

Winsor Part 2

As you are aware Part 2 of the Winsor report has been published and is over 1000 pages long and contains a total of 121 recommendations. The recommendations will have a far reaching impact on every Police Officers terms and conditions.

Whilst I would urge everybody to read the report in full I understand in a busy world this is not always possible. For those who do wish to see the full report can look at it on the following link <http://review.police.uk/publications/part-2-report/> Below is also a summary of the key recommendations and the chapters in which they are explained in more detail. Hopefully this will assist in selective reading of those recommendations in which you are most interested

Where appropriate I have included my own analysis of what I think you may want to consider. I also attach his recommended timescales for their implementation.

Key Recommendations

Chapter 2 - Recommendations 1 and 2 –

The terms and conditions of police officers and staff should remain separate for the foreseeable future but this should be reviewed periodically by a Police Review Body to attain a greater degree of harmonisation.

Chapter 3 - Recommendations 3 to 26 –

These deal with appointment to the Police Service. They recommend that officers joining the service should either have a suitable police related qualification or relevant service as a PCSO or Special Constable.

He also recommends a Direct Entry Scheme at Inspector Level should be introduced. There should be at least 80 candidates per year nationally and it is a three year course for external candidates and two year course for internal candidates.

There should be a national scheme for recruitment directly to the rank of superintendent subject to Chief Officer's seeking to participate in such a scheme.

Police Regulations should be amended to allow the appointment of chief officers from overseas candidates who have equivalent experience in a common law jurisdiction which practices policing by consent.

Chapter 4 – Recommendations 27 to 32 –

This deals with promotion of officers. The key recommendations are designed to limit the number of police officers entering the promotion process so the number corresponds to the operational requirements of a force and the

number of vacancies available. The process for being eligible for promotion would be endorsement from senior managers through the PDR process. Once assessed as suitable for promotion officers will be provided training and rigorously tested in the necessary leadership, people management and financial skills as appropriate to the rank.

Chapter 5 – Recommendations 33 to 45 –

These recommendations are far reaching for all police officers and staff required to undertake personal safety training. They require the introduction of a fitness test currently equivalent to the test for probationers but over time becoming more demanding. If officers fail the test three times they should be subject to appropriate disciplinary procedures.

Officers who are injured or on restricted duties and are not capable of work which requires the powers of the office of constable after twelve months should have their pay reduced by lower of 8% or £2,922 per annum. After a further twelve months if they remain disabled those who are permanently disabled should be ill health retired. Those not permanently disabled should be dismissed on the grounds on incapability or offered the opportunity to resign and take up a police staff post if one is available.

There are also recommendations that the normal pension age should be 60 and that the size of the pension should be based on both the officers' length of serviced and their capability for future regular employment.

Comment

Given recommendations that police officers should work until 60 it does raise the prospect of very few officers being able to complete a full police career. No consideration or allowances are given for officers injured during the course of their duty or whether their role requires officers to have that level of fitness. This will change policing for the majority of officers to a short term career rather than the current job for life. This will undoubtedly impact on recruitment and retention and potentially also on the officers mindset in terms of the risks we undertake during the course of our duty.

Chapter 6 – Recommendations 46 to 52

This proposes the introduction of a compulsory severance for officers with less than full pensionable service – in other words the ability to make police officers redundant. Whilst it does not provide any industrial rights for officers it recommends access to employment tribunals if officers believe their severance is unfair.

Comment

This is a key proposal which takes us some way to employment status without the provision of the rights of other employees to withdraw labour/ work to rule etc.

Chapter 7 – Recommendations 53 to 78

The next three chapters contain the key recommendations affecting the pay and conditions of those currently serving. The bullet point changes in Chapter Seven are as follows:

1. The current maximum pay for a constable should be £36,519
2. Starting salary should be lowered to £19,000 but the incremental scales reduced so an officer can reach the top of their pay scale at six years service.
3. This will be achieved by removing pay points 6, 7 and 9 by April 2014, 2015 and 2016 respectively.
4. The first pay point on the Sergeants scale should be removed to ensure that sergeants are always paid more than constables. A police pay review body should look at extended the gap between the [pay of constables and sergeants.
5. 8% of the basic pay for a constable should be identified as relevant to the X factor and only paid to those on the front line. This will set the benchmark in cash terms for other ranks. This should be reviewed every five years.
6. Chief Constables should be given the discretion to pay regional allowances where there exist retention and recruitment issues based on cost of living. This is an area to be considered in greater detail by a pay review body in the medium to longer term

Chapter 8 – Recommendations 79 to 92

The first recommendation is for the development of a new PDR system which will in effect underpin everything. This should be in place at the beginning of 2014/15 and training should be given to all line managers in its use. The PDR will include continuous professional development, attendance, whether the officer has passed the fitness test and how effective a contribution the officer has made.

