Here we identify the trends coming out of the research.

Minimum and Maximum Salaries: range expressed in monetary and percentage terms

For each of the roles we surveyed, we set out below the range in minimum and maximum salaries from lowest to highest paid, across the forces represented, expressed in monetary and percentage terms.

Role	Min.Salary(£) Range	Min. Salary(%) Range	Max.Salary(£) Range	Max.Salary(%) Range
Admin Clerk	£2022	14%	£4137	25%
Caretaker	£2409	16%	£5955	41%
Coroners Officer	£9468	51%	£12894	63%
CJU Supervisor	£9528	56%	£11313	61%
CSI	£12540	69%	£13917	60%
Detention Officer	£4548	16%	£5706	31%
Head of HR	£41757	97%	£44421	93%
HR Advisor	£17313	77%	£21213	103%
H & S Advisor	£13905	47%	£13164	55%
PCSO	£3627	22%	£8301	46%
Reception Clerk	£3825	28%	£7452	46%
Trainer	£8736	47%	£10617	51%

These figures show that on average, across all the roles surveyed, there is a 45% range from lowest to highest minimum salaries paid, and an average 56% difference in the lowest to highest maximum salaries paid for the same roles across different forces. Even accounting for the likelihood of differences in job weight for some of the roles, these ranges appear to UNISON to require an explanation from the forces concerned. The salary ranges for HR professionals are particularly noteworthy, but most of the roles evidence considerable variation, particularly on maximum salary levels. These figures raise obvious questions about the way in which individual forces are setting salary levels for the same roles and whether the procedures used to set these levels represent good practice and good value for the service as whole. They certainly confirm UNISON's long held view that there is very little science to the way in which forces set pay levels for the same posts. The continuation of this unlevel playing field in pay should, we believe, be a matter of major concern to the Review, deserving of additional inquiry and information gathering.

Some of the forces involved might argue that they were reflecting local market pressures in setting their salary levels in the way that they have. However, as LRD found in 2003, on close inspection, market forces cannot explain the variation in pay that we have uncovered in 2010. For instance, in only half the roles surveyed, did forces in the South East top the pay tables. This was in

respect of the following jobs: admin clerk, caretaker, coroner's officer, detention officer, HR advisor and station reception clerk. It is interesting to note that half of these roles are relatively junior roles within the organisations and not more senior/professional roles which might have been expected to attract market-premia.

UNISON contends that this variation in police staff salary rates is unjustifiable and calls into question the methodology employed by forces to set their pay rates. There has been no progress to rationalise police staff pay rates since LRD produced their research for UNISON in 2003. This leaves our members doing the same job as colleagues in neighbouring forces, but earning substantially less for doing the same work. Clearly it is difficult to justify the continuation of this practice and, we believe, the unaccountable variation in rates of pay legitimises UNISON's call for a national pay and grading structure to bring consistency, equity and equal pay both within and across forces in England and Wales.

In addition, we present the findings from an IDS survey undertaken for UNISON in 2010 into the employment experience of force detention officers. This research bears out the earlier LRD research, and the more recent UNISON data, insofar as it clearly shows a wide disparity between forces in the basic pay awarded to detention officers. The extract from the IDS survey, attached as Appendix F, shows that the highest average rates of pay were paid in Cymru/Wales, at £23,038, some 21% ahead of the lowest recorded average of £18,972 in the North East.

UNISON believes that the pay lottery effect described here will only be corrected by a centrally driven approach to job-evaluation, the adoption of the PSC 13 factor job evaluation scheme by all forces and implementation of the outcome of the evaluation via a national pay and grading scheme. An example of such a centrally driven approach to national pay and grading is Agenda for Change in the NHS and the national pay and grading scheme introduced in the Probation Service in 2006.

5.2 Comparative Annual Leave

Police officers get the same annual leave in whichever force they work. Police staff, on the other hand, get between 22 and 26 days basic annual leave depending upon which force they happen to work for. UNISON has been campaigning for a number of years to create a level playing field out of this confusing disparity. Unfortunately, to date, the Employers' Side of the PSC has been unwilling to consider any remedial action.

UNISON continues to call for a basic minimum of 25 days annual leave on appointment for all police staff rising to 30 days after 5 years.

We believe that it is totally unacceptable in a modern police service that police staff in some forces get only 22 days annual leave while others enjoy 25 days. This lack of equality over leave damages morale and productivity at a time when

the police service is rightly under pressure to improve performance. Figures show that a quarter of forces give only 22 days annual leave on appointment. Seven forces give 23 days, 19 are improving at 24 days and a mere 6 forces give 25 days – the target of our claim. In a national uniformed service, this disparity is simply unacceptable. We ask the Review to look into this unfairness and come to a view as to whether it can continue to be justified with reference to notions of fairness and equity across the workforce.

5.2.1 UNISON collected data in 2003 from 41 police forces in England and Wales which indicated that annual leave entitlement for police staff varied as follows (figures include incorporated extra statutory leave):

Annual leave rating	Annual Leave Entitlement*		Number of forces applying
	On appointment	5 years	
Low	22	27	9
Improving	23	28	6
	23	29	1
	24	28	1
	24	29	17
	24	30	1
Target	25	28	1
	25	29	1
	25	30	2
	25	31	1
	26	31	1

*[Figures relate to the most junior staff in some forces].

5.2.2 UNISON submits that it is quite unacceptable for there to be such wide variation in annual leave entitlement among police staff in a national service. Such variations are demoralising and unbecoming a uniformed service. There is no particular pattern to the distribution of high and low entitlements, either in terms of geographical location of forces, or force size. It is time for a level playing field in respect of this important element of police staff's terms and conditions package.

5.2.3 The PSC Handbook currently gives staff 22 days annual leave on appointment and 27 days after 5 years service. It is clear from the above figures that the

annual leave entitlement set out in the Handbook no longer reflects the reality of leave entitlement in most forces. This part of the Handbook is actually in danger of becoming obsolete. And those forces which have not updated their leave entitlements run the risk of being labelled less than attractive to work for than their neighbouring forces.

In addition to the disparity between forces' annual leave entitlement for police staff, there are also internal disparities in the amount of annual leave that forces award to their staff. This differential manifests itself between the annual leave for junior police staff and the annual leave for more senior staff. Examples of this disparity are set out, by force, at Appendix G.

5.3 South East Weighting

Police officers get either a £2,000 or £1,000 south east weighting depending upon which force they work in. Police staff get no such nationally determined allowance, although they work at the same locations, live in the same towns, shop at the same stores and travel on the same public transport. Admittedly some forces continue to pay the old local government London fringe allowances to some police staff in Kent, Essex and Hertfordshire. But these allowances are small by comparison to those enjoyed by police officers and they are not available across the whole force area, only at certain specific sites.

This pay disparity between police officers in the south east and their police staff colleagues, leaves police staff in no doubt as to their status in the workplace -- second class!

Some police employers have tried to argue that forces in the south east pay their police staff proportionately higher salaries than those, in the north, to compensate for the higher cost of living in the south east. This argument is exploded once one compares the rates for the same posts in the south east with the rest of England and Wales.

As part of its research for UNISON in 2003, LRD specifically identified where forces in the South East ranked in the overall table of salary rates for similar jobs. For most of the 17 benchmark posts chosen for evaluation, forces in the South East paid their police staff on average only one PSC pay point higher than forces elsewhere in England and Wales. Please see the LRD Police Staff Pay and Conditions Survey at Appendix D pp 43 – 46 for full details.

Until and unless police staff in the South East get the same South East weighting as police officers it will be impossible to dispel the two-tier nature of the workforce and the barrier to integration that this represents to a police service striving for efficiency and effectiveness.

6. The Case for a National Pay and Grading System for Police Staff

UNISON believes that the time is right to open a debate on a national grading system for police staff in the new strategic forces. We believe this because:

Police workforce modernisation points in the direction of a more coherent, nationally led approach to police staff pay

A national approach to police staff pay and grading would provide the Police Staff Council with the tools to address major policy and negotiating issues in a consistent way across all forces at a time of financial restraint and continuing workforce modernisation

Collaborating or merging police forces will need new pay arrangements to harmonise the pay systems of precursor forces

The revised Police Staff Council 13 factor JE scheme provides a jointly agreed method of assessing the weight of police staff jobs in a way that commands the confidence of unions, employers and police staff. The Trade Union Side believes that the revised scheme provides a suitable platform on which to build a single national pay and grading system. The adoption of the 13 factor scheme by forces was a recommendation of the 2004 HMIC Workforce Modernisation Thematic¹²

The link which the employers have previously said they wish to establish between pay and skills could be delivered far more effectively and successfully in the context of a single national grading system. The Trade Union Side is prepared to enter into constructive talks on the above link, on the understanding that it takes shape in the context of a national grading system.

The cost to the public purse of sustaining 43 different pay and grading systems in a service which is striving for efficiency and effectiveness is unsustainable. At present 13 forces pay the same firm of management consultants 13 times over for the same job evaluation scheme and same market pay data. The Police Staff Council JE scheme is free to forces and comes with significant technical back-up.

Existing police staff grading systems have their origins in an historic local government settlement. These pay systems are neither modern, nor forward looking. They are blunt instruments for delivering workforce modernisation, or efficiency and effectiveness.

The 2004 HMIC Thematic into Workforce Modernisation noted that: "... the differences in pay suggested by this survey raise a number of issues about the need for greater standardisation of pay across the county"¹³.

¹² "Modernising the Police Service" HMIC 2004 p.108 (6.42)

¹³ "Modernising the Police Service" HMIC 2004 p.107 (6.41)

In summary, the Independent Review of Police Officers' and Staff Remuneration and Conditions presents an unmissable opportunity to develop a coherent, workforce modernisation driven approach to police staff pay and reward.

6.1 Workforce Modernisation and Pay

In the conclusion to its 2004 submission to the Police Staff Council Pay and Reward Review, the Trade Union Side set out the following vision for linking pay and police reform:

“For the Police Staff Council, this Pay and Reward Review represents a strategic opportunity to align police staff pay and conditions with the current police reform process. It is perhaps a once in 10 or 15 year opportunity, and we need to be bold in seizing it.”

The vision that we articulated had five main objectives:

- improving police performance
- aligning pay and conditions with police reform targets
- removing pay discrimination
- creating a level playing field in police staff pay and conditions
- incentivising the workforce

If we get the job done right, these objectives should link together in a virtuous circle that creates the right environment for the police service to deliver on the public's high expectations.”

In 'Policing the 21st Century', the Government put on record its commitment to:

- a national framework for efficient local policing
- ensuring that there ‘...are some things that need to be done just once, nationally.’
- Making sure that ‘...the entire police workforce is more available than currently and more productive’.

What is clear to UNISON is that the Government's ambitions for a more efficient use of resources and the workforce demand for a new approach to pay systems in the police service could be most effectively woven together in a Police Staff Council national pay and grading structure that would:

- reflect the business needs of a reforming police service

- link pay to occupational standards and the Integrated Competency Framework
- mainstream PDR in the reward structure
- provide a platform for assessing the relativities between police staff and police officer pay
- ensure a diverse workforce by rooting out pay discrimination, whether relating to gender, race, age or disability
- attract and retain the brightest talents for the police staff workforce
- enable staff to move flexibly both vertically and laterally within the workforce
- open up the potential for reform of the wider terms and conditions package

6.2 PCSOs and the Case for a National Grading system

In 2005, Accenture was asked by the Home Office to assess whether locally-set PCSO pay and conditions were 'fit-for-purpose' for the major expansion in PCSO numbers. Accenture was asked to consider the case for a national framework of terms and conditions.

What Accenture found was that:

- the variation in PCSO pay and conditions across forces could not be explained by differences in market factors, or role or powers (i.e. job weight)¹⁴
- the highest total reward provided to PCSOs exceeded the lowest by 70% or nearly £12,000¹⁵

Accenture did not recommend a stand-alone national pay grade for PCSOs because they recognised the impossibility of creating a national pay grade for PCSOs whilst leaving all other police staff on locally determined salary structures. Accenture argued instead that any changes to PCSO terms and conditions should be made as part of a coherent programme of pay and conditions reform for all police employees and one that aligns with the workforce modernisation/WFM/vision.¹⁶

¹⁴ "Study of Terms and Conditions for Police Community Support Officers" (Police Human Resources Unit/Home Office) Accenture 2005 p 29 and pp 73 - 74

¹⁵ "Study of Terms and Conditions for Police Community Support Officers" (Police Human Resources Unit/Home Office) Accenture 2005 p 40

¹⁶ "Study of Terms and Conditions for Police Community Support Officers" (Police Human Resources Unit/Home Office) Accenture 2005 p 52

UNISON endorses the above Accenture recommendations and believes that they support the concept of a national pay and grading structure set out in this submission. With its national role profile, standard powers, national recruitment and training package, the PCSO role demands a national pay grade. With the development of similar ICF-driven role profiles for other key police staff jobs, the case for a national pay and grading system is considerably strengthened.

6.3 Skills, Performance and Pay

The Employers' Side of the Police Staff Council has previously indicated that it wished to align pay and development systems in order to reward and incentivise the workforce to acquire and use professional skills. UNISON is prepared to explore these links in the context of a national pay and grading system.

UNISON is totally opposed to the concept and practice of performance related pay. Policing relies on a strong teamwork ethic and the idea that individuals should be singled out for particular reward fails to recognise this most basic of facts about the Service. In addition, there is no evidence whatsoever that performance related pay actually works.

6.4 Equal Pay

UNISON believes strongly that a national pay and grading structure can provide the necessary guarantee that police staff pay is free from gender discrimination and bias.

The work that the PSC has already undertaken in the review of the Police Staff Council 13 factor JE scheme has produced a modern, fit-for-purpose, equality proofed means of measuring job weight.

The revised 13 factor scheme provides the consistent basis for the design of a national pay and grading scheme. Such a national pay structure would not only encompass basic pay, in the form of nationally agreed pay grades, but also deal fairly and transparently with the other major components of police staff reward e.g.

- location allowances
- market premia
- premium pay
- link to skills and competence

The design of a national pay structure would provide the Police Staff Council with the opportunity to mainstream equalities in the pay system from the outset.

The advantages of our approach for individual forces and staff would be as follows:

- a jointly agreed, equality proofed pay and grading system pay system expertly linked to the Police Staff Council 13 factor JE scheme
- dispenses with the need for local pay modelling on the back of JE
- major saving in time and design costs for new forces
- provides protection against future equal pay challenge
- enables forces to build a link between pay and skills to produce a more productive and available workforce

6.5 Efficiency and Effectiveness

The Police Staff Council is currently engaged in a major Pay and Reward Review. Financial considerations are inevitably impacting upon the Review.

We therefore have the opportunity to take a strategic look at police staff pay in the round. UNISON firmly believes that collaborations/merger and workforce modernisation point us towards a more coherent and nationally consistent approach to police staff pay and reward.

If we want efficiency, not fragmentation; if we want fairness not inequality and if we want a set of tools to align pay with workforce modernisation, skills and workforce productivity, UNISON submits that the Police Staff Council initiates work to develop a national pay and grading system for all police staff in England and Wales.

7. Bargaining Arrangements

7.1 History and set up

The Police Staff Council was set up in 1996 as a result of the transfer of police staff from the employment of local authorities to the newly incorporated police authorities. The Council, initially called the Police Support Staff Council, was made up of the following constituents:

Employers' Side:

Association of Police Authorities: 4 seats

Association of Chief Police Officers: 2 seats

Trade Union Side

UNISON: 5 seats

Unite and GMB: 1 seat

The Secretariat of the Council was split between the Local Government Employers' Organisation (now the LGE) acting as Employers' Side Secretary and UNISON as Trade Union Side Secretary. The Council received no dedicated funding at set up and this position obtains to this day; a problem we will return to later.

The Police Support Staff Council (PSSC) developed a Handbook of Terms and Conditions and a new police staff national pay spine. It also took over responsibility for negotiating annual pay reviews and changes to the PSSC Handbook. The majority of the terms and conditions in the PSSC Handbook were taken from the Local Authority APT &C Handbook – otherwise known as the 'Purple Book'. The terms and conditions set out in the Handbook were adopted by forces in England and Wales by means of incorporation into force level police staff contracts. See Appendix H for details of how Police Staff Council agreements are incorporated into police staff contracts of employment.

This meant that the terms and conditions were legally enforceable, and not, as some implied, a set of recommendations which forces were free to adopt or reject at will. The PSSC Handbook was designed to be a framework agreement, in which the major terms and conditions (shift pay, sick pay etc) were set out, but with the proviso that local negotiations would fill in the gaps between national provisions.

The following forces in England and Wales remained outside the remit of the PSSC: Metropolitan Police, City of London Police, Surrey Police and Kent Police. The Met Police, until the Met Police Authority was created, employed police staff on civil service terms and conditions for historical reasons. Surrey and Kent Police chose not to join the PSSC for local political reasons. These four forces remain outside the Police Staff Council to this day, although there is a wish on the part of the UNISON police branches in Kent and Surrey to join.

The Council went on to develop and publish two job evaluation schemes: the PSSC 9 factor scheme (based on the Local Government Management Board scheme) and the PSSC 13 factor scheme (based on the National Joint Council for Local Government single status JE scheme). Forces were encouraged to adopt job evaluation as a means of arriving at equality proofed pay and grading systems. In 1996 most forces had simply adopted the grading schemes which had previously been in use in the local authorities from which they drew their police staff employees. Very little has changed in this respect over the intervening 14 years.

In 2002, the Home Office applied to join the Employers' Side of the Police Staff Council, having previously taken no apparent interest in police staff matters. UNISON supported the application of the Home Office to join the machinery and welcomed the engagement of Ministers and officials in the work of the Council. We agreed to the Home Office joining the Council on the condition that this would lead to a review of the resourcing of the Council. In 2009 the Council subsequently submitted a business case for dedicated funding for its work to the Home Office. This application has not been successful and the Council remains without dedicated government funding.

UNISON submits that the Review consider the case for dedicated funding for the Police Staff Council negotiating machinery.

7.2 Review and Modernisation

7.2.1 Handbook Review

In 2002 the PSSC embarked on a process of reviewing the original PSSC Handbook which had been agreed in 1996. The original Handbook was not well laid out and had suffered from difficulties in interpretation and application. Following nearly two years of detailed negotiations a revised Handbook was agreed in 2004 – known as the 'Police Staff Council Handbook'. The change in the Council's name reflected workforce modernisation and the fact that police staff were no longer in predominantly supporting roles, but were taking on more operational tasks. PCSOs were part of this trend.

As part of the review, the Council consciously sought to take on a wider remit than just pay and conditions. The revised Handbook therefore enshrined changes to the Council's role to:

- Advise the Secretary of State on general questions affecting police staff in England and Wales
- Draft regulations which affect police staff
- Consider any matter referred to it by the Secretary of State or any of its constituent organisations

From the Trade Union Side's perspective, the revised Handbook was an altogether stronger national agreement, which removed some of the ambiguities in the predecessor document, reintroduced an unsocial hours working allowance, harmonised short notice changes to shift compensation with that of police officers and brought employment law references up to date. The Home Office paid for the revised Handbook to be produced with high production values.

7.2.2 Police Staff Council Pay and Reward Review

Also in 2002 the Police Staff Council set up a Pay and Reward Working Party with terms of reference to look at:

- Recruitment and retention
- Annual leave
- Performance
- The extent of low pay in the PSSC structure
- The nature and extent of the gender pay gap in the workforce
- Training and development
- Work Life balance

Both Trade Union and Employers' Side made submissions to the review. The Trade Union Side's submission concentrated on our assessment of the equal pay gap in the police workforce and the continuing problem with inequality in relation to annual leave entitlement across the forces in the Council. The Police Staff Council undertook two pay and numbers surveys of the police staff workforce in 2003 and 2005 to help support the Working Party. With Home Office funding, the Working Party also commissioned work to update the PSC 13 factor Job Evaluation Scheme and provide a range of technical guidance to forces undertaking job evaluation or equal pay audits. The revised JE scheme was launched in 2006. Unfortunately, its use remains limited, despite the resources put into its development.

Despite some of its achievements, the Pay and Reward Working Party was not able to conclude its work. This coincided with delays in 2007 to a Home Office initiative on 'Professionalising the Workforce', which seemed to hold back the Employers Side from arriving at a definitive position on the future of police staff pay and reward. The Working Party was subsequently revived in the context of the 2008 - 2010 PSC 3 year pay deal. This multi- year agreement committed both sides of the Council to '...explore ways to achieve a more strategic approach to terms and conditions including pay and grading.' The terms of reference for this work include:

- Flexibilities for workforce modernisation
- Better development, deployment and leadership
- Progress to date on job evaluation and pay and grading reviews

- The nature and extent of the gender pay gap in the police staff workforce
- Approaches to pay and grading for police staff in England and Wales

This most recent work is still underway and we refer to some of its findings throughout this report.

7.3 How effective is the Police Staff Council?

The Police Staff Council is an effective and successful collective bargaining body. It has delivered stable industrial relations for the police service since its creation in 1996. It has a track record in avoiding dispute and operates on the basis of partnership. The only national industrial action in the police service since 1996 was a single day's strike action in 2008 over pensions; a matter which did not come within the scope of the Police Staff Council.

The Council's achievements include:

- Creation of a single status pay and conditions agreement in 1996
- Revision and modernisation of the Police Staff Council Handbook in 2004, also introducing a wider, more strategic role for the machinery
- Collective agreements on annual pay revalorisation for every year since 1996, with the exception of an ACAS brokered deal in 2000
- Employers' Side expanded in 2002 to encompass the Home Office, with the express agreement of both Sides of the Council
- Partnership approach to collective bargaining, reiterated in the 2005 PSC Joint Working Agreement
- Updating of the PSC 13 Factor Job Evaluation Scheme, plus issuing of good practice guidance on job evaluation and equal pay audits
- Publication of national police staff Standards of Professional Behaviour
- Police Staff Council Joint Survey of Job Evaluation and Equal Pay in 2010.

7.4 The Future for the Police Staff Council

UNISON remains concerned at the continuing absence from the machinery of Kent and Surrey Police. Their refusal to join the Council deprives our members in those forces of the protection of national collective bargaining. It also makes impossible the development of any truly national solution to the problems with pay and grading which we will identify in the next section. The police staff workforce is a national as well as a local workforce. If Government aspires to

drive consistency, efficiency and effectiveness in the delivery of policing in England and Wales, then it needs to be able to deal with the police staff workforce as a whole, not as 43 different components. Matters such as training and development, workforce modernisation, conduct, discipline, equality and diversity all demand a consistent approach across forces. The separate bargaining machinery for the Met Police and City of London Police also present as barriers to a single national approach to police staff pay and reward and strategic management of the police service as a whole.

In addition, the continuing lack of dedicated funding for the Police Staff Council from the Home Office means that the Council has no ability to properly plan its future workload. A copy of the bid which was made to the Home Office for funding in February 2010 is attached at Appendix I.

UNISON makes clear that we are committed to the continuation of free collective bargaining for police staff pay and conditions at national level in England and Wales. We can see no credible arguments for devolving national negotiations to regional or local level. Indeed, we agree with the Government's view, set out in its consultation paper 'Policing in the 21st Century' that '...there are some things that need to be done just once, nationally' in the Police Service, and include bargaining on pay and conditions in this definition. We wonder how, in a time of public sector austerity, it could be argued to the taxpayer that forces should employ more staff than at present to set up local pay bargaining, rather than deliver front line policing? We are also totally opposed to any pay review body option, which would replace effective partnership arrangements with a remote, arms-length machinery. The Police Staff Council is a successful collective bargaining body and we wish to build on its achievements in the future. We would like to see an expanded Police Staff Council representing all forces in England and Wales, including those currently outside the machinery. Dedicated funding for the Council is necessary for it to continue to deliver its services to the Police Service.

8 Response to Key Sample Questions from 'Call for Evidence'

UNISON's response to the key sample questions from the Review's 'Call for Evidence' is limited to those questions that are directly related to police staff.

8.1 Entry Routes

Diversifying Skills and Experience

How should officers and staff be recruited into the police service?

Police officers are recruited into an omni-competent role; police staff into specialist roles. Until, or unless, this changes, the entry routes for the two different parts of the workforce are likely to remain separate.

Many police staff are recruited with specialist skills and qualifications that they have obtained via previous training, or employment, unconnected to the police service, eg. investigators, lawyers, HR professionals and trainers. In the case of these staff, the service buys these skills in the general employment market, rather than developing them. Many of these skills are now at graduate level. The concept of an aspiring police officer being required to undertake an approved course of study and qualification prior to entry into the service would be similar to the routes followed by the police staff applicants described above.

The police service does provide training for certain roles following general recruitment exercises, eg PCSOs, call-management, custody and detention

How could the diversity of the police service be improved as part of a new model?

It is important to understand the link between reasonable work-life balance, in the way the service employs its staff, and the continuing ability of the service to attract a diverse workforce. Women, in particular, as main carers rely on this work-life balance to continue working for an emergency service.

What should be the future for graduate entry into the service, and how could it work?

It is not clear what a graduate entry scheme would be for police staff who are being recruited to a variety of specialist roles, including graduate roles, rather than to an omni-competent role? However, if a graduate scheme is being developed for police officers, it would be necessary to see how such a scheme could be adapted for the police staff workforce. UNISON would not want a graduate entry scheme to eclipse the development of a robust and sustainable NVQ route for all police staff to develop their skills on the job, and to enable them to progress if desired to senior, graduate level posts within the organisation.

The likelihood of significant increases in the cost of obtaining a degree in the future, means that the graduate entry route might end up favouring candidates from a restricted part of the population, therefore damaging the diversity to which the service aspires.

Specials

How can we increase the recruitment of Specials?

Introduce payment for work as a Special.

How can we encourage more police staff to volunteer as Specials?

The current list of police staff roles barred from becoming a Special should be reviewed: current barred roles include PCSOs, traffic wardens and custody officers in some forces. In addition, police staff could be paid for working as

Specials in line with the current system of payment for reserve military personnel. All forces should adopt the 'Employer Supported Policing Strategy' for their own police staff, to encourage volunteering as Specials.

What would be the advantages and disadvantages of all forces requiring potential candidates to volunteer as Specials to be eligible for recruitment as police officers, PCSOs or other police staff?

This concept would not be workable at present, for police staff job applicants, including PCSOs, on account of:

- The poor supervision/instruction currently given to Specials by most forces on account of resources
- The fact that it would discriminate against those who could not afford to volunteer
- The lack of support from many other employers to staff taking time off to volunteer as a Special
- The fact that the skill-set needed by most police staff roles do not approximate to that of a Special
- The potential for such a requirement to fall foul of the Disability Discrimination Act for any applicant who was not able to perform the full range of Special duties

8.2 Deployment

General Deployment

How could we improve the deployment of officers and PCSOs?

- Civilianise all police officer roles that do not require the use of police powers and release those officers to front line duties. In March 2008 there were 17,500 non-operational police officers in England and Wales¹⁷ who could potentially be released for visible policing in this way.
- Extend the 'standard powers' of PCSOs to include all the current statutory powers for PCSO, rather than leaving the award of many of these powers to individual chief officers. This would enable PCSOs to use their discretion over appropriate powers, like police officers, and be more proactive and effective in dealing with anti-social behaviour

¹⁷ Response to Parliamentary Question : Hansard 28 January 2009

- Employ police staff PCSO supervisors in all forces, who properly understand the terms and conditions of PCSOs and the way in which they can be most effectively deployed.
- Maintain shift premia for police staff to encourage staff to remain as operational staff on the front line.

Working Outside Core Hours

What are the advantages and disadvantages of Chief Officers being required to publish rotas 3 months in advance?

The Police Staff Council Handbook Section 2 'Working Time' states at p. 20 that: 'Shift rosters covering at least three months should be drawn up and published locally by force management. At the same time, it is good practice to plan annual leave up to a year in advance, in the interests of both staff and managers.'

The advantages of this three month roster system are that it:

- Allows forces to plan ahead and take account of medium term objectives, rather than being totally reactive
- Gives staff a reasonable level of predictability over their working hours for work-life balance purposes, particularly around carer responsibilities
- Guards against continual shift changes which would have to be negotiated with staff and unions each time and which would build up resentment and poor morale amongst the workforce

UNISON has not been presented with any evidence that the publication of rotas three months in advance is problematic for forces, or that it is hampering operational efficiency or effectiveness. We therefore see no disadvantages in the practice at this point in time.

What system would be more flexible whilst being fair to officers and staff?

The current system is both flexible and fair to police staff. It allows for short notice changes to shift start times and for short notice changes to rest days (flexibility for the employer), and recompense for police staff by means of the premium payments set out in Section 1 'Pay' of the Police Staff Council Handbook, p. 16 (fairness for the staff involved).

The premium payments set out in the preceding paragraph encourage police forces to manage their police staff operational functions with regard to proper resourcing levels and staff work-life balance. The payments act as a penalty to forces which fail to maintain adequate staffing levels, or whose planning processes are poor.

Police forces could do more to enable flexible working patterns for police staff in operational functions. Such patterns could include: fixed hours, compressed hours, term-time only hours, 9 day fortnights etc. Forces have been wary of agreeing such varied patterns of work, but are losing out on a high degree of flexibility as a result.

How can the police service reduce the use and cost of unplanned and planned overtime for police officers and police staff?

- Improve the support for force resource managers
- Improve demand management/staffing levels in key functions
- Introduce zero-budgeting for overtime: requiring budget holders to justify overtime on a case by case basis, rather than allocating an overtime budget which then has to be used up by the end of the accounting period
- Deploy appropriate workforce resources for overtime, depending on the role required
- Ensure that mixed police officer/police staff teams are used, wherever possible, for overtime to deliver savings on deployment costs

What evidence is there that police officer and police staff overtime rates and use are more, or less, cost effective in comparison to other public sector employers?

The Police Staff Council Handbook, Section 1 'Pay' sets out the following rates for overtime working for police staff:

- Mondays to Saturdays: time and a half
- Sundays and public holidays: double time

Only complete periods of half an hour are paid at these rates.

These rates are entirely in line with those enjoyed by other public sector workers.

What evidence is there of unfair disparity between officer and staff overtime?

It is an obvious fact of policing that most overtime is accrued by operational police officers. UNISON does not have at its disposal data which would show for any force, or group of forces, what proportion of the overtime bill relates to police officers and what to police staff.

Shifts

Should shift working be recognised for officers and/or staff? If so, how?

UNISON believes very strongly that shift work must continue to be rewarded by appropriate premium payments for our members. 40% of police staff rely on shift pay to make up their salary and it is an important part of their remuneration. Shift pay is a simple to understand and transparent way of rewarding staff for working during times of the day and night which are regarded by most people as 'unsocial hours'. This principle of rewarding employees for working during unsocial hours is commonplace in both public and private sectors.

The shift allowances for police staff are set out in Section 1 'Pay' of the Police Staff Council Handbook. The allowances are earned by reference to the following criteria being in place:

- A span of eleven hours or more between the start time of the earliest shift and finish time of the latest shift
- At least four hours between the starting time of the earliest and latest shifts
- At least half the hours in the shift cycle include some unsocial hours

If these criteria are satisfied, then the following shift premia are payable:

- 11-14 hours: 12.5% of basic pay
- Over 14 and less than 18 hours: 14% of basic pay
- 18 hours or more: 20% of basic pay

These criteria are easy to understand and apply and UNISON does not have any evidence of forces trying to move away from these established payment patterns.

At what point is it fair to officers, staff and taxpayers to recompense changes to shifts?

The current provisions to recompense police staff for short notice changes to shifts are fair and equitable. If they were removed it would act as a disincentive to forces to get their resourcing and staffing plans correctly aligned to demand. Removal would encourage forces to try to manage with fewer staff on the basis that they could change shifts at short notice. Such outcomes would not be in the interests of police efficiency or effectiveness. The main reason that shifts need to be changed at short notice is not unforeseen emergencies, but rather the more mundane, but equally difficult, problem of staff shortages. Changing the method of recompensing short notice changes to shifts will not solve the underlying

problem here which is the inadequacy of staffing in key police staff operational functions.

The Review should not under-estimate the serious impact which short notice changes in shifts have on the lives of operational police staff. Police staff are not on duty 24 hours a day like police officers and are paid for the time they are at work. Although police staff accept that they work for an emergency service, this does not mean that they forgo the right to a private life. Many police staff are the main carers in families and removing the discipline on forces to think very carefully before changing shifts at short notice would remove an important safeguard for necessary work-life balance.

How can equality and diversity issues and the requirement for operational flexibility in the police service be best balanced?

The current arrangements for recompensing unsocial hours working and short notice changes to shifts are the minimum that will guarantee a reasonable degree of work-life balance for police staff. This, as we have emphasised throughout this submission, is particularly important for the majority female police staff workforce with carer responsibilities.

If police service work patterns become less predictable for police staff, the service will at the same time immediately become less female-friendly with consequent damage to the diversity of the workforce.

What would you consider to be an optimum shift arrangement for maximising officers' and PCSOs' time on the front line?

If there was an optimum shift pattern for maximising visible policing it would be known already. There are too many variables, in relation to geography/demand to produce a one-size fits all solution. The real problem for forces is the lack of resources, rather than the way in which those resources are deployed. Having said this, we make the following comments on shift patterns:

- Rest days should be taken together to maximise rest and recovery
- All shift patterns should be 'health-assessed'.

What would you consider to be an optimum shift arrangement for reducing the cost of functions supporting officers on operations?

The idea that a shift arrangement should be designed to primarily save cost rather than support the operational function of the police service is problematic.

How should shift arrangements be set out in the national police regulations?

For police staff, shift arrangements should continue to be set out in the Police Staff Council Handbook.

8.3 Performance/post-related pay

Incentivising High Performance

How should performance by police officers and staff be reflected in remuneration and/or conditions of service?

As far as UNISON is aware, there is no evidence that existing performance related pay schemes or bonus schemes in the police service have increased productivity or effectiveness. If such evidence is available, we would expect the Review to reference it when making its final report and recommendations.

At the present time of economic uncertainty and public sector pay restraint, the idea that public money should be spent to offer additional financial reward, in the shape of PRP, to public servants to do their job seems at odds with the public mood.

Performance related pay has not proved successful in other contexts and is divisive, time-consuming and costly to implement. UNISON is totally opposed to performance related pay for police staff.

What do you think would be the features of an effective performance related pay system for officers and staff?

The only vehicle to introduce performance related pay in the police service would be the Performance Development Review system. Unfortunately, the PDR system is discredited and under-resourced. As a result, neither managers, nor police staff could have any faith in a PRP system based on such a flawed baseline.

Policing is about teamwork, rather than individualistic outputs. Culturally, PRP would sit very uneasily with this teamwork ethos and would potentially damage collegiate working practices.

Recognising skills and hard to fill posts

What is the evidence that certain posts require additional remuneration to fill?

UNISON is not aware of any particular evidence that there are significant market forces at work today in respect of hard-to-fill police staff posts. Any such local market forces allowances should be the subject of regular review to see whether

they are still justifiable in current market conditions. Such reviews would normally take place under an equal pay audit. The latest Police Staff Council joint survey indicates that 50% of forces have not conducted such an audit. It is likely that some forces have hidden market forces payments which are now difficult to identify as a discrete item in total pay. Such opacity in pay systems is another powerful argument for a single, transparent pay system for all police staff.

A national police staff pay and grading system would allow for a unified, consistent approach to market forces payments to be taken across all forces in England and Wales, rather than the current fragmented approach.

