



**Police
Superintendents'
Association**

29.07.2018

Project Cadmium

Working Time Regulation Project

Strategic Objective & Success
Measures

Commissioned by Chief Superintendent Dan Murphy

NATIONAL GENERAL SECRETARY – POLICE SUPERINTENDENTS ASSOCIATION

OVERARCHING STRATEGIC OBJECTIVE

To work in partnership with our employer and stakeholders to develop changes that support both Working Time Regulations compliance and the health and wellbeing of Superintendents.

SUCCESS MEASURES

TO ACHIEVE WORKING TIME COMPLIANCE FOR THE SUPERINTENDING RANKS

The Working Time Regulations 1998 are designed to prevent employers requiring their workforce to work excessively long hours, with implications for health and safety.

We will seek to work with employers and stakeholders and our members to ensure that this legal requirement is complied with.

TO IDENTIFY GOOD PRACTICE FOR RECORDING & MONITORING WORKING TIME

To achieve working time compliance there must be agile, easy and accurate methods of recording weekly working time. The recording system should be capable of monitoring time spent working, so as to detect whether a breach of the Working Time Regulations has occurred or is likely to do so. Ongoing active management and support to individuals regarding time spent working should be a standard supervisory responsibility.

We will seek to identify good practice in order to make recommendations to the Police Service nationally and work in conjunction with individual forces to implement any recommendations so that there is ongoing monitoring of working time.

TO ACHIEVE BETTER WORKLIFE BALANCE ASSISTING HEALTH & WELLBEING

We need to understand the depth and breadth of functional responsibilities of Superintending ranks as well as their continuing professional development requirements. An assessment of working time compliance against their various roles can then be undertaken to determine whether there are systematic issues that need to be addressed to reduce working time and improve health and wellbeing.

The analysis of Superintending rank roles alongside the working time data collection will assist in identifying roles that breach.

We will provide an analysis of the data collected in order to identify any roles where the Working Time Regulations are regularly breached. This information will be used as a basis for developing changes within the Police Service to improve health and wellbeing through achieving compliance with the Regulations.

TO ACHIEVE A CULTURAL CHANGE IN POLICE LEADERSHIP

Senior leadership culture across the Police Service is likely to benefit from a strong committed statement to change. Opportunities for change are emerging now that the National Police Chiefs' Council (NPCC) are actioning health and wellbeing.

We will work with the NPCC to develop a cultural change programme which includes strong emphasis on the fact that working long hours does not imply an individual is more successful, more resilient, more loyal, more committed or more likely to advance through promotion or other lateral means within their career than those who work effectively in less time.

TO AGREE A NATIONAL COLLECTIVE AGREEMENT ON WHAT IS WORKING TIME

There needs to be a clearly understood and formally agreed collective workplace agreement for what is working time for our members. It is recognised nationally that mobile technology may enable Superintending ranks to manage their operational and functional business risks, wider command responsibilities and administrative tasks in an agile manner outside of normal office hours. Time spent in this way needs to be categorised as working time.

Additionally, our members provide an on call command functionality for forces across a range of disciplines. By doing this, they are assisting their employer and they take this professional responsibility seriously and do so on a voluntary basis. It must be recognised that this on call commitment limits their ability to go about their ordinary personal and family lives.

We will seek to agree at national level a relevant agreement within the meaning of the Working Time Regulations which includes on call working and work outside office hours within the meaning of working time.

TO IDENTIFY PERSONAL TOOLS TO ASSIST WITH TIME MANAGEMENT & IDENTIFY MENTORS

The working time of some members will comply with the Working Time Regulations. These members may have developed personal strategies to cope with their commands or they may be making use of force level strategies to prevent breaches. This group of people may provide valuable information about good practice that may benefit others.

We will survey members whose working time complies with the Regulations in order to identify good practice and produce a good practice guide if appropriate. Some of these members may be willing to work as mentors for others who are working excessive hours.

EVIDENCE BASED DATA COLLECTION TO ASSIST WITH SUPERINTENDING RANKS RESOURCE REQUIREMENT FOR NEXT COMPREHENSIVE SPENDING REVIEW

Data collected during the project will contribute to the development of a Superintending rank resourcing requirement which may be used by Chief Constables and Police and Crime Commissioners when submitting bids for the next Comprehensive Spending Review.



We will provide anonymised data to forces and work with them to develop a framework for understanding the Superintending rank resource requirement.

NOT SUCCESSFUL

TEMPORARY INCREASE IN SUPERINTENDING RESOURCE LEVELS

The data collected during the project may prompt forces to determine that a change in their current establishment of Superintending ranks is justified and necessary. This may trigger the realignment of functional responsibilities so as to alleviate the demand on members which is fuelling long working hours. Short term temporary arrangements will not provide a long-term solution. Resource increases may be seen as an opportunity to take on new business and lead to the allocation of further functional responsibilities.

We will lobby against such temporary increases to argue for substantive changes that support the health and wellbeing of our members by ensuring their workloads facilitate compliance with the Working Time Regulations.