

Unite submission to the 'Independent Review of Police Officers' and Staff Remuneration and Conditions': Part 2

This evidence is submitted by Unite the Union - the country's largest trade union. The union's members work in a range of industries including manufacturing, financial services, print, media, construction and not-for-profit sectors, local government, education and health services.

Unite represents members across the country working as police staff and are part of the Police Staff Council. As such, Unite is a signatory to the Joint Trade Union submission to the Winsor 'Review of Police Officers' and Staff Remuneration and Conditions' Part 2 as well as submitting this document to the Review.

Executive Summary

- Many police staff roles are what may be traditionally thought of as 'frontline' roles. And without the many and varied works of police staff the police force as a whole would not be able to perform its function. Unite believe their importance should be recognised in the recommendations of the Winsor Review, not just stated.
- Unite believe this is an opportunity to modernise pay across the police force and reward. In addition, where similar situations, working environments and expectations exist across police officers and police staff there should be parity in the benefits, allowances and rewards given.
- Unite believe the role of the Police Staff Council should be supported and strengthened and it is the right place for the Winsor recommendations as a whole to be discussed, and the pay of police staff to be negotiated. There are many benefits to national, collective bargaining and it works for both staff and the police force.
- The national collective negotiations and structures can deliver equal pay for work of equal value and fair pay for employees; this needs to be seen as a priority by all stakeholders. Unite is opposed to performance related pay.

Introduction

- 1.1. Unite support the Joint Trade Union submission that the second Part of the Winsor Report remains an opportunity to take forward the modernisation of pay in the police force, ensure fair and equal pay for work of equal value and to bring an end to the detrimental attitudes on the status of police staff compared to police officers.

- 1.2. Unite feel it appropriate to raise concerns about the Review so far, which it is hoped will be addressed. Previously, Unite have outlined concerns regarding the focus, timescale and wider policy context of the Winsor Review. Unite felt that the Review was overwhelmingly focused on the work patterns, conditions, pay and allowances of Police Officers. Secondly, Unite did not support the compressed timetable that was originally proposed for the Winsor Review, especially given that the Review is so broad in scope. While there are positive elements to the (now) longer timeline, the gap between the two Parts will, as the Joint Trade Unions have stated, *"frustrate those parties on the Police Staff Council who saw Part 1 and Part 2 of the Winsor Review as an indivisible whole"*¹. Thirdly, the wider political context of a Government determined to make unprecedented cuts in public spending led to concerns that the Review will be used simply to reduce costs rather than consider what is needed. There is a false but persistent narrative that cuts can be made to the 'backroom' functions without any impact upon 'frontline' performance and efficiency in public services.

- 1.3. As pointed out by the Police Staff Council Trade Union Side Statement the Part 1 Report, *"not only fail[ed] to offer [operational police staff] any new allowances, but focuses all his negative proposals on these vital public facing staff"*². As further argued by the Trade Union statement, Winsor fails when considered against his own and the Home Secretary's benchmarks³.; In summary *"The patent unfairness of Winsor Part 1 cannot be refuted and is causing huge resentment among our members"*⁴. It cannot be defended that police officers and police staff operating in similar environments are not provided with similar benefits. Where similar situations, working environments and expectations exist across police officers and police staff there should be parity in the benefits, allowances and rewards given. Unite hope that this is recognised in the recommendations of the Part 2 of the Report.

- 1.4. Since the publication of the Winsor Review Part 1 its contents have been referred to the Police Staff Council for discussion. Unite firmly believe this is the right place for such a discussion. Unite believe that Part 1 and Part 2 must be taken together and discussed through the established negotiating mechanisms – the Police Staff Council.

¹ PSC Trade Union Side Statement on Winsor Report Part 1, page 4

² The recommendations of the Winsor Report Part 1 relevant to police staff were; Abolition of Weekend Working Allowance and the reduction in public holiday working rate to double time; Reduction in Sunday overtime working to time and a half; Double time for working Christmas day and the option to choose a further 7 days as nominated public holidays in the year; A two year increment freeze; A new team recognition award; The reduction in standby allowance to £15.