What other allowances and entitlements should officers and staff receive as part of their post?

UNISON is in favour of a transparent London Weighting and South East Weighting allowance for police staff to tie in with the police officer arrangements. We have referenced this, together with our justification, earlier in this submission.

Separate skills allowances carry with them the risk of discrimination and equal pay challenge as they often favour a particular section of the workforce. Skills should be reflected in an equality-proofed job evaluation scheme, within which all staff are assessed against the same job demand factors.

Equality

How could remuneration and conditions of service be amended to reflect equality and diversity issues?

Please see the earlier sections of this submission dealing with equal pay, job evaluation, pay and grading reviews and a single national pay and grading system for police staff in England and Wales.

8.4 Pay Progression and Length of Service

Officer and Staff Pay Progression

What are the advantages and disadvantages of the current progression scales for officers and staff?

As we have indicated throughout this submission, the fragmentation of police staff pay systems frustrates a single view of the way in which police staff pay systems work. What we can say with some certainty is that the 43 different schemes for police staff pay progression have not, in the main, been equality proofed. It is possible therefore that these progression systems are prone to discriminate, either directly or indirectly, against certain staff. Pay scales which take more than 5 years for staff to reach the top are potentially discriminatory on the grounds of age and sex.

Should progression be linked to length of service, performance, skills or any other factors?

A single national pay and grading structure would enable all the police stakeholders to design a modern, fit-for-purpose pay progression scheme for police staff. Such a scheme might include the potential for a competency-related pay element, similar to that which currently operates under the Health Service Agenda for Change agreement. UNISON is willing to enter into negotiations on this possibility, in the context of a single national pay and grading scheme for police staff.

8.5 Exit routes and pensions

Length of Service

Should routine fitness testing be introduced throughout officers'/PCSOs' careers?

UNISON agrees that there should be regular fitness testing, but this would have to be specific to role. A PCSO does not require the same fitness levels as a police officer. It should also be recognised that police staff retire 10 years later than police officers and this has to be taken into account in developing standards for fitness testing. The Disability Discrimination Act requires employers to make reasonable adjustment for staff with disabilities that affect their ability to work.

Redundancy

Should a power to make officers redundant be introduced?

UNISON believes strongly that police authorities and chief constables should be able to make balanced decisions over the configuration of their workforces. There is a real danger in the current cuts climate that the progress on developing a modern police workforce will be reversed if police staff face disproportionate cuts to establishment numbers. This will not be in the interests of either efficiency or effectiveness, or of maintaining a diverse workforce.

Are the regulations to make staff redundant as simple and fair to the taxpayer, as well as staff, as they should be?

The current provisions that enable police forces to make police staff redundant are simple and fair to employers, and can be fair for staff if forces choose to exercise their discretion to enhance severance payments on redundancy or early retirement for staff over the age of 55.

The 'Local Government(Early Termination of Employment)(Discretionary Compensation)(England and Wales) Regulations 2006 allow police forces to

base redundancy payments on actual salary and provide for compensation to be paid up to a maximum of 104 weeks pay.

Police forces can also choose to enhance the pensions of staff who are made redundant over the age of 55, by awarding up to 6 2/3 added years under Regulation 52 of the Local Government Pension Scheme.

Because these two provisions to enhance police staff severance are discretionary, each force will have a different policy. UNISON's position is that forces should use their discretion to make offers of enhanced voluntary severance/early retirement in such a way that compulsory redundancies are minimised.

Pensions

How important is the use of retired officers in staff posts or non-territorial forces?

There are occasions on which forces have employed a retiring police officer in a police staff role, particularly in certain specialist jobs. However, we do not believe that forces are taking adequate care to ensure that there is an equality-proofed level playing field for existing police staff, or external candidates, to compete fairly for the opportunities offered to ex-police officers. This has equality and diversity implications, particularly as the majority of ex-police officers gaining police staff roles are white males over the age of 55.

We are also concerned at evidence that some forces are accelerating ex-police officer recruits to police staff roles to the top of pay scales on appointment, leading potentially to indirect discrimination against younger or female appointees to the same posts, who tend to be appointed at the bottom of the pay scale.

Pay Machinery

How could police staff remuneration/conditions of service be determined in future?

UNISON is committed to the continuation of the successful Police Staff Council negotiating machinery. We wish to see a national pay and grading system established for all police staff in England and Wales, as set out earlier in this submission.

What are the advantages and disadvantages of local, regional and national pay determination?

UNISON is not aware of any convincing evidence of regional pay markets, outside of London and the South East. We are opposed to local or regional pay determination for reasons set out earlier in this submission.

9. Conclusion

For police staff and UNISON representing them, this Independent Review represents a strategic opportunity to align police staff pay and conditions with the current police reform process. It is perhaps a once in 10 or 15 year opportunity, and we need to be bold in seizing it.

The vision that we have articulated here has five main objectives:

- improving police performance
- linking pay and conditions with productivity and efficiency
- removing pay discrimination
- creating a level playing field in police staff pay and conditions
- incentivising the workforce

If we get the job done right, these objectives should link together in a virtuous circle that creates the right environment for the police service to deliver on the public's high expectations.

We will succeed if we can develop a true social partnership approach to pay and conditions. UNISON is committed to this vision and hopes that the Employers can join us in this ambition. We believe that both Sides have much to gain.

10 Recommendations

We summarise here the recommendations which UNISON wishes to place before the Independent Review. The Recommendations are listed under the terms of reference for the Review:

10.1 General

- The Independent Review should lead to a jointly commissioned PSC Pay and Conditions modernisation programme. This agenda should be focused on improving police productivity and align with the on-going police reform process.
- Only a national, jointly agreed, Police Staff Pay and Conditions Agenda will solve the problems created by years of fragmentation and discrimination.
- A PSC Pay and Conditions Agenda should:
 - be jointly developed

- be nationally resourced, delivered and monitored
- treat police staff as a national, as well as a local, workforce
- level the terms and conditions playing field
- deliver equal pay outcomes
- Police staff deserve a modernised pay and conditions settlement. The Independent Review is the opportunity for negotiations on such an improved package to begin.

10.2 Low Pay

- Police staff should be paid a 'living wage' which allows them to sustain an adequate living standard, without resort to in-work benefits.
- The PSC should work towards a living wage of £7.60/hour for all police staff in line with the MIS index.
- This target could be achieved without huge pay bill costs due to the work we have already undertaken as part of the 3 year pay settlement to delete the lowest PSC pay points

10.3 Equal Pay

- Eliminating pay discrimination in the police service should be made a priority for the police service.
- UNISON believes that the pay lottery effect described in this submission will only be corrected by a centrally driven approach to job-evaluation, the adoption of the PSC 13 factor job evaluation scheme by all forces and a single national pay and grading system for all police staff in England and Wales. An example of such a centrally driven approach to national pay and grading is Agenda for Change in the NHS.
- All police forces should migrate to the equality proofed PSC 13 factor JE scheme to review internal pay relativities and inter-force pay relativities as part of a national job evaluation and pay and grading review.
- All police forces should carry out equal pay audits in line with PSC guidance
- Better workforce pay data should be routinely collected by the PSC to enable accurate analysis of pay and gender. UNISON recommends that the Council:

- oversees the regular collection, analysis and publication of police staff pay roll data in a standard format
- takes advice from the Equalities and Human Rights Commission on data collection required for monitoring the gender pay gap/minority ethnic pay gap
- contacts the office for National Statistics to find out whether there is any scope for ONS to acknowledge the police staff workforce in the New Earnings Survey (NES). Until and unless such NES data is available for police staff, it will be impossible to compare their earnings with that of the wider economy.
- liaises with HMIC to agree what information might be collected jointly or individually by HMIC and PSC on employee salary/earnings
- conducts pay benchmarking surveys to capture, at regular intervals, the nature of the police staff salary market for specific key posts
- collects England and Wales data on terms and conditions of employment, especially pensions and annual leave. The PSC should, for example, be able to tell how many staff are in the Local Government Pension Scheme. Such information is essential for calculating the precise reality of any potential pay discrimination.

10.4 Fair Pay

The evidence in this submission on unaccountable variation in the pay for the same police staff roles across different forces is stark and troubling. UNISON believes that the unfairness of this unlevel playing field can only be solved through a national pay and grading scheme for all police staff. This could also be cost effective for forces.

10.5 Annual Leave

- The PSC Handbook should provide a basic minimum of 25 days annual leave on appointment for all police staff, rising to 30 days after 5 years service

10.6 Bargaining Machinery

The Police Staff Council is a success, and has a good track record in reaching negotiated outcomes. UNISON supports the continuation of the Council as a national free collective bargaining body. We are opposed to local or regional pay determination or to a pay review body for police staff pay. UNISON believes that the Council can develop and agree a new settlement on police staff pay and reward, but this will need political backing if it is to be successful. We call upon the Government to provide this support in the interests of policing.

10.7 How to Deliver This Review?

- The Police Staff Council should take ownership of developing a new settlement on police staff pay and reward
- The PSC needs dedicated funding to undertake this work, as per our 2010 bid to the Home Office
- This Review represents an opportunity for those forces currently outside the PSC machinery to reconsider their position and join the Council.

10.8 Seizing the Opportunity

UNISON opened this submission with our view that the Independent Review of Police Officers' and Staff Remuneration and Conditions represents a real opportunity to reform police staff pay and conditions. We reiterate that we are prepared to enter into talks on reform on an equal and joint basis with the Employers. We have set out clearly in this submission our aims and objectives for the reform process. We understand that the Employers will have their own interests to pursue. It is only through negotiation at the Police Staff Council that we have a chance of delivering our respective goals, together.

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“POLICE STAFF SPEAKING OUT” : UNISON POLICE STAFF SURVEY 2008 (IDS)

1 Introduction

In 2008 police staff make up of 40% of the police workforce. They are a vital and indispensable part of policing in England, Scotland and Wales. Since we carried out our last member survey in 2003, there have been major changes in the police workforce:

- the new powers for police staff in the 2002 Police Reform Act and 2005 Serious Organised Crime and Police Act have been rolled out.
- 16,000 police community support officers (PCSOs) have been appointed.
- workforce modernisation has begun to change the mix of staff and officers in many forces.
- the Serious Organised Crime Agency and the Scottish Police Services Authority have been set up.

Our 2008 member survey is therefore timely. It sets out to discover whether the above changes in the workforce have translated into attitudinal change in police staff. Has workforce modernisation made the police service a better place to work? Or have some of the problems identified in 2003 proved hard to shift?

UNISON supports workforce modernisation because it promises professional development, job growth, higher status and more job satisfaction for our members. But have these been delivered? In 2003 we said that a modernised police staff workforce demanded a quality police staff employment package. Unfortunately, the evidence in 2008 is that, despite significant workforce change, the way in which police staff are employed is struggling to keep pace with the modernisation process. It remains UNISON's top priority to secure a modern, quality employment package for our police staff members. The results of this survey will be used for that purpose.

The percentage of police staff in the overall police workforce has grown from 30% to 40% in the last five years. Now, more than ever before, police staff are carrying out a huge variety of operational and support functions for the police service. Control room staff, scenes of crime officers, station enquiry clerks, detention officers and police community support officers work in communities, providing service and reassurance. Behind the scenes, many others keep police forces running smoothly : clerical and administrative staff, investigators, researchers, analysts, trainers, criminal justice unit staff, IT workers, craftworkers, cleaners, cooks and corporate services staff, all play

their part in keeping the police service fully operational. All members of the team are equally important. That is why UNISON speaks up for all our police staff members; campaigning for just reward and recognition for the challenging, complex and sometimes dangerous work that they do.

UNISON represents police staff in every force in England, Scotland and Wales, with the exception of London. Our 42,000 members are organised by UNISON branches in the 41 forces that we cover in England and Wales, and in all forces in Scotland. We have a regional police committee in every region, and at UK level a Police Staff Service Group, with its own executive and annual decision-making conference. The Service Group aims to be an influential stakeholder, championing the cause of police staff to ministers and police employers alike.

The results of this survey tell UNISON very clearly what police staff think about the police service and what they think should change to make it more effective. The results also tell us what members want UNISON to achieve to help bring that change about. Nine out of 10 police staff are keen to embrace change and modernisation. But they expect a better deal in return from the Service. That is a key message for all stakeholders.

Overview

UNISON's Police Staff Service Group Executive commissioned this report to inform and develop its negotiating and campaigning agenda for police staff. We will incorporate the findings of this report into the work programmes of the union at branch, regional and national level. The aim will be to translate the results into a better working environment, improved terms and conditions and better pay and equality across the workforce. The results are for acting on.

This overview aims to identify some of the key issues for UNISON coming out of this survey. These, in turn suggest negotiating and campaigning objectives for UNISON.

1 Priorities for action

The survey asked members to tell us what issues they want UNISON to focus on, and how important each issue is. The top five issues ranked as "very important" by members were:

job security 69%

better career opportunities 68%

equal pay for work of equal value 64%

improved pension rights 60%

more pay 60%

When answering this question, members put job security and better career opportunities above pay. So, despite the promises of workforce modernisation, members do not feel secure in their jobs, nor do they think they have enough development opportunities in the workplace.

2 Pay

2.1 Importance of pay

When one combines the issues that members rank as “very important” and “important”, the rank order of the top five changes to the following (2003 figures also given for comparison):

	2008	2003
more pay	97%	94%
equal pay	94%	85%
better career opportunities	94%	-
job security	94%	88%
improved pensions	91%	81%

‘More pay’ remains at the top of our members’ agenda, but the demand for equal pay, job security and improved pensions have all gone up in importance since 2003.

2.2 Levels of pay

The survey shows that the majority of police staff take home between £250 and £350 a week. At these pay levels, it would be difficult to say that police staff are well paid, and 55% of respondents duly disagreed with the statement, “I am well paid for the job I do”. However, in 2003, 64% of respondents disagreed with this statement. This change is not explicable in terms of rates of pay having changed markedly since our 2003 survey.

2.3 Premium pay

The survey shows the continuing importance of premium pay for police staff earnings:

- 40% of respondents get shift pay
- average shift allowance is 18.5%
- 90% of weekend workers get weekend working allowance
- 7.3% of staff get Standby Allowance
- worryingly only 22% of staff working unsocial hours get an unsocial hours allowance.

3 Equal pay

The profile of equal pay has never been higher. Across the public sector, work is being done to ensure that women are not being discriminated against when it comes to their pay, but not, it would seem, in the police service. 94% of members in the survey say that equal pay is the second highest priority for the union to tackle.

When we published our 2003 survey we explicitly called for equal pay audits, job evaluation and pay and grading reviews to ensure that police pay systems were equality proofed. Five years later UNISON believes that a third of forces in England and Wales have still not carried out job evaluation. This lack of progress has seen equal pay rise up our members' agenda for action in 2008.

4 Gender pay gap

The findings from the report show the very clear continuation of a gender pay gap for police staff. Men earn more than their female colleagues. The survey shows that average male weekly take home pay is £342.34 compared to £319.10 for women. Women are on average therefore earning 7% less than their male colleagues.

A comparison of male and female pay in managerial roles shows that men earn on average £472.47 take home pay per week compared to £440.54 for women. This again shows a 7% pay gap; well above the Equalities and Human Rights Commission's threshold for investigation and action.

UNISON finds these results completely unacceptable and further proof that the service has yet to come to terms with equal pay as a challenge it must meet. We will continue to hold employers to account for the gender pay gap at force and at national level.

5 Status and recognition

One of the most worrying statistics to come out of the 2003 survey was that 50% of police staff did not feel valued by their force. More worrying still is the finding that five years later this statistic has actually increased. Today 52% of our members feel that police staff are not generally valued by their force. The fact that five years of workforce modernisation do not appear to have shifted this perception must be of real concern to ministers and police employers alike.

In 2008, as in 2003, perceptions of police staff status depend upon occupation. There is good news, as the report's authors point out, in the fact that 72% of UNISON members believe that there is effective team working between police staff and police officers, up from 65% in 2003.

Less encouraging is that 65% say that there is still a status divide between police staff and police officers; a statistic that has increased from 63% in 2003.

6 Hours of work

The overwhelming proportion of police staff have just one job – the one they do for the police service. Likewise, the majority of employees work full-time. 95% of men, compared to 78% of women, work full time. Four times as many women as men work part time.

As we found in 2003, police staff are working extremely flexibly for their police force:

- 15% work 9-5 office hours
- 39% work flexitime
- 40% work shifts
- 5% work fixed unsocial hours

28% of shiftworkers work a three shift system. Since 2003, the findings show that the number of days of shift work between rest days has decreased slightly, but the span of hours in the shift system has increased.

For half the shift workers in the survey, their shift start times do not change regularly, and for a third they change less than monthly. Worryingly, compensation for short notice change of shift start time is received by only 50% of those eligible.

The proportion of shiftworkers who believe that their shift system is detrimental to their health has risen from 42% in 2003 to 57% in 2008 – another worrying increase.

7 Training

On a positive note, more police staff seem to have received training in 2008, than was the case in 2003.

However, disappointingly, the trend identified in 2003 of women and older staff receiving less training than their male, or younger, colleagues is replicated again in the 2008 findings:

- 70% of men received training in the past 12 months, compared to 60% of women. In 2003 the figures were 66% and 56% respectively
- 85% of employees aged 16-24 had received training in the last 12 months, compared to 66% of workers aged 45-64
- higher paid workers, received more training than their lower paid counterparts, as was the case in 2003.

Both age and sex discrimination appear to be at play.

Although 90% of police staff have an annual performance development review (PDR) with their manager, this only resulted in an actioned annual development plan (ADP) in

44% of cases. This is the same figure as 2003 and shows a concerning lack of progress on delivering an effective PDR process to underpin workforce modernisation.

8 Attitudes to change

Positive trends on attitude to change are evidenced by the 2008 survey. Compared to 2003, more police staff now agree that their colleagues are not resistant to change. 90% stated that they personally, are not resistant to change in the way they do their job.

In 2003, 71% of police staff supported the granting of additional powers to police staff. In the 2008 survey, this figure has risen to 78%. The question remains as to whether the service can respond to this enthusiasm by improving the working environment in which our members work.

9 Pressure, stress and management support

65% of police staff say that stress levels have increased over the last 12 months. This is a very similar figure to 2003. Custody, HR, communications and forensic staff are feeling this stress the most.

More staff report a fall in the number of staff in their work area than was the case in 2003 - 43% compared to 39%. Communications, forensics, custody, CJU and enquiry were most likely to see shortages on a daily or weekly basis. The main reason for staff shortages is sickness and lack of cover.

In 2003 just 5% of staff were 'very worried' about short term job security and 12% about longer term security. In 2008, these figures have risen to 16% and 25% respectively.

Despite these pressures and anxieties, the commitment which police staff have for the job continues to shine through. 50% of respondents said they would recommend their job to others, compared to 45% in 2003.

Communications staff and enquiry clerks were the least likely to recommend their jobs, and PCSOs, HR, trainers and corporate services staff the most likely to recommend their profession to others.

43% of police staff say that they do not feel supported by their manager in relation to workload pressures. This is a slight improvement on 2003 when 49% said that they did not feel supported, but still far too high for an emergency service employer.

10 Bullying, harassment and abuse

UNISON is extremely concerned that the 2008 survey shows an increase in the number of police staff who have experienced or witnessed violence in the workplace. This might be explained by police staff taking on more operational roles, such as PCSOs.

Over 50% of those surveyed had personally been subjected to bullying, harassment or

abuse; an increase on the 41% who reported this in 2003.

PCSOs, forensic officers and custody officers, perhaps not surprisingly, were more likely to have experienced violence at work.

Unacceptable harassment from fellow workers is also highlighted in the report, particularly in relation to disability.

There is obviously still much work for UNISON to do in challenging and stopping such unacceptable attitudes and behaviour.



UNISON SUMMARY OF PSC PAY CENSUS 2005

1. Introduction

This briefing highlights key data from the 2005 PSC Pay Census.

2. Response Rate

31 forces responded to pay survey (76%)

28 forces responded to workforce survey (68%)

33 forces responded to recruitment and retention survey (56%)

3. Pay Survey

- Average FTE salary of all employees = £18780
- Average FTE salary of female employees = £18339
- Average FTE salary of male employees = £19964
- FTE salary Gender Gap = 8.1%
- Average FTE salary of part time female employees = £16739
- Average FTE part time female/average full time male salary gender gap (corresponding local government figure 32.9%) = 10.87%

4. Ethnicity

- 3% of police staff employees are bme
- UNISON has requested that the employers break down each pay point by ethnicity

5. Comparison Between PSC and NJC Pay Scale Distribution Tables

The Employers have compared and contrasted the recent PSC and NJC pay surveys. The PSC survey was carried out in 2005, the NJC survey in 2004, so there are some cost-of-living differences to be made up.

PSC Survey 2005 (Ungrossed figures)

Pay Points	£ p.a.	FT Female %	FT Male %	FT Total %	PT Female %	PT Male %	PT Total %	Total %
1 - 4	11496 - 12744	2.3	3.0	2.6	8.9	8.1	8.8	3.8
5 - 13	13080 - 15870	36.9	23.3	31.2	50.8	38.1	48.9	34.8
14 - 24	16203 - 22323	46.9	49.3	47.9	33.1	38.9	34.0	45.1
25 - 30	23151 - 26868	8.4	13.4	10.5	4.5	10.0	5.3	9.5
31 - 45	27353 - 39057	5.4	11.0	7.8	2.7	5.0	3.1	6.8

NJC Survey 2004

SCPs	£ p.a.	FT Female %	FT Male %	FT Total %	PT Female %	PT Male %	PT Total %	Total %
4 - 9	10872 - 12381	10.5	19.5	14.2	50.1	51.0	50.2	33.6
10 - 17	12642 - 15372	28.3	16.0	23.2	34.7	26.7	34.0	29.0
18 - 28	15675 - 21654	35.1	27.7	32.1	11.2	14.8	11.5	21.0
29 - 34	22512 - 26157	12.8	14.5	13.5	2.1	3.4	2.2	7.4
35 - 49	26703 - 38010	13.3	22.3	17.0	1.9	4.2	2.1	9.0

The comparison shows

- 50.1% of part time female local government staff are paid on the lowest NJC scp's 4-9
- 8.9% of part time female police staff are paid on the lowest PSC scps 1-4
- Only 16.3% of police staff are paid above scp 25 (£23151)
- 24.4% of full time male police staff are paid £23,151 and above
- 13.8% of full time female police staff are paid £23,151 and above

6. Comparison between PSC Pay Surveys: 2003/2005

The following table shows general upward grade drift between 2003 and 2005 with a smaller proportion of employees on scps 1-4, and 5 -13 and a bigger proportion of staff on pay points 25 – 30, and 31 – 45, in 2005 compared with 2003.

Pay Points	FT Female %		FT Male %		FT Total %		PT Female %		PT Male %		PT Total %		Total %	
	2003	2005	2003	2005	2003	2005	2003	2005	2003	2005	2003	2005	2003	2005
1 - 4	4.6	2.3	5.1	3.0	4.8	2.6	16.0	8.9	13.2	8.1	15.6	8.8	6.9	3.8
5 - 13	45.7	36.9	31.3	23.3	39.8	31.2	54.4	50.8	44.2	38.1	53.2	48.9	42.3	34.8
14 - 24	37.8	46.9	40.6	49.3	39.0	47.9	24.9	33.1	33.0	38.9	25.9	34.0	36.5	45.1
25 - 30	7.3	8.4	12.7	13.4	9.5	10.5	3.1	4.5	7.1	10.0	3.6	5.3	8.4	9.5
31 - 45	4.5	5.4	10.2	11.0	6.9	7.8	1.6	2.7	2.6	5.0	1.8	3.1	5.9	6.8

7. Recruitment and Retention Survey

- 22 forces responded to this survey
- 16 forces cited a total of 57 recruitment difficulties with managerial/professional appointments and 46 with other employees
- Very few of the recruitment difficulties were rated as 'extremely difficult'
- 19 of the difficulties were rated as 'very difficult'
- Hard-to-fill posts were mainly at the experienced professional level (61% of the total)
- Retention
 - 7 forces cited 21 problems with managerial jobs
 - 11 forces cited 24 problems with other jobs

8. Detailed Occupational Findings

- No one occupation dominates recruitment difficulties, but forces cited
 - Clerical staff (7)
 - Communication staff (6)

- Occupational health/health and safety advisor (5)
- IT staff (5)
- Financial professionals (5)
- Information managers (5)

9. Local Government Pension Scheme

The following table indicates the high level of LGPS membership among police staff

	Average % in membership	Range	
		High	Low
Full-time Male	90.1	95.0	83.8
Part-time Male	67.2	87.0	32.4
All Male	88.4	94.4	78.7
Full-time Female	92.1	98.5	84.1
Part-time Female	87.2	96.5	76.1
Total Female	90.8	97.2	83.5
Full-time All	91.2	97.0	84.5
Part-time All	84.4	94.6	67.4
Total All	89.9	96.2	81.7

This shows that women are slightly more likely to be members of the scheme than men, whether full or part time i.e.

- Total female membership = 90%
- Total male membership = 88.4%



Police Staff Council Joint Survey of Job Evaluation and Equal Pay - June 2010

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Executive summary

In May 2010 Local Government Employers (LGE) distributed a survey to police forces asking about equal pay audits and job evaluation for police staff. Responses were received from 34 forces out of the 39 covered by the police staff council agreement, which represents a response rate of 87%.

Headline findings are reported below under the two main areas of the survey.

Job evaluation

- 91% of respondent forces used an analytical job evaluation scheme.
- 65% of respondents reported using a force-wide job evaluation scheme to cover all posts.
- Trade unions had a formal role in the job evaluation process in 82% of forces.

Equal pay

- 52% of forces had undertaken an equal pay audit.
- 14 forces (82% of those who had undertaken an equal pay audit) reported that they had shared the findings of the equal pay audit with the trade unions.

Background and methodology

In May 2010 Local Government Employers (LGE) distributed a survey about job evaluations and equal pay audits to police forces covered by the police staff council pay agreement. This was followed up by a single reminder to forces that had not responded. By the end of fieldwork, on 1st June 2010, responses had been received from 34 of the 39 forces covered by the police staff council agreement, representing an 87% response rate.

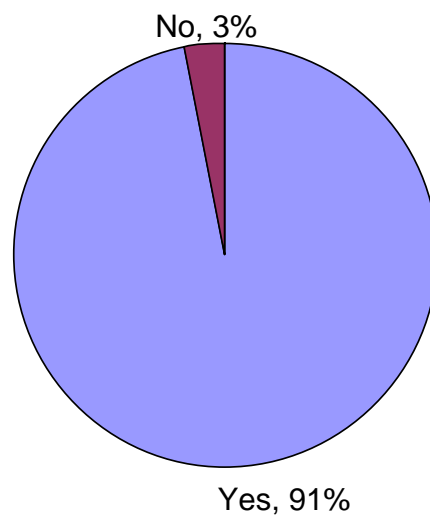
Responses were collated and analysed, with percentages provided. The themes emerging from open questions are reported within the report and the full responses to key open questions are contained in the annex section, along with the questionnaire.

Findings

Job evaluation

Most police forces were using an analytical job evaluation scheme. 31 forces (91%) reported using such a scheme. Three forces (9%) reported not using such a scheme at the current time.

Does your force use an analytical job evaluation scheme?



Base: all police forces (34)

The most commonly used scheme by forces was the Hay job evaluation scheme, which was the sole method used by 12 forces. Three further police forces reported using the Hay evaluation scheme alongside another scheme. Two police forces were using the police staff council (PSC) 9 factor scheme. One police force was using the PSC 13 factor scheme. Four forces were using a local government job evaluation scheme. Commercial systems were in place in nine other police forces.

Table 1: Analytical job evaluation scheme used

	Number
Hay scheme	12
Commercial schemes	9
Local government scheme	4
Police Staff Council nine factor scheme	2
Police Staff Council 13 factor scheme	1
Hay scheme plus another scheme	3

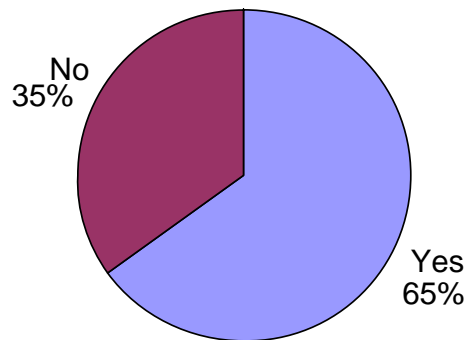
Base: all police forces using an analytical job evaluation scheme (31)

Of the three police forces who were not using an analytical job evaluation scheme one was using a paired comparison method, another was using a reading panel which included Unison representation and final force was using an indicative grading assessment panel.

Force-wide job evaluation of all posts using the same job evaluation scheme

65% of police forces responding to the survey (22) had undertaken a force-wide job evaluation scheme of all posts using the same job evaluation scheme. 12 forces (35%) had not done this.

Have you undertaken a force-wide job evaluation using the same job evaluation scheme?



Base: all police forces (34)

The dates given by forces describing when they started the job evaluation varied from the 1980s to 2010. Where given, the length of time needed to implement such scheme was in the region of one year to 18 months.

Of the 12 forces which had not undertaken a force-wide job evaluation of all posts using the same job evaluation scheme, many were still conducting evaluations on an ongoing basis. This may be due to new posts being created, or asked to be assessed. One force reported using a paired comparison method and another reported matching new roles to those already evaluated.

Process for evaluating new or changed roles

Police forces were asked to describe the process that was followed for evaluating or changed roles. Respondents gave a varied level of detail for this question. 14 respondents replied describing that they took a panel approach to job evaluation. This is likely to be an under-estimate, as at least some forces who did not explicitly mention that they used a panel approach may, in fact, have used this method.

For those who did describe the panel process, the first stage was to agree a new job description, and then it was submitted to the panel, for a decision on the grade allocation for this role.

Trade union representatives were described as being members of some panels, but not others. Again, this may be a lack of detail provided by respondents, rather than their lack of presence in this process.

Job evaluation review

Forces which had conducted a force-wide job evaluation more than five years ago were asked if they intend to carry out a review. It is important to note that this question captured responses from authorities who had not used the same job evaluation scheme to evaluate all posts. In total, 26 forces answered this question, 16 stated that they would be carrying out a review and 12 forces reported that they would not be carrying out a review.

Of those forces that intended to carry out a review, this was likely to be in the next couple of years where a date was given. The latest date described by one respondent was 2012/13.

Job evaluation scheme used to carry out a review of pay and grading structures (e.g. new pay grades/bands) for all police staff in force

19 of the respondent forces (56%) had used the job evaluation scheme to carry out a review of pay to and grading structures for all police staff in their force. 14 forces (41%) had not. One respondent did not answer this question.

Of those who had not carried out a review of the pay and grading structures for all police staff in their force, half of these reported using existing pay bands for new posts.

Formal trade union involvement in the job evaluation process

In 28 of the respondent forces (82%), trade unions had a formal role in the job evaluation process at a local level. In the remaining six forces (18%) trade unions did not have a formal role in the job evaluation process.

Respondents were asked an open question about whether the trade unions and local level have a formal role in the development of the pay and grading structure. 13 respondents (38%) replied that the union did have a formal role; 11 respondents (32%) replied that the union did not. Of those that did not, five reported that they consulted the trade union and one of these reported that they planned on consulting the trade union in the future. The remaining 10 forces (30%) reported that unions had a consultative role in this process, with one of these reporting that this role was of consultation at a national level.

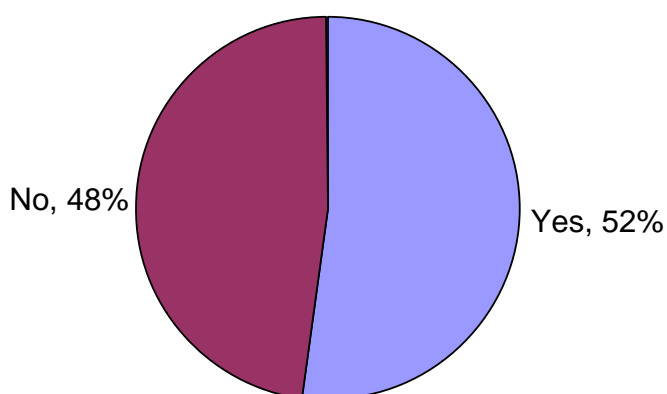
Equal pay

Respondents were also asked about equal pay, whether they had undertaken an equal pay audit and questions related to this. On the whole, fewer respondents were able to answer this section fully.

Equal pay audit

52% of forces (17) had undertaken an equal pay audit, while 48% of forces (16) had. One respondent did not answer any questions on the section.

Have you undertaken an equal pay audit?



Base: all police forces (33)

Of those who had completed an equal pay audit, the dates when this was conducted varied from 2005 to 2009, with nine forces reporting that they conducted the review in 2008 or 2009.

Of those who had not yet conducted an equal pay audit, many gave the current financial year as the date when they will do this, but one force suggested that it would be conducted in 2011.

Use of external support

Respondents who had conducted an equal pay audit were asked whether they engaged external consultants, sought advice from other sources such as the Equality and Human Rights Commission (EHRC) toolkit or referred to the Police Staff Council (PSC) toolkit. Due to the way in which this question was asked, respondents may not have included all of the bodies that they referred to in this process.

Ten respondents engaged external consultants to assist with their equal pay audit. 11 respondents (65%) reported seeking advice from other sources such as the EHRC toolkit. Nine respondents (53%) reported that they had referred to the PSC equal pay toolkit when conducting their equal pay audit.

Use of support for the equal pay audit

	Number of respondents
Engaged external consultants	10
Sought advice from another source e.g. EHRC toolkit	11
Referred to the PSC toolkit	9

Base: all forces who have conducted an equal pay audit (17)

Note: respondents could tick more than one method of support

Trade union consultation

Respondents were also asked whether trade unions were formally consulted on the equal pay audit process. 13 respondents (76%) reported that trade unions were formally consulted; one respondent reported that trade unions were not formally consulted; and the remaining respondents gave other comments. Other comments included informing the trade union that the process was happening.

Key findings of equal pay audit

14 forces (82%) reported that they had shared the findings of the equal pay audit with the trade unions. One respondent reported that they had not shared the findings, as they had conducted a desk exercise for management information only. The remaining two respondents intended to give trade unions access to the findings.

Some forces were still in the process of their equal pay audit, so could not provide findings for this survey. Most of those who were able to provide findings identified one or more areas of concern. Issues of concern included:

- Pay scales that may need to be adjusted to make these shorter
- Incremental progression
- Pay protection arrangements
- Appointment of staff above the minimum grade

Three forces found nothing amiss, with pay found to be based on job role for their staff.

Actions taken

Respondents were asked what action, if any, they had taken as a result of the equal pay audit findings. Where there were no equal pay issues, some forces had no action to take. Most forces had actions resulting from the equal pay audit, but not all of these described their actions in great detail. Actions taken were mainly around the structure of pay and included:

- Future equal pay audits
- Reviewing pay protection timescales
- Reviewing market premia

One force reported extending flexitime to management grades as an outcome of the equal pay audit.

When asked whether the action that was taken was subject to consultation with trade unions, five respondents reported that they had consulted with trade unions and two reported that they had not. Low response to this question may be indicative of action not yet being taken in some forces. There were a few other responses to this question such as the union being involved to some extent and that it was not known at the current time.



