



**ORIGINATOR:**  
Peter Skelton, Chief Finance Officer

**DECISION NUMBER: D30-2017**

**SUBMITTED TO: Martin Surl, Police & Crime Commissioner for Gloucestershire**

**SUBJECT: Conversion of Police Officer posts to Police Staff posts**

**EXECUTIVE SUMMARY:**

- The Constabulary would like the flexibility to convert police officer posts to staff posts. The current operational reviews have identified opportunities to do this. This would give operational flexibility and could result in savings in salary costs (see section on financial implications).
- The Constabulary recognises that officer numbers is a contentious issue and is an important issue for the public. The conversion to staff posts would not affect the overall numbers on the frontline, nor the resources available to deliver the commitments from the Police and Crime Plan. The Constabulary is working towards a balanced and optimised workforce that is right for the communities of Gloucestershire.
- In 2016/17 17 officer posts were converted to staff posts and in 2017/18 another two converted posts have been approved in digital forensics and camera enforcement.
- The current budgeted officer establishment is 1,052 fte:

Budget Paper	1,060fte
Workforce modernisation	-2fte
Other reductions	- 6fte
Establishment	1,052fte

- Recommendations have been made for the PCC to consider – below.
- One of the recommendations is that the Constabulary can convert officer posts to staff posts, without further discussion with the PCC, until the officer establishment is 1,000 fte. ACC Operations has reviewed the operational resilience and is comfortable that the Constabulary can meet its key Strategic Policing Requirement obligations within the parameter of 1,000 police officers.
- If the recommendations are agreed then the Constabulary will plan to convert officer posts in the Control Rooms to staff posts – 6 Sergeants to 5 staff supervisors. This has been approved at Monthly Executive Board subject to the discussions at Governance Board.
- It should also be noted that future conversions of officer posts to staff posts will have to be built into the recruitment plans.

**RECOMMENDATION:**

That the PCC and the Constabulary agree the parameters for the conversion of police officer posts to police staff posts. It is proposed that:

1. If an officer post is converted to a staff post then the police officer establishment will be reduced.
2. The conversion of officer posts to staff posts can be approved by the Monthly Executive Board, and will be reported to Finance Panel for information.
3. That any converted posts that could be considered novel, contentious or repercussive will require approval from the PCC's Governance Board.
4. That a cap is set for the number of posts that can be converted before further discussion with the PCC, and that this is when the budgeted officer establishment is at 1,000 fte.

**OUTCOME/APPROVAL BY:**

Signature:



Date: 22 August 2017

<p><b>Public Access to Information</b></p> <p><i>Information in this form and associated reports is subject to the Freedom of Information Act 2000 and the Elected Local Policing Bodies (Specified Information) Order 2011. Where it has been indicated that this is a decision of significant public interest, all of this form except Part Two will be made available on the website of the OPCC.</i></p> <p><i>Any information that should not be automatically available on request should not be included in Part One but instead on a separate Part Two form.</i></p>	
<p><b>Is this a decision of significant public interest?</b></p> <p><i>This includes a decision with any impact on the community, expenditure in excess of £50,000, or any decision that would be of obvious interest to the media or the general public</i></p>	<p><b>Yes. Officer numbers is an important issue for the public. It will have to be noted that this is a change in workforce mix, and that frontline resources will not be reduced.</b></p>
<p><b>Is there a Part Two form?</b>  <i>This section should only include information that, if published:</i></p> <ul style="list-style-type: none"> <li><i>a) would, in the view of the chief officer of the police, be against the interests of national security;</i></li> <li><i>b) might, in the view of the chief officer of police, jeopardise the safety of any person;</i></li> <li><i>c) might, in the view of the chief officer of police, prejudice the prevention or detection of crime, the apprehension or prosecution of offenders, or the administration of justice; or</i></li> <li><i>d) is prohibited by any enactment.</i></li> <li><i>e) breaches commercial sensitivity</i></li> </ul>	<p><b>No</b></p>

<p><b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b></p>	<p><b>Comments including who has approved the report if applicable</b></p>
<p>Has legal advice been sought on this submission if required?</p>	<p>No</p>
<p>Has the Chief Finance Officer been consulted, if required?</p>	<p>Yes</p>
<p>Have equality, diversity and human rights</p>	<p>Yes</p>

implications been considered, as appropriate?	
Is the recommendation consistent with the objectives of the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	A paper was discussed and approved at Monthly Executive Board.
Has communications advice been sought on areas of likely media, community, staff or partner interest and how they might be managed?	No. A communication plan will be required if the paper is approved.
Have all relevant implications and risks been considered?	Yes

## **PART ONE – For publication**

### **1. Purpose of the report**

To agree a position for the PCC and the Constabulary on the parameters for the conversion of police officer posts to police staff posts, taking into account the implications for the commitments within the Police and Crime Plan and the Medium Term Financial Plan.

