Budgeted Workforce Control Policy (Surrey and Sussex) (702/2025)

Abstract

This control policy will ensure:

• All key stakeholders are sighted on changes to the Budgeted Workforce before it is approved and the impact of the changes on the budget are understood.

• A level of control, reconciliation of finance budgets with Budgeted Workforce and an audit trail of the Budgeted Workforce changes.

• An appropriate Budgeted Workforce profile of rank and grade is maintained.

• A framework to enable the redirection of the Budgeted Workforce based on organisational priorities, together with effective monitoring of the Budgeted Workforce to support the development of workforce planning.

Policy

1. Introduction

1.1 This policy sets out how the organisation manages police officer and police staff Budgeted Workforce. It provides a mechanism to manage and monitor Budgeted Workforce, support financial control, and inform workforce planning.

1.2 This policy replaces the Establishment Control Policy 702/2021 in Surrey Police and Sussex Police.

1.3 This policy will enable the Forces to effectively manage and monitor Budgeted Workforce and provide a process for changes to the Budgeted Workforce which is required by the organisation to maintain operational effectiveness.

1.4 The Executive Director, Commercial and Financial Services, also referred to as Chief Finance Officer (CFO), for Surrey Police and Sussex Police has overall accountability for the Budgeted Workforce.

1.5 The Director of People Services for Surrey Police and Sussex Police has overall responsibility to monitor employee strength and workforce planning, ensuring it is maintained within the Budgeted Workforce.

1.6 People Services Workforce Planning and Development Teams, People Business Partners and Finance Business Partners support the delegated budget holder regarding planning to ensure that Budgeted Workforce and Strength management decisions are made in line with the budget for that Division or Department.

1.7 The key stakeholders in the process are:

• Budget Holder.

• Finance Business Partner (FBP).

• Workforce Planning and Development (WFPD).

• Management Information (MI) Team.

• Senior Management Team (SMT) / Finance and HR Meeting (FAHRM) / Command Team.

• Relevant governance Board.

1.8 The CFO will own and review this policy on a bi-annual basis.

1.9 This policy and procedure will be applied by all budget holders, People Business Partner (PBP), Finance BP (FBP), and the Systems, Workforce Planning and Development Team and the Management Information Team.

2. Scope

2.1 This policy will apply to all police officer, Police Community Support Officer (PCSO) and police staff positions and is effective immediately.

2.2 The Budgeted Workforce is defined as:

• Only posts with an associated budget will be recognised as Budgeted Workforce, the Finance Live Budgeted Workforce Record is the primary source for reference.

• Surrey Fully Funded or Sussex Fully Funded - Posts permanently funded by the Chief Constables (CCs) and posts permanently funded by the Office of the Police and Crime Commissioner (OPCC); the latter for the OPCC Budgeted Workforce only. This also includes posts funded jointly via collaboration.

• Externally Funded - Posts funded by an external body for a set period of time.

• Temporary Funded - Posts funded from an internal source for a set period of time.

• Any new investment in posts will be monitored separately.

• Regional – Posts funded for regional teams, either part or fully funded by the host force.

2.3 Non-Budgeted Workforce

• HR systems hold funded and non-funded posts to facilitate effective workforce management.

• Access only – Posts which need access to specific Force systems.

• Volunteering – Posts unfunded for volunteers.

• Unfunded – Posts created for a set period of time that do not have funding directly attached to them.

• Unfunded positions to be kept under regular monitoring, with an expiration date when created with rationale.

2.4 For monitoring purposes, OPCC, volunteering, access only and unfunded posts are reported separately to enable effective workforce planning and financial control. In Sussex only, the temporarily funded posts are also excluded. The 'base' Budgeted Workforce therefore refers only to fully funded, regional, and externally funded posts in Sussex and with temporary funded posts included in Surrey.

2.5 The strength refers to the people who are directly employed / engaged by the organisations on a permanent, temporary or secondment basis. This is made up of:

• Police officers.

• Police staff.

• Police Community Support Officers (PCSOs).

2.6 For control purposes, the strength does not include agency workers, volunteers, and contractors as they are not monitored against the Budgeted Workforce.

2.7 The management and monitoring of the Budgeted Workforce will be undertaken by the relevant Resourcing Meetings in each Force through the current Enterprise Resource Planning (ERP) systems and regular workforce control statements. These statements will be produced by People Services as part of the monthly performance data update, and fully reflect the Budgeted Workforce.