Survey of Police Staff Pay and Conditions 2003



UNISON'S CAMPAIGN FOR
FAIR PAY AND CONDITIONS
FOR POLICE STAFF

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1. Introduction

This report sets out the evidence that police staff pay and terms and conditions vary unaccountably across the UK. This is bad for performance, bad for morale, bad for well-being and bad for the police service.

UNISON, the biggest union for police staff, is determined to close the pay and conditions gap that exists between different forces. It is totally unacceptable that our members in the police service should suffer from this disparity and unfairness. But it is not just our members who are being disadvantaged; the police service itself is also reaping major disbenefit from this incoherent approach to police staff employment practice. The unlevel playing field in police staff pay and conditions will present an immediate barrier to workforce modernisation in the police service.

This survey is published in support of UNISON's "Equal Before the Law" campaign for fair pay and conditions for all police staff. The campaign seeks to:

- highlight major disparities and discrimination in current police staff pay and conditions
- uncover the reasons behind these disparities, in order to ...
- make the case for new terms and conditions that treat police staff as an integrated national workforce with all staff treated equally and fairly

2. Synopsis

This report is split into the following sections:

- Overview
- Research methodology and headings
- Research findings
- Conclusions and recommendations
- Appendices

3. Overview

UNISON believes that the delivery of high quality policing is directly related to the terms and conditions of our police staff members. Where staff feel that they are not being properly rewarded, or that they are being discriminated against, performance and morale will suffer.

Just as the Home Office wants to raise the performance of all police forces to that of the best performing forces, so UNISON wants to raise the terms and conditions of all police staff to those given by the best employers. These two ambitions are inextricably linked.

Unfortunately, the terms and conditions of our members have not kept pace with the changes taking place elsewhere in their working lives. The 2002 Police Reform Act and the Scottish Common Police Services look set to change

fundamentally the way in which our members work. UNISON welcomes these changes because they should deliver higher status, better career structures and more rewarding jobs. But the current disparity and unfairness in police staff terms and conditions threatens the whole reform agenda.

Our members face low pay, unequal pay, indirect sex discrimination, low status, bullying and harassment. Of equal concern is the fragmentation of terms and conditions and rates of pay which the Police Support Staff Councils have done nothing to correct in the last seven years. Police staff are not treated as if they were national workforces and this directly frustrates the ability of government to direct the Service effectively. Unlike their police officer colleagues, police staff have never been viewed as an integrated workforce which might contribute to national as well as force level priorities. This has led to:

- a fragmented and laissez-faire approach to the treatment of police staff
- an almost non-existent approach to Single Status¹⁸
- pay discrimination
- uneven pay distribution for the same or similar jobs

¹⁸ Single Status is the process of harmonising the pay and terms and conditions of former “manual” and “white collar” staff

- recruitment and retention problems in the south east of England
- an uncoordinated approach to workforce development and training
- a lack of consensus over the means to improvement.

Only a national, jointly agreed, Police Staff Pay and Workforce Development Plan will solve the problems created by years of fragmentation and discrimination.

4. Research outline

In order to evidence the disparity in police staff pay and conditions UNISON commissioned the Labour Research Department (LRD) to carry out data collection in 2003. LRD conducted a postal questionnaire survey of every UNISON police branch. Those branches which responded are shown as Appendix A. The results of the research are now presented here.

What the research shows without doubt is that there is unaccountable variation in the rates of pay for the same jobs across forces and also unaccountable variations in annual leave entitlement.

The research findings are split into the following sections:

- List of 17 benchmark jobs surveyed for salary details, showing gender profile

- Benchmark job salary figures by grade minimum/maximum
- Evidence of regional pay drift in the South East
- Other pay factors
- Job evaluation
- Comparative annual leave entitlements.

This report finishes with a conclusion and set of recommendations to close the police staff pay and conditions gap and improve morale, well-being and most importantly police performance.

4.1 The 17 benchmark jobs surveyed

LRD was asked to survey each police force in England, Wales and Scotland to ascertain the minimum and maximum salary figures for a carefully selected list of 17 police staff posts.

The 17 posts surveyed were:

- CJU file preparation clerk
- Cleaner
- Community support officer
- Control room operator
- Cook
- Crime analyst / intelligence officer

- Detention officer
- Director of finance
- Enquiry desk clerk
- Fingerprint expert
- Payroll manager
- Receptionist
- Scenes of crime officer
- Security officer
- Traffic warden
- Vehicle mechanic / technician
- Word processor operator

The 17 posts were chosen to provide a representative cross-section through police staff establishments. We have called them benchmark jobs because they represent the biggest occupational groups in the police staff workforce. Our members and police forces will therefore easily identify and relate to the data presented in this report.

The posts are representative in so far they include:

- Junior, as well as senior, police staff roles
- Predominantly female, as well as predominantly male, police staff roles
- Technical roles

- Managerial roles
- Ex-manual roles

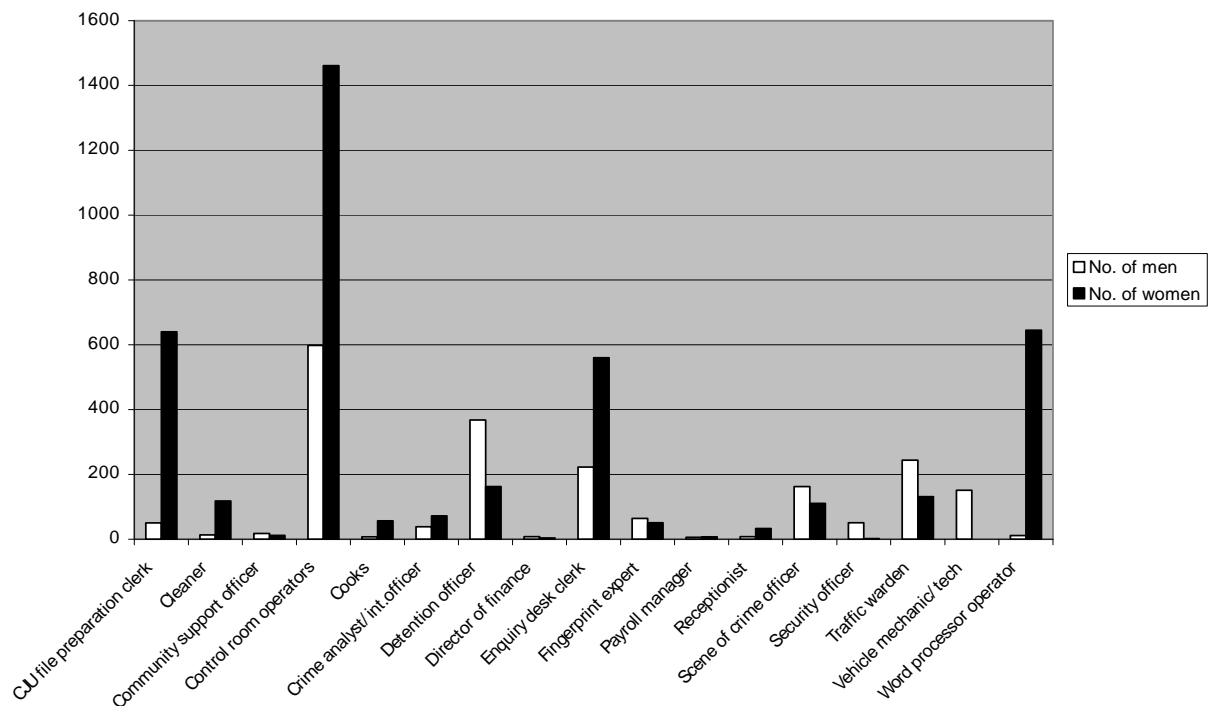
4.2 Gender profile of benchmark jobs

Where the gender breakdown was provided for the benchmark jobs the details are shown below. The gender breakdown roughly mirrors that amongst the overall workforce and women outnumber men in 9 of the 17 posts. The greatest imbalance is amongst word processor operators where women outnumber men by 59 to 1, and in the other direction amongst vehicle mechanics / technicians where no women were reported employed.

Gender breakdown of benchmark jobs

Grade	No. of men	No. of women
CJU file preparation clerk	50	640
Cleaner	13	118
Community support officer	18	12
Control room operators	598	1461
Cooks	7	57
Crime analyst/intelligence officer	38	72
Detention officer	368	162
Director of finance	8	4
Enquiry desk clerk	223	560
Fingerprint expert	64	51
Payroll manager	6	7
Receptionist	8	33
Scene of crime officer	162	111
Security officer	51	2
Traffic warden	244	131
Vehicle mechanic/tech	151	0
Word processor operator	11	645
Grand total	2020	4066

Gender breakdown of benchmark jobs



5. Benchmark Jobs Salary Data

Presented below is the salary data collected for each of the 17 benchmark jobs. For each job, the report shows the salary minima (starting salary) and salary maxima (top salary point) in each force.

The data is presented in two formats:

- By bar chart with forces sorted alphabetically left to right
- By table with forces sorted in descending financial order (i.e. highest payers at the top, lowest at the bottom).

The salary figures quoted relate to the Police Support Staff Council pay year 1 September 2002 – 31 August 2003.

In each salary table, the report highlights the:

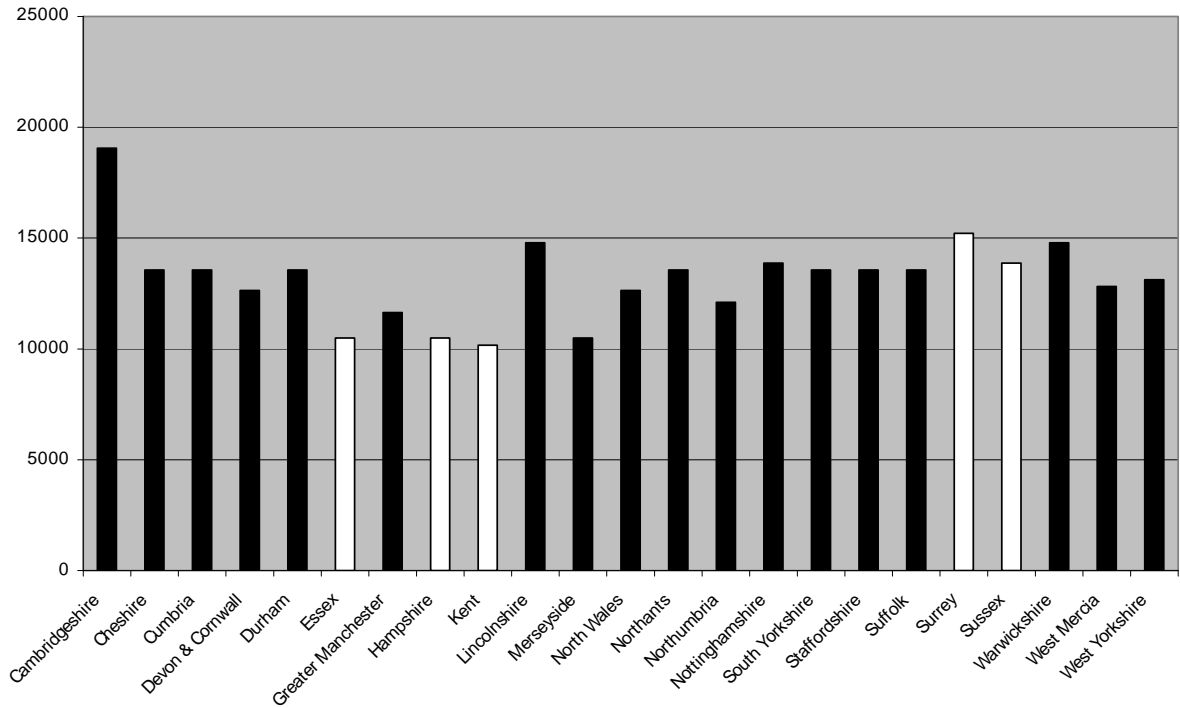
- median (mid-point salary)
- mode (most commonly occurring salary)
- mean (simple mathematical average salary)
- range (difference between highest and lowest salary)

This is done for both the minima and maximum data. A separate calculation is also provided to show the mean (average) salary level for the south east forces in each table.

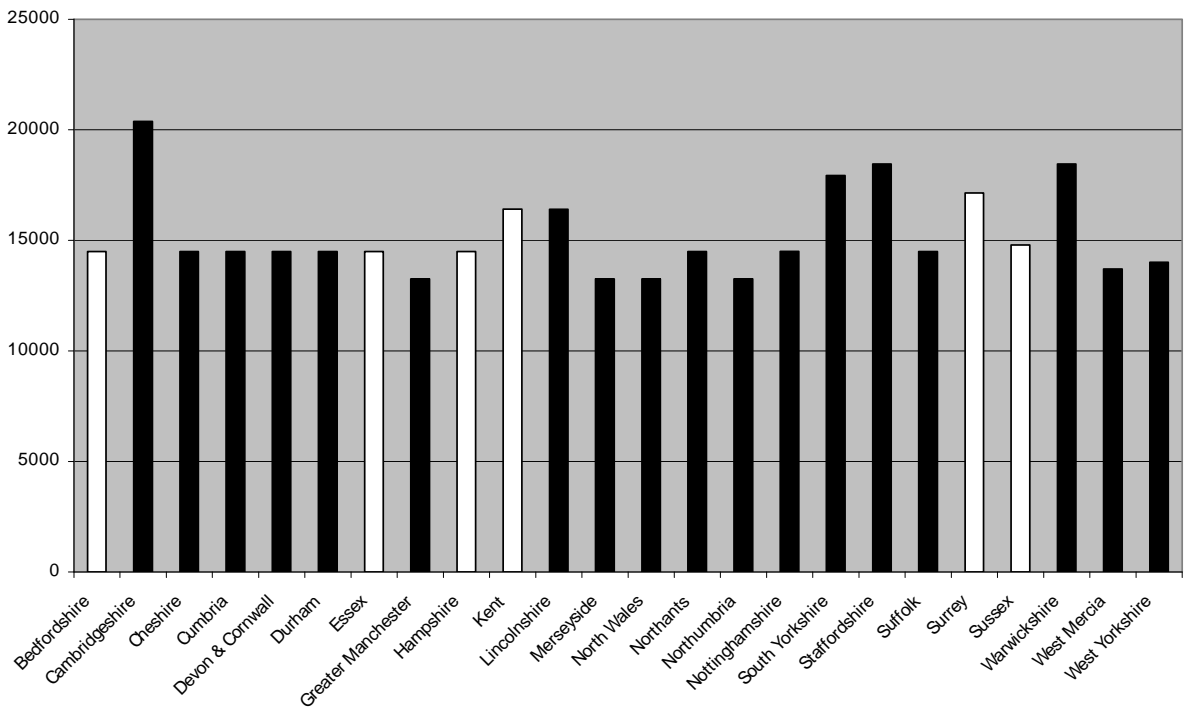
In the bar charts, forces in the south east of England are highlighted with white bars. This is to enable judgements to be made later in the report about relative earnings in the south east compared to elsewhere in England and Wales. The same south east forces are also highlighted in the salary tables by means of light shading.

The definition of a south east force in this report is a force which currently pays the Police Negotiating Board south east weighting allowance i.e. Bedfordshire, Essex, Kent, Hampshire, Hertfordshire, Surrey, Sussex and Thames Valley.

CJU file preparation clerks: minimum pay rate



CJU file preparation clerk: maximum pay rate



CJU File Preparation Clerk

MINIMA

Cambridgeshire	19056
Surrey	15219
Lincolnshire	14793
Warwickshire	14793
Nottinghamshire	13869
Sussex	13869
Cheshire	13563
Cumbria	13563
Durham	13563
South Yorkshire	13563
Staffordshire	13563
Suffolk	13563
Northants	13561
West Yorkshire	13116
West Mercia	12816
Devon & Cornwall	12633
North Wales	12633
Northumbria	12104
Greater Manchester	11643
Essex	10494
Hampshire	10494
Merseyside	10494
Kent	10171

Mean	13180
Median	13563
Mode	13563
Range	8885


South East Mean 12049

MAXIMA

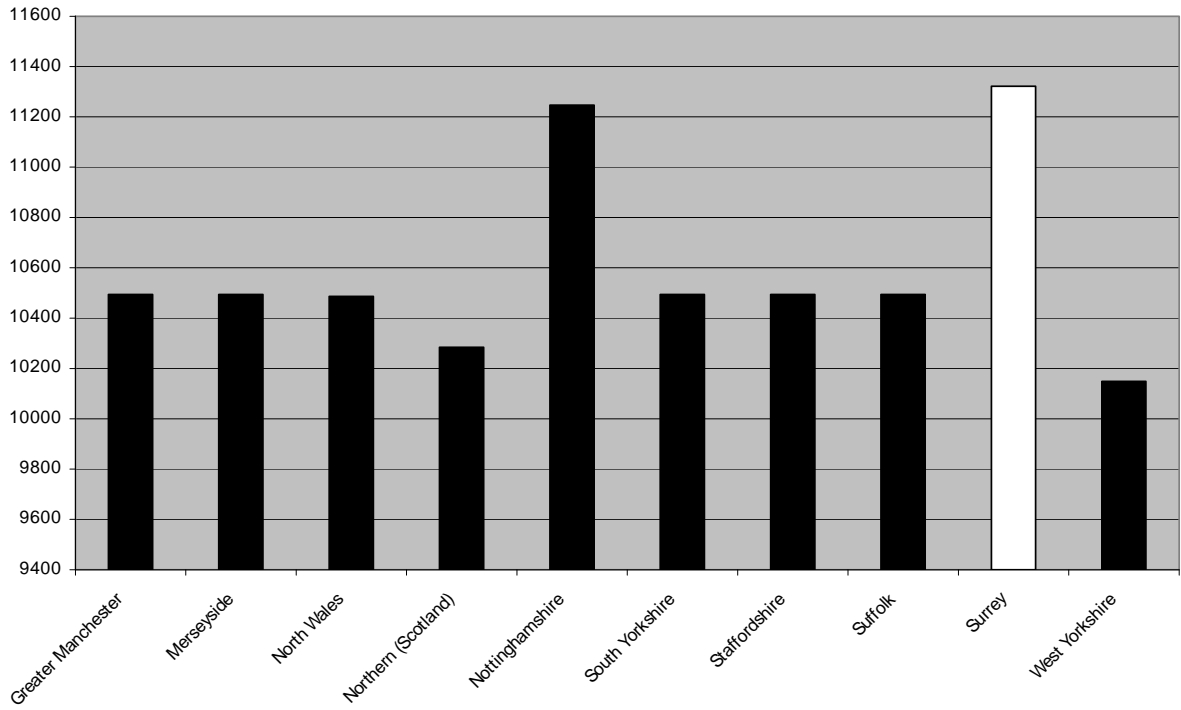
Cambridgeshire	20379
Staffordshire	18453
Warwickshire	18453
South Yorkshire	17931
Surrey	17136
Kent	16414
Lincolnshire	16404
Sussex	14793
Nottinghamshire	14497
Bedfordshire	14487
Cheshire	14487
Cumbria	14487
Devon & Cornwall	14487
Durham	14487
Essex	14487
Hampshire	14487
Northants	14487
Suffolk	14487
West Yorkshire	14010
West Mercia	13713
Northumbria	13252
Greater Manchester	13251
Merseyside	13251
North Wales	13251

Mean	15232
Median	14487
Mode	14487
Range	7128

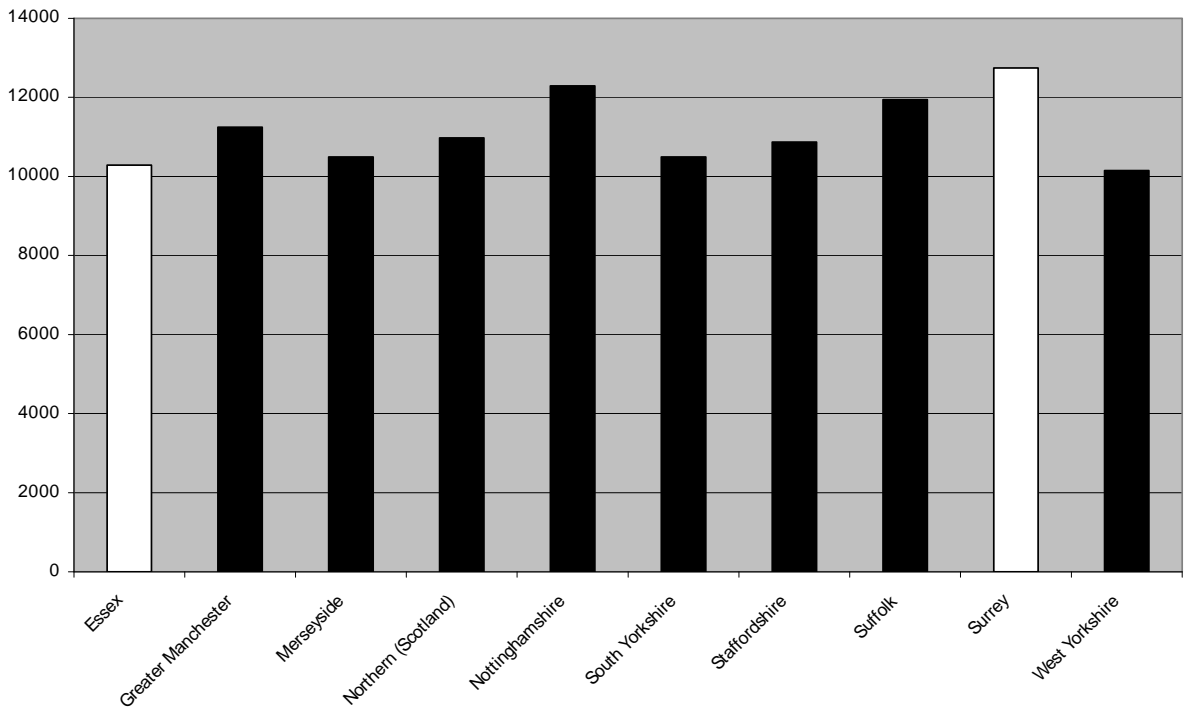
South East Mean 15301

 = South East Forces

Cleaners: minimum pay rate



Cleaners: maximum pay rate



Cleaner

MINIMA

Surrey	11322
Nottinghamshire	11247
Greater Manchester	10494
Merseyside	10494
South Yorkshire	10494
Staffordshire	10494
Suffolk	10494
North Wales	10486
Northern (Scotland)	10284
West Yorkshire	10149

Mean	10596
Median	10494
Mode	10494
Range	1173

South East Mean 11322

MAXIMA

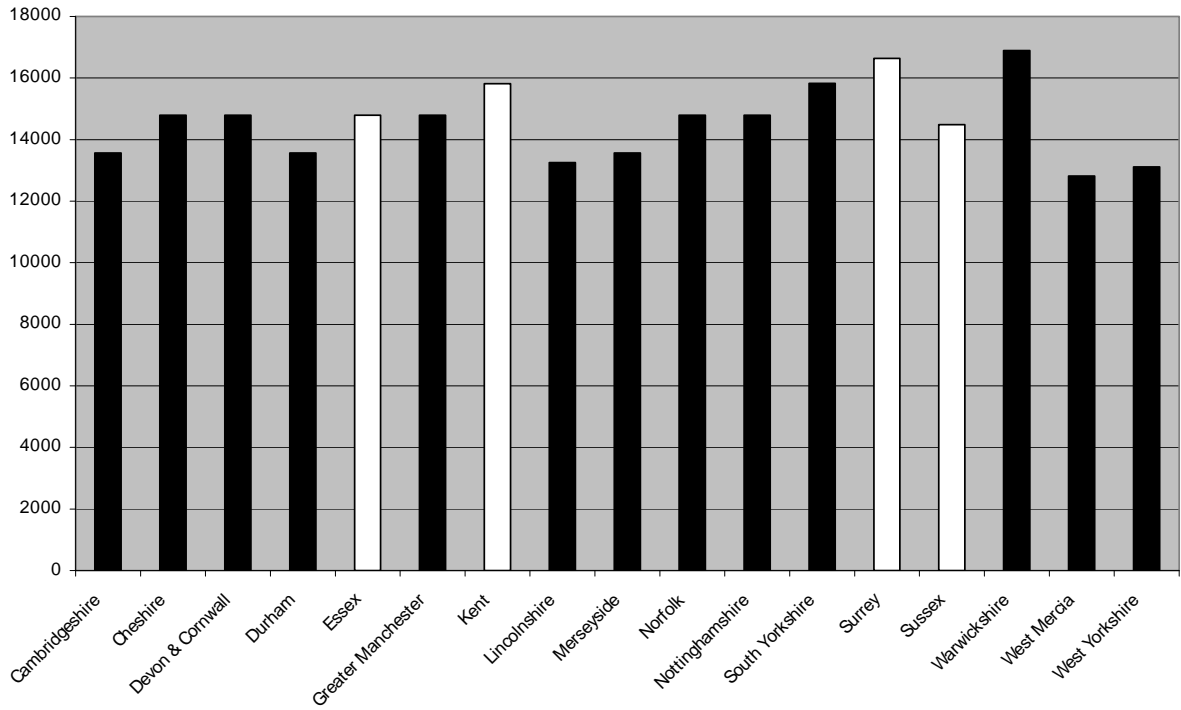
Surrey	12744
Nottinghamshire	12289
Suffolk	11943
Greater Manchester	11247
Northern (Scotland)	10974
Staffordshire	10872
Merseyside	10494
South Yorkshire	10494
Essex	10286
West Yorkshire	10149

Mean	11149
Median	10923
Mode	10494
Range	2595

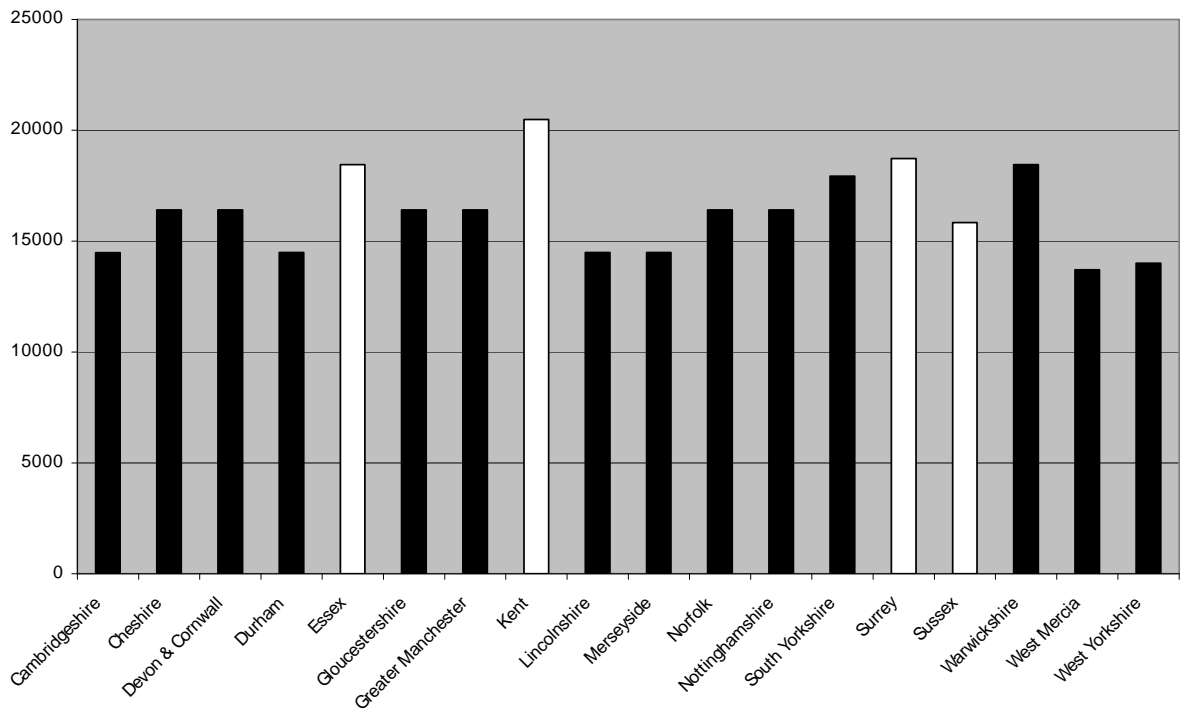
South East Mean 11515

 = South East Forces

Community support officers: minimum pay rate



Community support officers: maximum pay rate



Community Support Officer

MINIMA

Warwickshire	16896
Surrey	16635
South Yorkshire	15831
Kent	15817
Cheshire	14793
Devon & Cornwall	14793
Essex	14793
Greater Manchester	14793
Norfolk	14793
Nottinghamshire	14793
Sussex	14487
Cambridgeshire	13563
Durham	13563
Merseyside	13563
Lincolnshire	13251
West Yorkshire	13116
West Mercia	12816

Mean	14604
Median	14793
Mode	14793
Range	4080

South East Mean 15433

MAXIMA

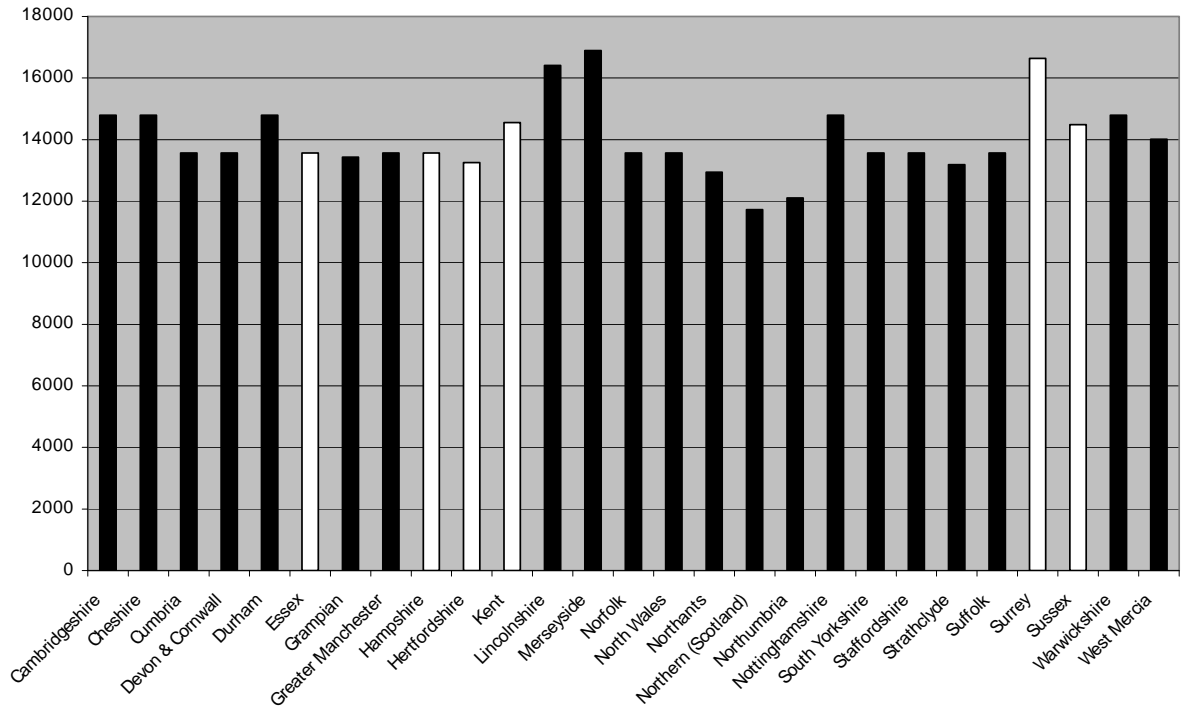
Kent	20485
Surrey	18726
Essex	18453
Warwickshire	18453
South Yorkshire	17931
Cheshire	16404
Devon & Cornwall	16404
Gloucestershire	16404
Greater Manchester	16404
Norfolk	16404
Nottinghamshire	16404
Sussex	15831
Durham	14487
Lincolnshire	14487
Merseyside	14487
Cambridgeshire	14481
West Yorkshire	14010
West Mercia	13713

Mean	16331
Median	16404
Mode	16404
Range	6772

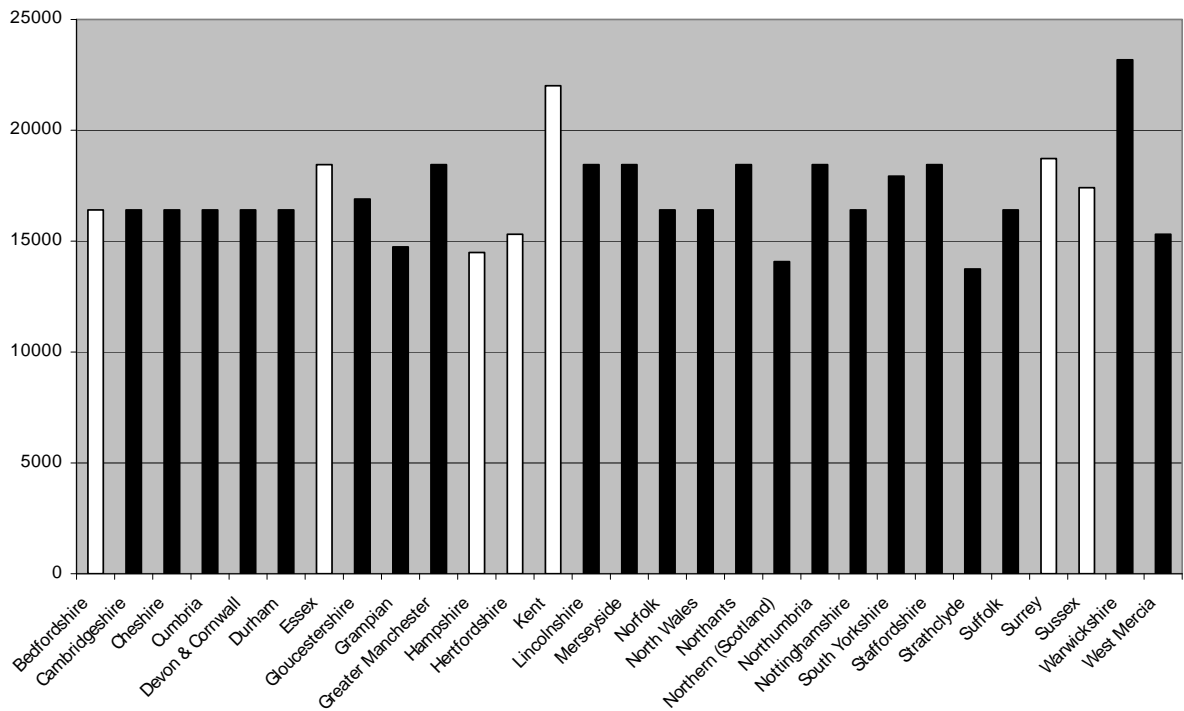
South East Mean 18374

 = South East Forces

Control room operators: minimum pay rate



Control room operators: maximum pay rate



Control Room Operator

MINIMA

Merseyside	16896
Surrey	16635
Lincolnshire	16404
Cambridgeshire	14793
Cheshire	14793
Durham	14793
Nottinghamshire	14793
Warwickshire	14793
Kent	14558
Sussex	14487
West Mercia	14010
Cumbria	13563
Devon & Cornwall	13563
Essex	13563
Greater Manchester	13563
Hampshire	13563
Norfolk	13563
North Wales	13563
South Yorkshire	13563
Staffordshire	13563
Suffolk	13563
Grampian	13425
Hertfordshire	13251
Strathclyde	13182
Northants	12942
Northumbria	12104
Northern (Scotland)	11724