### **2. Background**

As per attached report

### **3. Recommendation(s)**

That the PCC and the Constabulary agree the parameters for the conversion of police officer posts to police staff posts. It is proposed that:

- If an officer post is converted to a staff post then the police officer establishment will be reduced.
- The conversion of officer posts to staff posts can be approved by the Monthly Executive Board, and will be reported to Finance Panel for information.
- That any converted posts that could be considered novel, contentious or repercussive will require approval from the PCC's Governance Board.
- That a cap is set for the number of posts that can be converted before further discussion with the PCC, and that this is when the budgeted officer establishment is at 1,000 fte.

### **4. Financial and resource implications**

The average cost of a Constable for 2017/18 is £49,600.

The cost for police staff at Scale 6 (with no additional licences) is £34,000.

Potentially there is a saving of £15,600, depending upon the scale of the staff post and any allowances that are paid.

The plans for converting posts will have to be built into the recruitment plans for each year. If a tranche of student officers is reduced, to allow for converted posts, this will delay realising the savings. The cost of a student officer is around £30,000 per year.

### **5. Risk assessment**

The paper is looking to agree general principles. A risk assessment will be required as part of the proposal to convert an officer post to a staff post.

### **6. Equality & Diversity impact assessment**

Not required

### **7. Environmental impact assessment**

Not required

**8. Consultation**

The attached paper was discussed at Monthly Executive Board on 8<sup>th</sup> August 2017 and the recommendations were approved at that Board.

**9. Discussed with Communications & Engagement**

No discussions have been had specifically with Communications and Engagement, although the attached paper was discussed at Monthly Executive Board. If the paper were approved then discussions will be required on the presentation of frontline resources in future. For example the workforce section in the Budget Paper may include the split between frontline and non-frontline officers and staff.

**10. Conclusion**

That the paper should be discussed at PCC's Governance Board.

**ORIGINATOR APPROVAL**

**Name:** Peter Skelton

**Job title:** Chief Finance Officer

**Signature:** Peter Skelton

**Date:** 14/08/17

**CHIEF EXECUTIVE APPROVAL**

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

**Signature:**



**Date:** 15/8/2017

<b>Meeting name: (i.e. MEB/WEB)</b>	<b>Monthly Executive Board</b>
<b>Date of meeting:</b>	<b>8<sup>th</sup> August 2017</b>
<b>Title of paper:</b>	<b>Conversion of Police Officer posts to Police Staff posts</b>
<b>Author:</b>	Peter Skelton, Chief Finance Officer
<b>Sponsor/ Board member:</b>	Peter Skelton, Chief Finance Officer

**Executive summary:**

During the review of the officer establishment during 2016 it was proposed that a number of officer posts could be converted to police staff roles.

If an officer post is converted to a staff post the funding for the new post will have to come from either:

- Reduction in the police officer establishment, or
- Increase the savings requirement in the Medium Term Financial Plan (MTFP).

Until all the savings required for the MTFP are identified this funding should come from the Police Officer budget. If a new police staff post is created to replace an existing post then the police officer establishment should be reduced.

As total officer numbers is an important consideration in terms of overall Constabulary resilience and is a potentially contentious issue, this paper outlines the issues to be considered in defining a Constabulary position with regard to funding posts. It also proposes that an overall position, once determined, is agreed with the PCC in the context of the current commitments within the Police and Crime Plan and the MTFP.

**Recommendation(s):**

The recommendations in the original report were:

That the Constabulary develops a position, to be agreed with the PCC, on the parameters for the conversion of police officer posts to police staff posts to guide future resourcing plans, and agrees a governance process to address early opportunities or urgent matters. It is proposed that the immediate position should be that:

- If an officer post is converted to a staff post then the police officer establishment will be reduced.
- The conversion of police officer posts to police staff posts can be approved by Monthly Executive Board and reported to Finance Panel for information.
- That any converted posts that could be considered novel, contentious or repercussive will require approval from the PCC Governance Board.
- That consideration is given to setting a cap for the number of posts that can be converted before further discussion with the PCC.

- **Purpose / key drivers of report**

To discuss the requests for the conversion of police officer posts to police staff posts and the implications for the commitments within the Police and Crime Plan and the MTFP.

