



Scottish Police Federation

5 Woodside Place Glasgow G3 7QF

JCC Circular 17 of 2017

Ref: CS/AM/LS

2 May 2017

Attachments: ICC Circular 3/17

Dear Colleague

TIME FOR JUSTICE - INSPECTING RANKS UPDATE - ICC Circular 3/2017 - Information

I refer to the above and attach correspondence for your information from Andy Malcolm, Chair of the Inspectors' Central Committee.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Calum Steele'.

Calum Steele
General Secretary



ICC Circular 3/2017

2 May 2017

Dear Colleague

TIME FOR JUSTICE – INSPECTING RANKS UPDATE

As you are aware, Police Scotland initiated a review of Inspecting Ranks based on the findings of the Time For Justice reports produced by academics from Cardiff University on behalf of the Scottish Police Federation. The reports highlighted increased pressure being placed on members of the Inspecting Ranks due to increasing workloads being undertaken by fewer people. A culture of pressure, reduced personal time and working long hours often without appropriate rest or breaks was evidenced as having a detrimental effect on our health and relationships.

The primary focus of the review group has been working time, unfortunately we have a culture of not recording our working hours. There are a variety of reasons given for not recording working time including lack of capacity, motivation or time. However, it remains the key element that provides protection to individuals and warnings to line managers about capacity, pressure and potential reasons for increased sickness or drop in performance.

The current culture within the Inspecting Ranks is focussed on an expectation of working long hours, not recording working time, having less than 11 hours between shifts and not indicating when you are under pressure or do not have capacity. We operate in a 'can do' organisation who strive to deliver and often believe that to succeed or progress we must work longer and deliver more than our peers.

The recent Time for Justice Survey demonstrated that working time for Inspecting Ranks exceeded the legal limit of 48 hours and had increased by 10% within 3 years. The submissions suggested that the hours being worked were equivalent to an additional 390 posts or 160,000 hours per year, there is anecdotal evidence that suggests this figure could be higher. In terms of cost, this would equate to in excess of £20 million and these calculations were made prior to any reductions in numbers of Inspecting ranks as a consequence of rank ratio cuts. It is clear that there is little correlation between expectation and capacity when balanced with working time.

For the aforementioned reasons, the foundation and primary recommendation of the review is for working time to be recorded. We have an individual responsibility to record our working time and the organisation has a legal duty to provide a recording facility, support staff, monitor our workloads, ensure we have appropriate rest periods and prevent excessive working.

Working Time is defined as any hours spent at your place of work, travelling to or from a location which is not your base station, any work that you do at home or outwith your duty time. For those operating mobile data devices, I would remind you that there is no requirement for you to carry or check these devices outwith your rostered duty time, unless you have volunteered to be on call. Use of these devices, particularly for checking or responding to emails, in your own time or whilst on leave is effectively placing you back on duty.

In terms of email, I am aware that many fear the return from leave due to the volume of messages in their inbox which need to be trawled through. Prior to the introduction of email, we had in trays, envelopes and paper copies, generally colleagues would manage this whilst someone was on leave and only elements that they couldn't manage were left for the recipient.

There is a similar facility on outlook, however the majority are unaware of its existence. To activate, review out of office manager under File options – rules can be applied from the options including to delete, auto forward or block messages that are sent directly to you or ones you are copied into from all or certain senders, the system informs the sender that you have done this.

There are also recommendations with regard to 'on call' working and the need for increased resilience around officers who often don't receive adequate rest during or post their voluntary period of on call.

The review and Force also recognised the importance and need of feedback from Inspecting ranks, the tactical commanders, who are normally tasked with ensuring the successful delivery of change. Engagement forums and events will continue, particularly around change, where Inspecting ranks will have the ability to feedback their thoughts and experiences.

There are also key recommendations with regard to training and flexible working and that this is possible for Inspecting ranks.

It is critical that we record working time, this accurately records our duty times or additional work being undertaken, indicates the lack of capacity that we may have and the pressures we are trying to manage. Line managers have a responsibility to engage and support officers around workload and working time, they should be offering compensatory rest when excessive working time is incurred.

The review that has been completed should develop into our culture, I hope that the key elements become the foundation which allows for an improved work life balance for all. The initial findings and recommendations will be presented in the near future to the Force Executive where it is hoped they will be accepted in their entirety.

The current culture of excessive work and long hours for Inspecting ranks which has developed over the past 25 years is unsustainable and needs to change, however to achieve this we must recognise what our current culture is, why it has developed and accept that only by recording our working time, reviewing capacity and developing resilience models will it change.

The ICC will continue to engage with the Force on issues affecting the Inspecting Ranks and I would urge you to contact either myself or one of your local Federation representatives regarding any ongoing or emerging issues you may have and that you believe we could help with or provide advice on.

Andrew Malcolm

**Chair
Inspectors Central Committee**