Mean	14045
Median	13563
Mode	13563
Range	5172

South East Mean 14343

MAXIMA

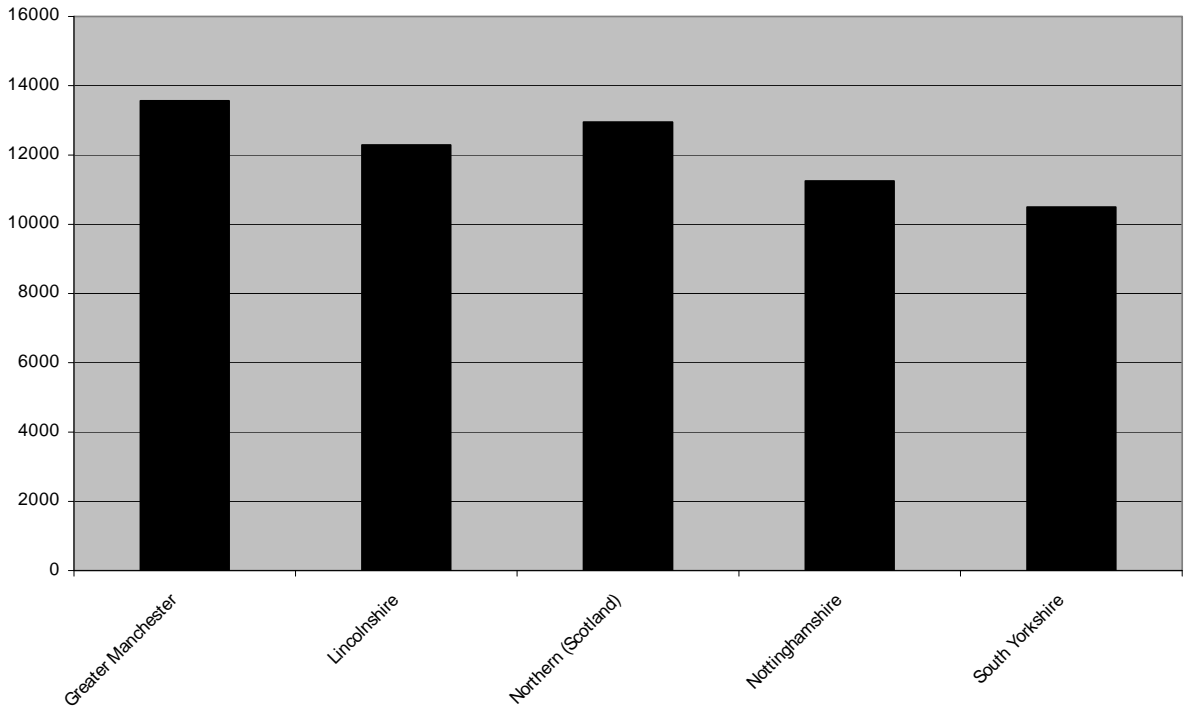
Warwickshire	23181
Kent	22016
Surrey	18726
Northants	18455
Northumbria	18454
Essex	18453
Greater Manchester	18453
Lincolnshire	18453
Merseyside	18453
Staffordshire	18453
South Yorkshire	17931
Sussex	17412
Gloucestershire	16896
Bedfordshire	16404
Cambridgeshire	16404
Cheshire	16404
Cumbria	16404
Devon & Cornwall	16404
Durham	16404
Norfolk	16404
North Wales	16404
Nottinghamshire	16404
Suffolk	16404
Hertfordshire	15315
West Mercia	15309
Grampian	14739
Hampshire	14487
Northern (Scotland)	14073
Strathclyde	13743

Mean	17139
Median	16404
Mode	16404
Range	9438

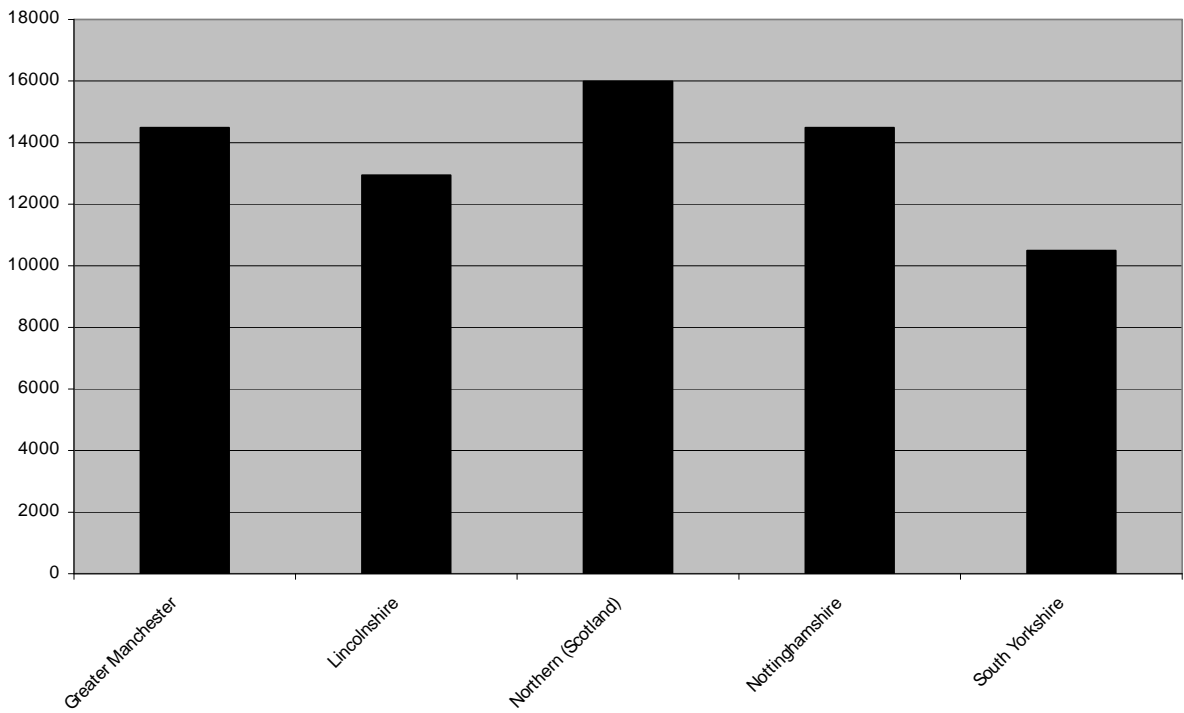
South East Mean 17545

 = South East Forces

Cooks: minimum pay rate



Cooks: maximum pay rate



Cook

MINIMA

Greater Manchester	13563
Northern (Scotland)	12951
Lincolnshire	12285
Nottinghamshire	11247
South Yorkshire	10494

Mean	12108
Median	12285
Mode	-
Range	3069

South East Mean -

MAXIMA

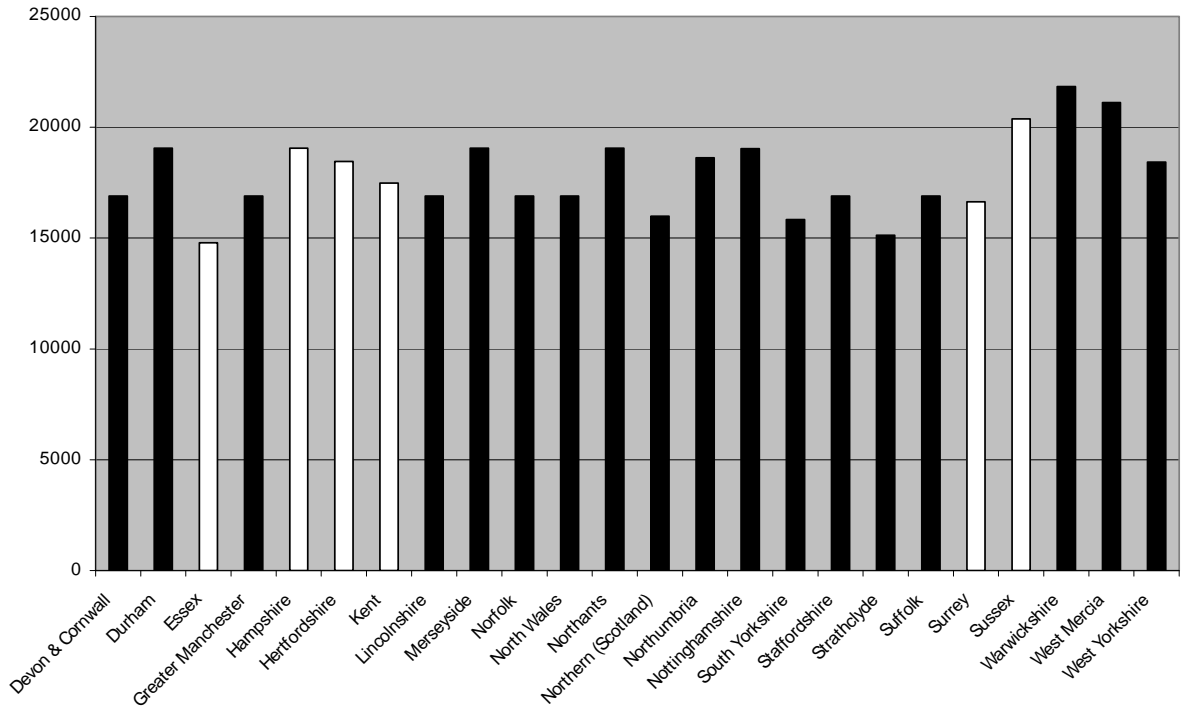
Northern (Scotland)	15990
Greater Manchester	14487
Nottinghamshire	14487
Lincolnshire	12942
South Yorkshire	10494

Mean	13680
Median	14487
Mode	14487
Range	5496

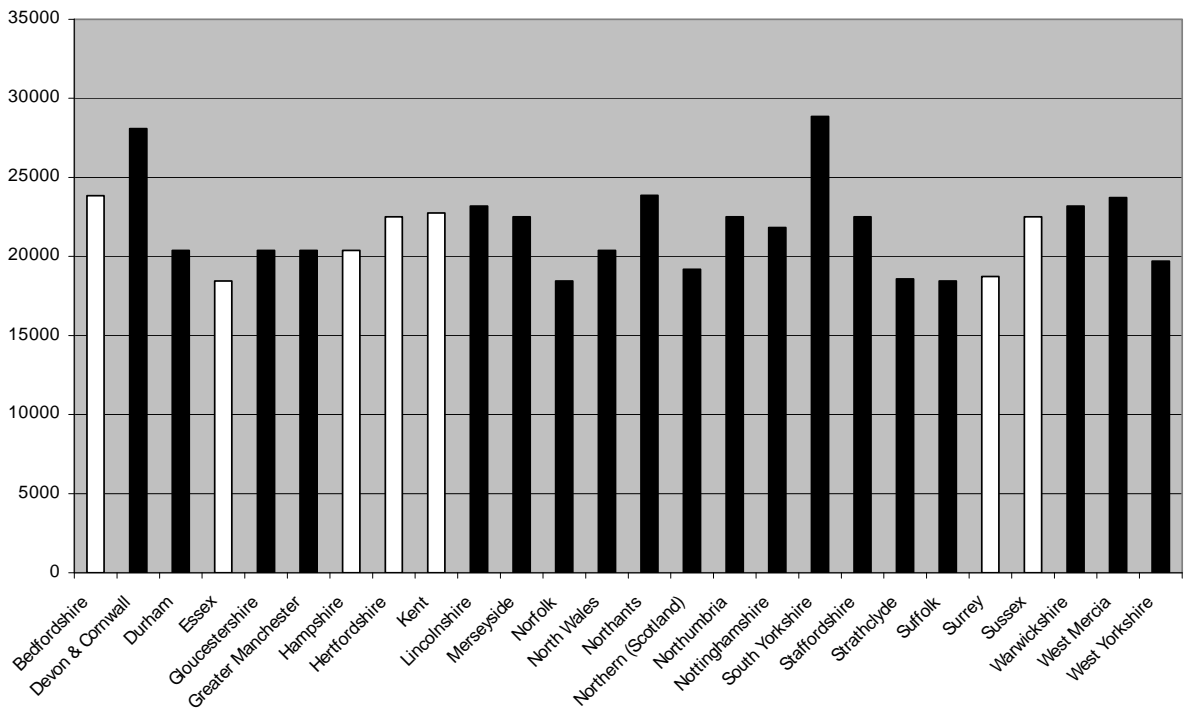
South East Mean -

 = South East Forces

Crime analysts/ intelligence officers: minimum pay rate



Crime analysts/ intelligence officers: maximum pay rate



Crime Analyst / Intelligence Officer

MINIMA

Warwickshire	21834
West Mercia	21117
Sussex	20379
Durham	19056
Hampshire	19056
Merseyside	19056
Northants	19056
Nottinghamshire	19036
Northumbria	18615
Hertfordshire	18453
West Yorkshire	18429
Kent	17479
Devon & Cornwall	16896
Greater Manchester	16896
Lincolnshire	16896
Norfolk	16896
North Wales	16896
Staffordshire	16896
Suffolk	16896
Surrey	16635
Northern (Scotland)	15990
South Yorkshire	15831
Strathclyde	15129
Essex	14793

Mean	17842
Median	17188
Mode	16896
Range	7041


South East Mean 17799

MAXIMA

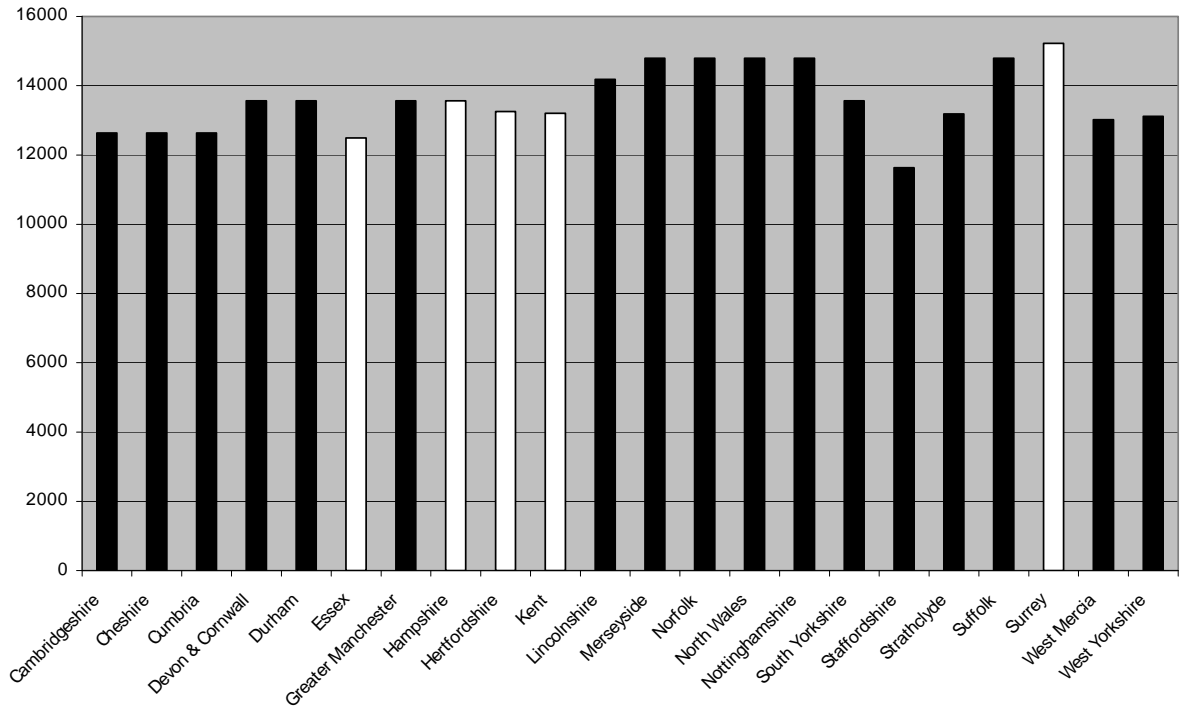
South Yorkshire	28851
Devon & Cornwall	28086
Northants	23855
Bedfordshire	23853
West Mercia	23721
Lincolnshire	23181
Warwickshire	23181
Kent	22755
Hertfordshire	22506
Merseyside	22506
Staffordshire	22506
Sussex	22506
Northumbria	22505
Nottinghamshire	21834
Durham	20379
Gloucestershire	20379
Greater Manchester	20379
Hampshire	20379
North Wales	20379
West Yorkshire	19710
Northern (Scotland)	19194
Surrey	18726
Strathclyde	18579
Essex	18453
Norfolk	18453
Suffolk	18453

Mean	21743
Median	22169
Mode	20379
Range	10398

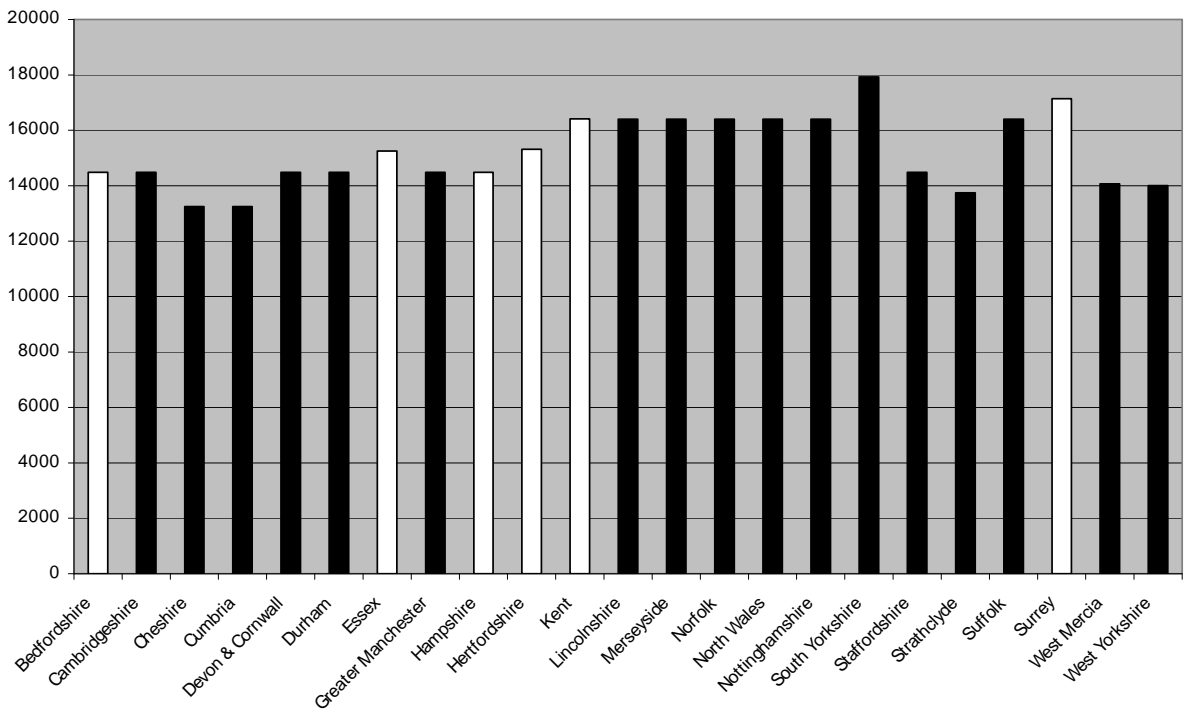
South East Mean 21311

 = South East Forces

Detention officers: minimum pay rate



Detention officers: maximum pay rate



Detention Officer

MINIMA

Surrey	15219
Merseyside	14793
Norfolk	14793
North Wales	14793
Nottinghamshire	14793
Suffolk	14793
Lincolnshire	14178
Devon & Cornwall	13563
Durham	13563
Greater Manchester	13563
Hampshire	13563
South Yorkshire	13563
Hertfordshire	13251
Kent	13204
Strathclyde	13182
West Yorkshire	13116
West Mercia	13020
Cambridgeshire	12633
Cheshire	12633
Cumbria	12633
Essex	12494
Staffordshire	11634

Mean	13590
Median	13563
Mode	13563 / 14793
Range	3585

South East Mean 13546

MAXIMA

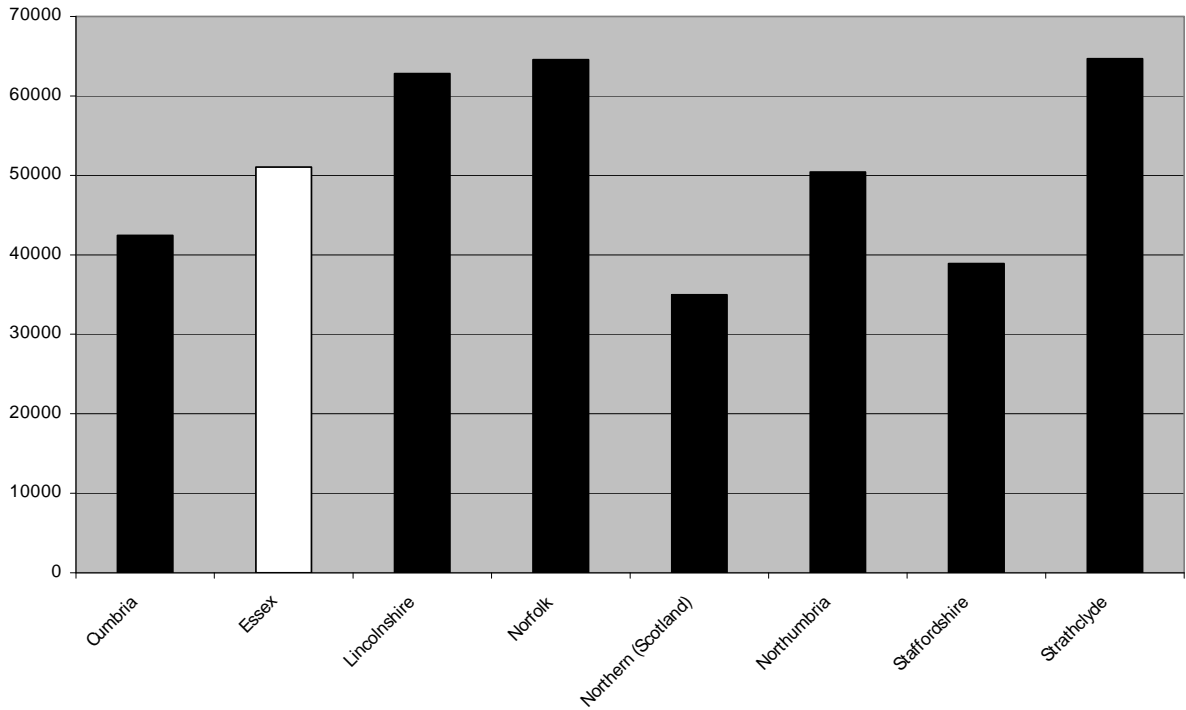
South Yorkshire	17931
Surrey	17136
Kent	16414
Lincolnshire	16404
Merseyside	16404
Norfolk	16404
North Wales	16404
Nottinghamshire	16404
Suffolk	16404
Hertfordshire	15315
Essex	15251
Bedfordshire	14487
Cambridgeshire	14487
Devon & Cornwall	14487
Durham	14487
Greater Manchester	14487
Hampshire	14487
Staffordshire	14487
West Mercia	14070
West Yorkshire	14010
Strathclyde	13743
Cheshire	13251
Cumbria	13251

Mean	15226
Median	14487
Mode	14487
Range	4680

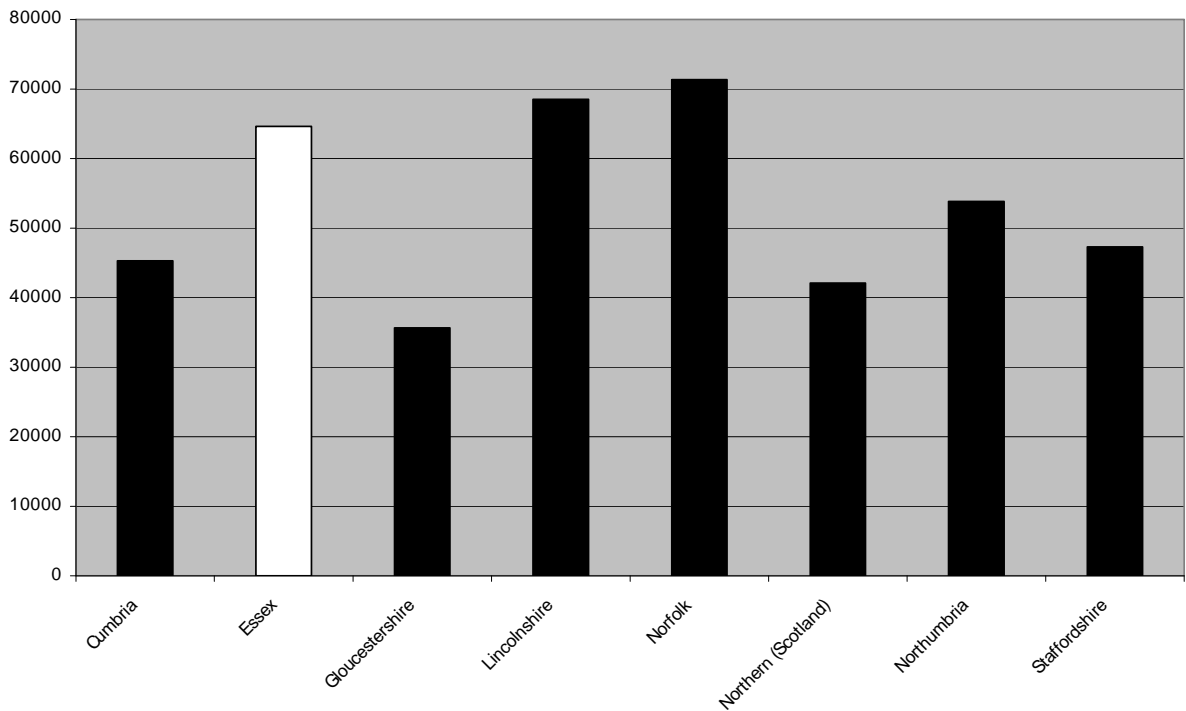
South East Mean 15515

 = South East Forces

Directors of finance: minimum pay rate



Directors of finance: maximum pay rate



Director of Finance

MINIMA

Strathclyde	64679
Norfolk	64541
Lincolnshire	62789
Essex	51057
Northumbria	50417
Cumbria	42435
Staffordshire	38898
Northern (Scotland)	34965

Mean	51223
Median	50737
Mode	-
Range	29714

South East Mean 51057

MAXIMA

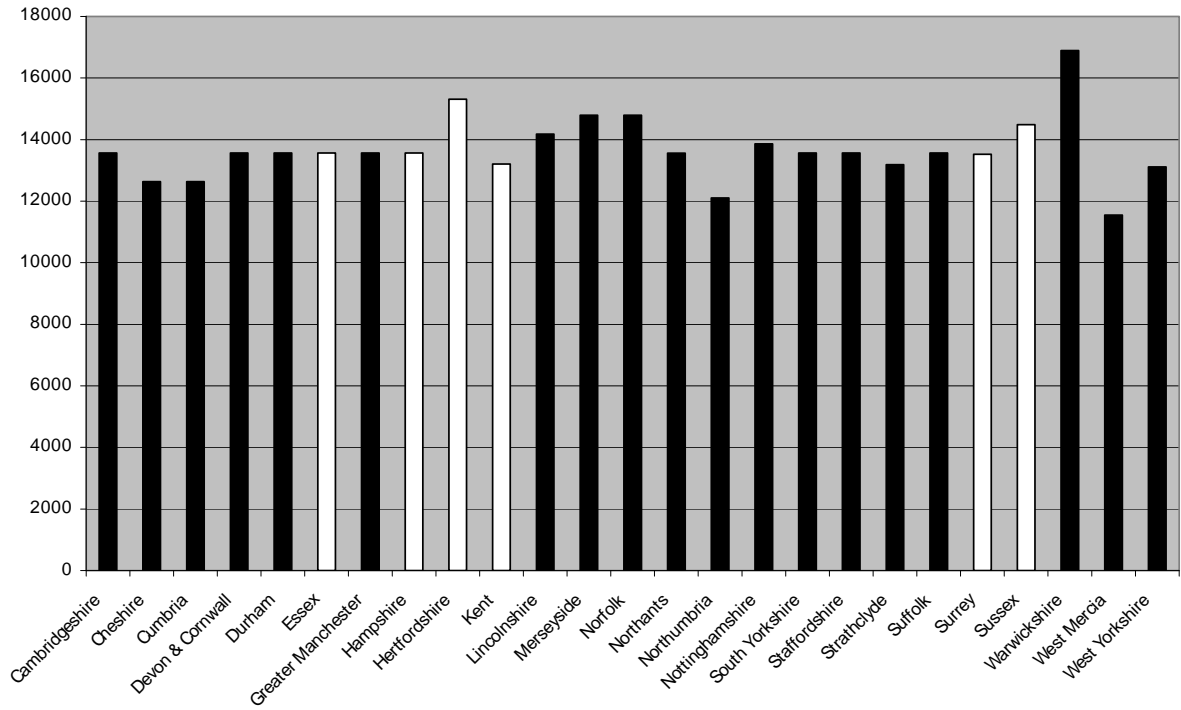
Norfolk	71336
Lincolnshire	68499
Essex	64620
Northumbria	53832
Staffordshire	47307
Cumbria	45300
Northern (Scotland)	42096
Gloucestershire	35658

Mean	53581
Median	50570
Mode	-
Range	35678

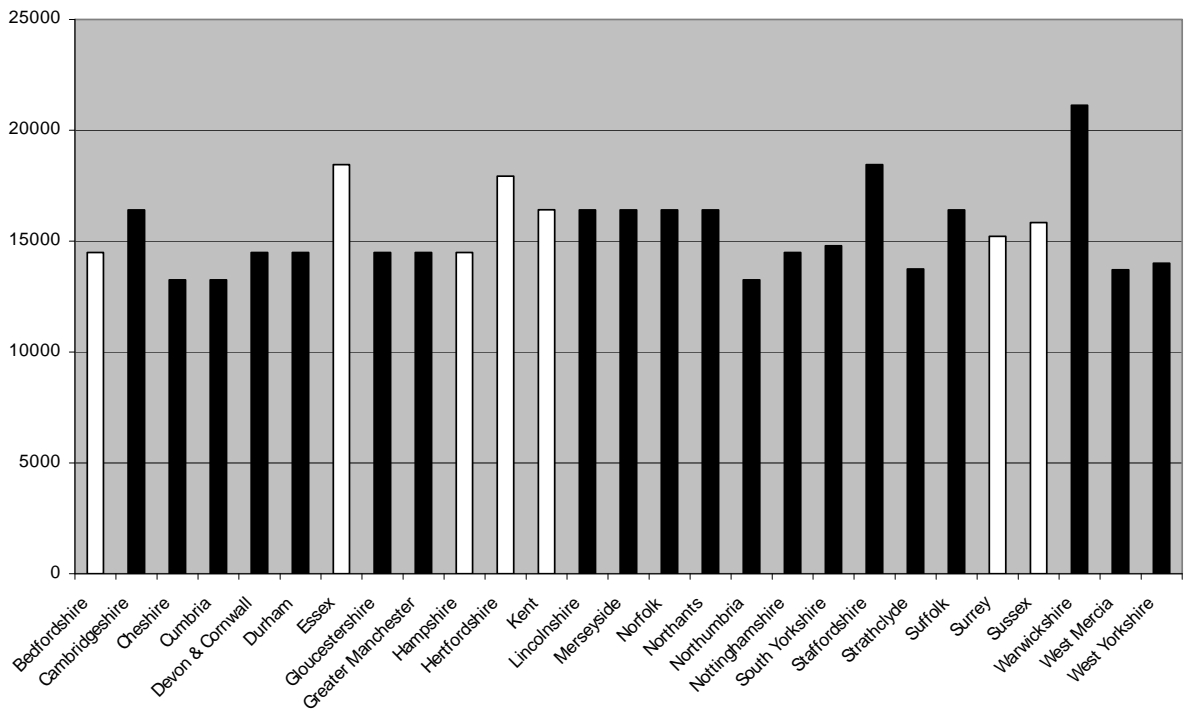
South East Mean 64620

 = South East Forces

Enquiry desk clerks: minimum pay rate



Enquiry desk clerks: maximum pay rate



Enquiry Desk Clerk

MINIMA

Warwickshire	16896
Hertfordshire	15315
Merseyside	14793
Norfolk	14793
Sussex	14487
Lincolnshire	14178
Nottinghamshire	13860
Cambridgeshire	13563
Devon & Cornwall	13563
Durham	13563
Essex	13563
Greater Manchester	13563
Hampshire	13563
South Yorkshire	13563
Staffordshire	13563
Suffolk	13563
Northants	13561
Surrey	13521
Kent	13204
Strathclyde	13182
West Yorkshire	13116
Cheshire	12633
Cumbria	12633
Northumbria	12104
West Mercia	11550

Mean	13676
Median	13563
Mode	13563
Range	5346


South East Mean 13942

MAXIMA

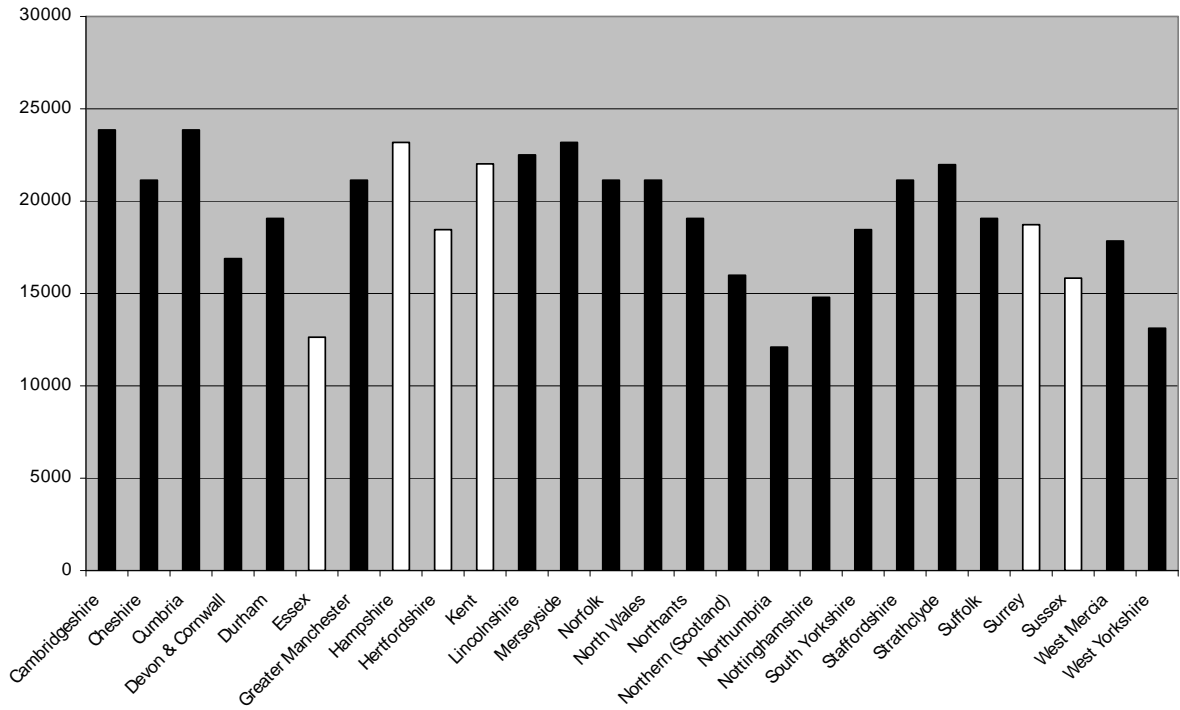
Warwickshire	21135
Essex	18453
Staffordshire	18453
Hertfordshire	17931
Kent	16414
Cambridgeshire	16404
Lincolnshire	16404
Merseyside	16404
Norfolk	16404
Northants	16404
Suffolk	16404
Sussex	15831
Surrey	15219
South Yorkshire	14793
Bedfordshire	14487
Devon & Cornwall	14487
Durham	14487
Gloucestershire	14487
Greater Manchester	14487
Hampshire	14487
Nottinghamshire	14487
West Yorkshire	14010
Strathclyde	13743
West Mercia	13713
Northumbria	13252
Cheshire	13251
Cumbria	13251

