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Employers' Secretary, Charles Nolda

**POLICE STAFF COUNCIL  
Employers' Side**

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**To: Clerks to Police Authorities (copy enclosed for Treasurer)  
(England and Wales excluding Metropolitan Police)**

**Chief Constables (copy enclosed for Force Personnel Manager)  
(England and Wales excluding Metropolitan Police)**

**Metropolitan Police and Forces in Scotland (for information only)**

**c.c. PSC Employer Side Members**

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22 December 2004

**CIRCULAR EMP/5/04**

**Police Staff Council Seminars - feedback**

Dear Sir/Madam

As part of the Employer Side consultation on exercise on police staff pay and rewards four regional seminars on "valuing of police staff" were held last month by the Employer Side of the Police Staff Council (PSC). The seminars involved all the Employer stakeholders, the Association of Police Authorities, Association of Chief Police Officers and the Home Office. There was also significant input from Her Majesty's Inspectorate of Constabulary, Thames Valley Police and West Midlands Police.

On behalf of the Employer Side of the Police Staff Council I would like to thank all those forces, and authorities and employers of police staff who sent representatives to the seminars. Feedback on this work from forces and authorities has been very positive.

For information please find attached the following:

Annex 1 – a summary of the discussions that took place at the seminars focusing in on some of the key areas that will be discussed in the pay and rewards working party.

Annex 2 – a list of attendees at each seminar.

Annex 3 – list of speakers and facilitators at each seminar.

The Employer Side are in the process of developing a process paper which will inform both the future work of the Employer Side of the Council and the Employer Side members deliberations in advance of the negotiations on the pay and reward working party which will commence during January 2005.

**Written Consultation Exercise**

I would also like to thank all those forces and authorities who have provided the Secretariat with their written responses/comments on the Staff Side's "closing the gap" submission to the pay and rewards working group. The Employer Side will take these on board when they next meet in early January.

I must re-emphasise that it is imperative that those forces/authorities who have not yet sent their written comments do so as soon as possible so that the views from all forces and authorities can be fully taken into account in advance of the national negotiations getting underway.

If you have any enquiries on this circular please do not hesitate to contact me on 020 7296 6722 or my colleague Emine Ali on 020 7296 6746.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Graham Baird', written in a cursive style.

**Graham Baird**  
**Assistant Employer Side Secretary**

## Issues from the four Employer Side regional seminars

### Background

The four Employer Side regional seminars were held during November 2004 in London 11<sup>th</sup>, Bristol 19<sup>th</sup>, Birmingham 26<sup>th</sup>, and Manchester 29<sup>th</sup>. All forces/authorities in England and Wales (although two were unable to send a representative on the day due to late unavoidable commitments) were represented. In total 110 delegates attended the four seminars. This paper briefly touches on the main issues, views and comments made by the delegates and speakers.

### General

Overall forces were supportive of the current national pay and bargaining arrangements and supported the freedoms available to them through the flexible national pay spine. There was no real appetite for greater central control on pay and while forces were supportive of the use of JE schemes there was no support for a single national JE scheme (as in NHS).

There was some support for further central guidance on good practice in terms of other conditions issues, such as flexible working. Some felt that there is a key role for the PSC in providing a framework for forces to work within.

Welcomed the wider remit of the council and generally supported the PSC advisory role and recommendation that PSC should become part of the PAB structure. Clarification is required as to how PSC involvement with PAB will work in practice e.g. enhance PAB to cover PSC or for issues discussed at PAB to also be discussed within PSC Joint meetings. It was agreed that discussions to take this forward should take place between all the key stakeholders at the earliest opportunity.

Delegates felt the PSC working group could make some quick gains by analysing force data on retention and exit interviews for staff, and also by accessing staff surveys where they exist - this would substantiate or refute Unison claims of high turnover and low morale.

Employers keen to stress that any negotiation of particular terms and conditions and any comparisons made by the Staff Side to those of officers are partial and should be done holistically - i.e. take into account the full package for officers which includes no strike agreement, increased risk, cancellation of leave etc.

