



# BEST VALUE REVIEW OF CIVILIANISATION

FINAL REPORT

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Best Value



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## Summary of Recommendations and Decision Points

### Review Scope

The review examined two areas in-depth. Three areas were subject to a light-touch review.

### In-depth Area 1: Definitions and Aims of Civilianisation

Developing a formalised definition for civilianisation

Recommendation 1		Benefits
Page 12	It is recommended that the following definition of civilianisation be adopted: “Civilianisation is the appointment of police staff that allows cost efficient and effective use of police staff and police officers, and enables both to concentrate on areas where they can make the greatest contribution to the long-term strategic aims of Bedfordshire Police”.	Non-financial <ul style="list-style-type: none"> <li>• Greater collective forcewide understanding of civilianisation</li> <li>• Development of a longer term view of civilianisation</li> <li>• Clearer linkages between civilianisation and the strategic aims of Bedfordshire Police</li> </ul>

Developing formalised aims for civilianisation

Recommendation 2		Benefits
Page 13	It is recommended that civilianisation be included as part of the “Managing Our Resources” Domain within the Force’s 3-Year Strategy and Annual Policing Plans.	Non-financial <ul style="list-style-type: none"> <li>• Clearer linkages between civilianisation and the strategic aims of Bedfordshire Police</li> <li>• Clearer understanding of civilianisation, both within and outside of Bedfordshire Police</li> </ul>

Shortlist of posts suitable for civilianisation

Recommendation 3		Benefits
Page 15	It is recommended that the police officer posts listed in Table 1 be agreed for civilianisation in 2005-2006.	Financial, cashable <ul style="list-style-type: none"> <li>• Civilianisation of the listed posts will lead to financial cashable benefits of £125,800</li> </ul>

The Review Board for the Civilianisation Best Value Review agreed the civilianisation of the posts identified in Table 1. Recommendation 3 is thus implemented. The posts will be civilianised as part of the 2005-2006 budgetary process. All of these posts are to be funded as growth, with the police officers released retained in the Force and transferred to frontline duties. Realisation of the cashable benefits will be assessed through the Force Efficiency Programme.

## Longlist of posts suitable for civilianisation

Recommendation 4		Benefits
Page 15	<p>It is recommended that all divisions produce a list of their posts indicating whether they should be filled by police officers, police staff or are hybrid posts.</p> <p>This should consider the feasibility of extracting non-police functions from police officer posts (as with, for example, the trial of Detective Assistants at C Division) to free up police officer time. All divisions should set up a process to regularly review this list to ensure it is up to date and in time for the annual budget cycle.</p>	<p>Non-financial</p> <ul style="list-style-type: none"> <li>• Greater visibility in the process for identifying posts suitable for civilianisation</li> <li>• More organised/systematic process for identifying posts suitable for civilianisation</li> <li>• Potential for financial savings from posts identified for future civilianisation</li> </ul>
Management Action 1		Benefits
Page 16	<p>It is recommended that hybrid posts requiring high levels of police knowledge but not requiring police powers be considered as career development opportunities for police staff.</p>	<p>Non-financial</p> <ul style="list-style-type: none"> <li>• Greater opportunities for police staff career development</li> </ul>

**In-depth Area 2: Administration and Organisation of Civilianisation**

## Consistency and co-ordination of civilianisation

Recommendation 5		Benefits
Page 19	<p>It is recommended that Divisional Leadership Teams use the Human Resources Management Group (HRMG) and other platforms to collectively discuss the civilianisation process and their civilianisation proposals in order to promote a consistent and co-operative approach to police officer and police staff resources.</p>	<p>Non-financial</p> <ul style="list-style-type: none"> <li>• Greater consistency in the identification of posts for civilianisation</li> <li>• Greater co-ordination between divisions</li> <li>• Civilianisation viewed within a wider HR context and strategically aligned</li> </ul>
Recommendation 6		Benefits
Page 20	<p>It is recommended that civilianisation be centrally administered as part of a wider HR Strategy, to be owned by the Director of Human Resources.</p> <p>The HR Strategy should ensure development and application of a framework/guidelines with centrally defined parameters for consistent civilianisation.</p>	<p>Non-financial</p> <ul style="list-style-type: none"> <li>• Greater consistency in the identification of posts for civilianisation</li> <li>• Greater co-ordination between divisions</li> <li>• Civilianisation viewed within a wider HR context and strategically aligned</li> </ul>

## Police officer release versus police officer replacement

Recommendation 7		Benefits
Page 22	<p>It is recommended that:</p> <ol style="list-style-type: none"> <li>The current policy of civilianisation by police officer release be retained;</li> <li>The policy be reassessed by the Police Authority at a future date following amendment, replacement or deletion of the Crime Fighting Fund.</li> </ol>	<p>Non-financial</p> <ul style="list-style-type: none"> <li>• Enhanced ability to take account of future funding arrangements</li> </ul>

## Alternative Activities to Civilianisation

Management Action 2		Benefits
Page 24	<p>It is recommended that the contribution that the collaborations and internal activities (listed in Section 4.5) make to the Force's Strategic Aims be considered as part of the development of the Force's 3-Year Strategy and Annual Local Policing Plan.</p> <p>Any changes should be fed to the Force Executive and Divisional Leadership Teams as appropriate.</p>	<p>Non-financial</p> <ul style="list-style-type: none"> <li>• Increased awareness of alternatives to civilianisation</li> <li>• Clearer linkages between civilianisation and the strategic aims of Bedfordshire Police</li> </ul>

**Light-touch Area 1: Workforce Diversity and Police Staff Career Development Issues**

## Civilianisation and the Disability Discrimination Act 1995

Recommendation 8		Benefits
Page 27	<p>It is recommended that the policy regarding redeployment of disabled police officers to police staff posts be adjusted so that the issue of redeployment to a police staff post be automatically discussed with the disabled officer.</p> <p>Redeployment discussions should take account of available vacancies, the skills and disability of the officer and any reasonable adjustments that can be made. Where redeployment is offered the officer concerned is under no obligation to accept.</p>	<p>Non-financial</p> <ul style="list-style-type: none"> <li>• Alignment with DDA requirements</li> <li>• Greater clarity in the process for redeployment of restricted duty police officers</li> <li>• Keep police officer knowledge in the organisation</li> </ul>

**Light-touch Area 2: Employment of Civilian Escort Officers**

No recommendations, management actions or decision points emerge from this area.

**Light-touch Area 3: Recommendations From the HMIC Thematic Inspection on Police Force Modernisation**

## Implementation of HMIC Recommendation 10

Decision Point 1	
Page 33	<p>The Police Authority should decide whether the revised process (Paragraphs 7.3.1 to 7.3.3) is sufficient, given the expected limited scale of future civilianisation. If it is concluded that a more extensive system is required to address the issue as raised in the HMIC recommendation, this should be based on the Thames Valley and Hertfordshire approaches and minimise the bureaucratic burden.</p>

The Civilianisation Review Board agreed that the revised process for tracking posts is sufficient given the current position. Decision Point 1 is thus implemented.

# 1 Introduction

## 1.1 Background to the Review

- 1.1.1 Civilianisation is widely understood as the employment of civilian police staff to fill posts and undertake tasks formerly performed by police officers.
- 1.1.2 Bedfordshire Police has been running a civilianisation programme since 2003-04. During this time police funding has increased from both local council tax and central government, linked to increasing police officer numbers. This has enabled civilianised posts to be filled by growth, with police officers retained and transferred to other duties. Anticipated restrictions to both local and central funding present a challenge to this practice of combining civilianisation with growth. This is the context in which this Review takes place.
- 1.1.3 Civilianisation supports Domain B, Use of Resources, in the Policing Performance Assessment Framework (PPAF). Bedfordshire Police Authority recognises the need for an appropriate mix of police officers, police staff and other personnel to ensure an efficient service. Resource Usage, and therefore Civilianisation, supports the 4 operationally focused PPAF domains.

## 1.2 Terms used in the Review

- 1.2.1 The terms '**Police Officer**' and '**Police Staff**' are widely understood. The Formal definitions used in this Review are taken from the HMIC Thematic Inspection<sup>1</sup>.
- 1.2.2 **Police Officers** are unique in their sworn, or attested status, which vests them with powers not held by the general public, such as powers of arrest, search and seizure. The 'Office of Constable' is a Crown status. As such officers do not have the legal status of employees. They have no right to strike or to overtly demonstrate political affiliation.
- 1.2.3 **Police Staff** are personnel employed by a police organisation who do not have the sworn status (or the specific police powers) of a police officer.
- 1.2.4 **Civilianisation:** The HMIC Thematic provides a 'traditional' view of civilianisation as the direct replacement of police officers by non-sworn staff to perform roles previously undertaken by officers. HMIC distinguish this from the recruitment of police staff to perform roles which are new to the service, or have never been undertaken by police officers<sup>2</sup>. This Review seeks to formalise the definition of civilianisation.
- 1.2.5 **Frontline policing:** Frontline policing is a key part of Public Service Agreement (PSA) 2. The Home Office gives a detailed determination of the definition and measurement of frontline policing<sup>3</sup>. In essence, measurement of frontline policing is based on the ratio of police officers considered to be performing frontline duties to the total police officers performing both frontline and non-frontline duties (police officer numbers being assessed in terms of Full Time Equivalent (FTE) posts).

<sup>1</sup>"Modernising the Police Service. A Thematic Inspection of Workforce Modernisation: The Role, Management and Deployment of Police Staff in the Police Service of England and Wales" (HMIC, 2004), p. 29.

<sup>2</sup> *Ibid*, p. 31.

<sup>3</sup> "Front Line Policing Measure: Guidance to Police Authorities on the Setting of Targets" (Home Office, 2004).