- **Background information**

- The budget for 2016/17 included £0.600m revenue funding to allow for officer posts to be converted to staff posts. This helped to facilitate the reduction of the officer establishment to 1,060fte. 17 officer posts were converted to staff posts, including 10 posts in the Major Crime Team (Brunel):

	Contingency	Posts	£
	%		
<b>Agreed and Funded</b>			
Motorcycle Surveillance		1	32.4
SOCU Surveillance		1	32.4
Driver Trainer		1	32.4
Staff Officers		1	32.4
Dog Trainer	10%	1	35.6
MCIT Investigators	15%	8	298.1
MCIT Intelligence Researchers	10%	2	71.3
Covert Authority Bureau Constable	10%	1	35.6
Sensitive Intelligence Unit	10%	1	35.6
<b>Total</b>		<b>17</b>	<b>605.8</b>

- Another 10 officer posts were identified that could be converted if funding was available:
  - Control Room Dispatchers (x 7)
  - Staff Officer
  - FIB IDO
  - Misper Co-ordinator
- For this process decisions were guided by the following principles agreed through Strategic Leadership Board:
  - We should seek to convert officer posts to staff posts where warranted powers are not required.
  - We will seek to maximise operational resilience
  - We will have regard to the potential draw on regional capability and the opportunity for the area of business to be collaborated in the short to medium term.
  - Roles must be capable of being undertaken by more than a single candidate, with a reasonable expectation that external advertising will produce a field of potential candidates.
- The review of officer numbers to reduce the establishment to 1,060 fte identified other officer posts that could be converted to staff posts in training, professional standards, forensics, and crime standards and investigations.
- At present, if an officer post is converted to a staff post, funding will be required for the new staff post. This can come from two areas:
  - Reduce officer establishment and move funding to police staff budget.
  - Increase the savings requirement in the MTFP.
- The current MTFP assumes an officer establishment of 1,060fte for 2017/18. However the establishment has reduced to 1,052 fte, as the RHPG establishment

has reduced by six PCs and two workforce modernisations have been approved by the PCC – Digital Forensics Sergeant and Camera Enforcement PC.

- The Police and Crime Plan 2017-2021, in the section on Accessibility and Accountability (Page 13), states that the PCC will “provide sufficient funding to increase police officer numbers, subject to Government grants.”

The Plan does not refer to an increase to a specific number of officers as it was understood that we need to consider the workforce mix of officers, PCSOs and staff.

- The number of police officers available appears to be an important issue for the public. If officer posts are converted to staff posts there will need to be a clear communication on the reason for this and the effect on officer numbers. The communication will need to explain the importance of the workforce mix, rather than the number of officers.
- A number of enquiries have been received regarding Business Cases to convert officer posts to staff posts. If all these were implemented officer numbers would reduce significantly. We will need to determine whether the PCC and Constabulary would be happy with this and the communication plan if this happened. It is also recommended that consideration is given to setting a cap for the number of officer posts that can be converted before further discussion with the PCC.
- The presentation of officer numbers needs to be reviewed. A note was added in the Budget Paper for 2017/18 stating that the budgeted establishment does not include seconded officers, and that 10 officers are currently seconded to the ROCU (Zephyr). If the structure and governance for Tri-Force, Blackrock and MCIT were changed this could alter the number of officers actually on the Gloucestershire establishment.

• **Main content**

- As stated above the officer establishment is now 1,052 fte. The actual number of officers as at 18<sup>th</sup> July 2017 was 1,061 fte (nine above establishment) and current projections are showing 1,061 fte at 31<sup>st</sup> March 2018:

As at 1 <sup>st</sup> April 2017	1,074 fte
Estimated leavers in the year	-87 fte
Recruitments – as per plan	74 fte
As at 31 <sup>st</sup> March 2018	1,061 fte

- There may be officer posts within the budgeted establishment that do not require warranted powers, and the role could be carried out by police staff.
- If a new police staff post is created then funding will be required for the post and this should come from the Police Officer budget. If a new police staff post is created to replace an existing post then the police officer establishment should be reduced. However, the current recruitment plans for 2017/18 do not allow for any officer posts converted to staff posts. Any workforce modernisation approved will have to be built into the recruitment plans for 2018/19.
- A saving may be made depending upon the scale of the staff post and any shift and weekend allowances. The average cost of a Constable in 2016/17 is £49k. The cost of police staff at Scale 6 (without allowances) at top of scale is

£33k. However, the cost of a student officer is less than the average PC, so if the workforce modernisation replaces a student officer in the recruitment plans it would be a number of years before a saving is realised.

- The topic of officer numbers is a contentious issue that concerns both the public and the HMIC. Therefore any decisions that could affect officer numbers should be discussed with the PCC.
- The governance process for the approval for the conversion of officer posts to staff posts needs to be determined. This is an operational issue so the governance should be within the Constabulary. This could be approval by the Continuous Improvement Meeting and then Monthly Executive Board, and reported to Finance Panel for information.
- It is proposed therefore that:
  - The principle to reduce the officer establishment in order to convert posts to staff posts should be agreed with the PCC.
  - A cumulative cap could be set for the number of officer posts that can be converted. Once this is reached then no more posts can be converted until the numbers have been reviewed.
  - The conversion of posts that could be considered novel, contentious or repercussive will require approval from the PCC Governance Board.

- **Departmental contact**

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