Mean	15529
Median	14793
Mode	14487
Range	7884

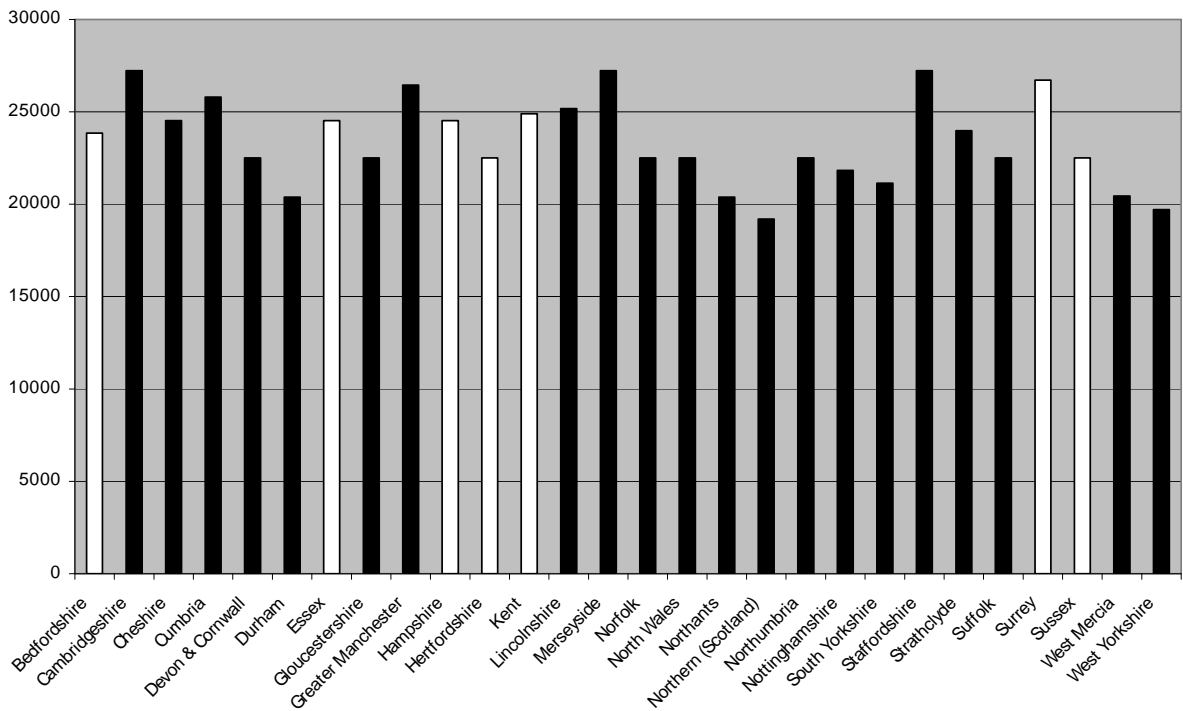
South East Mean 16117

 = South East Forces

Fingerprint experts: minimum pay rate



Fingerprint experts: maximum pay rate



Fingerprint Expert

MINIMA

Cambridgeshire	23853
Cumbria	23853
Hampshire	23181
Merseyside	23181
Lincolnshire	22506
Kent	22016
Strathclyde	21969
Cheshire	21135
Greater Manchester	21135
Norfolk	21135
North Wales	21135
Staffordshire	21135
Durham	19056
Suffolk	19056
Northants	19055
Surrey	18726
Hertfordshire	18453
South Yorkshire	18453
West Mercia	17847
Devon & Cornwall	16896
Northern (Scotland)	15990
Sussex	15831
Nottinghamshire	14793
West Yorkshire	13116
Essex	12633
Northumbria	12104

Mean	19163
Median	19056
Mode	21135
Range	11749

South East Mean 18473

MAXIMA

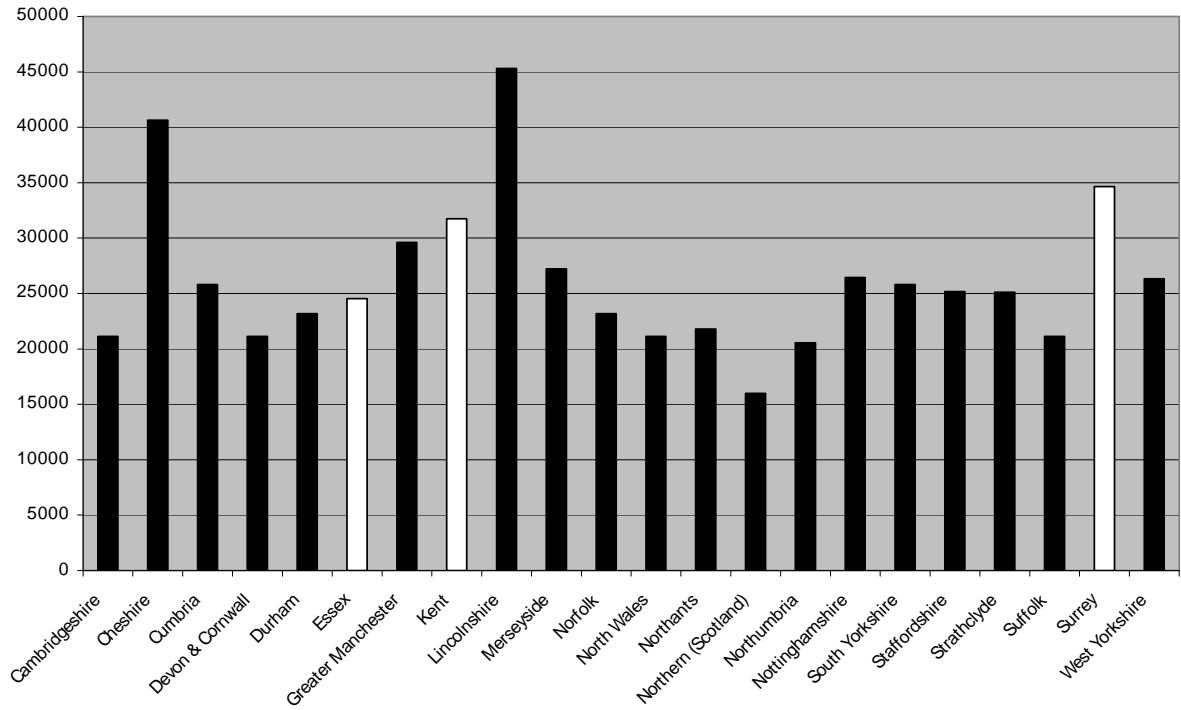
Cambridgeshire	27231
Merseyside	27231
Staffordshire	27231
Surrey	26712
Greater Manchester	26451
Cumbria	25806
Lincolnshire	25170
Kent	24900
Cheshire	24528
Essex	24528
Hampshire	24528
Strathclyde	23976
Bedfordshire	23853
Devon & Cornwall	22506
Gloucestershire	22506
Hertfordshire	22506
Norfolk	22506
North Wales	22506
Suffolk	22506
Sussex	22506
Northumbria	22505
Nottinghamshire	21834
South Yorkshire	21135
West Mercia	20439
Northants	20380
Durham	20379
West Yorkshire	19710
Northern (Scotland)	19194

Mean	23402
Median	22506
Mode	22506
Range	8037

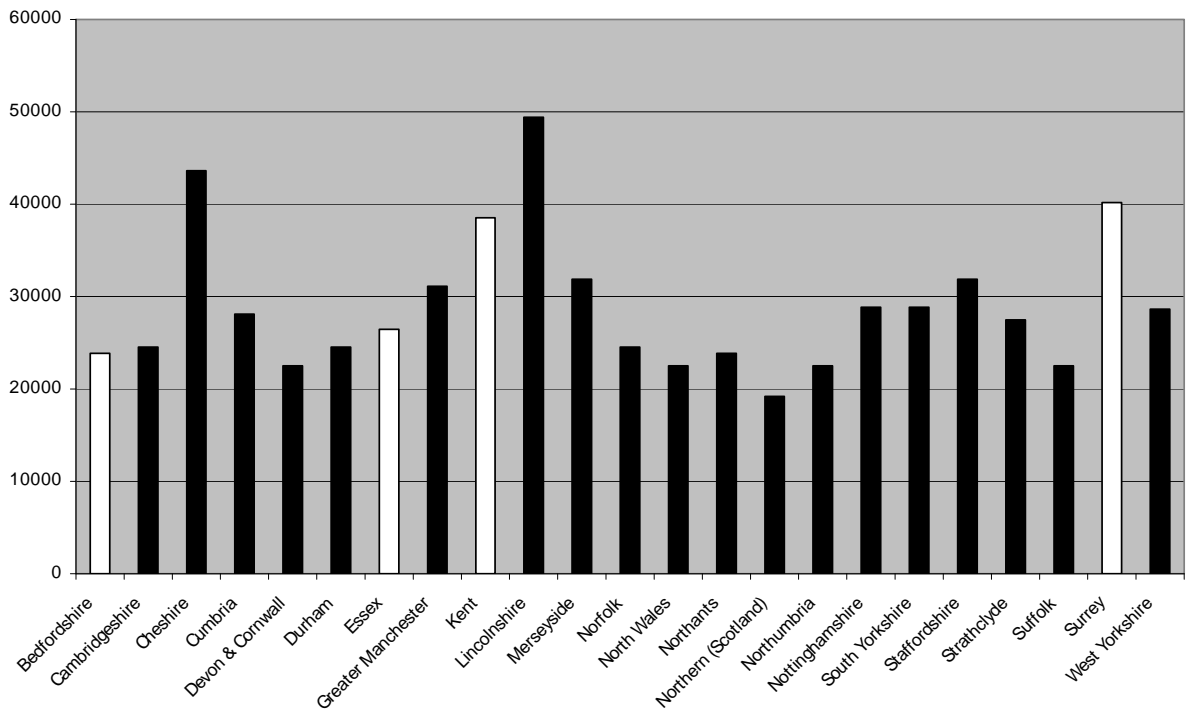
South East Mean 24219

 = South East Forces

Payroll managers: minimum pay rate



Payroll managers: maximum pay rate



Payroll Manager

MINIMA

Lincolnshire	45302
Cheshire	40641
Surrey	34650
Kent	31752
Greater Manchester	29598
Merseyside	27231
Nottinghamshire	26451
West Yorkshire	26337
Cumbria	25806
South Yorkshire	25806
Staffordshire	25170
Strathclyde	25113
Essex	24528
Durham	23181
Norfolk	23181
Northants	21784
Cambridgeshire	21135
Devon & Cornwall	21135
North Wales	21135
Suffolk	21135
Northumbria	20557
Northern (Scotland)	15990

Mean	26255
Median	25141
Mode	21135
Range	29312

South East Mean 30310

MAXIMA

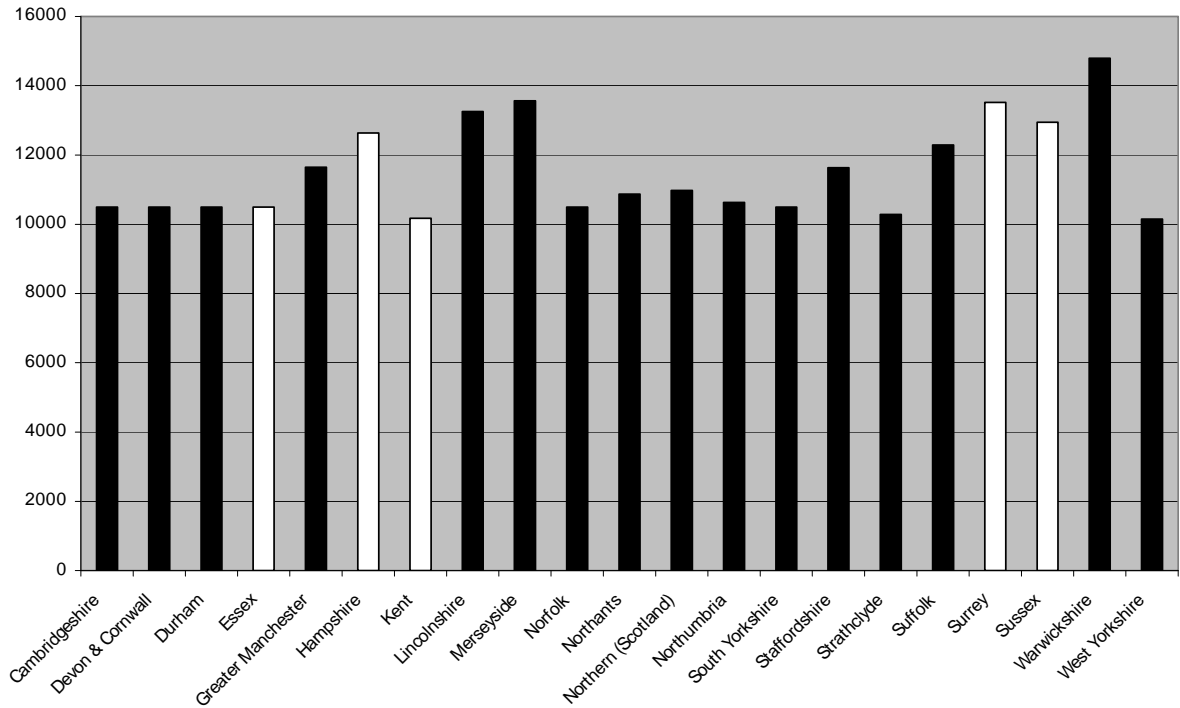
Lincolnshire	49422
Cheshire	43608
Surrey	40182
Kent	38540
Merseyside	31878
Staffordshire	31878
Greater Manchester	31119
Nottinghamshire	28851
South Yorkshire	28851
West Yorkshire	28626
Cumbria	28086
Strathclyde	27468
Essex	26451
Cambridgeshire	24528
Durham	24528
Norfolk	24528
Northants	23855
Bedfordshire	23853
Devon & Cornwall	22506
North Wales	22506
Suffolk	22506
Northumbria	22505
Northern (Scotland)	19194

Mean	28933
Median	27468
Mode	22506 / 24528
Range	30228

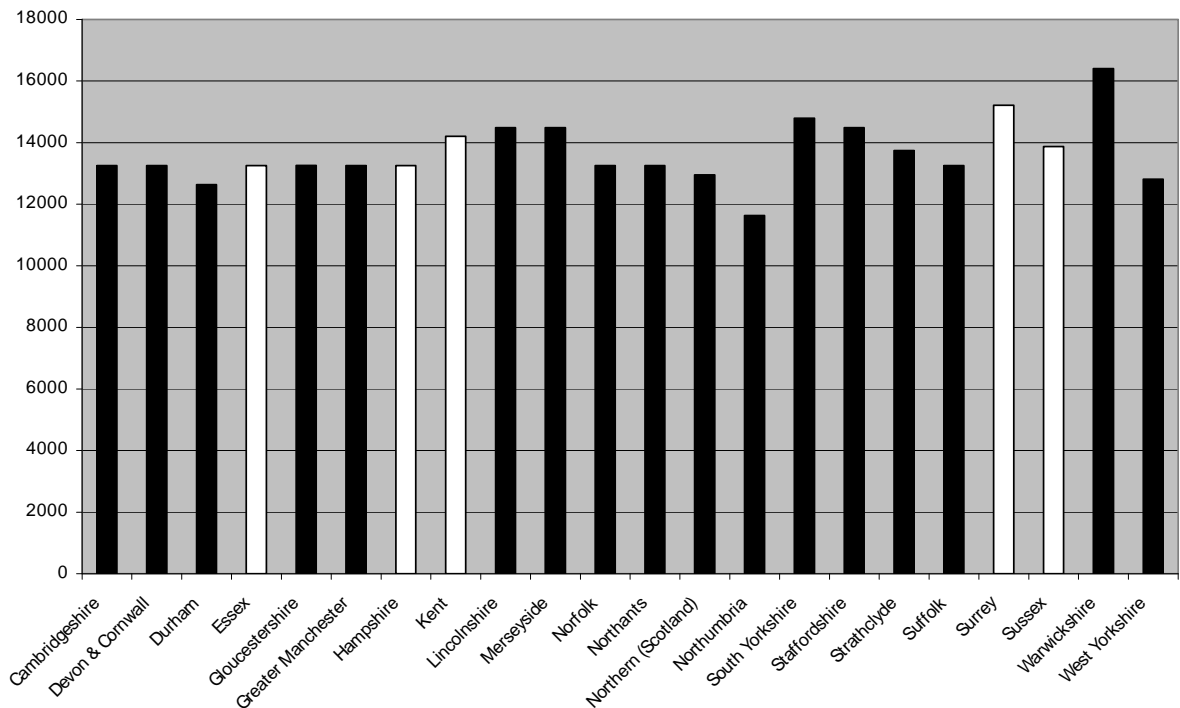
South East Mean 32257

 = South East Forces

Receptionists: minimum pay rate



Receptionists: maximum pay rate



Receptionist

MINIMA

Warwickshire	14793
Merseyside	13563
Surrey	13521
Lincolnshire	13251
Sussex	12942
Hampshire	12633
Suffolk	12285
Greater Manchester	11643
Staffordshire	11634
Northern (Scotland)	10974
Northants	10871
Northumbria	10627
Cambridgeshire	10494
Devon & Cornwall	10494
Durham	10494
Essex	10494
Norfolk	10494
South Yorkshire	10494
Strathclyde	10284
Kent	10171
West Yorkshire	10149

Mean	11538
Median	10871
Mode	10494
Range	4644

South East Mean 11952

MAXIMA

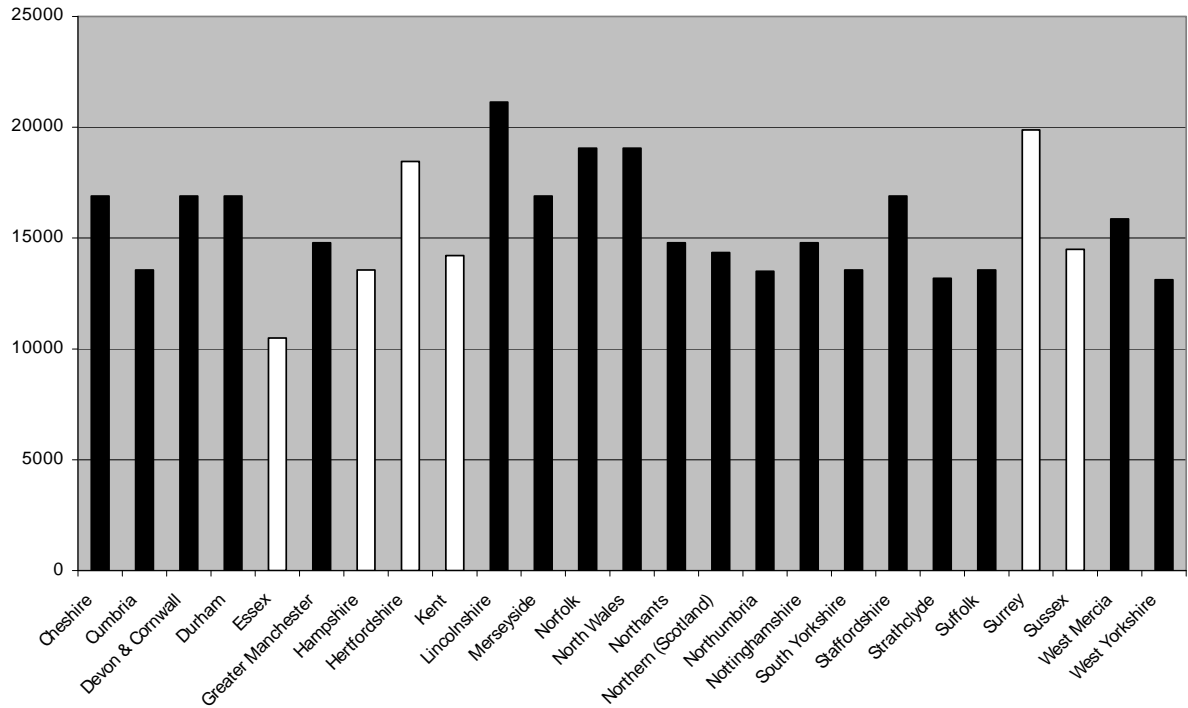
Warwickshire	16404
Surrey	15219
South Yorkshire	14793
Lincolnshire	14487
Merseyside	14487
Staffordshire	14487
Kent	14207
Sussex	13869
Strathclyde	13743
Gloucestershire	13257
Northants	13253
Cambridgeshire	13251
Devon & Cornwall	13251
Essex	13251
Greater Manchester	13251
Hampshire	13251
Norfolk	13251
Suffolk	13251
Northern (Scotland)	12951
West Yorkshire	12816
Durham	12633
Northumbria	11633

Mean	13682
Median	13252
Mode	13251
Range	4771

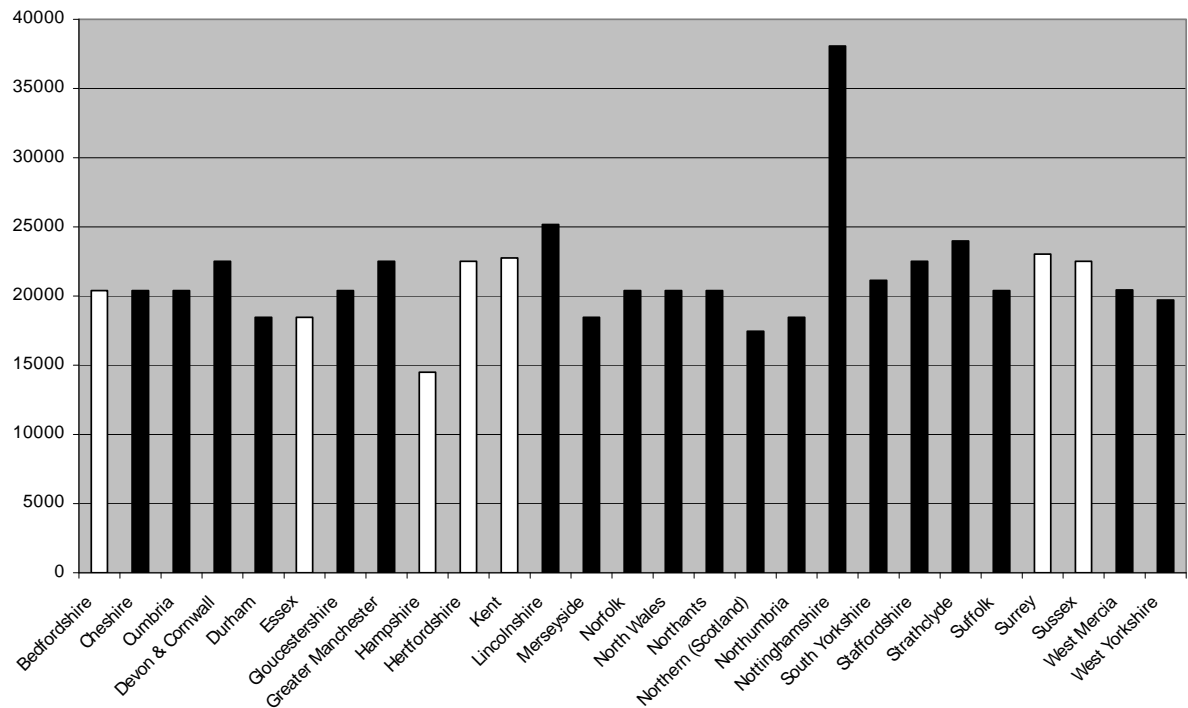
South East Mean 13959

 = South East Forces

Scene of crime officers: minimum pay rate



Scene of crime officers: maximum pay rate



Scenes of Crime Officer

MINIMA

Lincolnshire	21135
Surrey	19872
Norfolk	19056
North Wales	19056
Hertfordshire	18453
Cheshire	16896
Devon & Cornwall	16896
Durham	16896
Merseyside	16896
Staffordshire	16896
West Mercia	15864
Northants	14794
Greater Manchester	14793
Nottinghamshire	14793
Sussex	14487
Northern (Scotland)	14349
Kent	14207
Cumbria	13563
Hampshire	13563
South Yorkshire	13563
Suffolk	13563
Northumbria	13509
Strathclyde	13182
West Yorkshire	13116
Essex	10494

Mean	15596
Median	14793
Mode	16896
Range	10641


South East Mean 15179

MAXIMA

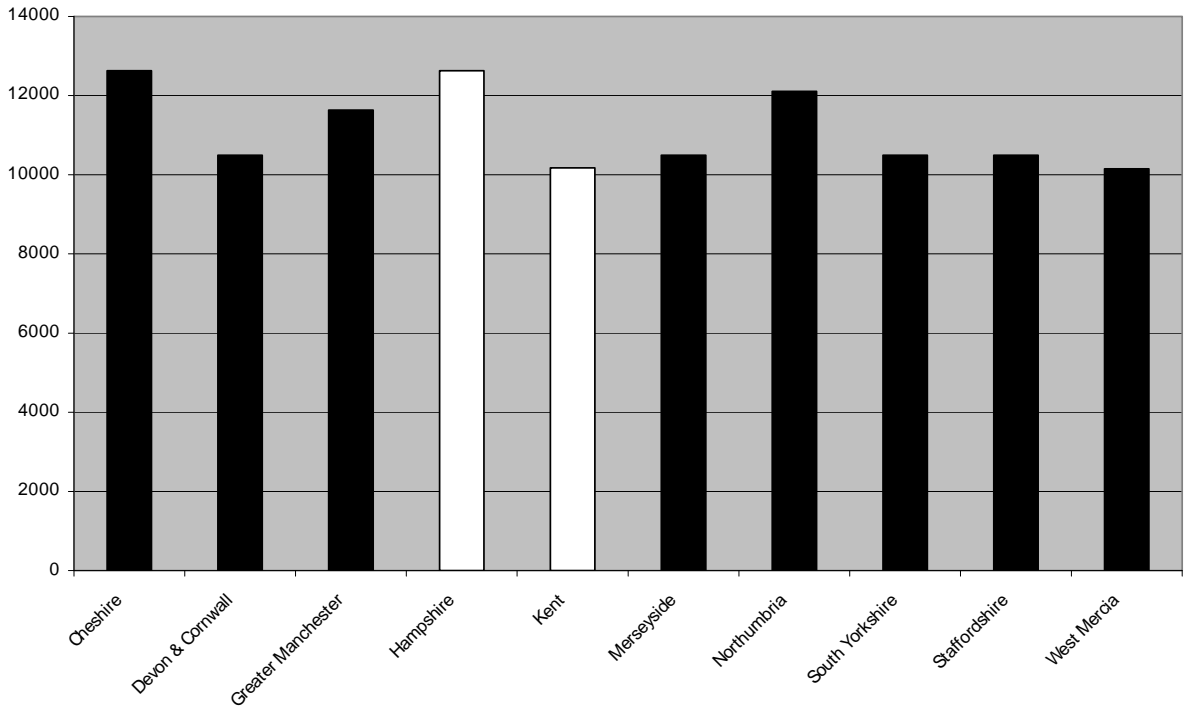
Nottinghamshire	38061
Lincolnshire	25170
Strathclyde	23976
Surrey	23037
Kent	22755
Devon & Cornwall	22506
Greater Manchester	22506
Hertfordshire	22506
Staffordshire	22506
Sussex	22506
South Yorkshire	21135
West Mercia	20439
Suffolk	20381
Northants	20380
Bedfordshire	20379
Cheshire	20379
Cumbria	20379
Gloucestershire	20379
Norfolk	20379
North Wales	20379
West Yorkshire	19710
Northumbria	18454
Durham	18453
Essex	18453
Merseyside	18453
Northern (Scotland)	17442
Hampshire	14487

Mean	21318
Median	20380
Mode	20379
Range	23574

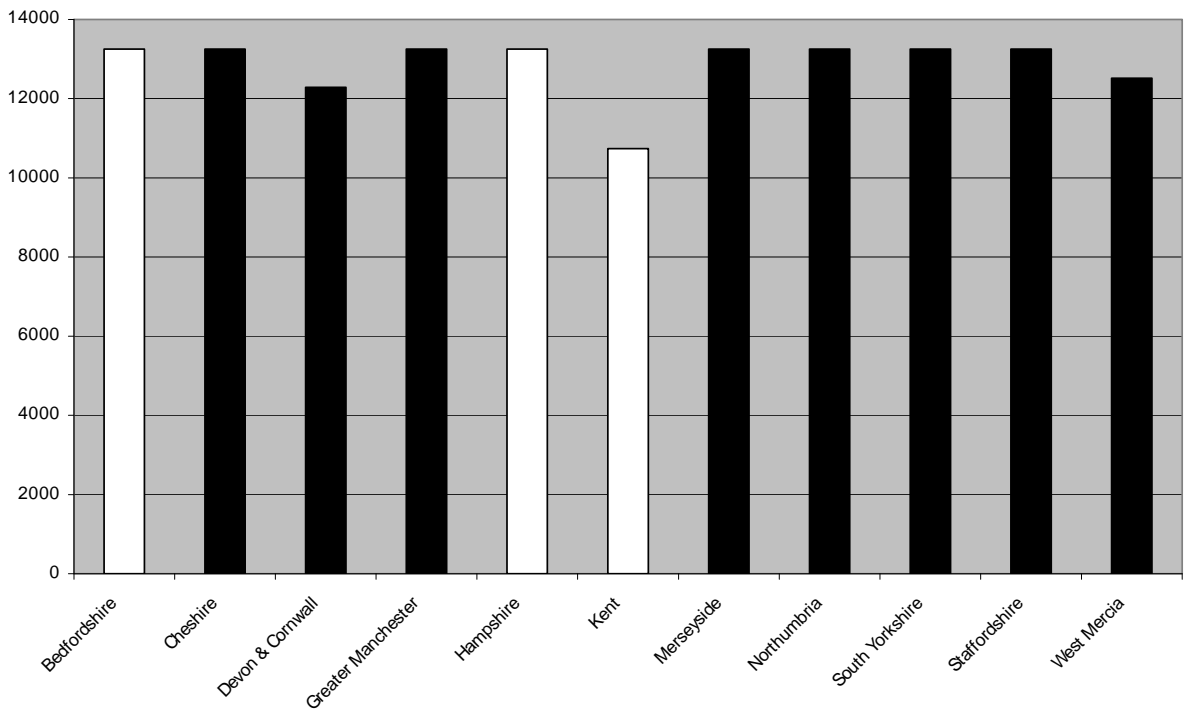
South East Mean 20589

 = South East Forces

Security officers: minimum pay rate



Security officers: maximum pay rate



Security Officer

MINIMA

Cheshire	12633
Hampshire	12633
Northumbria	12104
Greater Manchester	11634
Devon & Cornwall	10494
Merseyside	10494
South Yorkshire	10494
Staffordshire	10494
Kent	10171
West Mercia	10149

Mean	11130
Median	10494
Mode	10494
Range	2484

South East Mean 11402

MAXIMA

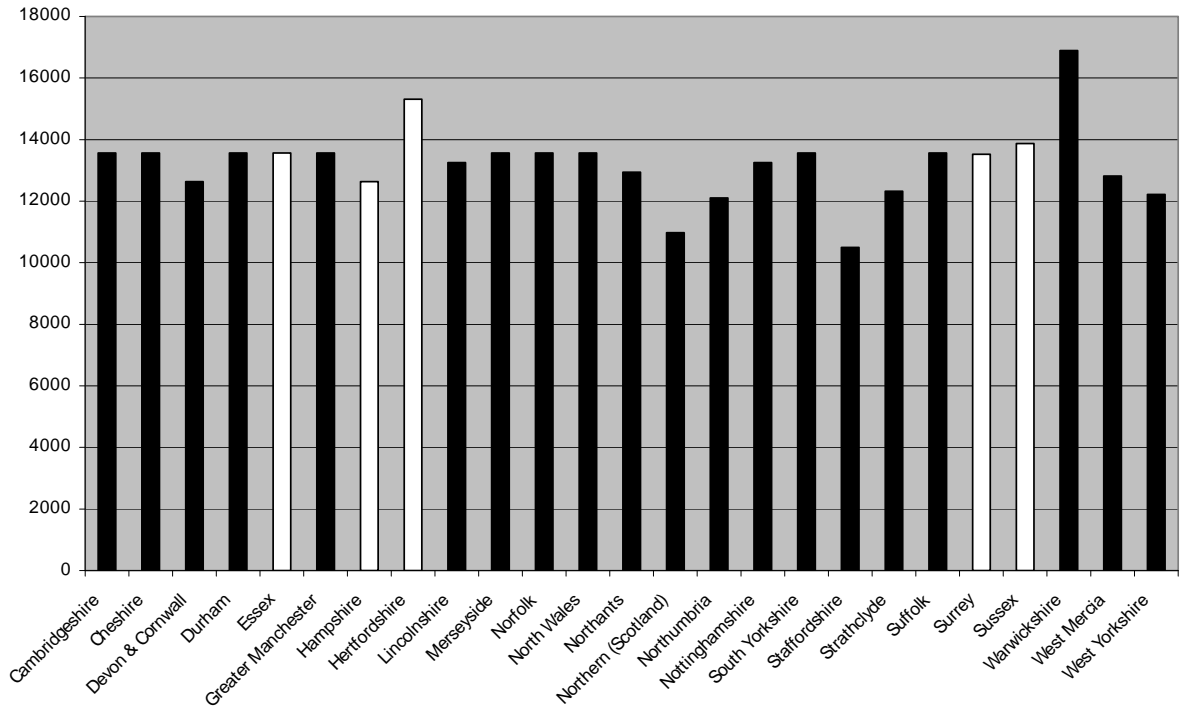
Northumbria	13252
Bedfordshire	13251
Cheshire	13251
Greater Manchester	13251
Hampshire	13251
Merseyside	13251
South Yorkshire	13251
Staffordshire	13251
West Mercia	12516
Devon & Cornwall	12285
Kent	10735