³ Maximising deployment to the frontline, Reflecting onerous demands, Paying people for what they do, Providing remuneration and conditions of service that are fair and reasonable for both public taxpayer, police officers and staff and a Single police force

⁴ PSC Trade Union Side Statement on Winsor Report Part 1, page 5

Recognition of police staff roles

- 2.1. Many police staff roles are what may be traditionally thought of as 'frontline' roles. Indeed, without the many and varied works of police staff the police force as a whole would not be able to perform its function. Yet between September 2010 and March 2011 there was a fall of 4,217 police staff full time equivalents across the 43 forces in England and Wales (there has been a fall of 5,586 police staff over the 12 month period between March 2010 and March 2011)⁵. The Winsor Review is taking place amidst record levels of cuts in the police service and an extremely difficult time for police staff. The HMIC report *'Adapting to Austerity'* found that between March 2010 and March 2011 police forces are predicted to cut their police staff numbers by 16,100. At the same time the public spending cuts, especially those to the police force, being implemented by the Government remain at the top of the political agenda and are now being seen through the prism of events that took place in the week of 8th August 2011. During that week, a Unite member working in a police staff role reported that *"Police staff colleagues in West Midlands, London, Nottingham have all been working 12 hour shifts alongside officers. They have also given up rest days and annual leave to assist. It should be noted that these are the very staff that are being made redundant and that the [Government] claim are "back room staff". If these staff had not given up their time to assist, Police officers would be having to work inside doing these "back room jobs"*. Unite strongly concur with the view of the other trade union's that the Review and subsequent report and recommendations can provide an opportunity to modernise pay in the police force.

Police Staff Council

- 3.1. Currently, the Police Staff Council negotiates and sets the national pay spine and uplifts in pay and allowances. As highlighted in Unite's previous evidence and the Joint Trade Union evidence, national bargaining delivers for both the police force and staff by involving all stakeholders in negotiations. Through conducting national negotiations costs and resources are saved that would be otherwise wasted in 43 separate negotiations across England and Wales.
- 3.2. While national bargaining and national pay spines are often portrayed as rigid and inflexible mechanisms for determining pay this is often a caricature. In local government for example individual councils have conducted job evaluations which are then mapped onto the national pay spine. Parts of the national agreement are also open to local negotiation and variation.
- 3.3. In the NHS, the equality proofed Agenda for Change agreement involves national job profiles setting out career structure and development, mapped onto the national pay spine. The agreement provides local flexibility through the use of local market premia. The *Agenda for Change* agreement was also underpinned by funding from Government in acknowledgment that a modernised, efficient public service needed a pay structure that was fit for purpose and equality proofed, delivering equal pay for work of equal value as well as properly rewarding staff.

⁵ [Home Office, 'Police Service Strength, England and Wales, 31st March 2011'](#)

- 3.4. In short, national bargaining and pay structures can deliver equal pay for work of equal value and strike an appropriate balance nationally and locally through the participation of all stakeholders. Unite made a detailed submission to the *Hutton Review of Public Sector Pay*⁶ outlining our argument and the evidence that national, collective pay schemes are the best way of delivering fair pay for employees. It is the strong view of Unite that this national pay spine and negotiation should continue to operate, be supported and strengthened.
- 3.5. Individual police forces should refrain from seeking to make local changes to the remuneration, terms and conditions to police staff while the totality of the Winsor Review is being considered by the Police Staff Council. There must also be an understanding that the constituent trade unions on the Trade Union Side will need to consult via their democratic structures during the negotiations.
- 3.6. As mentioned above, the current national negotiating mechanism has a great deal of flexibility built in, with local basic pay grades comprised of a scale point, or set of scale points, from this national pay spine. However, Unite members have raised that in some cases the fluctuation of pay levels for similar jobs in different police forces would appear to be greater than perhaps can be solely explained by regional variations in living costs. Unite believe that such issues should be properly explored through evidence based discussion and negotiation in the Police Staff Council.
- 3.7. It is worth the Review noting that for specific historic reasons those police staff working in the Metropolitan Police and for the City of London have fallen outside of the PSC framework. It is the understanding of Unite that those mechanisms work satisfactorily for those groups of staff.