### **1.3 Aims of the Review**

1.3.1 The aims of the Review are as follows:

- To develop an accurate understanding of the contribution civilianisation can make to the vision and aims of Bedfordshire Police.
- To develop a strategic approach to civilianisation integrated within the overall strategy of Bedfordshire Police.
- To apply national guidance and practice regarding civilianisation to the context of policing in Bedfordshire.

1.3.2 These aims are to be realised by the implementation of the recommendations deriving from the Review.

### **1.4 Purpose of this Final Review Document**

1.4.1 This document consolidates the findings from research conducted as part of the Review. It gives a final record of activities and outcomes from the review process.

1.4.2 The Executive Summary of this document lists the recommendations derived from this Review. Their detailed derivation is shown in the body of this Document.

## 2 Review Scope and Methodology

### 2.1 Scope of the Review

- 2.1.1 The Review focuses on two in-depth and three light-touch areas. Specifications of these areas are provided in Appendix A.
- 2.1.2 The emphasis of the review is on the process and organisation of civilianisation. Impacts are anticipated on frontline policing and resource efficiency, rather than a drive to realise financial savings. Benefits associated with these impacts are thus of a non-cashable nature.

### 2.2 In-depth Areas of Investigation

- 2.2.1 **Definitions and Aims of Civilianisation.** This area examines how civilianisation is defined and what it is intended to achieve.
- 2.2.2 **Administration and Organisation of Civilianisation.** This area examines the processes behind the current civilianisation programme in Bedfordshire Police, including those for identifying posts for civilianisation.

### 2.3 Light-touch Areas of Investigation

- 2.3.1 **Workforce Diversity and Police Staff Career Development Issues.** This area examines how civilianisation relates to and interacts with disability discrimination legislation, diversity and police staff career development.
- 2.3.2 **Employment of Civilian Escort Officers.** This area examines the potential recruitment of police staff with designated powers to escort prisoners.
- 2.3.3 **Recommendations from the HMIC Thematic Inspection on Workforce Modernisation.** This area examines the relevance to Bedfordshire Police of the recommendations from the HMIC Thematic Inspection on Police Force Modernisation.

### 2.4 Exclusions from the Review

- 2.4.1 Several areas related to civilianisation and workforce modernisation were specifically excluded from formal consideration in the Review:
- **Community Support Officers** (being covered by the working party arising from the Best Value Review of Partnerships).
  - **Perceptions of civilianisation** (discussed at a national level by the HMIC Thematic Report on Workforce Modernisation).
- The Police Authority have agreed a Best Value Review of Workforce Modernisation for the 2005-2006 programme of reviews, to include consideration of these and other areas.

### 2.5 Best Value Review Methodology – The 4 Cs

- 2.5.1 Research in the Review is framed by the 4C principles of the Best Value methodology:

- **Challenging existing practices and procedures:** The Review **challenges** the definition, aims, organisation and scope of civilianisation and the Bedfordshire Police Civilianisation Programme.
- **Giving full consideration to the role of Competition as a means of securing economic, efficient and effective services:** The Review investigates **competing** views on the organisation of civilianisation and alternative means of achieving the aims of civilianisation.
- **Seeking performance Comparison with other organisations:** The Review **compares** civilianisation in Bedfordshire Police with that in 3 selected police forces: Hertfordshire Constabulary, Thames Valley Police and Surrey Police (following identification as good practice forces from HMIC). The Review **compares** civilianisation with equivalent practices in the education sector.
- **Consulting with both internal and external stakeholders:** Interviews and focus groups were used to **consult** with a wide number of internal stakeholders. Questionnaires and interviews were used to **consult** with external stakeholders in other police forces and non-police organisations.

2.5.2 The 4C principles provided the context in which to conduct the research. Appendix A provides the detailed 4C Methodology for each of the in-depth and light-touch areas of investigation. Appendix B indicates the stakeholders consulted for the research. Attempts were made to consult with non-police organisations other than from the education sector. Discussions with HMIC and the Best Value Review Team at Greater Manchester Police identified the health sector and the armed forces as suitable candidates for external comparison. Investigations were initiated, but formal consultation was not possible within the timeframe.

### 3 In-depth Area 1: Definitions and Aims of Civilianisation

#### 3.1 Overview

- 3.1.1 The research content for this area of the Review, specified in Appendix A, falls into two sections. Firstly it investigates past, current and potential future definitions and aims of civilianisation. Secondly it investigates potential posts for civilianisation in 2005-06 and future years.

#### 3.2 Current Definition and Aims of Civilianisation

- 3.2.1 There is no formally stated explicit definition of civilianisation. However there is a widespread implicit understanding: Civilianisation is principally understood as employment of civilian police staff to release police officers and police officer time to other (essentially frontline) duties. This definition includes that described by HMIC, which covers only appointment to posts previously held by police officers (see paragraph 1.2.4). However it goes beyond the HMIC definition in covering new posts performing non-frontline tasks that would otherwise need to be performed by police officers. Also present in the implicit understanding is that civilianised posts do not require police powers and that they may cover specialist roles. Box 3.1 indicates a similar implicit understanding in other police forces.

**Box 3.1: Definitions of Civilianisation in Other Police Forces**

**Hertfordshire:** There is no explicit definition. Civilianisation is implicitly understood to be employment of civilian police staff for work previously carried out by police officers, thereby releasing police officer posts for frontline work.

**Thames Valley:** Civilianisation is defined by the factors to consider in deciding whether a post is suitable for civilianisation (in particular the need for police powers, training and experience).

- 3.2.2 Currently the principal aim of civilianisation simply restates its implicit definition: freeing up police officers and police officer time for frontline duty. Where existing police officers are released to the frontline civilianisation frees up police experience (compared to recruitment of new police officers which only adds police numbers). A second aim relates to the theme of specialisation. Appointment of civilians to specialised posts represents an opportunity to bring professional knowledge, skills and experience into the organisation. This implies that while police officers may be able to perform the roles, the level of specialist knowledge held by a professional civilian would be greater. A third commonly stated aim is financial efficiency; civilian police staff are often considered less costly to employ than police officers.
- 3.2.3 Box 3.2 indicates the aims of civilianisation in other police forces. Civilianisation in Thames Valley Police formalises the aims presented in paragraph 3.2.2. Civilianisation in Surrey Police is placed in a wider context.

**Hertfordshire:** Aim restates implicit definition; releasing police officers to the frontline.  
**Thames Valley:** Civilianisation in Thames Valley Police centres on the large-scale major “Police Redeployment Programme”. This has explicit aims in four areas: (a) boosting frontline policing and improving the visibility and accessibility of police officers; (b) cost efficiency and effectiveness, including demonstrating a return on increased council tax; (c) operational efficiency and effectiveness of both redeployed police officers and newly appointed police staff; (d) making a contribution to improving force performance.  
**Surrey:** Surrey Police’s Mixed Economy Policing Project aims for alternative methods of policing, in response to severe problems with police officer retention. Police staff are recruited (largely from the resident population) to work in teams with police officers. Tasks formerly performed by police officers but not requiring police powers are extracted to be performed by the police staff team members.

### 3.3 Developing a Formalised Definition and Formalised Aims of Civilianisation

3.3.1 A number of elements were felt to warrant consideration in developing a formalised definition of civilianisation:

- Sustainability – a strategic view that does not change to meet annual, short-term requirements;
- Freeing up police officers for frontline policing;
- Getting the right people in the right posts, including acquiring appropriate specialist skills;
- The contribution of all parts of the police family;
- Public understanding and expectations of civilianisation.

3.3.2 Box 3.3 indicates an additional element noted by Hertfordshire Constabulary.

#### Box 3.3: Developing a Formal Definition – Views of Other Police Forces

**Hertfordshire:** A definition should cover the creation of new posts to perform functions previously carried out by police officers as well as the direct conversion of police officer posts to police staff posts (as in the quoted HMIC definition).

3.3.3 This Review takes an encompassing perspective to reflect these discrete elements. A formal definition of civilianisation is proposed in Recommendation 1.

#### RECOMMENDATION 1

It is recommended that the following definition of civilianisation be adopted: “Civilianisation is the appointment of police staff that allows cost efficient and effective use of police staff and police officers, and enables both to concentrate on areas where they can make the greatest contribution to the long-term strategic aims of Bedfordshire Police”.

3.3.4 The following **non-financial benefits** are to be delivered through implementation of Recommendation 1:

- Greater collective forcewide understanding of civilianisation;
- Development of a longer term view of civilianisation;
- Clearer linkages between civilianisation and the strategic aims of Bedfordshire Police.

- 3.3.5 Elements to be reflected in formalised aims of civilianisation follow the resource elements of the definition: bringing professional skills and expertise into the organisation and making financially and operationally efficient use of resources. Additionally, and more fundamentally, civilianisation should aim to contribute to improved performance and quality of service, as identified in the Force's Strategic Aims. All Force programmes and processes should contribute to the Strategic Aims. The mechanisms by which civilianisation contributes reflect the elements, cited at paragraph 3.2.3, to be included in a definition and aims of civilianisation:
- (a) the release of police officers and police officer time to frontline duties;
  - (b) the acquisition by the organisation of specialist professional skills and expertise;
  - (c) financially and operationally efficient and effective use of resources.
- 3.3.6 These three mechanisms are reflected in the views of Thames Valley Police and Hertfordshire Constabulary, described in Box 3.4.

**Box 3.4: Developing Formalised Aims – Views of Other Police Forces**

**Hertfordshire:** Aims should reflect the key issues of whether police officer time is released and whether actual police officers are released to perform frontline duties.

**Thames Valley:** The four areas covered by the aims of the Police Redeployment Programme reflect the link to the overall force aims and the three mechanisms that contribute to it, as developed in paragraph 3.3.4.