Concern that forces who are ahead of the game in developing and negotiating local improvements could suffer more than others if Employers moved towards the Staff Side's "cherry picking" proposals on the so called terms and conditions "lottery".

Concern that wide scale changes would need funding and at present this does not appear to be available.

Some delegates did argue for national pay spines for certain very specialist roles but did not elaborate. Delegates expressed interest on different pay rates across the country and in particular regarding the Home information on the different pay rates of CSOs across the country. It was felt it may be useful to explore these as part of the pay and rewards working party.

## **Handbook**

Some delegates had different interpretations on the handbook as to whether it was voluntary or prescribed, and whether it sets minimum standards or states what the norm should be.

Some view the PSC as guidance that should be seen as "good practice" which forces should be encouraged to adopt.

View generally held that central guidance needs to be enabling - not prescriptive

## **Conditions**

Agreement that PSC handbook could be expanded and developed to include more guidance, best practice and information on key areas of conditions such as career breaks, family friendly policies, and rostering.

Scope for PSC and police service to think innovatively about new ways of working, such as honorariums for staff e.g. administrative etc and those who are PCSOs, shadowing other areas.

Tension between the extent to which the staff side see this as binding, as opposed to the employer side where there is a spectrum of views ranging from seeing it as minimum standards to best practice.

## **Low Pay**

On the whole there was no support on the assertion from the Staff Side that low pay was a problem for police staff. No desire to remove bottom points of pay scale and forces authorities recognised that the bottom of the national pay spine was well above national minimum wage and key public sector comparators such as local government and NHS agenda for change arrangements.

## **Equal pay**

Strong objections to introduction of new nationally agreed JE scheme, but perhaps some scope to introduce a voluntary tool which forces can adopt incrementally and adapt for own needs (Hay mentioned here). This would be implemented on a very long-term basis. Forces at different stages on Equal Pay audits.

## **Retention**

Only seen as an issue for a minority of highly specialised staff roles. Gaps in management data as length of service for police staff not collected as part of the Home Office Annual Data Requirement or the Employer Side pay and numbers survey. Some forces indicated that this data is collected locally.

Confirmed that the Employer Side should challenge the Staff Side claim that low morale is prevalent and impacting on retention. Some forces/authorities felt that a certain rate of movement (e.g. 5-10%) is actually healthy as it can bring in employees with new enthusiasm and talent e.t.c. Overall feeling that Staff seen as less flexible than officers in terms of their willingness to move posts, or make geographical moves

### **Annual leave**

There was no need or justification to increase national annual leave arrangements for staff above that of police officers as this could cause escalation of officer rates. Police officer bank holiday arrangements for when the bank holiday falls at a weekend were felt to be too generous and out of line with the rest of the public sector.

### **Regional Allowances/Pay**

There was no support for the introduction of regional allowances e.g. South East allowance. The flexible pay spine allows forces to take account of market forces. It was felt that regional allowances are often crude, and can impact on all jobs and not just those that are not subject to market forces.

### **Performance Pay**

Performance is part of the pay and rewards terms of reference, and was previously very much part of the Employer Side agenda, and at the recent seminars delegates heard a presentation from Thames Valley (TVP) and West Midlands regarding innovative approaches local pay systems and expressed particular interest in guidance on a performance pay model. It was felt that national guidance and examples that could be accessed electronically, on a website, would prove useful.

In terms of linking pay and performance also an area for development, although very reliant on making major improvements to the implementation of PDRs

### **Training and professional development and career pathways**

There was support for work around improving opportunities for development, training and career pathways. Generally felt that while initial training for police staff roles generally comprehensive, some felt there was not always enough follow up on development. Major gap seen in skills of middle managers that are required to adequately support staff

Some support for widening higher potential development scheme to include staff, and to create multiple entry points for officers. Regional higher potential development scheme floated as an idea as a joint venture with other forces and the wider Criminal Justice Sector.

Some believe that particularly for specialist areas, opportunities do not always exist for those staff wishing to move rapidly. Service as a whole could and should look wider than individual forces, e.g. at a regional level, and wider than just the police service in order to tap into other related markets, such as other forces, other central government, or private sector. The police service should develop more scope for joint training and support for foundation training for police staff.