Basic pay, increments and allowances

- 4.1. As outlined above, Unite believe that the role of the Police Staff Council should be supported and strengthened with the continuance and development of national collective bargaining in determining basic pay (through the pay spine), allowances and uplifts. The Joint Trade Union submission to Winsor Part 2 extensively deals with the question of variation in basic pay for similar (if not the same) roles across the country. The Joint Trade Union submission also addresses the concern that, despite the existence of a 13 factor Job Evaluation scheme developed by the PSC some forces have not used this scheme in determining the basic pay of employees. Indeed some forces have not conducted any Job Evaluation process.
- 4.2. As a general trade union Unite has a wide experience from across our membership of how performance related pay works. As Unite explained in the submission to the *Hutton Review of Fair Pay in the Public Sector*, members have reported that when it comes to performance related

⁶ [Unite Response to the Hutton Review of Fair Pay in the Public Sector](#)

pay targets are often unrealistic, imprecise or over generalised. Staff feel de-motivated as the few gain at the expense of the many, with teamwork undermined as the emphasis is placed on individual performance. Unite are therefore opposed to the introduction of performance related pay to police staff.

- 4.3. The focus of the second Part of the Winsor Review on types of pay structure and mechanisms for determining pay in the longer term comes after the 'more immediate' recommendations of the first Part on freezing increments for 2 years and reductions in the allowances police staff receive. Incremental progression is a recognition of the skills that staff have acquired in the previous year. As the Joint Trade Union's raised in their statement in response to Winsor Part 1, the Equality Impact Assessment (EIA) that accompanies the Winsor Report Part 1 states explicitly that "*...it is likely that the progression freeze will disproportionately impact on female...staff members*" yet this is still recommended in the main Winsor Report. There must be a full EIA that not only looks at the impact of individual recommendations, but also looks at the impact of the balance of the recommendations taken together from Part 1 and Part 2. As a public body the police force has a strengthened public sector duty to advance equality between groups. The conclusions of the EIA must then be taken into consideration in the forming of recommendations. If a measure is discriminatory then it should not be implemented - or recommended to be implemented – regardless of whether the measure will lower costs for the taxpayer.
- 4.4. In addition, where similar situations, working environments and expectations exist across police officers and police staff there should be parity in the benefits, allowances and rewards given. As put forward in the Joint Trade Union submission, Unite are open to discussion about how benefits and allowances can be harmonised between staff and officers.
- 4.5. Stakeholders are asked specifically to comment upon the suggestion from ACPO that there should be "*consideration for the removal of the right to strike for certain police role*". Unite's response is simple and clear to this suggestion; the right to strike is a human right and should not be revoked for any police staff roles. This country is already in breach of several ILO conventions – we should be moving towards complying with international agreements, not restricting the right to strike further.

Conclusion

- 5.1. Unite believes that there is an opportunity for the Winsor Review to make recommendations around the modernisation of pay across the police force that can be used as the basis for discussion and negotiation in the Police Staff Council. It is not sufficient to simply state that the importance of police staff is recognised – this has to be realised in the recommendations made by the Review.

- 5.2. All stakeholders need to recognise the importance and value of taking part in meaningful negotiations to take forward pay in the police force that is fair to all and rewards work of equal value with equal pay.

This submission was made on behalf of Unite the Union by;

Peter Allenson

National Officer for Local Authorities

peter.allenson@unitetheunion.org

For further information, please contact;

Siân Errington

Research Officer

sian.errington@unitetheunion.org

020 7611 2601

Unite the Union,
128 Theobalds Road,
London,
WC1X 8TN

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