- 3.3.7 Bedfordshire Police's Strategic Aims are at the centre of the 2005-2008 3-Year Strategy and the 2005-2006 Local Policing Plan. They are being developed in line with the Domains of the Policing Performance Assessment Framework (PPAF). The Domain "Managing Our Resources" supports four Operational Domains. One of the key aspects in "Managing Our Resources" is the measure for frontline policing.
- 3.3.8 Viewed in this way civilianisation does not have its own separate aims. Concerned with the use of human resources it is thus part of the "Managing Our Resources" Domain. Through this Domain civilianisation supports the Operational Domains. This approach is reflected in Recommendation 2.

**RECOMMENDATION 2**

It is recommended that civilianisation be included as part of the "Managing Our Resources" Domain within the Force's 3-Year Strategy and Annual Policing Plans.

- 3.3.9 The following **non-financial benefits** are to be delivered through implementation of Recommendation 2:
- Clearer linkages between civilianisation and the strategic aims of Bedfordshire Police;
  - Clearer understanding of civilianisation, both within and outside of Bedfordshire Police.
- 3.3.10 By placing civilianisation into context with the Force Vision and Aims the activity of civilianisation is separated from its aim. It follows that civilianisation is merely one activity among many that contributes to the aim. In-depth Area 2 raises alternative activities that can also contribute to the aim.
- 3.3.11 Managing the contribution that civilianisation makes to the Force's Strategic Aims is impacted by its ownership. The civilianisation programme has up to now been driven by

the Director of Finance as part of the budgetary process, with monitoring by the Human Resources department. In-depth Area 2 takes up the ownership issue, recommending that it be formally owned by Human Resources (see paragraph 4.2.7).

### 3.4 Review of Non-Frontline Police Officer Posts: Shortlist of posts suitable for civilianisation

3.4.1 Concurrent to the Review divisions were submitting proposals for civilianisation in 2005-2006 to the annual Decision Conferencing process. The opportunity was taken to assess these divisional submissions with a view to identifying further posts that could be considered for civilianisation. Due to the current high police officer supervisory ratios (e.g. sergeant to constable ratios) the emphasis was on identification of police supervisory posts. This exercise produced an expanded list of posts considered safe for civilianisation in 2005-2006, shown in Table 1. This list leads to Recommendation 3.

#### RECOMMENDATION 3

It is recommended that the police officer posts listed in Table 1 be agreed for civilianisation in 2005-2006.

3.4.2 The Review Board for the Civilianisation Best Value Review agreed the civilianisation of the posts identified in Table 1. Recommendation 3 is thus implemented. The posts will be civilianised as part of the 2005-2006 budgetary process. All of these posts are to be funded as growth, with the police officers released retained in the Force and transferred to frontline duties.

3.4.3 Civilianisation of the listed posts will lead to **financial cashable benefits** of £125,800. Realisation of these cashable benefits will be assessed through the Force Efficiency Programme.

**Table 1: Posts for Civilianisation in 2005-2006**

A Division	Inspector	Chief Constable's Staff Officer
B Division	<i>No posts proposed</i>	
C Division	Inspector	Performance and Planning Unit*
	Inspector	Viper**
	Constable	Performance and Planning Unit*
	Constable	Viper**
D Division	<i>No posts proposed</i>	
G Division	Sergeant	Driving School
	Sergeant	CHC Staff Officer
	Constable	Local Intelligence Officer
Q Division	Inspector	Drugs Co-ordinator (CAD)
	Sergeant	Coroners
M Division	Chief Inspector	Best Value
	Inspector	Professional Standards
	Constable (X3)	TADS
Summary	Chief Inspectors	1
	Inspectors	5
	Sergeants	3
	Constables	6

\* Posts in the equivalent units in B and D divisions are already civilianised

\*\* Viper posts are only filled on a full-time basis in C Division

### 3.5 Review of Non-Frontline Police Officer Posts: Longlist of posts suitable for civilianisation

- 3.5.1 The Command Team of the Specialist Crime Services Division has produced a list summarising the suitability for civilianisation of all established divisional posts. The list indicates three categories of posts:
- Posts that should always be performed by a police officer, typically due to the need to exercise police powers and/or the requirement for police officer employment flexibility;
  - Posts that should always be performed by a civilian, typically administrative posts requiring neither police powers nor specific knowledge of police procedures;
  - Hybrid posts that could be filled by either a police officer or a civilian. These typically do not require police powers but do require a certain level of police knowledge.
- 3.5.2 Posts categorised as always to be performed by civilians should have already been civilianised, if they were not so filled initially. The posts to be considered for future civilianisation should be from the hybrid category. Civilianisation of these posts will be influenced by legislative and operational factors.
- 3.5.3 The level of police knowledge required for a post will impact the pool of available personnel from which to recruit. Particularly high levels of required police knowledge or experience may effectively limit the recruitment pool to serving or retired police officers or to highly experienced members of civilian police staff. Lacking the need to use police powers such posts are obvious candidates for restricted duty officers under the Disability Discrimination Act 1995. These posts can thus provide career development opportunities for restricted duty police officers. They might also represent career development opportunities for experienced civilian police staff. Taking a career development perspective on these posts implies a longer-term approach thus supporting the stated desire for civilianisation to be a sustainable, strategic process (see paragraph 3.3.1). Light-touch Area 1 further considers the Disability Discrimination Act and police staff career development in terms of their relationship with civilianisation.
- 3.5.4 The list produced for the Specialist Crime Services Division considers the status of whole posts, which can lead to direct replacement through civilianisation. However, following the logic pursued in developing its definition, civilianisation can also take place by extracting routine non-frontline tasks performed by a number of police officers into new posts dedicated to those tasks. This has already occurred with the forcewide deployment of Investigation Officers and Detention Officers plus the trial of Detective Assistants on C Division. The education sector provides an example of such extraction of non-core tasks in practice (see Box 3.5)

#### **Box 3.5: Education Sector – Core and Non-core Activities**

**Education:** The workloads of qualified teachers have increased significantly over recent years. Recruitment of teaching assistants has been pursued as one means of relieving this pressure. Staffing guidelines include a list of 25 “non-core” administrative and clerical activities that have been extracted from teachers’ workloads<sup>4</sup>. These activities should not routinely be performed by teachers, but rather by teaching assistants and administrative personnel.

<sup>4</sup> “Raising Standards and Tackling Workload: A National Agreement” (DFES, 2003), p. 8.

- 3.5.5 The future identification of posts for civilianisation would be aided if all divisions were to produce and review a post list along the lines of the Specialist Crime Support Division. This is expressed in Recommendation 4 and Management Action 1.

**RECOMMENDATION 4**

It is recommended that all divisions produce a list of their posts indicating whether they should be filled by police officers, police staff or are hybrid posts. This should consider the feasibility of extracting non-police functions from police officer posts (as with, for example, the trial of Detective Assistants at C Division) to free up police officer time. All divisions should set up a process to regularly review this list to ensure it is up to date and in time for the annual budget cycle.

- 3.5.6 To ensure consistency across divisions and to provide an additional level of quality control, lists should be submitted to the HR Department, and ultimately the Human Resources Monitoring Group (HRMG). At the same time it is important that a degree of flexibility is maintained, with a process of internal negotiation (see Recommendation 5, paragraph 4.2.7).
- 3.5.7 The following **non-financial benefits** are to be delivered through implementation of Recommendation 4:
- Greater visibility in the process for identifying posts suitable for civilianisation;
  - More organised/systematic process for identifying posts suitable for civilianisation;
  - Potential for financial savings from posts identified for future civilianisation.

**MANAGEMENT ACTION 1**

It is recommended that hybrid posts requiring high levels of police knowledge but not requiring police powers be considered as career development opportunities for police staff.

- 3.5.8 The following **non-financial benefit** is to be delivered through implementation of Management Action 1:
- Greater opportunities for police staff career development.
- 3.5.9 When producing and reviewing their lists for Recommendation 4, divisions can refer to independent lists produced for similar purposes (see Box 3.6).

**Box 3.6: Lists of Non-frontline Police Posts**

HMIC list policing roles that fall outside the scope of the frontline policing measure. Thames Valley have produced a list of posts for civilianisation under their Police Redeployment Programme. Some of these posts have already been civilianised in Bedfordshire, while others have no direct equivalent or are otherwise not applicable.

**HMIC list of posts falling outside the frontline policing measure**

ACPO and Directors  
 Buildings – Organisational Support  
 Catering  
 Communications  
 Control Room (Call Handlers)  
 Corporate Development  
 Court Security  
 Criminal Records Office  
 Custody  
 Departmental Heads  
 Drivers  
 Firearms/Explosives  
 HOLMES Unit  
 IT/Communications/Audio  
 Local Commanders  
 Operational Planning  
 Personnel/HR  
 Press and Public Relations  
 Property  
 Staff Associations  
 Staff Officers  
 Stores/Supplies  
 Technical Support Unit  
 Traffic Wardens  
 Training  
 Vehicle Workshops  
 Welfare – Occupational Health  
 Other/Admin/Clerical

**Thames Valley Police Redeployment Programme: posts for civilianisation**

Area Crime Incident & Management Unit  
 Area Development Unit  
 Area Operations  
 Area Training Officers / OST  
 Burglary Co-ordinator  
 CCTV  
 Cheque Fraud  
 CID Officer  
 Community and Race Relations  
 Community Safety  
 Coroners' Officer  
 Country Watch  
 Crime Management  
 Crime Partnership  
 Crime Reduction  
 Engagement Officer  
 Enquiry Officers (not all)  
 File Quality  
 Forensic Co-ordinator  
 Intelligence Briefing Officers  
 Licensing  
 Neighbourhood Watch  
 Property  
 Reader  
 Restorative Justice  
 Sex Offender Registration  
 Specials and Volunteers Co-ordinator  
 Station Duty Officers  
 Stolen Cycles  
 Victim Co-ordinator  
 Video Support

## 4 In-depth Area 2: Administration & Organisation of Civilianisation

### 4.1 Overview

4.1.1 The research content for this area of the Review, specified in Appendix A, falls into four sections. Firstly it investigates the procedure for identifying posts for civilianisation, including issues of consistency between divisions. Secondly it investigates specific issues relating to civilianised posts. Thirdly it raises the issue of civilianisation to release police officers versus replacing police officers. Finally it considers alternative activities that can achieve the same ends as civilianisation.