The effectiveness of an officer's contribution will be determined by line managers through a "Forced distribution" system. This should identify the least effective 10% of performers who will be considered on an individual basis for unsatisfactory performance procedures.

Pay progression on the incremental scale will be subject to a satisfactory performance or contribution at an officer's annual appraisal.

Competency Related Threshold Payment should be abolished by April 2013.

Chapter 9 – Recommendations 93 to 114

1. The Expertise and Professional Accredited Allowance (EPAA) should be introduced from April 2013 as CRTP is abolished. It should be paid at the rate of £600 per annum.

2. A foundation skills test should be introduced at the fourth point of the Constables pay scale by 2016 at the latest. Only those who pass the test will move up the pay scale. Officers will be re tested every 5 years. Repeated failure will lead to UPP.
3. A Specialist Skills test should be introduced to access the final pay point. It is to be a rigorous test of the specialist skills required for each role and rank. It will be retaken every three years Failure to pass the test will cause officers to revert to the previous pay point. The difference between the two pay points will be £5,487.
4. The Specialist Skills Threshold should only apply to those officers who require the warranted powers or expertise of a police officer.
5. When the specialist skills threshold is introduced EPAA should be abolished
6. When EPAA is abolished a Public Order Allowance of £600 should be introduced for level 1 and 2 public order trained staff who have been deployed to at least 6 public order operations during a 12 month period.
7. In 2017 the Pay Review Body should consider the buy-out of Sergeants overtime.
8. On public holidays double time will be paid for Christmas Day and seven other days chosen by the individual before 31st January. Managers have the right to refuse requests if a date proves to popular and force resilience is brought into question.
9. A national on call allowance of £15 per daily period should be paid after an officer has undertaken 12 on-call sessions in the year beginning 1 April.

Comment

Chapters 7, 8 and 9 represent a fundamental shift in police pay. Police Officers who are unfit or unable to perform the warranted powers of a police constable will see their pay reduced significantly. This is likely to affect most people when police careers are expected to continue until an officer is 60 years of age.

The changes to pay will see all officers lose out as a result of the abolition of pensionable CRTP and a lower starting salary for new recruits which is not fully compensated by the reduction in incremental pay scales.

The PDR will be fundamental to officers pay and a considerable risk for the service is that as a result of the 20% budget cuts forces are cutting back on HR functions and training. I would anticipate a significant increase in the number of complaints, grievances and employment tribunal claims arising from these recommendations which will be exacerbated by the availability of HR advice to line managers and supervisors responsible for making these decisions.

The consequence of all these recommendations is that policing will no longer be a job for life – particularly for front line roles. There will clearly be outcomes in terms of recruitment and retention and training costs for forces will increase

as a result. The impacts of these are as yet unclear and the consequences are not considered by Winsor and his team.

Chapter 10 – Recommendations 115 to 121

This chapter deals with how pay is negotiated. It recommends that the Police Negotiating Board be abolished and replaced by a Police Review Body. Basically this ends negotiating rights for police officers and pay is set after considering evidence from both sides.

Comment

This system is used for other professional bodies in the public sector although the key difference for them is that they have industrial rights and if they are unhappy with the settlement they can exercise those rights.

An example of how easy it is to abuse such a system for a group of workers with no industrial rights is highlighted in Winsor's 1st Report and his recommendations on incremental pay.

As you are aware his recommendation approved by the PAT was for incremental pay to be frozen for two years for all police officers.

He also recommended incremental pay freezes for police staff but "as they have contractual rights" for incremental pay these would have to be with the agreement of the trade unions. Clearly that was not forthcoming and incremental pay is not frozen for those workers with contractual and industrial rights.

The consequence of this will undoubtedly be a return to low pay and the recruitment and retention crisis of the 1970's and a feeling of dissatisfaction and poor morale amongst the work force.

Whilst a former rail regulator, retired Chief Constable and the rest of his team has considered the history of the police service it would appear to us that they have learnt none of the lessons.

It must be stressed that these are recommendations at the moment and we will have to wait and see what the Home Secretary will make of them and how many and which will be implemented. The process then will be the same as Winsor Part One in that it will go to the PNB and if agreement can't be made, then no doubt onto Arbitration.

As you may be aware the Police Federation has asked the Home Secretary to reject all the proposals.

We will endeavour to keep you informed on Winsor Part Two, and will update the web site with the developments as they unfold.