1. About this Procedure

1.1. This procedure will clarify the process to follow, and considerations for managers, who wish to amend the duty shift patterns for officers and staff. The default position for all staff in response, neighbourhood teams and other non 24/7 teams will be the patterns agreed in the Force Shift Review 2008.

2. Risk Assessments / Health and Safety Considerations

2.1. All shift patterns proposed by managers will comply with European Working Time Directives.

2.2. A locally agreed Working Time Agreement with the Police Federation and the Chief Constable.

2.3. In addition to this, patterns should comply with as many as criteria as possible as detailed in the World Health Organisation Ergonomic Shift guidelines. Failure to follow these principles, whilst in itself is not unlawful, will lead to increased levels of risk and fatigue.

3. Procedure

3.1 Police Regulations and the Variable Shift Agreement

3.1.1 Police Regulations require that constables and sergeants must have their duty rosters published as follows:

3.1.2 A chief officer shall cause each such roster to be drawn up and published, after full consultation with the Joint Branch Board, at intervals not exceeding 12 months and not later than one month before the date on which it starts.

3.1.3 Each such roster shall set out, for at least three months (except one relating to a part-time member who has agreed with the chief officer on a different period) following the date on which it comes into force, in relation to each member of the force to which it relates:

   a) Their rest days;
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b) Those days, being public holidays, on which they may be required to do duty; and

c) The times at which their scheduled daily periods of duty (rostered shifts for members working variable shift arrangements and for part-time members) are to begin and end; and

d) For part-time members, their free days.

3.1.4 Force Policy defines the three periods of Duty as follows:

a) **Early** turn may commence at any time between the start of the force day and 10:00hrs.

b) **Late** turn may commence at any time after midday and before 18:00hrs.

c) **Night** turn may commence at any time after 18:00 and before midnight.

d) The start of the force day is 07:00 hours.

3.2 Identification of Demand

3.2.1 The underlying principle of effective resource management is to align our available resources to match our demand. This should form the basis for any shift pattern devised by officers, staff or managers.

3.2.2 In some departments demand is easier to measure than others. Line managers should ensure they seek to identify any peaks in demand and consider whether use of the Variable Shift Agreement (VSA) will meet this demand without the need for permanent shift changes.

3.2.3 Data from various force systems can be used to help managers and staff to identify demand. These include Altaris, RMS, finance systems, and various business objects searches.

3.2.4 Resource Allocation Plans (RAPs) should be completed for every district in the force and reviewed frequently in particular when making changes to team structure or workload. The RAP will identify any peaks in demand by hour of the day and act as a guide to how resources can be varied to meet this demand.

3.2.5 VSA changes are the preferred method to matching demand within the above shift start time parameters.
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3.3 Force Shift Review 2008

3.3.1 In 2008 the force conducted a detailed review of all response, neighbourhood, and other non 24/7 shift patterns across the Constabulary.

3.3.2 The ACPO team and Police Federation approved these patterns which will be worked by all response officers, Safer Neighbourhood officers, and officers and staff employed in non 24/7 teams.

3.3.3 The balloted and agreed VSA patterns are designed to ensure that cover is provided throughout the day as well as throughout the week in order to maximise, and accurately assess, resource availability for Force Mobilisation.

3.3.4 The selected Shift Times also ensure compliance with Police Regulations and Working Time Regulations. See the CARM Administration intranet site for further information.

3.4 Amendments to Start Times

3.4.1 FPP 23508 – Variable Shift Arrangements specifies in more detail the circumstances surrounding variations to start times.

3.4.2 Shift times may be altered according to exigencies of duty or by mutual agreement.

3.4.3 Exigency of duty shift time / duty changes will be carried out by the Area CARM team in accordance with Police Regulations.

3.4.4 Mutual agreement shift time / duty changes will be carried out by the Area CARM team after authority is granted by the relevant line manager.

3.4.5 Under no circumstances will the re-rostering of a shift reduce the 11 hours minimum rest regulation.

3.4.6 Under no circumstances will a shift time be ad-hoc altered such that the duty type is changed, i.e. an early changed to late / night shift, late shift changed to night / early shift or night shift changed to an early / late shift.

3.5 Changing from the FSR 2008 patterns

3.5.1 If a manager or department wish to change the default shift pattern away from those agreed in the Force Shift Review the following procedure will apply:
3.5.2 The line manager will complete a business case and forward to the relevant SMT. This business case will identify the demand for the unit and the desired shift pattern will be proposed on a CASPER spreadsheet. Proposed patterns should comply with the guidance in section 3.1. Demand for response teams should be based on a recent and accurate RAP.

3.5.3 The SMT will consider whether the proposal can be achieved by varying shift start times as opposed to permanently changing the shift pattern. Before proceeding to step (3) the SMT member will consult with their Area CARM team who possess specialist knowledge in this field.

3.5.4 If the SMT is not satisfied that this is possible they will forward the business case to the Assistant Chief Constable, Personnel & Operational Services who will consider the request. The Assistant Chief Constable, Territorial Operations will liaise with Resource Management Business Support Team (Tasking & Co-ordination) to ensure consistency in decision making across the force.

3.5.5 If the DCC agrees to the change the business case, for police officers, will be forwarded to the Police Federation (who may choose to ballot their members) or for police staff to UNISON. Due to contractual differences between police staff and police officers (who work to the Police Regulations 2003 act of parliament) there will be no official ballot of police staff in relation to shift patterns.

3.5.6 The new patterns will then be placed onto CARM by the Resource Management Business Support Team (Tasking & Co-ordination) and staff will be provided with the appropriate notice period to change.

3.6 Flexible Working

3.6.1 Nothing in the procedure affects the Flexible Working Procedure - 23707. It is worthy of note that applications from officers and staff to return to old patterns for reasons other than those contained in the flexible working procedure will be declined.

4 Roles and Responsibilities

4.1 Line Managers are responsible for ensuring that a business case is submitted in all cases and that the business case accurately identifies demand for their teams.
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4.2 SMT members are responsible for considering whether the application primarily best serves the public or customer and whether the proposed changes can be met without a permanent change to the default shift pattern.

4.3 The DCC will review applications and consult with relevant staff associations.

4.4 CARM teams will ensure that patterns are compliant with WTRs and once agreed place onto the CARM system.

5 Administration

5.1 N/A.

6 Monitoring and Evaluation

6.1 The staff officer to the DCC will be responsible for monitoring compliance and reviewing this procedure.

7 Review

7.1 This procedure will be reviewed annually.

8 Other Related Procedures, Policies and Information Source

8.1 Related Policies

8.1.1 23700 – Work life balance

8.1.2 02100 – Professional Standards

8.2 Related Procedures

8.2.1 23710 – Annual Leave

8.2.2 23707 – Flexible Working

8.2.3 21338 – Health & Safety Working Time

8.2.4 21343 – CARM Recording, Monitoring and Reporting Working Time
8.3 Information Sources

8.3.1 AD203 – Equality Impact Assessment

Origin: Resource Management