### 4.2 The Civilianisation Programme: Post Identification and Consistency

4.2.1 The Civilianisation Programme has been running as a separate, discrete process since 2003-2004, with its focus on the annual budgetary process. There are two methods of identifying posts for civilianisation:

- **Proposals from divisions.** Divisions are asked for their proposals for posts to be civilianised. These proposals form part of their budgetary submissions to Decision Conferencing. The proposed posts are discussed in Decision Conferencing. Decisions on posts to proceed with are made by the Executive, via Strategy Board, with final authorisation from the Police Authority.
- **Forcewide introduction.** New posts, for example Investigation Officers and Detention Officers, are sometimes introduced forcewide.

4.2.2 The selection process represents a balance of power between the divisions and the centre. Where divisions are proposing posts the Executive can only confirm posts that are put up for Decision Conferencing. However with the Executive both making the final decision and giving the directives to make the initial proposals, divisional consultees perceive the balance of power to lie with the Executive.

4.2.3 Box 4.1 indicates selection processes in Hertfordshire Constabulary and Thames Valley Police. Both forces reveal greater central co-ordination than in Bedfordshire Police.

#### **Box 4.1: Selection of Posts for Civilianisation in Other Police Forces**

**Hertfordshire:** In Hertfordshire's recent "Front Line First" programme, Divisional or Departmental managers identified civilianisation opportunities and submitted bids. Executive approval was then required to confirm the conversion decision. The bids were collated by the Superintendent Workforce Planning, who co-ordinated the overall process. Most released officers were retained by the releasing division.

**Thames Valley:** In Thames Valley's ongoing "Police Redeployment Programme", Divisional teams comprising the Divisional Commander, Personnel Manager, Business Manager and staff association representatives identified posts within the division for potential civilianisation. The Superintendent managing the Police Redeployment Programme collates the posts, giving an independent perspective that considers the ideas generated from each division. A detailed final list is formalised and agreed for each division following discussion between the divisional team and the Programme Manager. Divisional Personnel Managers act as the interface between the division and the Programme Manager.

- 4.2.4 Civilianisation is currently regarded as having little consistency between the divisions. In part this is due to the nature of the process for identifying posts for civilianisation. Divisions make their decisions in isolation, with the focus on their own situation, their plans and the budgetary expectations placed on them. There is no requirement to consider the position in other divisions.
- 4.2.5 Consistency is further hindered by the way that posts are used on divisions. Equivalent posts can be organised or graded differently. Management Information Officers (MIOs) are graded Scale 6 or Scale 6/SO1, but while some report directly to their divisional command team, one reports to the Operations Support Inspector. MIOs on two territorial divisions line manage a Management Information Assistant. The remaining territorial division has two MIOs but no assistants. Nominally identical posts on different divisions can be used to perform different tasks. Even posts introduced across all divisions concurrently can be used in different ways. Custody/Detention Officers have replaced (and released) police officers in some cases while merely supplementing and providing added resilience in others.
- 4.2.6 There is wide acknowledgement of the desirability of a more strategic, consistent approach to civilianisation. This is accompanied by an acknowledgement (by both divisional and Executive consultees) that consistency needs to be balanced against the need to respond to structural, environmental and workload differences. Uniformity for its own sake is considered an undesirable imposition. An appropriate balance may comprise divisional responsiveness to local demands within consistent, centrally defined parameters. Viewing civilianisation within the context of the Force's 3-Year Strategy and Annual Local Policing Plan (see paragraphs 3.3.5 to 3.3.8) would facilitate such centrally determined parameters. Consistent parameters would, for example, allow divisional variations in police staff numbers and structures in response to different local demand levels. It would also allow new initiatives to be trialed on a single division before determining if and in what form they should be adopted forcewide. Box 4.2 shows how central co-ordination aids civilianisation in Thames Valley Police.

**Box 4.2: Consistency in Civilianisation in Other Police Forces**

*Thames Valley:* Consistency is aided by the co-operative mechanics of the process, whereby the Police Redeployment Programme Manager co-ordinates different divisions' contributions and ideas.

- 4.2.7 Greater corporacy across divisions is a prerequisite to a strategic, consistent approach. This is expressed in Recommendation 5.

**RECOMMENDATION 5**

It is recommended that Divisional Leadership Teams use the Human Resources Management Group (HRMG) and other platforms to collectively discuss the civilianisation process and their civilianisation proposals in order to promote a consistent and co-operative approach to police officer and police staff resources.

- 4.2.8 Central co-ordination is a second requirement for a strategic, consistent approach. Civilianisation in Bedfordshire Police has been driven by the Director of Finance with monitoring by HR (see paragraph 3.3.9). In good practice forces (as identified by HMIC) ownership of civilianisation is formalised. The Head of HR and a police superintendent have led Thames Valley's large scale "Police Redeployment Programme". Workforce and police reform issues in Hertfordshire are led by a police superintendent and a chief inspector. A dedicated team (comprising both police officers and staff) manages Surrey's

Mixed Economy Policing Project. The appointment of a Director of Human Resources for Bedfordshire Police gives an opportunity for ownership of civilianisation to be formalised within an overall HR strategy. In addition to civilianisation the HR strategy can bring together police staff career development and the Police Performance Assessment Framework, giving consideration to the wider workforce modernisation context. This is expressed in Recommendation 6.

#### **RECOMMENDATION 6**

It is recommended that civilianisation be centrally administered as part of a wider HR Strategy, to be owned by the Director of Human Resources. The HR Strategy should ensure development and application of a framework/guidelines with centrally defined parameters for consistent civilianisation.

4.2.9 The following **non-financial benefits** are to be delivered through implementation of Recommendations 5 and 6:

- Greater consistency in the identification of posts for civilianisation;
- Greater co-ordination between divisions;
- Civilianisation viewed within a wider HR context and strategically aligned.

### **4.3 Issues in Recruiting to Civilianised Posts**

4.3.1 **Continued employment of retiring police officers.** Recruitment difficulties are sometimes associated with the specialist nature of a police post. Appointment to such posts of restricted duty officers or experienced civilian police staff is considered in Paragraph 3.5.3, above. Currently many such posts are filled by the incumbent police officer retiring but remaining in post as a member of police staff. This saves the cost and time of training and ensures that the person filling the post has the requisite skills and knowledge. However this represents a lost opportunity to bring new skills into the organisation and can be a hindrance to police staff career development. These posts are subject to formal and open recruitment processes. However the incumbent retiring officer will almost inevitably be the best candidate for the job. This restricts both the opportunities for existing police staff to move into the post as a development opportunity and the opportunities for new police staff to be recruited. An alternative policy of excluding retiring officers from applying to their posts would negate these issues, but may itself run counter to equal opportunities requirements, as well as the desirability to appoint the best person for the job. Continued employment of retiring police officers is an easy method of achieving civilianisation. However the long-term effectiveness of civilianising the post cannot be known until the retired officer finally leaves the Force and a new civilian police staff member is recruited.

4.3.2 **Training of Civilian Police Staff.** The salary cost of civilian police staff tends to be lower than that for the police officers released from the post through civilianisation. The resulting efficiency gains could potentially be offset by the cost of training for police staff appointed through civilianisation to meet the required standard. Consultation indicates that the relative impact of these training costs is minimal. Training for police officers is provided throughout their career whenever they move to a new role or achieve promotion. Newly recruited police staff are selected on the basis of already possessing the requisite skills for the post. This then represents a cost saving compared to training an appointed police officer. Some specialised roles require new incumbents to be trained whether they are police staff or police officers. Police staff appointed as SOCOs attend the same training course as attended by the previously incumbent police officers. Civilianisation of eight SOCO posts in 2003-2004 entailed a £75,000 training cost. This

merely represents a bringing forward of costs that would have been incurred when the incumbent police officers left the post. Training for other posts is carried out in-house. For example police staff appointed to the Call Handling Centre receive four weeks in-house training, compared to one weeks training for police officers. In either case the training is provided by a full time CHC Training Officer. For many civilianised posts on-the-job training is sufficient, and would be given regardless of whether the new incumbent is police staff or a police officer. In those cases where civilianisation is achieved by the incumbent police officer retiring but remaining in post no training is required.

- 4.3.3 **Other difficulties associated with civilianisation.** A number of other factors limit the effectiveness of civilianisation. Police staff lack the flexibility of police officers. They cannot easily be redeployed to other posts, either for short-term cover or on a more long-term basis. They cannot be called out to emergency situations. Empowerment of police staff can be lacking. Divisional consultees report an expectation that senior divisional police officers are still required to ratify decisions falling within the professional expertise of senior divisional police staff. Police staff have the right to take industrial action, while police officers do not. Overcivilianisation in an area or function where police powers are not required (for example in the Call Handling Centre) could potentially leave the Force vulnerable to strike action. This risk is considered very low and contingencies are in place to use police overtime and call agency staff. The frontline impact of civilianisation is limited by the fact that posts appropriate for civilianisation are often occupied by police officers on restricted duties. In these cases direct release to the frontline is not possible, other non-frontline duties need to be found for the incumbent officer. This issue is further considered in Light-touch Area 1 (civilianisation and the Disability Discrimination Act).