Mean	12868
Median	13251
Mode	13251
Range	2517

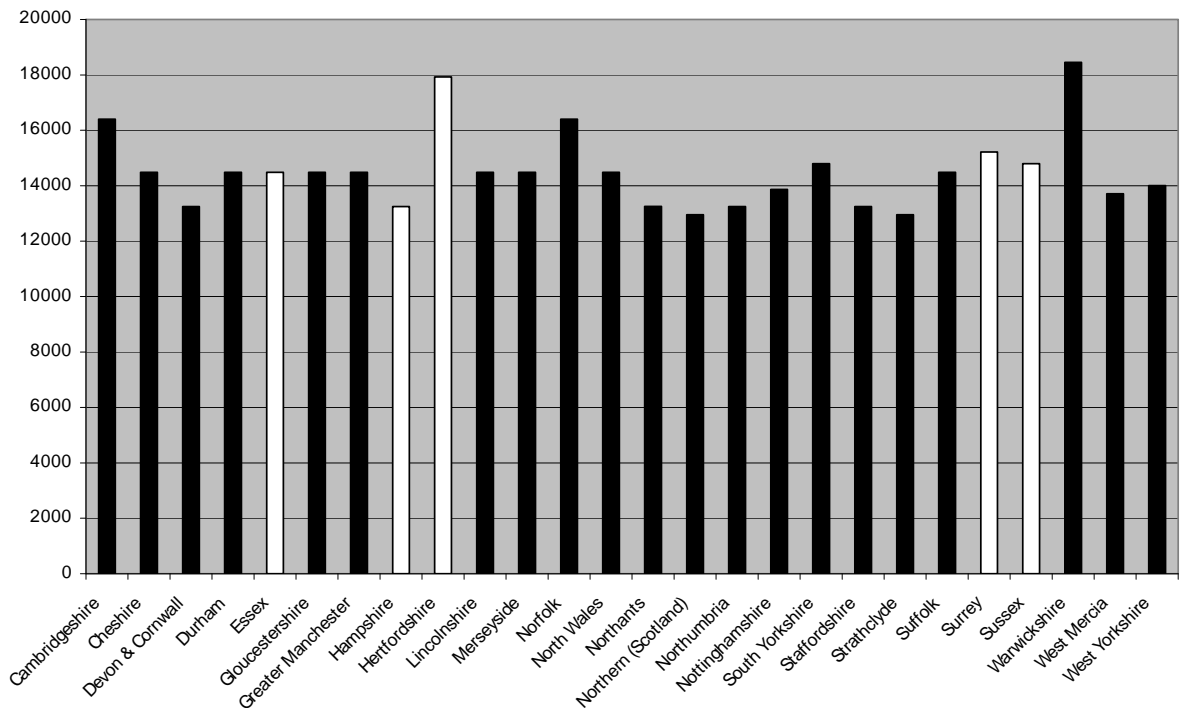
South East Mean 12412

 = South East Forces

Traffic wardens: minimum pay rate



Traffic wardens: maximum pay rate



Traffic Warden

MINIMA

Warwickshire	16896
Hertfordshire	15315
Sussex	13869
Cambridgeshire	13563
Cheshire	13563
Durham	13563
Essex	13563
Greater Manchester	13563
Merseyside	13563
Norfolk	13563
North Wales	13563
South Yorkshire	13563
Suffolk	13563
Surrey	13521
Lincolnshire	13251
Northants	12942
West Mercia	12816
Devon & Cornwall	12633
Hampshire	12633
Strathclyde	12318
West Yorkshire	12219
Northumbria	12104
Northern (Scotland)	10974
Staffordshire	10494

Mean	13235
Median	13563
Mode	13895
Range	6402

South East Mean 13780

MAXIMA

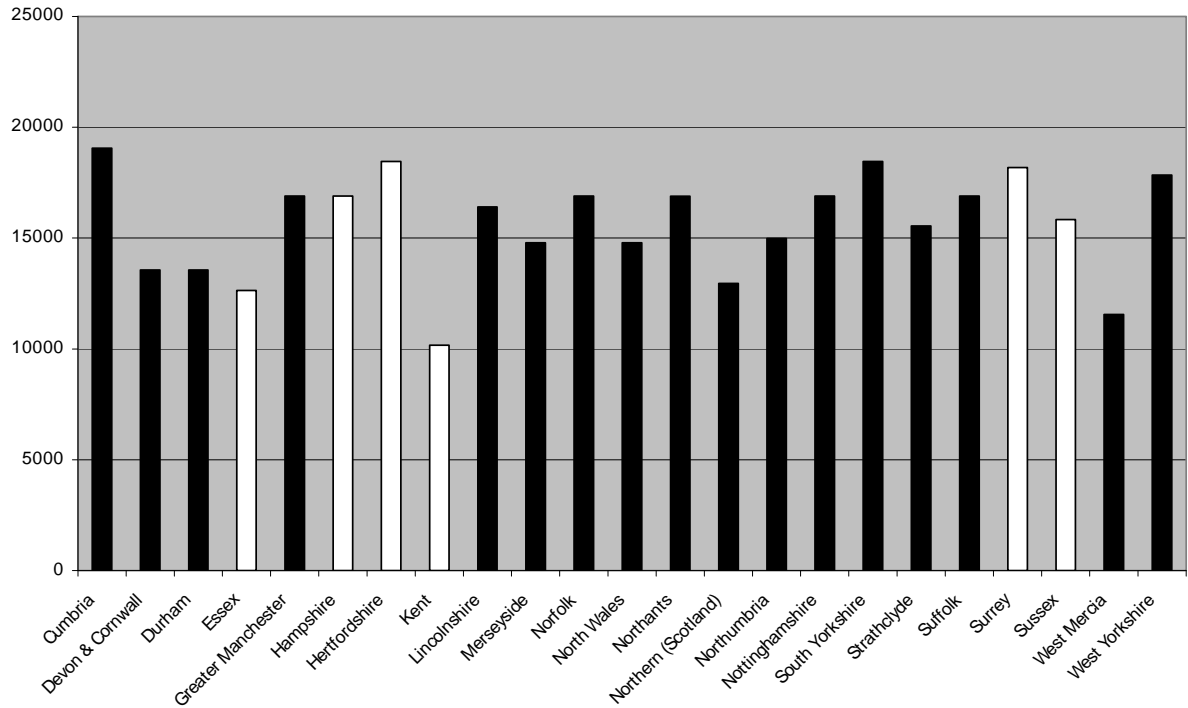
Warwickshire	18453
Hertfordshire	17931
Cambridgeshire	16404
Norfolk	16404
Surrey	15219
South Yorkshire	14793
Sussex	14793
Cheshire	14487
Durham	14487
Essex	14487
Gloucestershire	14487
Greater Manchester	14487
Lincolnshire	14487
Merseyside	14487
North Wales	14487
Suffolk	14487
West Yorkshire	14010
Nottinghamshire	13869
West Mercia	13713
Northants	13253
Northumbria	13252
Devon & Cornwall	13251
Hampshire	13251
Staffordshire	13251
Northern (Scotland)	12951
Strathclyde	12951

Mean	14544
Median	14487
Mode	14487
Range	5502

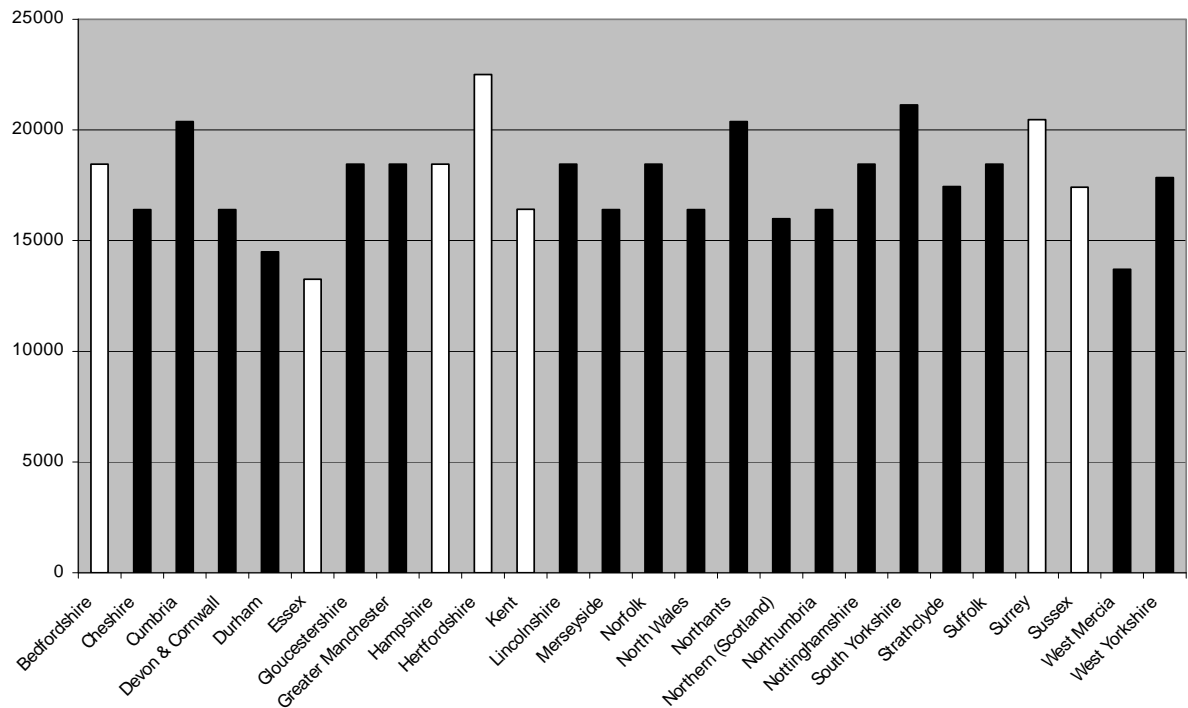
South East Mean 15136

 = South East Forces

Vehicle mechanics/ technicians: minimum pay rate



Vehicle mechanics/ technicians: maximum pay rate



Vehicle Mechanic / Technician

MINIMA

Cumbria	19056
Hertfordshire	18453
South Yorkshire	18453
Surrey	18180
West Yorkshire	17847
Greater Manchester	16896
Hampshire	16896
Norfolk	16896
Nottinghamshire	16896
Suffolk	16896
Northants	16892
Lincolnshire	16404
Sussex	15831
Strathclyde	15546
Northumbria	14983
Merseyside	14793
North Wales	14793
Devon & Cornwall	13563
Durham	13563
Northern (Scotland)	12951
Essex	12633
West Mercia	11550
Kent	10171

Mean	15658
Median	16404
Mode	16896
Range	8885

South East Mean 15361

MAXIMA

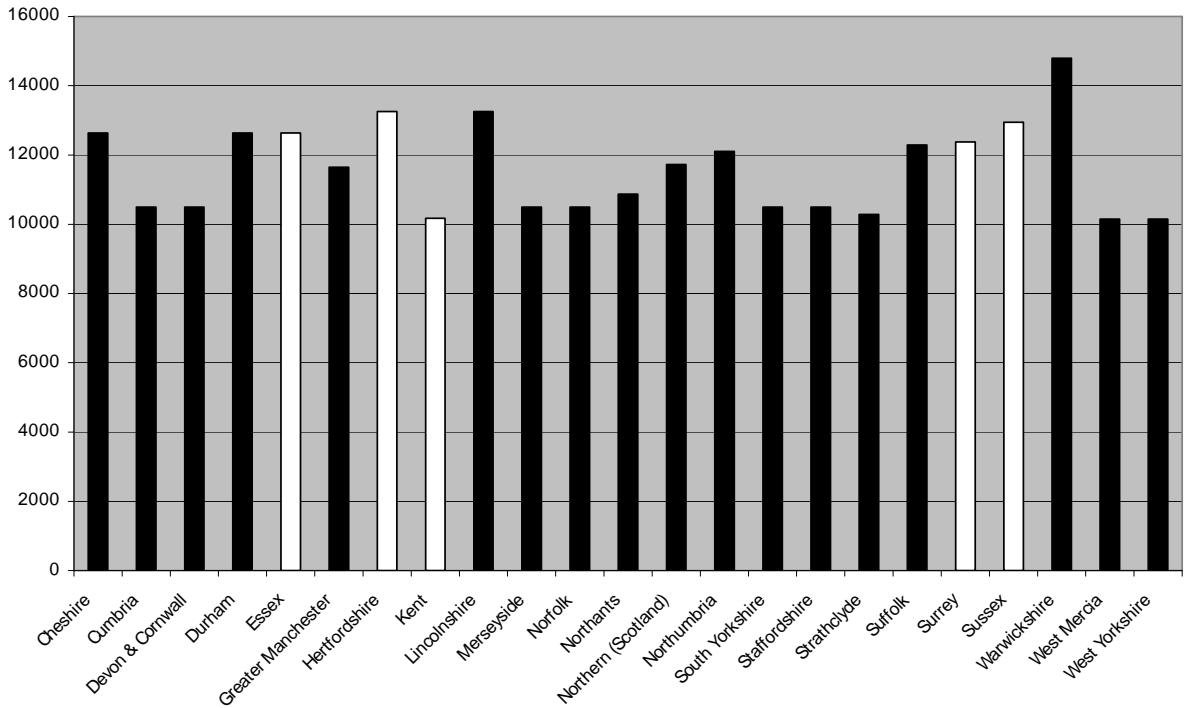
Hertfordshire	22506
South Yorkshire	21135
Surrey	20466
Northants	20380
Cumbria	20379
Bedfordshire	18453
Gloucestershire	18453
Greater Manchester	18453
Hampshire	18453
Lincolnshire	18453
Norfolk	18453
Nottinghamshire	18453
Suffolk	18453
West Yorkshire	17847
Strathclyde	17442
Sussex	17412
Kent	16414
Cheshire	16404
Devon & Cornwall	16404
Merseyside	16404
North Wales	16404
Northumbria	16403
Northern (Scotland)	15990
Durham	14487
West Mercia	13713
Essex	13251

Mean	17733
Median	18150
Mode	18453
Range	9255

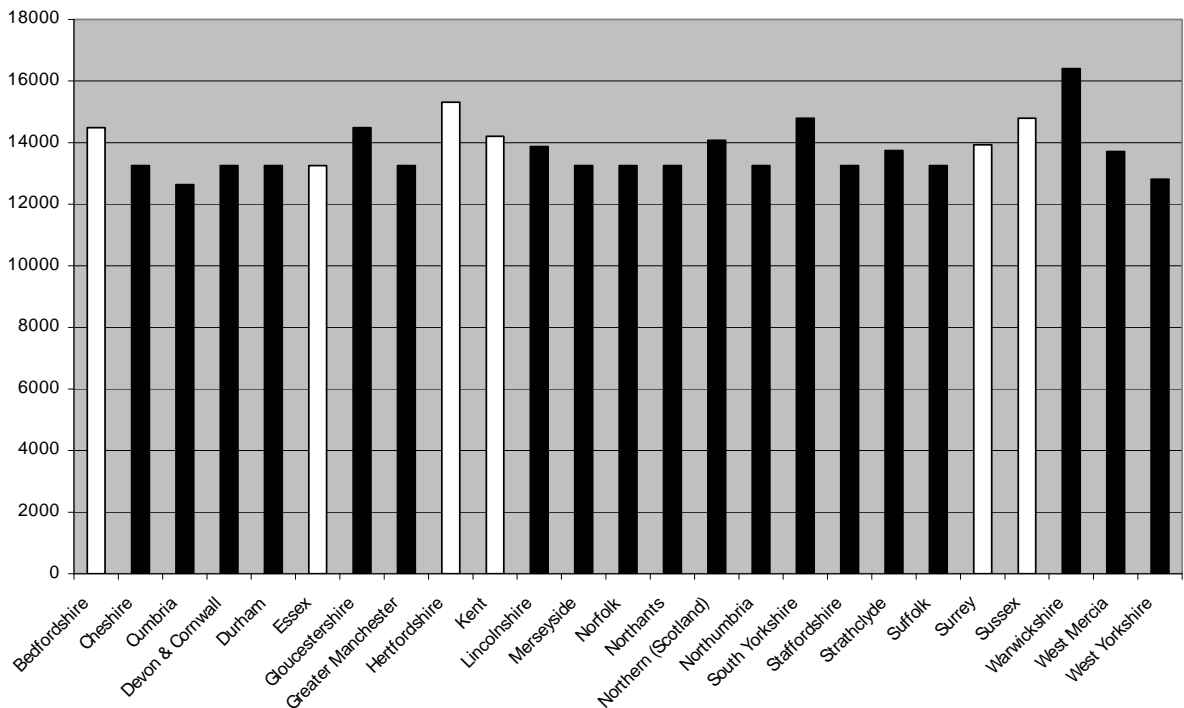
South East Mean 18136

 = South East Forces

Word processor operators: minimum pay rate



Word processor operators: maximum pay rate



Word Processor Operator

MINIMA

Warwickshire	14793
Hertfordshire	13251
Lincolnshire	13251
Sussex	12942
Cheshire	12633
Durham	12633
Essex	12633
Surrey	12375
Suffolk	12285
Northumbria	12104
Northern (Scotland)	11724
Greater Manchester	11643
Northants	10871
Cumbria	10494
Devon & Cornwall	10494
Merseyside	10494
Norfolk	10494
South Yorkshire	10494
Staffordshire	10494
Strathclyde	10284
Kent	10171
West Mercia	10149
West Yorkshire	10149

Mean	11602
Median	11643
Mode	10494
Range	4644

South East Mean 12274

MAXIMA

Warwickshire	16404
Hertfordshire	15315
South Yorkshire	14793
Sussex	14793
Bedfordshire	14487
Gloucestershire	14487
Kent	14207
Northern (Scotland)	14073
Surrey	13929
Lincolnshire	13869
Strathclyde	13743
West Mercia	13713
Northants	13253
Northumbria	13252
Cheshire	13251
Devon & Cornwall	13251
Durham	13251
Essex	13251
Greater Manchester	13251
Merseyside	13251
Norfolk	13251
Staffordshire	13251
Suffolk	13251
West Yorkshire	12816
Cumbria	12633

Mean	13801
Median	13253
Mode	13251
Range	3771

South East Mean 14330

 = South East Forces

6. Evidence of regional pay drift in South East

In the absence of an agreed Police Staff Council South East Weighting allowance, LRD was asked to find out whether there was any evidence that benchmark job salaries were higher in the south east than elsewhere in the UK. Police forces in the south east have traditionally resisted a PSC south east weighting allowance by claiming that upward grade drift in the south east compensates staff instead.

The LRD survey challenges this claim on the following grounds:

- the preceding minima and maxima salary charts and tables show no evidence of significant clustering of south east forces in the top quartiles of the pay ranges for benchmark jobs
- south east forces appear to be evenly distributed throughout the minima and maxima pay range quartiles, from the very lowest to the highest in various of the benchmark jobs.

Some forces in the south east do pay some location-specific weighting allowances which also need to be reckoned in this survey. These allowances are as follows:

Hertfordshire

- £832 per annum for Watford, Rickmansworth, Odhey, North Watford, Borehamwood, Potters Bar, Radlett, Bushey, Hoddesdon

and Cheshunt (known as the inner fringe).

- £581 per annum for Welwyn/Hatfield (including HQ), St Albans, Harpenden, London Colney, Hemel Hempstead, Berkhamstead, Tring, Hertford, Buntingford, Bishops Stortford, Sawbridgeworth (known as the outer fringe).
- £401 per annum for Stevenage, Hitchin, Letchworth, Royston and Baldock (known as the northern outer).

Essex

- Inner fringe £582 per annum (covers Epping Forest only)
- Outer fringe £405 per annum (covers Basildon, Brentwood, Harlow and Thurrock).

Kent

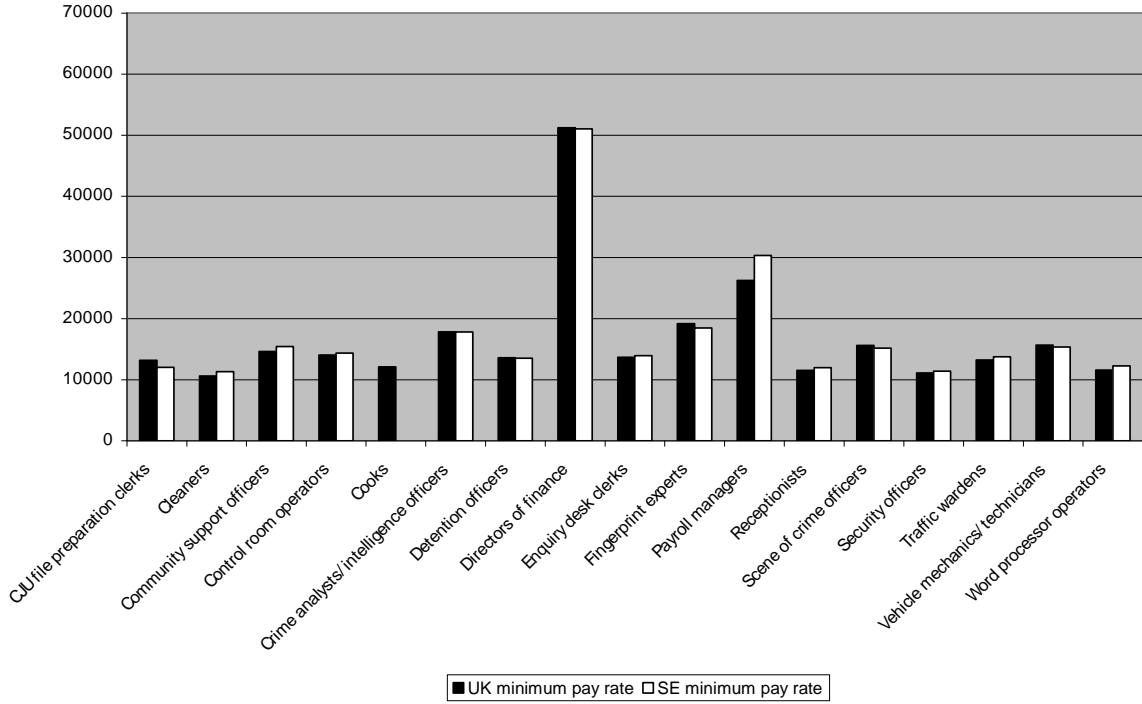
- £590 – Dartford and Gravesend
- £390 – West Kent

6.1 Comparison between average salaries in UK and south east

The LRD survey allows us to compare the average UK force starting salary and the average south east force starting salary for each benchmark job. The same comparison can be done for the average maxima salaries.

The following bar charts and tables show how these averages compare:

Average minimum pay rates: UK forces compared with South East forces (Bedfordshire, Essex, Hampshire, Hertfordshire, Kent, Surrey, Sussex)



Average maximum pay rates: UK forces compared with South East forces (Bedfordshire, Essex, Hampshire, Hertfordshire, Kent, Surrey, Sussex)

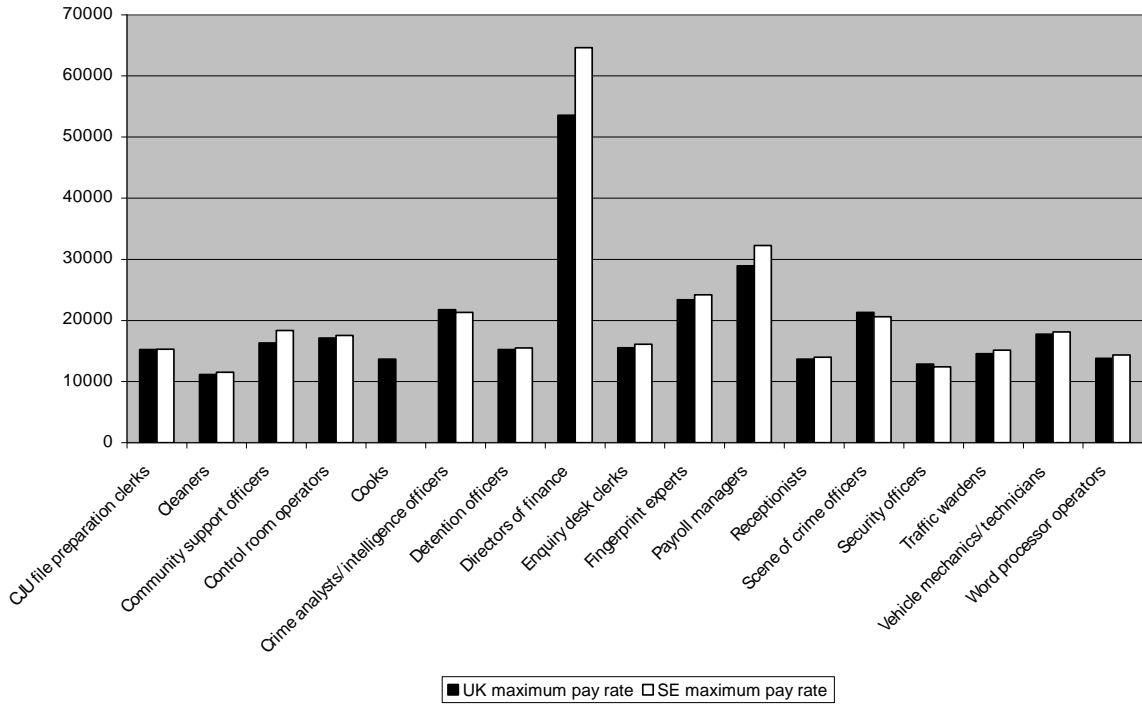


Table 1: UK Average Pay Minima / South East Average Pay Minima

Benchmark Jobs	Average UK Minima	Average South East Minima	South East Premia?
CJU file preparation clerk	13180	12049	- 1131
Cleaner	10596	11322	+ 726
Community support officer	14606	15433	+ 827
Control room operator	14045	14343	+ 298
Crime analyst/Intelligence officer	17842	17799	- 43
Detention officer	13590	13546	- 44
Director of finance	51223	51057	- 166
Enquiry desk clerk	13676	13942	+ 266
Fingerprint expert	19163	18473	- 690
Payroll manager	26255	30310	+ 4055
Receptionist	11538	11952	+ 414
Scenes of crime officer	15596	15179	- 417
Security officer	11130	11402	+ 272
Traffic warden	13235	13780	+ 545
Vehicle mechanic/Technician	15658	15361	- 297
Word processor operator	11602	12274	+ 672

Average South East Premia (excluding payroll managers) is £503

Table 2: UK Average Pay Maxima / South East Average Pay Maxima

Benchmark Jobs	Average UK Maxima	Average South East Maxima	South East Premia?
CJU file preparation clerk	15232	15301	+ 69
Cleaner	11149	11515	+ 366
Community support officer	16332	18374	+2042
Control room operator	17139	17545	+ 406
Criminal analyst/Intelligence officer	21743	21311	- 432
Detention officer	15226	15515	+ 289
Director of finance	53581	64620	+ 11039
Enquiry desk clerk	15529	16117	+ 588
Fingerprint expert	23402	24219	+ 817
Payroll manager	28933	32257	+ 3324
Receptionist	13682	13959	+ 277
Scenes of crime officer	21318	20589	- 729
Security officer	12868	12412	- 456
Traffic warden	14544	15136	+ 592
Vehicle mechanic/Technician	17733	18136	+ 403
Word processor operator	13801	14330	+529

Average South East Premia (excl. CSOs, directors of finance & payroll managers) is £434

The following conclusions on South East pay drift can be drawn from the charts and tables:

- the jobs which pay on average more to starters in the UK as a whole, compared to the south east are:
 - CJU file preparation clerk
 - crime analyst / intelligence officer
 - detention officer
 - director of finance
 - scenes of crime officer
 - vehicle mechanic / technician
- the remaining 9 benchmark jobs do pay more to new starters in the south east
- with the exception of the high earning payroll manager job, the jobs which pay more in the south east, give new starters on average an additional £503 per annum than the same jobs in the UK as a whole. This equates to roughly one additional PSC increment.
- in relation to the average maximum salaries for posts in the south east, most of the benchmark posts do pay more in the south east than elsewhere in the UK; on average £434 more than comparable jobs elsewhere in the UK. This equates to roughly one additional PSC increment.

7. Other pay factors

We asked about the use of such measures as career grades and found that 15 forces used career grades with IT posts being the most common application with eight examples, followed by fingerprint experts with seven, then SOCO with five examples, and finance staff with four examples. Fixed point salaries were used by nine forces with cleaners most commonly featured with three examples.

7.1 All inclusive salaries

All inclusive salaries (with consolidated premia or allowances) are used by nine of the forces with communications officers being the most common recipients and IT staff and SOCOs also being mentioned.

7.2 Performance related pay

Performance related pay was used by four forces but only for selected grades; for instance in Devon and Cornwall the final two increments on grades M2 and M3 are performance-based.

7.3 Market forces premia

Market forces premia are paid in 25 forces with IT staff benefiting in 15 cases, plus Cumbria where the IT project manager was a recipient, followed by six forces where fingerprint experts received them. Other recipients were vehicle technicians/instructors (1), scientific support manager (1), estates manager (1), technicians,

communications analysts, SOCOs, finance (2) and estates staff (1).

7.4 Working hours

Most forces have contracted weekly hours of 37 with the following exceptions; Merseyside do 36.5, Grampian and Greater Manchester do 36.25 hours, Surrey do 36 hours per week, Northern Constabulary in Scotland do 35 hours as do Strathclyde.

8. Job evaluation

The LRD survey found that the majority of forces use the Hay job evaluation scheme, although a number of forces have recently begun to use the Police Staff Council 13 factor scheme (Scheme 1).

The job evaluation schemes employed by individual forces are as shown below:

Hay

- Avon and Somerset
- Cambridgeshire
- Cheshire
- Cumbria
- Dorset
- Essex (benchmarking only)
- Hertfordshire
- Kent

- Merseyside
- National Crime Squad
- Norfolk
- Northants
- Northern (Scotland)
- Nottinghamshire
- Surrey
- Sussex
- Warwickshire (senior staff only)
- West Mercia
- West Yorkshire
- Wiltshire

PSSC 1 (13-factor)

- Dyfed Powys
- Gwent
- Suffolk

PSSC 2 (9-factor)

- Bedfordshire
- Devon and Cornwall
- Gloucestershire
- Warwickshire

LGMB (1996)

- Durham
- Essex
- North Wales

GLEA

- Greater Manchester

JEGS

- Hampshire
- Norfolk
- NCIS

Pricewaterhouse Coopers

- Lincolnshire
- Staffordshire

Oakwood

- Northumbria

Equate

- South Yorkshire

9. Comparative annual leave entitlements

Data gathered by UNISON in 2003 shows that annual leave entitlement varies enormously between forces and, in some cases, between different groups of staff in the same force.

The minimum annual leave entitlement of police staff in England

and Wales is set down in the Police Staff Council Handbook as follows:

- On appointment: 22 days
- After 5 years service: 25 days

In some forces 22 day minimum entitlement incorporates the 2 extra-statutory days which police staff brought with them from their local government employment in 1996. In other forces, the 2 extra-statutory days are added to the 22 day minimum.

Since 1996, many police forces have improved on these minima entitlements; in some cases giving up to 25 or 26 days on entry.

The following data is presented:

- a police force annual leave league table, indicating the holiday entitlement for new starters and staff with over five years' continuous service
- a more comprehensive table giving detailed information on grade-related annual leave entitlement and long-service leave entitlement.