#### **4.4 *Civilianisation for Officer Release and Officer Replacement: Challenging the prevailing view on police officer replacement***

- 4.4.1 It was agreed that this Review be used as an opportunity to challenge the prevailing political view that police officer numbers cannot be reduced. The following scenario is presented to show what could happen if budgets have to be reduced whilst maintaining police officer numbers.
- 4.4.2 The emphasis in civilianisation over recent years has been recruitment of new civilian police staff, with the police officers formerly in post retained in force and transferred to other duties. Anticipated budgetary restrictions over future years will not allow for such continued growth. The obligation for divisions individually and for the Force as a whole to make 3% efficiency savings, half of which must be cashable, in fact leads to potential decivilianisation of previously civilianised posts. Current directions mean that divisions cannot meet the required savings by reducing police officer numbers (police officers account for the single biggest item in divisional budgets). Divisions therefore look to reducing civilian police staff as the only means by which to achieve their required savings. The need invariably remains for the work performed by the police staff thus cut to be done. With fewer civilians available the only way for that work to be performed is by redeployment of police officers away from other, most probably frontline, duties, i.e. decivilianisation. Police officers generally have higher costs than police staff. The obligation to reduce budgets to meet efficiency saving targets combined with the inability to reduce police officer numbers therefore results in reduced police frontline presence and higher overall personnel costs.

- 4.4.3 A number of arguments now presented support the alternative means of reducing police officer numbers to meet efficiency targets. Firstly is cost. Salary costs for police staff are generally lower than for police officers. Secondly are increased opportunities for police staff career development, due to the greater number of civilian posts available. Thirdly is overall workforce gender diversity, as this is greater in police staff than in police officers. Fourthly is increased tenure in post. Their very flexibility coupled with their career development means that police officers are much more likely than police staff to move between posts. Increased tenure builds on-the-job experience, which can in turn facilitate greater role effectiveness compared to a rapid turnover of incumbents. Greater postholder stability enables more stable relationships to be formed with other parts of the force and with external parties.
- 4.4.4 The principle argument against reducing police officer numbers relates to the Crime Fighting Fund (CFF). As currently framed this directly links police force funding to police officer numbers. Reducing police officer numbers risks a reduction in force funding. The difficulties associated with civilianisation (see Section 3.3 above) also require consideration when presenting the arguments in favour of civilianisation by reducing officer numbers. In addition to these difficulties a reduction in police officer numbers will reduce the resilience to respond to emergency situations where non-frontline police officers can be called upon at short notice. A further limiting factor is that police regulations only allow for the direct replacement of a police officer if that officer is not performing to requirements. Where police officer numbers have been reduced in the past this has been achieved by allowing the outflow of officers through retirements, transfers, resignations, etc. to outweigh the inflow through new recruitment.
- 4.4.5 The present conclusion holds the potential loss of CFF funding associated with civilianisation through police officer replacement to be the current over-riding factor. The future of the CFF is uncertain, but may change subsequent to a general election. Amendment, replacement or deletion of the CFF would call for a reassessment of the implications to frontline policing, budget settlements and efficiency savings of the alternative approaches of civilianisation by police officer release versus police officer replacement. This is presented as Recommendation 7.

**RECOMMENDATION 7**

It is recommended that:

- a) The current policy of civilianisation by police officer release be retained;
- b) The policy be reassessed by the Police Authority at a future date following amendment, replacement or deletion of the Crime Fighting Fund.

- 4.4.6 The following **non-financial benefits** are to be delivered through implementation of Recommendation 7:
- Enhanced ability to take account of future funding arrangements.

**4.5 Developing A Civilianisation Strategy: Alternative Activities to Civilianisation**

- 4.5.1 The findings above and their associated recommendations indicate the desirability of viewing civilianisation in a wider context that includes alternative activities.
- 4.5.2 Section 3.3 propose that the process of civilianisation be separated from the aims. Rather than having its own distinct aims civilianisation contributes to the Force's

Strategic Aims (as developed and presented in the 3-Year Policing Strategy and Annual Local Policing Plan). Civilianisation contributes to the Strategic Aims in three ways:

- (a) the release of police officers and police officer time to frontline duties;
- (b) the acquisition by the organisation of specialist professional skills and expertise;
- (c) financially and operationally efficient use of resources.

- 4.5.3 Civilianisation is only one of a number of activities that can contribute in these ways. The following alternative activities were raised by and discussed with internal consultees. Many of these are already in use, but could be further developed.
- 4.5.4 **Partnerships.** Partnerships were the subject of a Best Value Review completed in 2004. Greater use of partnerships with other police forces, local authorities and other local agencies can release officer time, give access to sources of specialist expertise and make efficient use of each partners' limited resources. One suggestion is that discrete areas of performance management, together with the associated funding, could be subcontracted to local partners (such as a local authority). Negative factors may be associated with partnerships. Other partners may expect the police to lead and organise the partnership, which might increase the demands on police resources above that required without the partnership. It is also possible that partnerships will increase demand on police resources. The Highways Agency for example is increasingly taking over motorway patrol from the police. However this may lead to an increased number of reported incidents requiring a police response.
- 4.5.5 **Outsourcing and Collaboration.** Outsourcing specific functions or contracting out for specific services can release time and provide access to specialist expertise, but this has to be weighed against the associated outsourcing cost. Outsourcing is already used in functions such as IT and Estates. Other discrete business areas, such as stray dogs, may be suitable for outsourcing, following the precedent set with the previous transfer of traffic wardens to local authority control. The viability of outsourcing can be limited where the area requires a high level of police-specific knowledge, with consequent restrictions to the pool of available contractors. Collaboration opportunities are being considered with local forces as preferred partners in a number of areas. For example, in relation to Fleet Management the Force is already in collaboration with Thames Valley Police.
- 4.5.6 **Technology and IT Systems.** Several consultees cite the increased use of technology to aid performance. ANPR (Automatic Number-Plate Recognition), DNA technology and mobile data were picked out as specific items to develop or implement.
- 4.5.7 **Use of Restricted Duty Officers under the Disability Discrimination Act 1995.** Police officers on restricted duties are generally unable to perform frontline roles. At first glance the requirement to find non-frontline postings for these officers under the Disability Discrimination Act 1995 seems to be in tension with the desire to civilianise non-frontline posts. However when the process is separated from the aims, civilianisation and deployment of restricted duty officers can be seen as merely two alternative means of achieving the same ends. Appropriate deployment of restricted duty officers can release fully fit officers to the frontline. Police officers on long-term restricted duties are likely to remain in the post for longer than fit officers, giving benefits of increased tenure in post. Their police specific knowledge and expertise makes restricted duty officers obvious candidates to fill posts where the required level of knowledge restricts the potential pool of civilian applicants. The deployment of restricted duty officers is considered more fully in Light-touch Area 1.

- 4.5.8 **Use of Flexible Police Staff.** Within the Force there could be a pool of flexible police staff available for use in non-specialist roles wherever the requirement lies. This might build on and add a more short-term element to the existing redeployment pool.
- 4.5.9 **Use of Occasional Police Staff and Officers.** Specialist functions that can be carried out on an irregular basis could be filled through a pool of former Bedfordshire Police staff or officers holding specialist knowledge. This would retain access to the expertise of people who have left the Force (being unwilling or unable to commit to permanent employment or regular work patterns) but who still wish to contribute on an occasional basis. On a related theme the Force already utilises employment agencies specialising in retired police officers (Serpul) and police staff (Recruit) resources.
- 4.5.10 **The Wider Police Family.** Use of other members of the police family, such as PCSOs, service volunteers, police cadets and special constables, can release police officer time. Having lower costs than police officers these alternatives represent a financial saving, although training and equipment costs will, again, offset some of the gains. Like partnerships, increased use of the wider police family could increase demands on the police by increasing the number of recorded incidents requiring a response from regular police officers.
- 4.5.11 **Priority Focus on Areas of Greatest Potential Benefit.** Resource restrictions can potentially be addressed by concentration on priority areas. While each area might be considered a priority to specific parties, suggestions made to generate greater focus include: giving priority to a fully staffed frontline, sharing of specialist expertise (e.g. on HR, planning, etc.) between divisions, focusing on high impact areas such as ANPR, managing out poor performance through increased enforcement by HR and challenging whether certain jobs need to be done at all.
- 4.5.12 **Managing Public Expectations.** Better management of public expectations, could release officer time and improve efficient resource use by reducing unnecessary demands for police attendance. Publication of a Countywide police newspaper was given as one example for educating the public on what the police are for. However the gains are offset by the ongoing costs related to increased public engagement.
- 4.5.13 Further consideration of these alternative activities is expressed as Management Action 2.

#### **MANAGEMENT ACTION 2**

It is recommended that the contribution that the collaborations and internal activities (listed in Section 4.5) make to the Force's Strategic Aims be considered as part of the development of the Force's 3-Year Strategy and Annual Local Policing Plan. Any changes should be fed to the Force Executive and Divisional Leadership Teams as appropriate.

- 4.5.14 The following **non-financial benefits** are to be delivered through implementation of Management Action 2:
- Increased awareness of alternatives to civilianisation;
  - Clearer linkages between civilianisation and the strategic aims of Bedfordshire Police.

## 5 Light-touch Area 1: Workforce Diversity and Police Staff Career Development Issues

### 5.1 Overview

5.1.1 The research content for this area of the Review, specified in Appendix A, falls into three sections. Firstly it investigates the interaction between civilianisation and the Disability Discrimination Act 1995. Secondly it considers the impact of civilianisation on workforce diversity. Thirdly it considers the relationship between civilianisation and police staff career development.

### 5.2 Civilianisation and the Disability Discrimination Act 1995

5.2.1 From October 2004 the provisions of the Disability Discrimination Act 1995 (DDA) were extended to police officers. DDA makes it unlawful for an employer to discriminate against a disabled person in relation to terms and offers of employment. DDA places a legal duty on employers to make reasonable adjustments to remove practices, provisions or physical features that place disabled personnel at a substantial disadvantage compared with non-disabled colleagues. Factors to consider in making reasonable adjustments include:

- Whether the adjustment is likely to be effective;
- The extent to which the adjustment is practicable;
- The impact on the operational effectiveness of colleagues;
- Financial and other costs of adjustment;
- The disruption caused by the adjustment;
- Arrangements and adjustments already made for other disabled workers;
- The extent of financial and other resources;
- The financial or other help available from Government or other agencies.

5.2.2 DDA gives a priority in which to consider posts for the deployment or redeployment of restricted duty officers under DDA:

- 1) Giving consideration to the factors listed in paragraph 5.2.1 the foremost intention should be to make all reasonable adjustments to retain the officer in his or her existing role.
- 2) If reasonable adjustments to the current role are not possible redeployment should be sought to a suitable and available existing police officer post that is within the officer's capabilities. Priority should go to posts within the officer's current division or department. Deployment or redeployment to police officer posts falls outside the scope of this Review.
- 3) Where retention in a police officer post is not possible consideration should be given to redeployment to an existing, vacant police staff post within the officer's capabilities. Where this occurs the redeploying officer resigns as a police officer and is re-engaged as a member of police staff on police staff pay, terms and conditions. This may be a reasonable adjustment where the officer agrees to be re-engaged on police staff pay, terms and conditions of service. It may not be a reasonable adjustment where the officer seeks to remain on police officer pay, terms and conditions of service. Redeployment to police staff posts is the area of overlap between DDA and civilianisation falling within the scope of the Review.

- 5.2.3 DDA does not require an organisation to form a list of either police officer or police staff posts “for disabled personnel only”. Nor is there a requirement to retain or find a post for disabled personnel in all circumstances. Where a police officer is redeployed to a police staff post there is no requirement to maintain police pay and conditions for that officer.
- 5.2.4 Where a restricted duty officer is offered redeployment to a police staff post there is no requirement for that officer to accept the redeployment. If already classified as permanently unfit for police duties that officer is entitled to take medical retirement.
- 5.2.5 Where a restricted duty officer is offered redeployment to a police staff post there is no requirement to hold an open, competitive recruitment process for that post.
- 5.2.6 **Current Force policy.** The Force policy “*Redeployment Due To Ill-Health/Injury to Police Staff Posts: Police Officers*” addresses redeployment of restricted duty police officers to police staff posts. It refers to situations in which an officer is assessed as permanently disabled and retention in a police post is not practical. The standard procedure is to then medically retire the officer. Consideration may be given to redeployment to a police staff post if requested by the officer concerned. The case for redeployment will be considered with regard to the availability of vacant police staff posts, the disability of the officer concerned and the officer’s skills, abilities and sickness record. Appointment to an identified potential post is dependent upon the officer’s suitability (assessed by interview) and their medical fitness to undertake the required duties (assessed by the Force Medical Advisor). Police officers redeployed under the current policy remain as police officers and redeploy at their police officer rates of pay. For redeployment to a police staff post to be considered it must be cost neutral; i.e. the additional cost of having the police officer in post over the mid-point cost of the post must not be greater than the cost of medically retiring the officer.
- 5.2.7 Current Force policy is in line with DDA in that redeployment to a police staff post is only sought if retention in a police post is not practical. However the responsibility to initiate the redeployment process lies with the individual disabled officer. The procedure for considering cases for redeployment only takes into consideration the existing situation of the post and the existing skills and disability of the officer. This practice falls short of DDA requirements, which place responsibility on the organisation to provide opportunity and to make reasonable adjustments as necessary.
- 5.2.8 Current Force policy goes beyond DDA requirements in that police officers redeployed to police staff posts remain as police officers and retain their police officer pay and conditions. DDA requires only that police officers so redeployed do so as members of police staff with police staff pay and conditions.
- 5.2.9 There is no requirement for either police officer or police staff posts to be held specifically for disabled officers, merely that reasonable adjustments be made to existing posts. It follows that the decision to civilianise a police post should be independent of any decisions to redeploy disabled officers to police staff posts. It is important therefore that where a disabled police officer is redeployed to a police staff post, while remaining as a police officer (as in the current policy) that the post continue to be regarded as a police staff post.
- 5.2.10 Box 5.1 indicates that neither Hertfordshire Constabulary nor Thames Valley Police perceive particular tensions between civilianisation and DDA. Box 5.2 indicates factors that these two forces consider in redeploying restricted duty police officers.

**Box 5.1: Potential Tensions in Other Police Forces**

**Hertfordshire:** No tension has as yet been perceived between civilianisation and DDA requirements. With few medical retirements and little anticipated civilianisation in the near future (due to budget restrictions) potential tension is perceived to be minimal.

**Thames Valley:** The organisation is well within its medical retirements' target and thus perceives no tension at present. DDA in fact strengthens the organisation's commitment to retaining staff wherever they have something to offer despite their disability.

**Box 5.2: Factors in DDA Postings in Other Police Forces**

**Hertfordshire:** There are a number of 'open-ended' functions, often performed by patrol officers, to which restricted duty officers can be redeployed (e.g. case file preparation, telephone and other investigation, intelligence, tasking and briefing). Past civilianisation has already taken some of this work away from frontline officers.

**Thames Valley:** Divisional Personnel Managers assess posts to determine their suitability for redeployment of disabled/restricted duty police officers. Factors to consider include the post's fitness requirements, the level of individuals' disability and the degree of reasonable adjustment that would be needed. Every case is treated individually.

- 5.2.11 Current Force policy on redeployment of disabled police officers to police staff posts is already largely in line with DDA. Fully meeting DDA requirements requires adjustment to the Force policy, leading to Recommendation 8.

**RECOMMENDATION 8**

It is recommended that the policy regarding redeployment of disabled police officers to police staff posts be adjusted so that the issue of redeployment to a police staff post be automatically discussed with the disabled officer. Redeployment discussions should take account of available vacancies, the skills and disability of the officer and any reasonable adjustments that can be made. Where redeployment is offered the officer concerned is under no obligation to accept.

- 5.2.12 Consideration may be given to one further adjustment. Under the current policy disabled police officers redeploying to police staff posts remain as police officers and retain their police officer pay and conditions. This goes beyond DDA requirements (see paragraphs 5.2.2(3) and 5.2.8). Adjusting Force policy to also consider re-employment as members of police staff with police staff pay and conditions would be in line with the reasonable adjustments required under DDA. However this would bring complications and possible conflict with the pension provision for the officer concerned and with police regulations. These are issues for which clarification is needed at a national level. Any decisions on this further adjustment to force policy should therefore await developments. Future developments could be referred to the Best Value Review on Workforce Modernisation and/or to the Police Authority HR Committee.
- 5.2.13 The following **non-financial benefits** are to be delivered through implementation of Recommendation 8:
- Alignment with DDA requirements;
  - Greater clarity in the process for redeployment of restricted duty police officers;
  - Keep police officer knowledge in the organisation.
- 5.2.14 The following **disbenefit** is related to implementation of Recommendation 8:
- Increasing the number of police officers retained in police staff posts will have an adverse impact on the Force's ability to meet frontline policing targets.

### 5.3 Civilianisation and Workforce Diversity

- 5.3.1 The following table indicates the current gender and ethnicity among police officers and police staff. While gender diversity is higher among police staff, ethnicity diversity is not.

	% Female, Sept 2004	% Minority Ethnic, Sept 2004
Police Officers	23%	5%
Police Staff	67%	5%

- 5.3.2 The following table extracts gender and ethnicity data for police staff appointed by 6<sup>th</sup> December 2004 to posts civilianised in the 2003-04 and 2004-05 programmes.

	% Female, Dec 2004	% Minority Ethnic, Dec 2004
Police staff in civilianised posts	60%	9%

- 5.3.3 The proportion of female police staff among those appointed to the civilianised posts is lower than that in police staff overall, but still represents over half of the group. Gender diversity is therefore not an issue in the Civilianisation Programme to date. At 9% the proportion of minority ethnic police staff among those appointed to the civilianised posts is nearly double that in police staff overall. It is however still below the proportion of minority ethnic people in the Force area workforce (10%). The Civilianisation Programme thus brings an improvement in workforce ethnicity diversity, but not to the levels required if the workforce is to be fully representative of that in the Force area.

### 5.4 Civilianisation and Police Staff Career Development

- 5.4.1 Interactions between civilianisation and police staff career development emerge from analysis of In-depth areas 1 and 2 and are collected here.
- 5.4.2 Recommendation 4 calls for divisions to identify “hybrid” posts that could be filled by either a police officer or police staff. These posts typically require a certain level of police knowledge but not the exercise of police powers. The requirement for knowledge and/or experience of the police environment reduces the pool from which new police staff could be recruited to these posts. However the requisite knowledge may be held by existing police staff, not just by existing police officers. Management Action 1 therefore calls for these hybrid posts to be considered as police staff career development opportunities.
- 5.4.3 Recommendation 6 calls for civilianisation to be centrally administered as part of a wider HR strategy. The background to Recommendation 6 suggests that a HR strategy also encompass police staff career development.
- 5.4.4 Civilianisation of some specialist posts has been achieved through the incumbent police officer retiring but continuing in post as a civilian. This can restrict opportunities for career development of existing police staff, especially where these are senior posts into which police staff might be promoted.
- 5.4.5 Decision Point 1 calls for the Police Authority to reassess the current requirement not to reduce police officer numbers in an environment of reducing budget settlements and required year-on-year efficiency savings. Among the implications of this scenario is potential decivilianisation (a reduction in the number of police staff posts) with a consequent reduction in police staff career development opportunities.