POLICE FORCE ANNUAL LEAVE LEAGUE TABLE

Police Force	Annual Leave Entitlement *	
	At appointment	After 5 years
Durham	26	31
Staffordshire	25	31
South Yorkshire	25	30
West Yorkshire	25	30
South Wales	25	29
Surrey	25	28
North Yorkshire	24	30
Bedfordshire	24	29
Cleveland	24	29
Cheshire	24	29
Derbyshire	24	29
Dorset	24	29
Dyfed Powys	24	29
Greater Manchester	24	29
Gwent	24	29
Humberside	24	29
Lancashire	24	29
Merseyside	24	29
Norfolk	24	29
Northamptonshire	24	29
Nottinghamshire	24	29
Sussex	24	29
Warwickshire	24	29
West Mercia	24	29
Kent	24	28
Thames Valley	23	29
Avon and Somerset	23	28
Cambridgeshire	23	28
Cumbria	23	28
Gloucestershire	23	28
Hertfordshire	23	28
Lincolnshire	23	28
Devon and Cornwall	22	27
Essex	22	27
Hampshire	22	27
Leicestershire	22	27
Northumbria	22	27
North Wales	22	27
Suffolk	22	27
West Midlands	22	27
Wiltshire	22	27

- * - Figures relate to the most junior staff in some forces
- Figures are inclusive of incorporated historical extra-statutory days
- Figures may be lower in some forces for staff appointed post 1 June 1996

2003
ANNUAL LEAVE ENTITLEMENT FOR POLICE STAFF

FORCE	On Appointment	5 Years	10 Years	15 Years	Comments
AVON AND SOMERSET CONSTABULARY PO BOX NO 37 PORTISHEAD BRISTOL BS20 8QJ	Scale 1-6	23	28	29	Includes x 2 ex-statutory days
	SO1&2,PO (Pnts 1-9)	24	29	30	
	PO Points (10-17)	25	30	31	
	All PO(SR)	26	31	32	
	JNC (Chf Off)	30	31	32	
BEDFORDSHIRE POLICE WOBURN ROAD KEMPSTON BEDFORD MK43 9AX	Sc1-6	24	29		Includes ex- statutory days
SO + PO	26	31			
CAMBRIDGESHIRE CONSTABULARY HINCHINGBROOKE PARK HUNTINGDON PE29 6NP	23	28	29	30	Includes x 2 ex-statutory days
CHESHIRE CONSTABULARY CASTLE ESPLANADE CHESTER CH1 2PP		22	27		Excludes ex-statutory days x 2
	SM Grade	31	31	33	
CLEVELAND CONSTABULARY PO BOX NO 70 LADGATE LANE MIDDLESBROUGH CLEVELAND TS8 9EH	24	29			Includes x 2 ex-statutory days
CUMBRIA CONSTABULARY CARLETON HALL PENRITH CUMBRIA CA10 2AU	23	28	30		Includes x 2 ex-statutory days

FORCE	On Appointment	5 Years	10 Years	15 Years	Comments
DERBYSHIRE CONSTABULARY BUTTERLEY HALL RIPLEY DERBYSHIRE DE5 3RS	24	29			Includes x 4 ex-statutory days / concessionary days
DEVON & CORNWALL CONSTABULARY MIDDLEMOOR EXETER EX2 7HQ	22	27	28	29	Includes x 2 ex-statutory days 20 years = 30
DORSET POLICE WINFRITH DORCHESTER DORSET DT2 8DZ	16 and below 22 17 – 22 23 23 – 28 25 29 – 58 27 59 and above 32	27 27 27 27 32	27 27 28 30 35		Excludes ex- statutory days
DURHAM CONSTABULARY AYKLEY HEADS DURHAM DH1 5TT	26	31			Includes ex-statutory days
DYFED-POWYS POLICE PO BOX 99 LLANGUNNOR CARMARTHEN SA31 2PF	22	27	30		Excludes ex- statutory days x 2
ESSEX POLICE PO BOX 2 SPRINGFIELD CHELMSFORD ESSEX CM2 6DA	22	27			Includes x 2 ex-statutory days

FORCE	On Appointment	5 Years	10 Years	15 Years	Comments
GLOUCESTERSHIRE CONSTABULARY HOLLAND HOUSE LANSDOWN ROAD CHELTENHAM GLOS GL51 6QH	22	27			Excludes ex-statutory day x 1
GREATER MANCHESTER POLICE PO BOX 22 (S. WEST PDO) CHESTER HOUSE BOYER STREET MANCHESTER M16 0RE	22	27	30		Excludes ex- statutory days x 2
GWENT CONSTABULARY CROESYCEILIOG CWMBRAN GWENT NP44 2XJ	Sc 1-4 22 Sc 5- 6 25 Sc S01 27	27 29 30			Excludes ex- statutory days x 2 for staff in employment pre 1.6.1997
HAMPSHIRE CONSTABULARY WEST HILL WINCHESTER HANTS SO22 5DB	Pt 1-14 22 Pt 15-22 23 Pt 23-35 24 Pt 36-40 25 41-44 + HMG'F' 26 HMG A - E 27	27 27 27 28 29 30		After 20 yrs 30 30 30 31 32 33	Staff on higher grades are not entitled to work flexi-hours
HERTFORDSHIRE CONSTABULARY STANBOROUGH ROAD WELWYN GARDEN CITY HERTS AL8 6XF	Up to A3 23 A4 23 A5 23 A6 28	28 28 28 28	29 29 29 31		
HUMBERSIDE POLICE QUEENS GARDENS KINGSTON UPON HULL HUMBERSIDE HU1 3DJ	Grade 1 24 Grade 2-4 25 Grade 5-6 27 S01-S02 29 PO 31	29 30 30 30 32	30 30 31 33 35		

FORCE	On Appointment	5 Years	10 Years	15 Years	Comments
KENT COUNTY CONSTABULARY SUTTON ROAD MAIDSTONE KENT ME15 9BZ	Up to Grade C 23 Grade D 25 Grade E 26 Grade F 27 Grade G-I 28	28 28 29 30 31			
LANCASHIRE CONSTABULARY PO BOX 77 HUTTON NR PRESTON LANCS PR4 5SB	Up to SCP 21 24 22-28 27 29-40 29 41 + 30	29 29 29 30	29 30 32 33		Includes ex-statutory days
LEICESTERSHIRE CONSTABULARY ST JOHN'S NARBOROUGH LEICESTER LE9 5BX	22	27			
LINCOLNSHIRE POLICE PO BOX 999 LINCOLN LN5 7 PH	23	28			
MERSEYSIDE POLICE PO BOX 59 LIVERPOOL L69 1JD	24	29			Incorporates ex-stat days
NORFOLK CONSTABULARY MARTINEAU LANE NORWICH NORFOLK NR1 2DJ	24	29			

FORCE	On Appointment	5 Years	10 Years	15 Years	Comments
NORTHAMPTONSHIRE POLICE WOOTTON HALL NORTHAMPTON NN4 0JQ	Scale 1 to 4 22 Scale 5 & 6 23 SO1 to PMG1 24 PMG 2 (+) 25	27 28 29 30			Excludes ex- statutory days x 2 for staff in post pre 1.6.1996
NORTHUMBRIA POLICE PONTELAND NEWCASTLE UPON TYNE NE20 0BL	Ex-APT&C 25 Ex-Manual 22 Ex-Craft 22 New Staff 22	30 27 28 27	33		Extra Statutory days included (plus 8 Bank Holidays) – for all 3 groups
NORTH WALES POLICE COLWYN BAY NORTH WALES	Up to Sc 6 20 S01-PO 21	25 26	26 27	27 28	2 extra statutory days granted in addition to leave entitlement
NORTH YORKSHIRE POLICE NEWBY WISKE HALL NORTHALLERTON NORTH YORKSHIRE DL7 9HA	24	30			Includes x 2 ex-statutory days
NOTTINGHAMSHIRE POLICE SHERWOOD LODGE ARNOLD NOTTINGHAM NG5 8PP	24	29	32		Includes x 2 ex-statutory days
SOUTH WALES POLICE COWBRIDGE ROAD BRIDGEND SOUTH WALES CF31 3SU	25	29			2 x Xmas 1 Spring Easter August
SOUTH YORKSHIRE POLICE SNIG HILL SHEFFIELD S3 8LY	Pay Bands A-B 23 Pay Bands C-D 25 Pay Bands E-G 28 Pay Band H 30	28 28 30 30	30 30 31 33		Extra Statutory days on top of Annual Leave

FORCE	On Appointment	5 Years	10 Years	15 Years	Comments
STAFFORDSHIRE POLICE CANNOCK ROAD STAFFORD ST17 0QG	Up to SCP 18 25 SCP 19-26 26 SCP 27-39 28 SCP 40 29	31 31 32 33		32 32 33 34	After 25 yrs = 33 service = 33 = 34 = 35 Includes x 2 ex-statutory days
SUFFOLK CONSTABULARY MARTLESHAM HEATH IPSWICH SUFFOLK IP5 3QS	Sc1-S01 22 S02-SM3 23 SM4/5 24	27 28 29			Sc1-S01 29 days after 20 yrs service. S02-SM3 29 days after 20 yrs service.
SURREY POLICE MOUNT BROWNE SANDY LANE GUILDFORD SURREY GU3 1HG	25	28			Includes x 3 ex-statutory days
SUSSEX POLICE MALLING HOUSE LEWES SUSSEX BN7 2DZ	24	29			
THAMES VALLEY POLICE KIDLINGTON OXON OX5 2NX	23	29			
WARWICKSHIRE CONSTABULARY PO BOX 4 LEEK WOOTTON WARWICK CV35 7QB	24	29		After 15 years 1 extra day = 30	Scale 5 and above 1 extra day After 25 years – 2 extra days = 31

FORCE	On Appointment	5 Years	10 Years	15 Years	Comments
WEST MERCIA CONSTABULARY HINDLIP HALL HINDLIP PO BOX 55 WORCESTER WR3 8SP	Grade 1 – 4 24 Grade 5 – 6 26 Grade 7+ above 28	29 31 33	30 32 34	32 34 36	8 bank & public holidays, compensated if working on those days
WEST MIDLANDS POLICE PO BOX 52 LLOYD HOUSE COLMORE CIRCUS QUEENSWAY BIRMINGHAM B4 6NQ	Up to SCP 22 22 SCP 23-29 24 SCP 30 + 26	27 29 31			Where a 6 day working week operates 26 days on app. Additional 6 days after 5 years.
WEST YORKSHIRE POLICE PO BOX 9 WAKEFIELD WEST YORKSHIRE WF1 3QP	Up to SCP 21 25 SCP 22-28 27 SCP 28 + 29 SCP 49 + 30	30 32 34 35			Includes x 2 ex-statutory days
WILTSHIRE CONSTABULARY LONDON ROAD DEVIZES WILTSHIRE SN10 2DN	22	27			24 after 2 years 29 after 20 years

10. Conclusions

The results of this LRD survey provide concrete evidence of an unlevel playing field in police staff pay and conditions.

The evidence shows that:

- 10.1 there is unaccountable variation in the salary ranges for the same, or very similar, police staff jobs across England, Wales and Scotland
- 10.2 the average range in minima salaries, ie between lowest and highest paying force for the same job, is £5850 (excluding director of finance and payroll manager)
- 10.3 the average range in maxima salaries for the same job is £6300 (excluding directors of finance, payroll manager and scenes of crime officers)
- 10.4 forces using the same job evaluation scheme are paying police staff widely differing salaries for the same or similar jobs
- 10.5 forces in the south east of England are paying their police staff, on average, only one PSC incremental point higher than their colleagues elsewhere in England and Wales for the same, or similar, jobs
- 10.6 forces award widely varying annual leave entitlement to police staff, ranging between

22 days and 26 days for new starters, and between 27 and 31 days for staff with 5 years service

- 10.7 disparity in annual leave entitlement is exacerbated by the practice in some forces of awarding senior police staff more annual leave than their junior colleagues. 18 forces reward seniority in this way by giving senior staff between 1 and 10 days more annual leave per annum than juniors. The majority of these 18 forces give between 4 and 5 extra days leave to seniors.

The conclusions of this report show that there has been serious grade drift across police forces in England and Wales for the same or similar jobs. The same drift has occurred in respect of basic annual leave entitlement.

This drift has been the result of a laissez-faire approach to police staff pay and conditions at a national level. It also shows the failure of stakeholders to manage police staff as a national, as well as local, workforce. Police forces have basically done their own thing on police staff pay, and this has resulted in 43 different ways of doing things. This is neither efficient, nor effective, and has led to resources being wasted through the re-invention of wheels at force level. Forces have patently not collaborated on HR strategies in the best interests of the service as a whole. Instead, HR has been focused on force level objectives, designed very often to

poach well-trained staff from neighbouring constabularies. Grade drift and inequality between forces has been the all-too obvious result; all this at the expense of Best Value and the public purse.

and 30 days after 5 years service

11. Recommendations

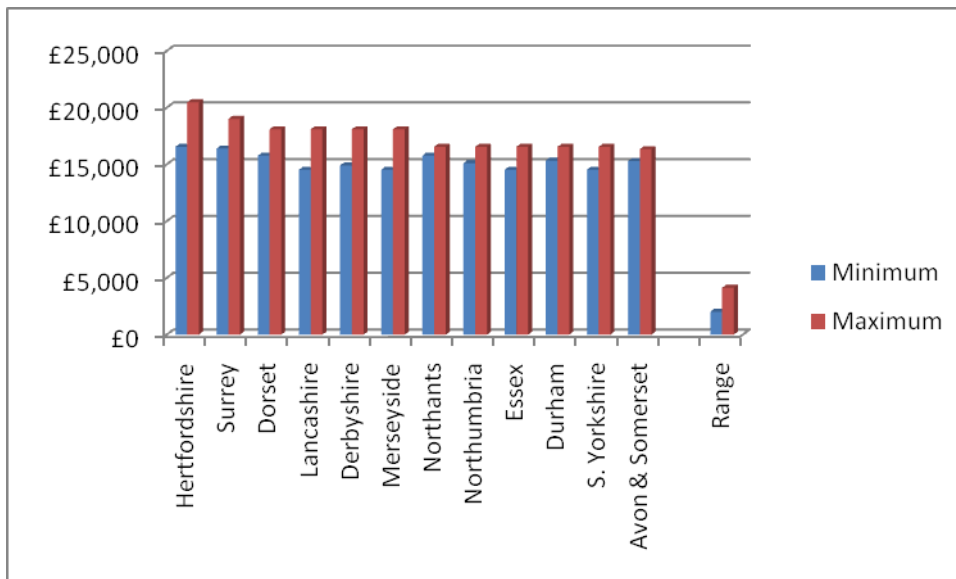
To rectify the poor state of affairs identified in this report, UNISON recommends that the Police Staff Council should:

- 11.1 establish a centrally driven approach to police staff pay and grading reviews, using the Police Staff Council 13 factor job evaluation scheme, with Government funding made available for likely pay and grading outcomes
- 11.2 prioritise the elimination of pay discrimination in the police service
- 11.3 require all police forces to carry out pay and grading reviews / equal pay audits
- 11.4 draw up a national action plan on the basis of force audits to implement a fair and transparent pay structure for all police staff
- 11.5 address the deficit in south east weighting by implementing a PSC South East weighting allowance of £2000
- 11.6 harmonise minimum police staff annual leave entitlement to 25 days on appointment

UNISON Survey of Comparative Police Staff Pay Rates 2010

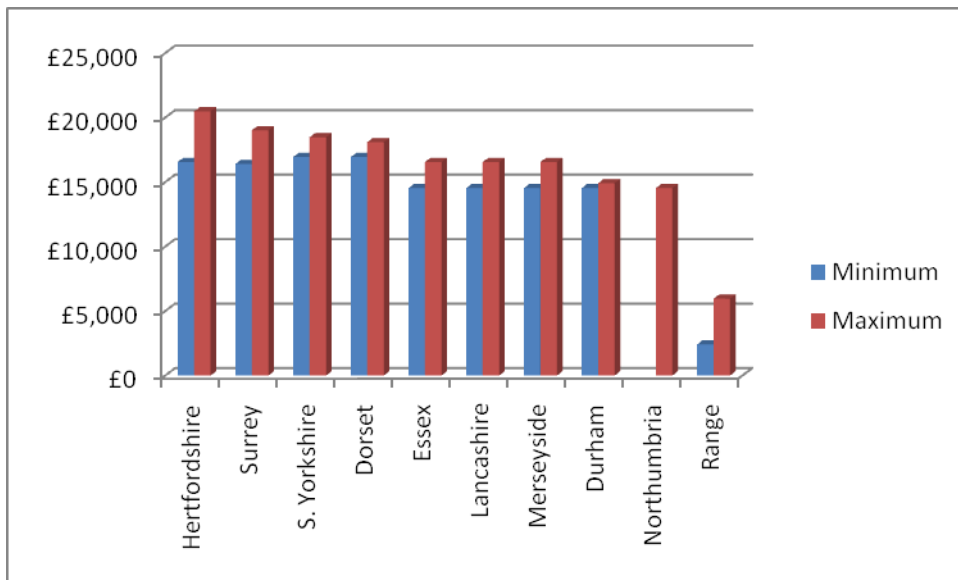
Admin Clerk

	Minimum	Maximum
Hertfordshire	£16,551	£20,484
Surrey	£16,401	£19,014
Dorset	£15,774	£18,093
Lancashire	£14,529	£18,093
Derbyshire	£14,913	£18,093
Merseyside	£14,529	£18,093
Northants	£15,774	£16,551
Northumbria	£15,117	£16,551
Essex	£14,529	£16,551
Durham	£15,345	£16,551
S. Yorkshire	£14,529	£16,551
Avon & Somerset	£15,303	£16,347
Range	£2,022	£4,137



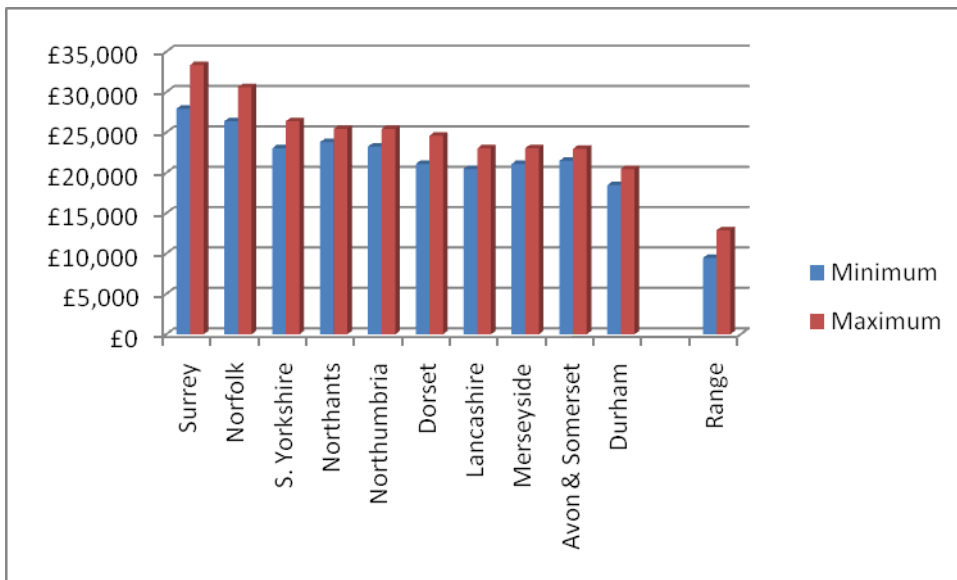
Caretaker

	Minimum	Maximum
Hertfordshire	£16,551	£20,484
Surrey	£16,401	£19,014
S. Yorkshire	£16,938	£18,471
Dorset	£16,938	£18,093
Essex	£14,529	£16,551
Lancashire	£14,529	£16,551
Merseyside	£14,529	£16,551
Durham	£14,529	£14,913
Northumbria		£14,529
Range	£2,409	£5,955



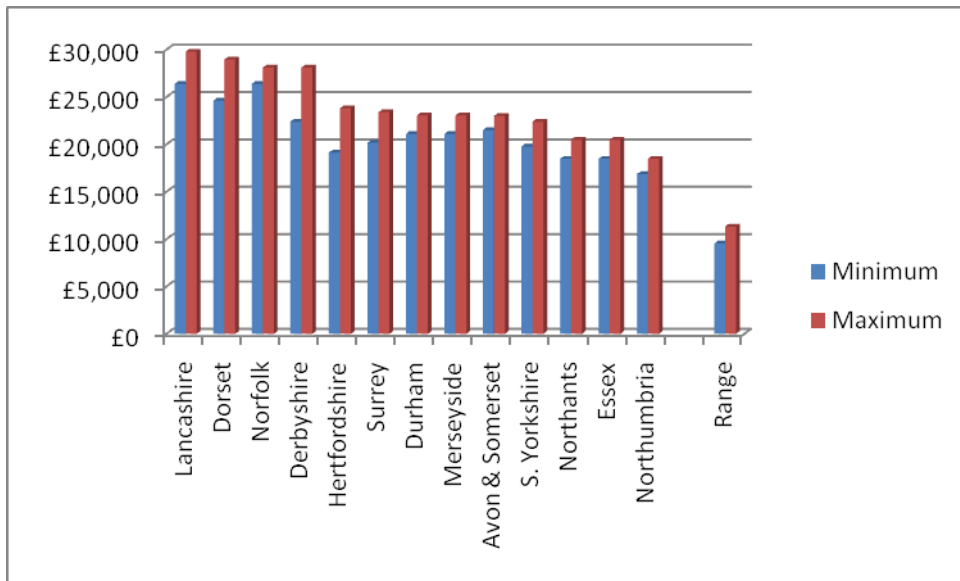
**Coroners
Officer**

	Minimum	Maximum
Surrey	£27,939	£33,378
Norfolk	£26,394	£30,633
S. Yorkshire	£23,046	£26,394
Northants	£23,799	£25,449
Northumbria	£23,247	£25,449
Dorset	£21,099	£24,606
Lancashire	£20,484	£23,046
Merseyside	£21,099	£23,046
Avon & Somerset	£21,501	£22,992
Durham	£18,471	£20,484
Range	£9,468	£12,894



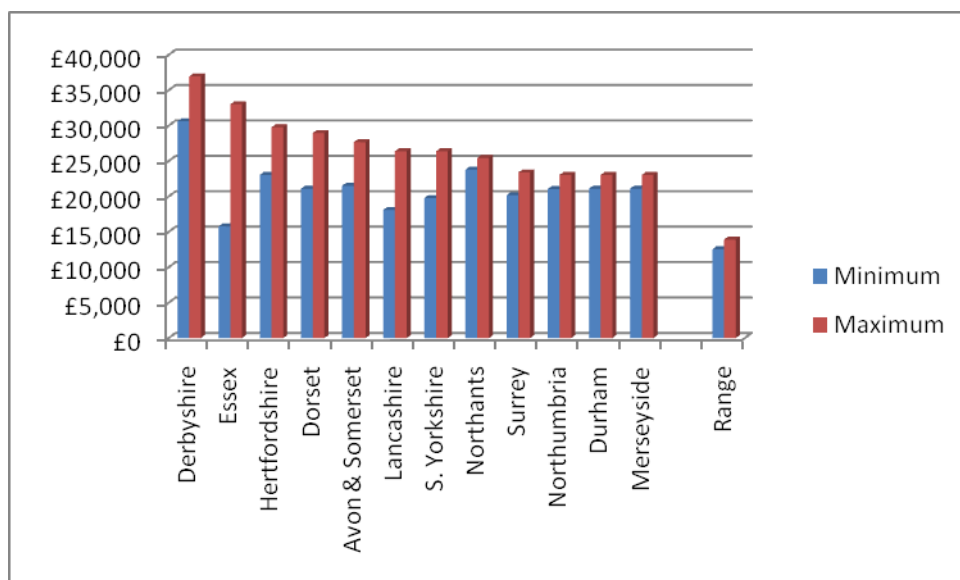
Criminal Justice Unit 1st Line Supervisor

	Minimum	Maximum
Lancashire	£26,394	£29,784
Dorset	£24,606	£28,947
Norfolk	£26,394	£28,107
Derbyshire	£22,392	£28,107
Hertfordshire	£19,128	£23,799
Surrey	£20,178	£23,394
Durham	£21,099	£23,046
Merseyside	£21,099	£23,046
Avon & Somerset	£21,501	£22,992
S. Yorkshire	£19,770	£22,392
Northants	£18,471	£20,484
Essex	£18,471	£20,484
Northumbria	£16,866	£18,471
Range	£9,528	£11,313



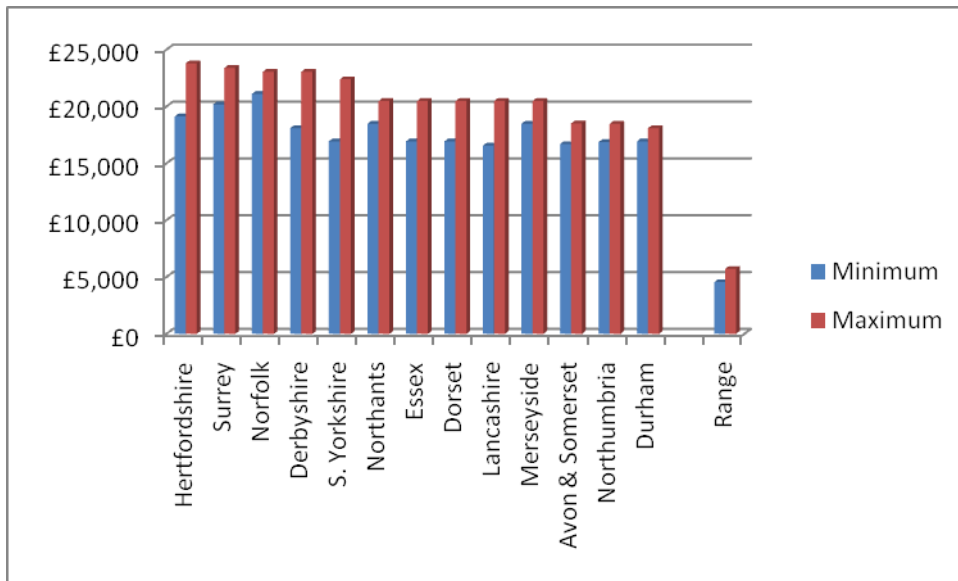
Crime Scene Investigator

	Minimum	Maximum
Derbyshire	£30,633	£36,963
Essex	£15,774	£33,033
Hertfordshire	£23,046	£29,784
Dorset	£21,099	£28,947
Avon & Somerset	£21,501	£27,675
Lancashire	£18,093	£26,394
S. Yorkshire	£19,770	£26,394
Northants	£23,799	£25,449
Surrey	£20,178	£23,394
Northumbria	£21,051	£23,046
Durham	£21,099	£23,046
Merseyside	£21,099	£23,046
Range	£12,540	£13,917



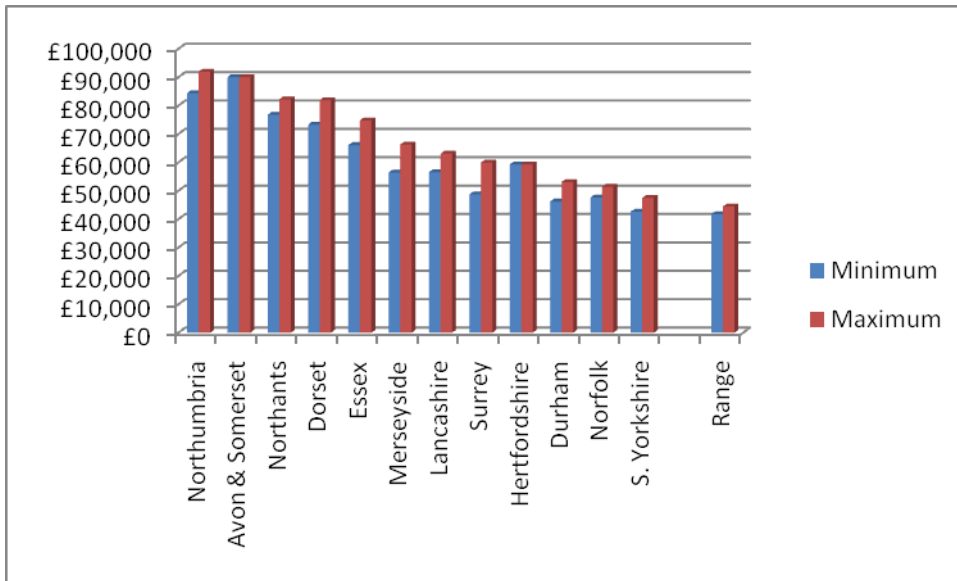
Detention Officer

	Minimum	Maximum
Hertfordshire	£19,128	£23,799
Surrey	£20,178	£23,394
Norfolk	£21,099	£23,046
Derbyshire	£18,093	£23,046
S. Yorkshire	£16,938	£22,392
Northants	£18,471	£20,484
Essex	£16,938	£20,484
Dorset	£16,938	£20,484
Lancashire	£16,551	£20,484
Merseyside	£18,471	£20,484
Avon & Somerset	£16,689	£18,507
Northumbria	£16,866	£18,471
Durham	£16,938	£18,093
Range	£4,548	£5,706



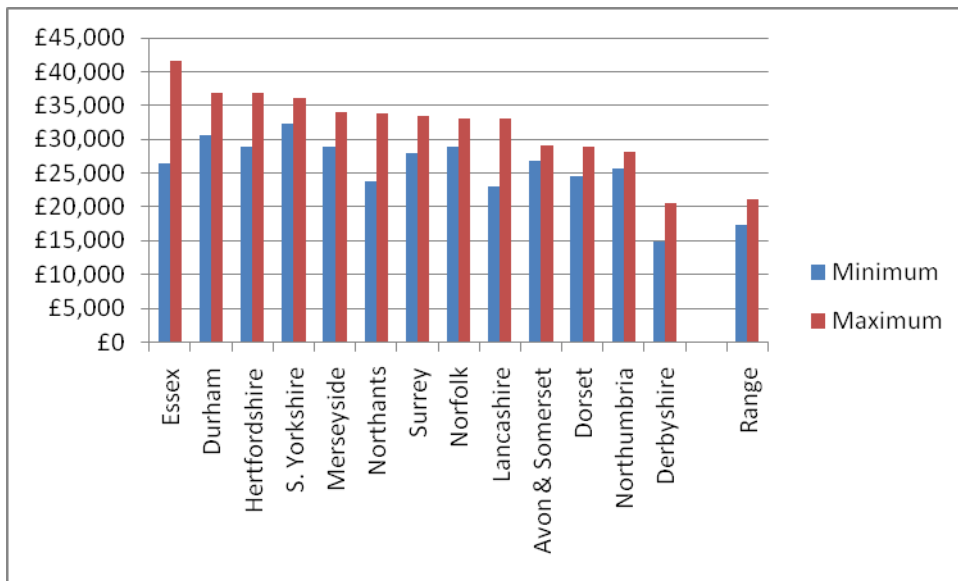
Head of HR

	Minimum	Maximum
Northumbria	£84,396	£91,950
Avon & Somerset	£90,000	£90,000
Northants	£76,797	£82,215
Dorset	£73,254	£81,906
Essex	£66,090	£74,781
Merseyside	£56,436	£66,277
Lancashire	£56,570	£63,074
Surrey	£48,729	£59,925
Hertfordshire	£59,265	£59,265
Durham	£46,203	£53,076
Norfolk	£47,619	£51,402
S. Yorkshire	£42,639	£47,529
Range	£41,757	£44,421



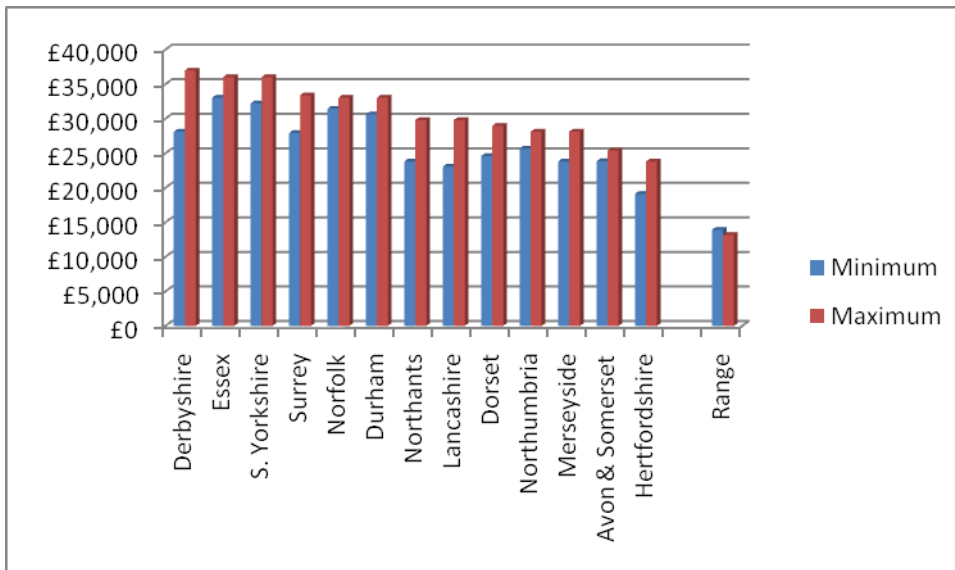
HR Adviser

	Minimum	Maximum
Essex	£26,394	£41,697
Durham	£30,633	£36,963
Hertfordshire	£28,947	£36,963
S. Yorkshire	£32,226	£36,030
Merseyside	£28,947	£34,005
Northants	£23,799	£33,906
Surrey	£27,939	£33,378
Norfolk	£28,947	£33,033
Lancashire	£23,046	£33,033
Avon & Somerset	£26,910	£29,115
Dorset	£24,606	£28,947
Northumbria	£25,668	£28,108
Derbyshire	£14,913	£20,484
Range	£17,313	£21,213



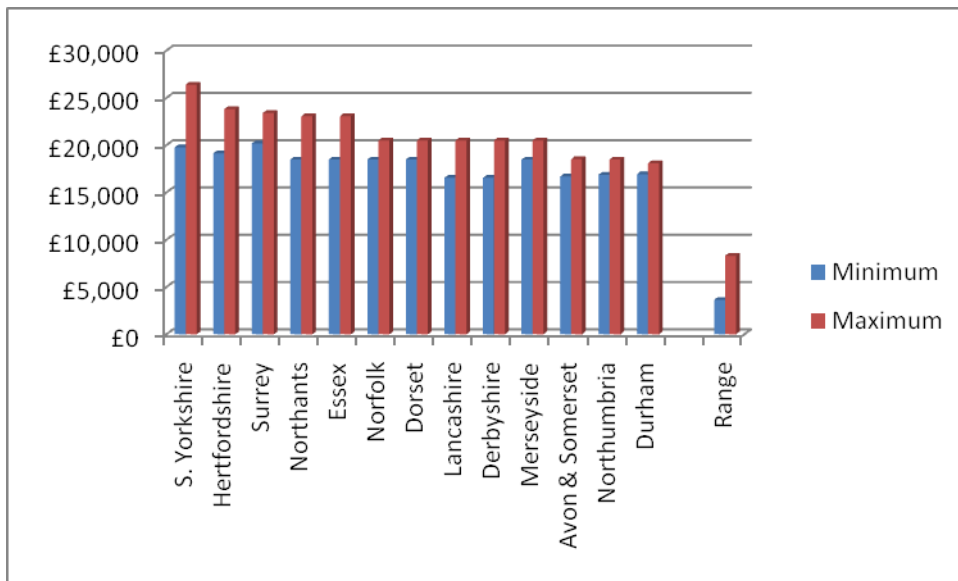
H & S Advisor

	Minimum	Maximum
Derbyshire	£28,107	£36,963
Essex	£33,033	£36,030
S. Yorkshire	£32,226	£36,030
Surrey	£27,939	£33,378
Norfolk	£31,437	£33,033
Durham	£30,633	£33,033
Northants	£23,799	£29,793
Lancashire	£23,046	£29,784
Dorset	£24,606	£28,947
Northumbria	£25,668	£28,108
Merseyside	£23,799	£28,107
Avon & Somerset	£23,847	£25,392
Hertfordshire	£19,128	£23,799
Range	£13,905	£13,164



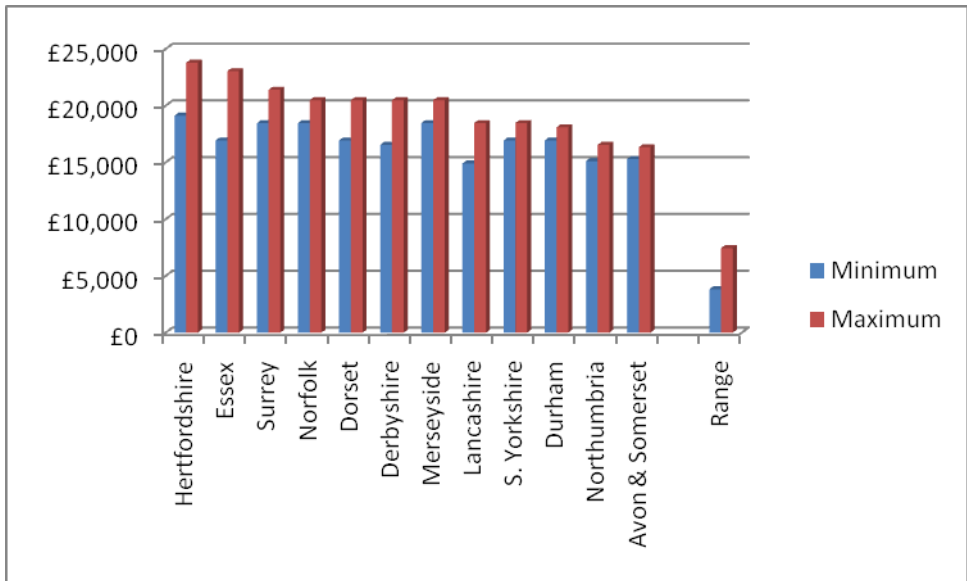
PCSO

	Minimum	Maximum
S. Yorkshire	£19,770	£26,394
Hertfordshire	£19,128	£23,799
Surrey	£20,178	£23,394
Northants	£18,471	£23,046
Essex	£18,471	£23,046
Norfolk	£18,471	£20,484
Dorset	£18,471	£20,484
Lancashire	£16,551	£20,484
Derbyshire	£16,551	£20,484
Merseyside	£18,471	£20,484
Avon & Somerset	£16,689	£18,507
Northumbria	£16,866	£18,471
Durham	£16,938	£18,093
Range	£3,627	£8,301



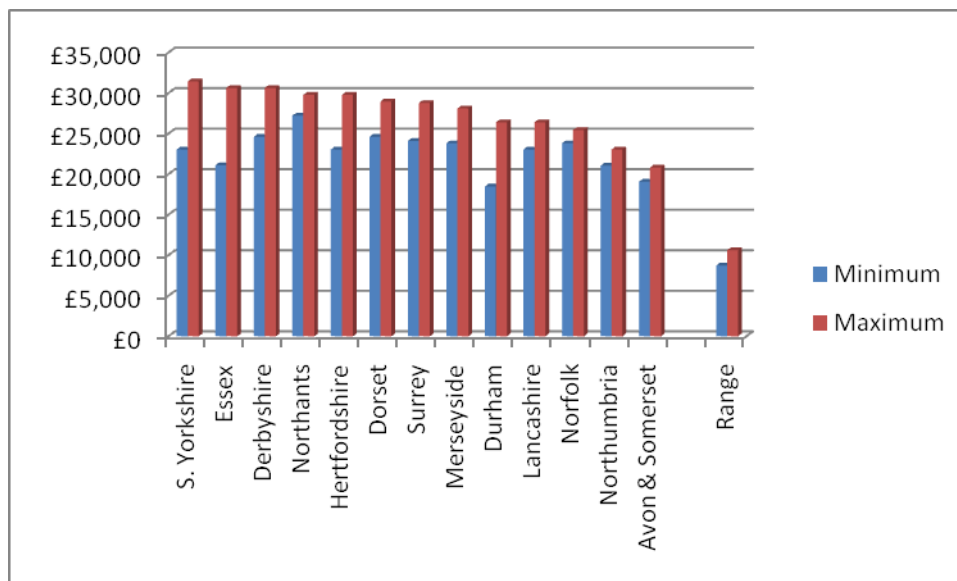
Station Reception Clerk

	Minimum	Maximum
Hertfordshire	£19,128	£23,799
Essex	£16,938	£23,046
Surrey	£18,459	£21,408
Norfolk	£18,471	£20,484
Dorset	£16,938	£20,484
Derbyshire	£16,551	£20,484
Merseyside	£18,471	£20,484
Lancashire	£14,913	£18,471
S. Yorkshire	£16,938	£18,471
Durham	£16,938	£18,093
Northumbria	£15,117	£16,551
Avon & Somerset	£15,303	£16,347
Range	£3,825	£7,452



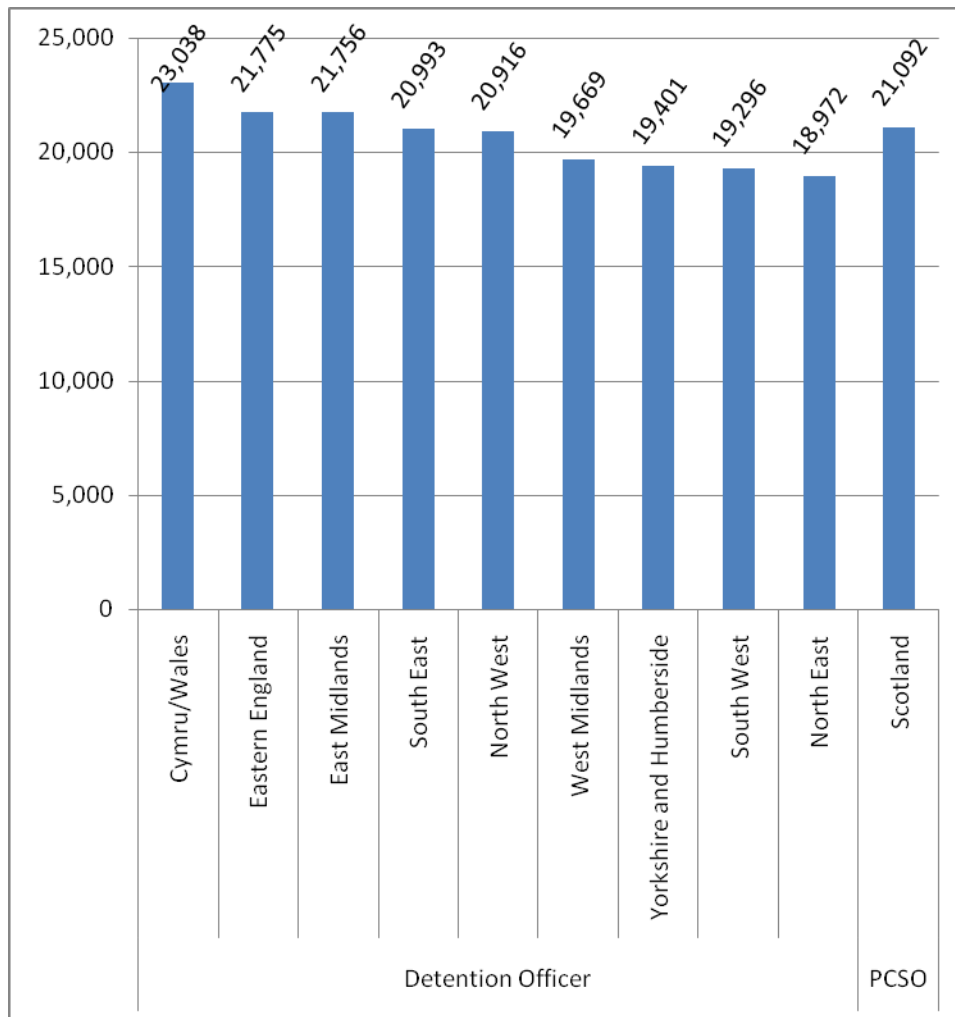
Trainer

	Minimum	Maximum
S. Yorkshire	£23,046	£31,437
Essex	£21,099	£30,633
Derbyshire	£24,606	£30,633
Northants	£27,207	£29,793
Hertfordshire	£23,046	£29,784
Dorset	£24,606	£28,947
Surrey	£24,099	£28,782
Merseyside	£23,799	£28,107
Durham	£18,471	£26,394
Lancashire	£23,046	£26,394
Norfolk	£23,799	£25,449
Northumbria	£21,051	£23,046
Avon & Somerset	£19,062	£20,820
Range	£8,736	£10,617



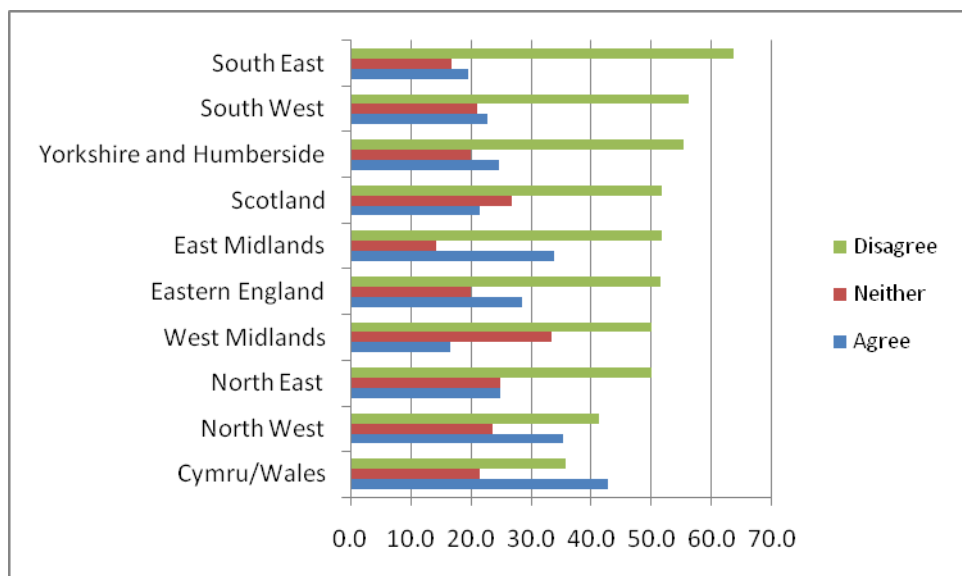
‘In Detention: a research report on police custody staff for UNISON from Incomes Data Services’ August 2010

Chart x: Detention officer and police custody and security officer average annual salary by region



The following graph shows a percentage breakdown of pay satisfaction by region and reveals that the South East, the South West and Yorkshire and Humberside showed most dissatisfaction with pay. Unsurprisingly, detention staff in Wales reported the highest average pay levels and were most in agreement that they were well-paid for their work.

Chart x: To what extent do you agree with the statement “I am well-paid for the job I do” by region (%)



A more detailed breakdown of salary levels by region shown in the table below reveals that the average annual salary across all regions was £20,625 with a median of £19,968.

Annual salary levels by region					
	No.	Lower quartile £pa	Median £pa	Upper quartile £pa	Average £pa
Cymru/Wales	25	21,000	23,000	25,000	23,038
Eastern England	31	18,000	21,000	23,500	21,775
South East	69	19,272	20,600	22,992	20,993
Scotland	45	19,000	20,061	24,000	21,092
East Midlands	43	19,886	20,000	23,126	21,756
North West	43	19,800	19,968	21,000	20,916
Yorkshire and Humberside	55	17,637	19,968	20,000	19,401
South West	50	18,006	19,286	19,968	19,296
West Midlands	16	18,000	18,657	20,169	19,669
North East	33	17,500	18,000	19,800	18,972
All	410	18,495	19,968	22,400	20,625

APPENDIX G

Annual Leave Entitlement for Junior vs Senior Police Staff

Force	Junior Staff	Senior Staff
Bedfordshire	24 (appt)	26 (appt)
Cambridgeshire	23 (appt) 28 (5 yrs)	28 (appt) 29 (5 yrs)
Dorset	22 (appt) 27 (5 yrs) 27 (10 yrs)	32 (appt) 32 (5 yrs) 35 (10 yrs)
Essex	22 (appt) 27 (5 yrs)	26 (appt) 29 (5 yrs)
Gwent	22 (appt) 27 5 yrs)	27 (appt) 30 (5 yrs)
Hampshire	22 (appt) 27 (5 yrs)	27 (appt) 30 (5 yrs)
Hertfordshire	23 (appt) 28 (5 yrs) 29 (10 yrs)	28 (appt) 28 (5 yrs) 31 (10 yrs)
Humberside	24 (appt) 29 (5 yrs) 30 10 yrs)	31 (appt) 32 (5 yrs) 35 (10 yrs)
Kent	22 (appt) 27 (5 yrs)	27 (appt) 30 (5 yrs)
Lancashire	24 (appt) 29 (5 yrs) 29 (10 yrs)	30 (appt) 30 (5 yrs) 33 (10 yrs)
Lincolnshire	23 (appt) 28 (5 yrs)	28 (appt) 33 (5 yrs)
Northants	22 (appt) 27 (5 yrs)	25 (appt) 30 (5 yrs)
Staffordshire	25 (appt) 31 (5 yrs)	29 (appt) 33 (5 yrs)
Suffolk	22 (appt) 27 (5 yrs)	24 (appt) 29 (5 yrs)
Sussex	24 (appt) 29 (5 yrs)	27 (appt) 32 (5 yrs)
Thames Valley	23 (appt) 28 (5 yrs)	30 (appt) 30 (5 yrs)
West Midlands	22 (appt) 27 (5 yrs)	26 (appt) 31 (5 yrs)
West Yorkshire	25 (appt) 30 (5 yrs)	30 (appt) 35 (5 yrs)

How Police Staff Council agreements are incorporated into contracts of employment

The PSC Handbook : the Contractual Context

Introduction

The PSSC Handbook is a national collective agreement. As such it has no mandatory legal status except when incorporated into the individual contracts of employment of police staff. The existing pre-amble to the Handbook makes this point explicit, and encourages police authorities to incorporate the Handbook's terms into local contracts of employment. For the main part, this is what has happened.

The 2004 Handbook

The 2004 Handbook was not a new agreement; it was a jointly agreed revision of the existing Handbook. Therefore, it followed that, where the PSSC Handbook was already incorporated locally into contracts of employment, on 1 April 2004 the revised PSC Handbook wording came into effect automatically via existing local contractual arrangements.

Local Contractual Incorporation

There is little variation in the contractual underpinning of the PSC Handbook at force level. Most forces in England and Wales have incorporated the Handbook into local contracts of employment.

In order to help prepare the ground for successful implementation of the revised Handbook, UNISON carried out a survey of the way in which the Handbook was incorporated into force level contracts.

The results of our survey are set out below. We reproduce here the exact form of words which incorporate the Handbook into contracts locally. The information is sorted by Region. For the most part, the following contractual references are drawn from the "statements of particulars" given to new staff in each force. All references to the PSSC Handbook or national conditions of service are highlighted in bold text.

Eastern Region

- **Bedfordshire**

During your employment your rate of pay, overtime or other payments, hours per week, holidays, sick leave and conditions of employment generally will be in accordance with the agreement made with the **Police Support Staff Council** and local agreements as supplemented or amended by this statement with enclosures or by the Authority's rules, as amended from time to time. Copies of all documents referred to herein are available in the offices of the Personnel Support Manager/Business Services Manager during

normal working hours. The Police Authority undertakes to ensure that any further changes in the terms of employment will be notified to you within one month of the change. Your appointment is subject to a probationary period of six months.

- **Cambridgeshire**

This document constitutes the written statement of terms and conditions of employment as required by the Employment Rights Act (ERA) 1996. It is also, along with the offer letter, your formal contract of employment with Cambridgeshire Police Authority, and your signature on it will confirm your acceptance of both the offer of employment and its terms.

The salary scales and conditions of service are determined by collective agreements made nationally by the **Police Support Staff Council**, or locally between the Cambridgeshire Constabulary and the recognised union, and those determined by the Constabulary itself.

- **Essex**

Any terms and conditions of employment negotiated at **National PSSC level** or local PSSC level will be automatically incorporated into your contract of employment.

- **Norfolk**

Your terms and conditions of employment will be in accordance will collective agreements negotiated from time to time by the **Police Support Staff Council**, as adopted by the Norfolk Police Authority and supplemented by local collective agreements reached with trade unions and staff associations recognised by the Authority and by the personnel policies and practices adopted by the Authority.

During your employment your Conditions of Service including your rate of remuneration, overtime and other payments, standards hours of work, annual leave, sick pay entitlements and service benefits will be in accordance with the conditions which are laid out in the Police Support Staff Terms and Conditions of Employment Handbook and relevant Standing Orders (copies of which are available through your manager).

These terms and conditions are subject to both national and local negotiation and agreement. In addition other policies and procedures are subject to local consultation.

- **Suffolk**

During your employment your Conditions of Service including your rate of remuneration, overtime and other payments, standard hours of work, annual leave, sick pay entitlements and service benefits will be in accordance with the conditions which are laid out in the **Police Support Staff Terms and Conditions of Employment Handbook** and relevant Standing Orders (copies of which are available through your manager).

These terms and conditions are subject to both national and local negotiation and agreement. In addition, other policies and procedures are subject to local consultation.

East Midlands

- **Derbyshire**

Your terms and conditions of employment are governed, and may be changed by, collective agreements negotiated and agreed, at national level via the **Police Support Council** and at local level via the Support Staff consultative Committee. They are liable to change from time to time but such changes will be notified to you as soon as possible but not later than two months from the effective date of the change.

- **Leicestershire**

Your entitlement to holidays, holiday pay, sickness and injury pay and all other details of the appointment will be in accordance with the **National Conditions of Service for Police Support Staff** and as supplemented by the Leicestershire Police Authorities' Police Support Staff Local Conditions of Service Handbook. Any future change will be entered in these documents or otherwise recorded for reference.

- **Lincolnshire**

You will be employed by the Lincolnshire Police Authority. This appointment including salary is subject to the Conditions of Service as determined by the **Police Support Staff Council** or as agreed locally between Lincolnshire Police and UNISON.

- **Northamptonshire**

Your terms and conditions of employment (including certain provisions relating to your working conditions) are covered by collective agreements negotiated and agreed by the **National (and where appropriate, provincial) Negotiating Committee relating to your employment group**. In addition there are local collective agreements negotiated by the Authority with a specified Trade Union or Unions (see paragraph 9 below) recognised by the Authority for collective bargaining purposes in respect of the employment group to which you belong. These agreements are respectively contained in the circulars issued from time to time by the Negotiating Committee(s) and in the scheme of conditions of service relating to your Group and in other documents which are similarly available to you.

- **Nottinghamshire**

During your employment with this Police Authority, your rate of pay and conditions of service will be subject to collective agreements negotiated with the Trade Unions which are recognised by this Authority for collective bargaining purposes. Agreements reached nationally are set out in the **Police Support Staff Pay and Conditions of Service Handbook**.

In addition to the Authority from time to time makes local agreements, after consultation with a view to reaching agreement, with the recognised trade unions.

Northern

- **Cleveland**

During your employment with the Police Authority, your terms and conditions of employment will be in accordance with collective agreements negotiated from time to time by the **National Police Support Staff Council**, Official and Staff Side, and as set out in the Police Support Staff Pay and Conditions of Service and as supplemented by local collective agreement reached with UNISON and by rules; policies and procedures of the Police Authority.

- **Durham**

The other terms and conditions of appointment (including the conditions relative to annual leave and the payment of salary in case of sickness) will be in accordance with the regulations of the Police Authority and the **Conditions of Service for the Police Support Staff Council**.

- **Northumbria**

Following consultation with recognised trade union representatives Northumbria Police has agreed to adopt the framework provided by the **Police Support Staff Council** for incorporation into contracts of employment

North West

- **Cumbria**

During your employment with the Cumbria Police Authority (hereinafter referred to as 'the Authority') your rate of remuneration, hours of work, entitlement to holidays and holiday period, holiday pay (including the basis for calculation of accrued holiday pay), sick leave and sick pay will be in accordance with the **Police Support Staff Pay and Conditions of Service Handbook** as supplemented by local agreements and policy as amended from time to time.

- **Cheshire**

Until such time as local policies have been agreed by the Police Authority and implemented, the Authority will, in determining your terms and conditions of employment take due account of collective agreements negotiated from time to time by the **Police Support Staff Council** and as previously agreed by the National Joint Council for Local Authorities Administrative, Professional, Technical and Clerical Services, set out in the Scheme of Conditions of service (commonly known as the Purple Book) and as amended or supplemented by local agreements within Cheshire County Council.

- **Greater Manchester Police**

Your terms and conditions of employment (including certain provisions relating to your working conditions) are covered by existing collective agreements negotiated with

specified Trade Unions recognised by this Authority for collective bargaining purposes. These agreements are embodied in the **Police Support Staff Council** Handbook as amended from time to time.

- **Lancashire**

During your employment with the Lancashire Police Authority your terms and conditions of employment will be in accordance with national collective agreements negotiated from time to time by the **Police Support Staff Council** (England and Wales) Handbook. These terms and conditions of service will be supplemented or replaced by local collective agreements that are embodied in the Lancashire Constabulary Support Staff Personnel Code.

- **Merseyside**

Your terms and conditions of employment are covered by collective agreements negotiated and agreed with one or more trade unions recognised for collective bargaining purposes by this authority in respect of the employment group to which you belong. These agreements are embodied in **The Police Support Staff Council** Handbook and supplemented by the Local Conditions of Service adopted by Merseyside Police.

South East

- **Hampshire**

During your employment with the Constabulary your terms and conditions of employment will be locally agreed, taking into consideration some recommendations of the **Police Support Staff Council**.

- **Sussex**

During your employment with the Police Authority your Terms and Conditions of Employment will be in accordance with the **Scheme of Conditions of Service for the Police Support Staff Council** as adopted and amended.

- **Thames Valley Police**

The terms and conditions of your employment with Thames Valley Police Authority are supplemented by national or local agreements, policies and procedures currently in operation (as amended or introduced from time to time). The terms of this agreement may be varied as a result of national or local negotiations between the Authority and UNISON and with due regard to any recommendations proposed by the **PSSC**. Such variations shall after adoption by the Authority, be automatically incorporated into individual contracts of employment.

South West

- **Dorset**

Your terms and conditions of employment are covered by existing collective agreements negotiated and agreed with specified trade union or unions (see paragraph 9 below) recognised by this Authority for collective bargaining purposes. These agreements are embodied in the Conditions of Service set out in **The Handbook of the Police Support Staff Council** and by local agreements which are equally available to you at your place of work in the office of the Divisional Administrative Manager/Human Resources Department, on notice boards or in other documentary form, with the exception of salary records which are kept in the Finance Section at Dorset Police Headquarters.

- **Gloucestershire**

Your terms and conditions of employment (including overtime and premium payments, entitlement to holidays, holiday pay, sick leave and sick pay, are covered by collective agreements negotiated and agreed by the **Police Support Staff Council**. In addition there are local collective agreements negotiated by the Authority with a specified trade union or unions recognised for collective bargaining purposes in respect of the employment group to which you belong. These agreements are respectively contained in the circulars issued from time to time by the Negotiating Committee and in the Scheme of Conditions of Service relating to your group, and in other documents which are similarly available to you at your place of work on notice boards or in other documentary form. From time to time variations in your terms or conditions of employment will result from negotiations and agreements at National, and/or local levels with the specified union or unions and these will be separately notified to you or otherwise incorporated in the documents which are available to you for reference. In either instance the effect will be that the changes are incorporated into your contract of employment. The changes in these terms will be entered in these documents, or otherwise advised to you, within one month of each change.

- **Avon and Somerset**

Conditions of service for support staff within this force are based upon those conditions contained within the **Police Support Council Handbook** (a copy of which is available at your local Administration Office). These conditions have been developed and collective agreements negotiated and agreed with UNISON.

- **Devon and Cornwall**

Your Terms and Conditions of Employment will be in accordance with relevant national collective agreements. In addition, there are local collective agreements reached with the trade unions recognised by the Devon & Cornwall Constabulary.

- **Wiltshire**

A full copy of the Terms and Conditions under which Support Staff are employed are contained in agreements reached by negotiation and consultation with UNISON and

form part of your contract of employment with Wiltshire Police Authority. These relevant collective agreements are detailed in the 'Support Staff Handbook'.

Cymru/Wales

- **Gwent**

Your terms and conditions of employment, including certain provisions relating to your working conditions are covered by collective agreements with the specific trade union recognised by Gwent Police Authority which is UNISON.

These agreements are embodied in the **Police Support Staff Council handbook**, (thereafter referred to as the PSSC Handbook) as well as other documents, which are available for reference in your Divisions/Department/Human Resources Department.

- **North Wales**

During your employment with the authority your terms and conditions of employment will be in accordance with collective agreements negotiated from time to time by the **Police Support Staff Council** as from 1 September 1996 supplemented by local collective agreements reached with trade unions recognised by the Authority and by the rules of the Authority.

- **South Wales**

Your terms and conditions of employment, including certain provisions relating to your working conditions, are covered by collective agreements negotiated with specific trade unions recognised by the South Wales Police Authority in respect of the employment group to which you belong.

These agreements are embodied in the **Police Support Staff Handbook** as well as other documents, which are available for reference at the Divisional Administration Office/Personnel Office. The principle conditions are set out in this statement of written terms and particulars of employment.

Changes in your terms and conditions of employment which may result from national negotiations and agreements with the specified unions and local consultations from time to time will be separately notified to you and/or will be incorporated in the documents to which you have reference.

The South Wales Police undertake to ensure that any changes will be entered in these reference documents or otherwise recorded for reference within 8 weeks of the change.

West Midlands

- **Staffordshire**

Unless otherwise stated in this document, or in written notification to you, the conditions under which you will be employed by the Staffordshire Police Authority are those determined nationally by the **National Police Support Staff Council** and locally through agreements adopted by the Staffordshire Police Authority.

- **Warwickshire**

The terms and conditions of your employment are those set out in the **Police Staff Council Handbook**

- **West Midlands Police**

Your general terms and conditions of employment will be in accordance with collective agreements negotiated from time to time by the **Police Support Staff Council**. These are set out in the Police Support Staff Council Handbook. These are supplemented by local collective agreements reached with trade unions recognised by the Authority, and by the rules of the Authority.

- **West Mercia Constabulary**

During your employment with the Constabulary your terms and conditions of employment will be in accordance with the national agreement negotiated from time to time by the **Police Support Staff Council (PSSC)** and set out in the PSSC Handbook. These national terms will also be supplemented by local agreements reached with trade unions recognised by the Constabulary and by rules, policies, practices, procedures and arrangements determined by the Chief Constable after consultation.

Yorkshire and Humberside

- **Humberside**

Your appointment is subject to the Scheme of Conditions of Service as determined by the **Police Support Staff Council** supplemented by the Local Scheme of Conditions of Service for Police Support Staff and as amended from time to time. In accepting this appointment, you will be subject to the rules and regulations of the Police Authority. The National and Local Conditions of Service, appropriate Divisional/Branch Procedures, explanatory Pension Booklet, Grievance and Disciplinary procedures, statement of Maternity Rights and list of recognised Trade Unions are available for inspection at Personnel and Support Services Branches. Your contract of employment is governed by the terms of the above documents and you will be deemed to have knowledge of and must act in accordance with them.

- **North Yorkshire**

Terms and conditions of employment are covered by existing collective agreements associated and agreed with specified trade union or unions recognised by this Authority for collective bargaining purposes in respect of employment group to which you belong. These arrangements are embodied in the **Police Support Staff Council** conditions of service as amended by the North Yorkshire Police and detailed in the NYP conditions of service booklet, as well as other documents which are equally available to you through your place of work on notice boards or in other document form.

- **South Yorkshire**

The terms and conditions of service applicable to this post are contained in the **Police Support Staff Council Handbook** and a copy of this Handbook is available at Force or District Headquarters for you to inspect if you wish to do so. This Handbook came into force on 1 September 1996, however, the conditions of service which applied prior to 1 September 1996 (determined by the National Negotiating Councils for Local Government Employees and supplemented by the South Yorkshire Police Authority local conditions of service) will continue to do so pending the outcome of future consultation with recognised Trade Union representatives.

- **West Yorkshire**

Your employment with West Yorkshire Police is in accordance with the **Police Staff Council terms and conditions of employment** as supplemented by West Yorkshire local conditions of service. These may be amended from time to time by collective agreement.

Local Government House
Smith Square
London, SW1P 3HZ
Telephone 020 7187 7340
Employers' Secretary, Sarah Messenger
e-mail: graham.baird@lge.gov.uk

POLICE STAFF COUNCIL

1 Mabledon Place
London WC1H 9AJ
Telephone 020 7551 1272
Staff Side Secretary, Ben Priestley
e-mail: b.priestley@unison.co.uk

Rt Hon David Hanson MP
Minister of State
Home Office
2 Marsham Street
London SW1P 4DF

5 February 2010

Dear David,

Home Office Funding for Police Staff Council

Please find attached the business case for dedicated Home Office funding for the Police Staff Council (PSC), as you requested. This is submitted by constituent members on both sides of the PSC except for the Home Office.

We believe that there is a strong and compelling case for the bid based on:

- The role of the Council in ensuring harmonious industrial relations in the police service
- The growing size and importance of the police staff workforce
- The proviso attached to Home Office admission to the Council in 2004
- The need for the Council to be able to plan its work programme in the knowledge of the financial resources available to it
- Appropriate funding for the Police Staff Council and in comparison to other branches of the police negotiating machinery – the PNB and PABEW

These matters are fully explored in the attached business case. Please let us know if you have any questions relating to the document.

Yours sincerely



Ben Priestley
Trade Union Side Secretary



Sarah Messenger
Employers' Side Secretary

Business case for resources to fund the work of Police Staff Council

1 Introduction

- 1.1 The Police Staff Council makes the following joint bid to the Home Office for dedicated resources for the Police Staff Council.*
- 1.2 It is proposed that funding is made available to provide an additional PSC negotiating officer within the PSC Secretariat at the LGE, as well as the full-time secondment of the PSC Trade Union Side Chairperson to undertake PSC and related work.
- 1.3 The current cost of meeting this bid would be £105,630 per annum. Excluding meeting costs i.e. room hire etc.
- 1.4 The bid is justified on the grounds that the PSC currently receives no dedicated funding, unlike the remainder of the police negotiating machinery, and requires some financial certainty to allow it to undertake the crucial and increasing role it plays within the police service.

2. Synopsis

This bid is split into the following sections:

- Police Staff Council Background
- Current funding arrangements
- Proposed funding settlement

3. The Police Staff Council Background

- 3.1 The Police Staff Council (PSC) negotiates national agreements on pay and conditions of service for 75,000 police staff in England and Wales, excluding the Metropolitan Police. The PSC also undertakes a consultative role on wider workforce issues covering police staff, e.g. professional standards, attendance management and secondments.
- 3.2 The PSC Employer Side constituent members are the Association of Police Authorities, Association of Chief Police Officers and the Home Office. The Trade Union Side constituent members are UNISON, GMB and UNITE. The Employer Side also has an NPIA adviser who attends Employer Side meetings.
- 3.3 The PSC does not receive any dedicated funding from the Home Office to undertake this work. The work is currently funded from the grant LGE receives from the Home Office for PNB work. In recent years additional funding has occasionally been made available for one off pieces of work, such as equal pay guidance, work on PSC job evaluation scheme and the PSC terms and conditions handbook. While funding for dedicated projects is welcome this does

not cover the costs incurred by the council for meetings or the provision of a dedicated secretariat to administer the work of the council.

3.4 The application of the Home Office to join the Council in 2004 was supported by the Trade Union Side, "...with the proviso that the Police Staff Council review its resources due to the change in the membership, role and remit of the Council, along with the anticipated increased work and status. The Employers' Side was happy to support a review of the operation and funding of the PSC." (Police Staff Council Minutes 28 January 2004)

3.5 Local Government Employers (LGE) provides the secretariat service for the police staff council. LGE also undertakes the Official Side Secretariat function for the Police Negotiating Board (PNB).

3.6 LGE is the national employers' organisation for local government. Our three main areas of responsibility are representing local authorities in national negotiations with trade unions on pay, conditions of service and other employment matters; representing local authorities in tri-partite consultations with government and trade unions on local government pensions; and providing specialist advice to local authorities on pay, pensions, employment law and industrial relations issues generally. LGE is responsible for 18 different negotiating bodies spanning not only the 2 in the police service but local government, the fire service and education.

3.7 LGE has 53 staff, a significant proportion of whom are directly responsible for the different national negotiating bodies that LGE advises and supports. The four largest are the National Joint Council for Local Government Services which covers 1.4 million local government staff, the National Joint Council for firefighters which covers 66,000 firefighters, the national employers' organisation for school teachers which is an active participant in the social partnership and the Police Negotiating Board which covers 175,000 police officers.

Current PSC arrangements

3.8 What are the problems with the current arrangements?

- No dedicated funding can lead to ambiguity about how the PSC pays for work it wishes to undertake.
- PSC is covering a growing proportion of the police service workforce.
- PSC faces a huge workload and it will be more difficult to undertake appropriate research/consultancy/meetings in the absence of a dedicated budget.
- Cannot afford to carry out PSC work from the existing budget.

4. Proposed future arrangements

4.1 The PSC delivered a three year pay deal for 2008, 2009 and 2010. The PSC now faces an unprecedented workload in the context of workforce modernisation

and pressures on pay and conditions in respect of equal pay and budgetary constraints. More than ever there needs to be a closer fit between projected workload and resources to allow the council to take a more planned strategic approach to its work.

- 4.2 In the view of the PSC Joint Secretaries ring fenced funding would be more appropriate for the PSC. This would allow the council to plan and schedule work more effectively and ensure that resources are equitably distributed between the PNB and PSC work.
- 4.3 LGE represents all three sides of the tripartite in negotiations and consultation with the Police Staff Unions therefore it is appropriate for PSC funding to be paid directly to LGE. LGE currently provides the (Employer) Official Side Secretariat for the Police Negotiating Board therefore there already exists a helpful read across from that area of work which would undoubtedly benefit the level of police service employment relations knowledge and expertise that LGE provides to enable the PSC to fully meet its requirements.
- 4.4 LGE would administer the joint fund on behalf of both Sides of the council and this has been agreed by the PSC joint secretaries. As mentioned above LGE provides similar services to a wide range of national negotiating groups and has a depth of knowledge and expertise in maintaining national negotiating machinery and good industrial relations that probably has no parallel elsewhere in the public sector.
- 4.5 The funding arrangements for the PSC would be agreed by the full council on an annual basis and the council would take responsibility for monitoring these arrangements on an annual basis. LGE on behalf of the council would provide quarterly reports to the Home Office.

We are proposing:

- Dedicated ring fenced budget for PSC work
- Process for agreeing additional funds where necessary for one off pieces of work
- That funding arrangements be reviewed after the first two years and tri-annually thereafter.

- 4.6 The Employers' Side would require funding of an additional dedicated PSC negotiating officer post at a total cost (includes all on costs) of £62,288.
- 4.7 For the Trade Union Side, funds are sought to second the Trade Union Side Chairperson to work full time on Police Staff Council business, and also on associated Police Advisory Board work, relating to police staff. The Chairperson of the Trade Union Side, elected at the PSC AGM, carries out a wide range of work on behalf of the Trade Union Side, both within and outside the Council. Currently, this important work is supported on an ad hoc basis by the Chairperson's home force essentially subsidising the time spent by the Chair on PSC and PAB business. This arrangement is built on good will, but is obviously

vulnerable to the vicissitudes of force funding and the willingness of the Chair's home force to continue to subsidise the role. This is clearly not a satisfactory position and one which the Council wishes to see regularised in the way suggested.

4.8 The Chairperson has been involved in/is currently involved in the following work for the Police Staff Council Trade Union Side:

4.8.1 Police Staff Council (England and Wales)

- UNISON Police Staff Council Committee
- Police Staff Council Trade Union Side/Joint Meetings
- Police Staff Council Pay and Reward Working Party Police Staff Council Technical Working Party
- Bilateral meetings with Home Office, ACPO and APA

4.8.2 Police Advisory Board for England and Wales

- PSC Trade Union Side representative on PABEW (currently observer status)
- PABEW Working Party on Taylor Review of Police Disciplinary Arrangements
- PABEW Working Party on Collaboration Statutory Guidance

4.8.3 Skills for Justice

- Police Committee
- Police Learning and Development Executive
- Positive Action Leadership Programme
- Core Leadership Development Programme Review
- ICF Review
- Advisory Group for National Recruitment Standards
- ICF Leadership Project

4.8.4 Home Office

- Ministerial Equality Group

4.8.5 NPIA

- Workforce Council
- Strategy and Planning Committee
- National College of Police Leadership – Board of Governors.

4.8.6 Conferences

- Police Federation, Superintendents' Association, Association of Police Authorities Conferences
- NPIA WFM Conferences

4.9 This extremely challenging set of work commitments has grown exponentially over the last 10 years. This has been the result of a number of positive trends, including Home Office membership of the Police Staff Council, PSC Trade Union Side invitation to join the PABEW, the continuing growth in the number and importance of police staff jobs, the development of workforce modernisation and the growth of stakeholder engagement that has followed in each particular field.

4.10 This bid recognises that the police staff associations enjoy full-time release courtesy of Home Office funds as a result of the historic decision to set up the Police Federation in 1919.

4.11 A comparison is therefore made with the following arrangements in the Ministry of Justice – the Government Department created by removing responsibility for prisons and probation from the Home Office.

4.12 Within the MoJ, UNISON currently benefits from a 2 fte trade union secondment facility which allows the release of 4 representatives to undertake trade union duties in support of the work of the Probation National Negotiating Council. This arrangement is funded through NOMS HR.

4.13 The MoJ example is cited as being directly analogous to the Home Office, because in both cases, the Secretary of State sits on a national negotiating body as part of a wider employers' side overseeing independent employers.

4.14 An analogy is also drawn to the funding which the Home Office makes available to the Police Diversity Support Associations. Although this funding is currently under review, it supports a number of full-time secondments of officers of the respective support associations.

4.15 The cost of this secondment will obviously vary dependent upon the substantive force role of the Chairperson in any financial year.

4.16 The current 2009 salary and on-cost figure for the PSC Trade Union Side Chairperson is £37,842 p.a.

5. Conclusion

5.1 In 2010, the Police Staff Council deals with a much larger and more diverse workload than was envisaged when the machinery was set up in 1996. The changes to the Council's workload have been driven by the growth in the police staff workforce, and the modernisation of the police service under the current government. The complexity and importance of the Council's work was recognised by the Home Office in its application to join the Council in 2004. The constituents of the Council agreed to the Home Office becoming a member,

subject to a review of the Council's resources. This review is now long overdue, and it is hoped that the business case set out above justifies the bid for dedicated funding. This will enable the Council to continue to provide quality employee- and industrial-relations outcomes for its constituents and the police service as a whole.

PSC Joint Secretaries

February 2010