## 6 Light-touch Area 2: Employment of Civilian Escort Officers

### 6.1 Workstream Overview

6.1.1 Bedfordshire Police continues to recruit Community Support Officers, Investigation Officers and Detention Officers. Escort Officers, the remaining designated police staff role provided for in the Police Reform Act 2002, have not been recruited. This area of the review considers the potential contribution to Bedfordshire Police of dedicated civilian Escort Officers.

### 6.2 Current position regarding escort duties

6.2.1 Standard escort duties comprise the transport of prisoners between police stations and court or prison. These are currently outsourced to an external contractor, GSL.

6.2.2 Police officers undertake escort duties in one circumstance. Where a prisoner has been arrested in another force area a police officer will collect and escort the prisoner into Bedfordshire.

6.2.3 Escort duty by police officers is captured by Activity Analysis under the heading 'court duties/escort'. This includes all routine court duties, security, warrant office, gaolers and all prisoner escorts that cannot be linked with a specific incident. The Activity Analysis data in the following table shows the percentage of time spent by police officers on court duties/escort. Time devoted specifically to escort cannot be disaggregated from other court duties.

2001-2002	0.74%
2002-2003	0.65%
2003-2004	0.47%
2004-2005	0.64%

6.2.4 The civilian Detention Officers employed by Bedfordshire Police in fact hold the designated powers of escort specified in the Police Reform Act. Among their key duties is "Escorting a person on arrest elsewhere than at a police station to a police station or a person in police detention from any police station to any other police station or place as directed by a custody officer"<sup>5</sup>. In theory these powers could be used to perform the escort duties currently performed by police officers (paragraph 2.1.4). However these escort powers are currently not exercised. Research for the Best Value Review of Offender Handling noted that using Detention Officers for prisoner transport would abstract them from their primary duties in custody suites, leaving custody short staffed<sup>6</sup>.

6.2.5 Box 6.1 indicates the use of Escort Officers in Thames Valley Police, Surrey Police and Hertfordshire Constabulary. Only in Hertfordshire are Escort Officers actively being introduced. Thames Valley and Surrey follow the same practice as Bedfordshire Police.

<sup>5</sup> Taken from the Detention Officers Integrated Competency Framework, on the NCF Intranet page.

<sup>6</sup> Views expressed in the Custody Staff Focus Group, held on 16<sup>th</sup> June 2004.

**Thames Valley:** Escort Officers are not employed. Prisoner escort is outsourced to Reliance.

**Surrey:** Escort Officers are not employed, nor are plans to recruit them. Prisoner escort is outsourced to external organisations such as Reliance.

**Hertfordshire:** Hertfordshire are intending to use civilian staff for escort duties. Like Bedfordshire Police, Hertfordshire have combined designated powers into a new role, 'Detention and Escort Officers' (DEOs). DEOs are being recruited, but are currently below full establishment. They are thus only rarely used for prisoner escort, as to do so would leave gaps in custody cover that would have to be backfilled by police officers. Escort duties are still therefore primarily conducted by police officers, pending the full DEO establishment being reached.

### 6.3 Conclusion

- 6.3.1 The current outsourcing arrangement for prisoner escort appears to be working well. Based on current information the case cannot be made for recruiting new designated escort staff. It is therefore concluded that the current arrangements remain in place and that dedicated escort officers not be recruited.
- 6.3.2 It may be beneficial to reconsider the outsourcing arrangements and the potential recruitment of dedicated escort officers at some point in the future. This could be taken up as part of the Best Value Review of Workforce Modernisation or as part of a future review of designated police staff.
- 6.3.3 A potential area for consideration is to develop an alternative to using police officers to escort prisoners arrested in other force areas (see paragraph 6.2.2). Such tasks do not require the full powers of a police officer. They could for example be performed by existing or new Detention Officers, by other staff designated with powers of escort or by external contractors. Current Activity Analysis does not allow the exact amount of this activity to be known. Research would be required to determine levels of demand and to investigate the options for these escort tasks. This could also be taken up by the Best Value Review of Workforce Modernisation.

## 7 Light-touch Area 3: Recommendations from the HMIC Thematic Inspection on Police Force Modernisation

### 7.1 Overview

- 7.1.1 Of the ten recommendations in the HMIC Thematic Inspection on Workforce Modernisation for delivery by individual forces, only one is under consideration in this Review:

*HMIC Thematic Inspection; Recommendation 10*

HMI recommends that when evaluating redeployment initiatives, forces establish processes to enable the tracking of both people and posts that are redeployed to the front-line. Such monitoring will enable forces to satisfy themselves that any benefits resulting from such initiatives are maintained.

- 7.1.2 In-depth Area 1 gives a local context for this HMIC recommendation. The Police Federation and UNISON perceive that while civilianisation has released police officers and police officer time, several factors obscure a direct link to an increased frontline presence. First is the difficulty of distinguishing police officers made available through civilianisation from those acquired through general recruitment; recruitment has been running at historically high levels during the same period as formal civilianisation. Second are national requirements for police to provide new functions (such as Source Handling and Child Protection). The need to fill these teams reduces the number of officers available for frontline duties.

### 7.2 Tracking of posts from the 2003-2004 & 2004-2005 civilianisation programmes

- 7.2.1 As part of the annual budget process, a schedule is developed to show how new police officer and police staff growth posts are going to be allocated and deployed across the Force. Civilianised posts are shown in this schedule as growth as they require funding for the additional police staff. Police officers released as a result of civilianisation are included in the total number of changes in police establishment and allocated either to specific functions (for example to the Drug Squad) or to territorial divisions.
- 7.2.2 The HR Department produces a monitoring sheet to track the recruitment of police staff into the vacancies created through both growth and civilianisation. This sheet enables some tracking of the redeployment of police officers currently occupying the posts to be civilianised.
- 7.2.3 As a part of the annual decision conferencing process, each division develops proposals to show how they intend to develop their staffing dispositions. These proposals include police posts to be civilianised and how growth posts (both police officer and police staff) will be allocated. Allocation of growth is made in line with the corporate drive in any one year, for example front-line policing, proactive policing or to supervisory roles. Too great an emphasis on short-term requirements can hinder longer-term staffing development. Divisions would prefer a more sustainable, strategic approach that does not change every year (see paragraph 3.3.1). Recommendation 1 from In-depth Area 1 provides a framework to address this issue.

- 7.2.4 Finance personnel use the HR monitoring sheet to assess the delivery of efficiency savings for the Force's efficiency programme. As at 31<sup>st</sup> December 2004 contributions to the efficiency programme from the civilianisation programme amounted to £188,387 for 2003-2004 posts and £117,100 from 2004-2005 posts.
- 7.2.5 Reviewing the HR monitoring sheet indicates the benefits realised from civilianisation. The essential benefit is the release of police officers. 84 of the 109 posts identified for civilianisation in 2003-2004 and 2004-2005 had been filled by 6<sup>th</sup> December 2004. Desk research into the sheet shows these appointments to have led to the direct release to frontline duty of 14 police officers. Appointments of a further 30 police staff have negated the need to appoint a similar number of police officers. Appointment of 38 police staff has released an equivalent amount of police time.
- 7.2.6 Internal consultation found general satisfaction with the current process and system of monitoring in relation to civilianisation. Key points made include:
- The number of posts directly affected by civilianisation is comparatively small and so does not merit additional monitoring;
  - In many cases the police post being civilianised is actually vacant (as keeping officers in operational roles is already the priority) and so there is no impact on an individual officer to monitor;
  - There is already a corporate steer given as to where police officer growth posts are to be allocated and this process seems to work well;
  - Divisions continually realign their dispositions to reflect priorities, trends and workloads and as such to try and 'fix' how police posts are allocated would be a largely artificial process and not helpful in terms of frontline service delivery.

### **7.3 Refined process for tracking of posts from 2005-2006**

- 7.3.1 For 2005-2006 the Director of Finance has revised the process for tracking posts. The revised process emphasises contributions to the frontline policing target, thus moving current Force practice towards that described in the HMIC recommendation.
- 7.3.2 Under the refined process, a distribution to divisions all new police officer posts (posts released through civilianisation plus posts funded as growth) is agreed. Divisions are then asked to nominate what the posts assigned to them are to be used for.
- 7.3.3 The refined process makes visible the total contribution of the new police officer posts, maximising the contribution to the frontline. It does not allow the assignment of individual posts to be tracked.

### **7.4 Decision Point**

- 7.4.1 The HMIC recommendation is appropriate when large numbers of police posts are involved or for those forces whose approach to civilianisation is still relatively immature. Box 7.1 presents the tracking systems in Hertfordshire Constabulary, Thames Valley Police and Surrey Police. The Hertfordshire and Thames Valley systems both accompanied large-scale civilianisation programmes. There is no equivalent large-scale project in Bedfordshire Police. Bedfordshire and Hertfordshire have both undergone significant civilianisation over the last two to three years, moving them towards the status already present in Surrey. All three forces are now well advanced in their use of civilianisation to free-up police posts. Hence the number of posts involved in any future civilianisation will be comparatively small.

**Box 7.1: Tracking of Civilianised Posts in Other Police Forces**

**Hertfordshire:** Hertfordshire's Front Line First programme, running from 2001 to 2004 resulted in the conversion to police staff posts of a considerable number of police officer posts and some police officer functions, with consequent release of police posts and time. The released posts were tracked in line with the practice highlighted in the HMIC recommendation. From 2004 the Front Line First programme is not being funded and large-scale civilianisation is no longer being pursued. The accompanying tracking process is also no longer in operation.

**Thames Valley:** Thames Valley's Police Redeployment Programme is a major organisational change project involved the release of over 300 station and headquarters based police officer posts to the frontline. To support this programme Thames Valley have developed a twin-track system of monitoring which covers both the recruitment of police staff into vacancies and the redeployment of police officers released through civilianisation to frontline roles. The emphasis of the police officer part of the process is to provide training and skills updating to support individual officers as they move back into frontline roles after an absence of several years. HMIC highlight Thames Valley's monitoring and tracking system as good practice.

**Surrey:** Surrey is already well civilianised. Little traditional civilianisation (recruiting police staff into posts occupied by police officers, thus releasing those officers) is now anticipated. Future police staff recruitment will release police officer time. Surrey therefore neither use nor perceive a need for a tracking system as proposed by the HMIC recommendation.

- 7.4.2 The revisions to the tracking process introduced for the 2005-2006 programme (see paragraphs 7.3.1 to 7.3.3) move the system in Bedfordshire towards that proposed by HMIC. However the points raised above indicate that the need for a full tracking process as proposed in the HMIC recommendation is not clear. Given the expected scale of future civilianisation it can be concluded that current practice for tracking the impact of civilianisation (combining decision conferencing, formal distribution to divisions of police officer posts and regular progress tracking by HR) is sufficient to meet the needs of the organisation. This was put before the Civilianisation Review Board as Decision Point 1.

**DECISION POINT 1**

The Police Authority should decide whether the revised process (Paragraphs 7.3.1 to 7.3.3) is sufficient, given the expected limited scale of future civilianisation. If it is concluded that a more extensive system is required to address the issue as raised in the HMIC recommendation, this should be based on the Thames Valley and Hertfordshire approaches and minimise the bureaucratic burden.

- 7.4.3 The Board agreed that the revised process for tracking posts is sufficient given the current position. Decision Point 1 is thus implemented.
- 7.4.4 A potential area for consideration is to develop individual training plans for officers redeploying back to frontline roles after a significant period of absence (following the Thames Valley model). Training is currently provided to all police officers whenever they take on a new role or are promoted. A more formal approach may be beneficial if large-scale redeployment to the frontline becomes an issue in the future.

## 8 Conclusion

### 8.1 Contribution of the Review

- 8.1.1 This review has examined the civilianisation programme and the process of civilianisation in Bedfordshire Police.
- 8.1.2 The research conducted for this review shows civilianisation in Bedfordshire Police to be well advanced compared to other police forces. Many posts proposed for civilianisation in other forces are already filled by civilian police staff in Bedfordshire. HMIC frontline policing data for 2003-2004 show Bedfordshire Police ranking highest among all forces in England and Wales, with 70.18% of police officers in frontline roles (see Box 3.6 for an HMIC list of non-frontline police posts).
- 8.1.3 The recommendations derived from this review contribute to the process and organisation of civilianisation. The combined impact of their implementation should be a better-controlled and more strategically aligned process.
- 8.1.4 A number of issues have emerged that fall outside of the scope of this review that nevertheless represent potentially beneficial areas of future research. These are to be taken up by the forthcoming Best Value Review of Workforce Modernisation. The Police Authority Performance and Best Value Committee agreed this new review as part of the 2005-2006 programme of Best Value Reviews. It will take a more strategic look at the workforce modernisation agenda, including civilianisation, PCSOs, Special Constabulary and the Extended Police Family.

## 9 Appendix A – Detailed 4Cs Methodology

9.1.1 The following tables show the 4Cs research methodology for each in-depth and light-touch area. The Consult element supports application of Challenge, Compare and Compete elements.

### *In-depth Area 1: Definitions and Aims of Civilianisation*

<b>Scope</b>	<ul style="list-style-type: none"> <li>Developing a definition of civilianisation</li> <li>Developing an aim for civilianisation</li> <li>Comparing results of the civilianisation programme with the definition and aims</li> <li>Review all police officers in non-frontline posts</li> <li>Review the shortlist for the 2005-06 civilianisation programme with a view to producing informed proposals for posts for civilianisation</li> </ul>	
<b>Challenge</b>	Investigate the fit between current definitions of civilianisation and past and current civilianisation activity	<b>Consult</b> Executive, HR, Divisional Command Teams, Police Federation, UNISON
	Investigate what civilianisation is intended to achieve	
	Investigate the extent to which civilianisation has met its aims	
	Investigate the extent to which non-frontline posts filled by police officers require police officers	
<b>Compete</b>	Investigate alternative definitions and aims of civilianisation	<b>Consult</b> Executive, HR, Divisional Command Teams
<b>Compare</b>	Investigate definitions and aims of civilianisation or its equivalent in other forces and non-police organisations	<b>Consult</b> Selected Forces and non-police organisations
	Investigate the extent to which the aims of civilianisation or its equivalent in other forces and non-police organisations have been met	
	Investigate alternative practices/activities used by other police forces to achieve the same aims as civilianisation	

### *In-depth Area 2: Administration and Organisation of Civilianisation*

<b>Scope</b>	<ul style="list-style-type: none"> <li>Selection of posts for civilianisation</li> <li>Release versus replacement of officers</li> <li>Consistency/inconsistency in the civilianisation programme</li> <li>Recruiting to civilianised posts</li> <li>Training police staff appointed to civilianised posts</li> <li>A future strategy/policy/process for civilianisation</li> </ul>	
<b>Challenge</b>	Investigate the relationship between the centre and divisions in identifying posts suitable for civilianisation	<b>Consult</b> Executive, HR, Divisional Command Teams
	Investigate replacement of police officers as a mechanism of civilianisation	
	Investigate consistency in civilianisation processes	
	Investigate the importance of the police specific nature of a post in identifying posts suitable for civilianisation	
	Investigate the level and impact of training requirements for staff appointed to civilianised posts	
<b>Compete</b>	Investigate alternative methods of identifying and recruiting to civilianised posts	
	Investigate impacts of consistent/inconsistent civilianisation	
<b>Compare</b>	Investigate how other forces arrive at their decisions regarding which posts to civilianise	<b>Consult</b> Selected Forces
	Investigate consistency of civilianisation in other forces	

**Light-touch Area 1: Workforce Diversity and Police Staff Career Development Issues**

<b>Scope</b>	<ul style="list-style-type: none"> <li>• Civilianisation and the Disability Discrimination Act 1995</li> <li>• Civilianisation and Force diversity issues</li> <li>• Civilianisation and police staff career development issues</li> </ul>	
<b>Challenge</b>	Investigate the extent and relevance of tension between DDA, medical retirements and civilianisation	<b>Consult</b> Executive, HR, Finance, Police Federation, UNISON
	Investigate whether appointment of police officers to non-frontline posts under DDA meets the aims of civilianisation	
	Investigate how the civilianisation programme has impacted upon and been impacted by workforce diversity issues	
	Investigate how the civilianisation programme has impacted upon and been impacted by police staff career development	
<b>Compete</b>	Investigate alternative postings to which police officers could be assigned under DDA	
<b>Compare</b>	Investigate how other forces are preparing for and implementing DDA for police officers	<b>Consult</b> Selected Forces

**Light-touch Area 2: Recruitment of Civilian Escort Officers**

<b>Scope</b>	<ul style="list-style-type: none"> <li>• Civilian Escort Officers</li> </ul>	
<b>Challenge</b>	Investigate the current arrangements for escort duties	<b>Consult</b> Divisional C/Insp Operations, HR, BV Review of Offender Handling
	Investigate the divisional demand for escort duties	
<b>Compete</b>	Investigate alternative escort arrangements: e.g. current PHU/Custody arrangement; contract/outsourcing	
<b>Compare</b>	Investigate the arrangements for escort duties and the use, organisation and impact of Escort Officers in other forces	

**Light-touch Area 3: HMIC Thematic Inspection on Police Force Modernisation**

<b>Scope</b>	<ul style="list-style-type: none"> <li>• Recommendation 10 from the Thematic Inspection</li> </ul>	
<b>Challenge</b>	Investigate whether actions already taken or planned address recommendation 10	<b>Consult</b> Divisional Support Services Managers, HR, Finance
	Investigate what actions are required to address recommendation 10	
<b>Compete</b>	Investigate alternative actions that could be taken to address recommendation 10	
<b>Compare</b>	Investigate what actions other forces are taking regarding implementation of recommendation 10	<b>Consult</b> Selected Forces

## 10 Appendix B – Stakeholders Consulted

### **Internal Stakeholders**

Executive	A/ACC Director of Finance
Human Resources	Human Resources Services Manager Personnel Manager Diversity Manager
North Bedfordshire Division	Divisional Commander Support Services Manager Personnel Officer Chief Inspector Operations
Luton Division	Divisional Commander Support Services Manager Chief Inspector Operations
Central Division	Divisional Commander Support Services Manager Personnel Officer
Operational Support Division	Divisional Commander Deputy Divisional Commander Personnel Officer
Specialist Crime Services Division	Acting Divisional Commander Divisional Services Manager
Police Federation	Federation Sergeant Federation Constable
UNISON	UNISON Representative

### **External Stakeholders**

<b>Other Police Forces</b>	
Greater Manchester Police	Best Value Review Team: Best Value Review of Maximising Police Business Opportunities
Hertfordshire Constabulary	Superintendent Workforce Team Chief Inspector Police Reform Unit
Thames Valley Police	Superintendent Police Redeployment Programme
Surrey Police	Mixed Economy Policing Project Team
<b>Education sector</b>	
Bedfordshire Local Education Authority	Bedfordshire LEA School Improvement Advisor Local Primary School Head