2.8 The purpose of this policy is to provide a framework by which the Force Budgeted Workforce can be managed to ensure financial efficiency and enable the organisation to make changes to the Force Budgeted Workforce to meet organisational and operational requirements.

2.9 The accurate monitoring of the Budgeted Workforce will give the organisation the ability to monitor strength (our people) against the Budgeted Workforce and inform resourcing decisions. In addition, the monitoring of Budgeted Workforce and strength will inform the Forces' financial forecast and the Force's workforce plan.

3. Policy Statement

3.1 As a public service we should represent the communities we serve, Department Heads should be cognisant of diversity within teams, and across ranks and grades as well as disproportionality across ranks and grades when making decisions around posts and movement of posts.

3.2 Surrey Police and Sussex Police recognise that managing its strength within the Budgeted Workforce supports effective financial control and determines resource allocation to improve operational performance.

3.3 This policy aims to ensure that effective management of the Budgeted Workforce will allow the organisation to forecast future needs and requirements and the development of workforce plans.

3.4 This policy allows for a flexible approach to the changes the organisation is required to make to ensure resources are matched to operational need as they are required.

3.5 When making decisions on workforce planning and budget allocation, Surrey Police and Sussex Police are committed to ensuring ethical considerations are at the forefront. This includes transparency, fairness and accountability in how resources are distributed, with an emphasis on upholding public trust and ensuring that spending aligns with the principles of equality, integrity and value for money.

Procedure

1. Definitions

1.1 Budgeted Workforce represents the funded posts within the organisational structure.

1.2 The strength is defined as all those police officers engaged and police staff currently employed by Surrey Police and Sussex Police on permanent, fixed term or secondment contracts whether funded by the OPCC or by other external funding sources.

1.3 Strength does not include contract workers, volunteers, Special Constables, or those employed by a third party with whom Surrey Police or Sussex Police have entered into a contract for services.

1.4 Strength may be under or over Budgeted Workforce for short periods to manage workforce turnover peaks and troughs and to meet organisational or operational requirements.

2. Introduction

2.1 The Budgeted Workforce is the mechanism to set the annual employee cost budget therefore it is important to keep the record maintained, the Workforce Change Process Flow Chart sets out the responsibility of the FBPs to make approved changes from the approved Workforce Change Requests.

2.2 A regular system (SAP and Oracle) reconciliation to the Budgeted Workforce Record is carried out by People Services and Finance. Any discrepancy being rectified either way.

2.3 Divisional Commanders / Departmental Heads will sign off their Budgeted Workforce (establishment) make up in terms of rank and grade as part of their devolved responsibilities.

3. Budgeted Workforce Changes

3.1 There are 3 main situations that will trigger a change. Noting this procedure will not cover every potential scenario, seek guidance from your Workforce Planning and Development Team, People BP, and Finance BP.

3.2 Change 1 – Changes involving police officer posts, change in Full Time Equivalent (FTE) or rank mix, a combined change of police officers and police staff, a change in service delivery such as creating a new team from existing budgeted posts must be approved. The Workforce Planning and Development Team or FBP will initiate the Workforce Change Request form and liaise with their respective Finance BP, together with relevant stakeholders take the proposal to the SMT / FAHRM / Command Team meeting or similar, for review and agreement on approval or next steps. Any proposal agreed at this stage is to go to the respective Deputy Chief Constable (DCC) Board (Sussex Strategic Planning Board - SPB and Surrey Force Organisation Board – FOB for joint functions Portfolio Strategy Board) for approval.

3.3 Change 2 – Police staff changes within a portfolio of a small scale, for example moving a post from one team to another, grade or FTE changes, small changes in structure that do not change service provision. Providing the change does not increase / decrease the on-going annual financial commitment by more than £25,000 at budget holder or £50,000 for the portfolio holder (per year) and any increase can be funded within their overall delegated budgets. The Workforce Planning and Development Team or FBP will initiate the Workforce Change Request form and liaise with their respective Finance BP, together with relevant stakeholders take the proposal to the SMT / FAHRM / Command Team meeting or similar, for review and agreement on approval or next steps.

3.4 Change 3 – Police staff changes that involve a change of FTE, grade including Hay Evaluation, change of funding or change of service provision which are beyond the scope of Change 2 above require the approval of the respective DCC Board (Sussex Strategic Planning Board - SPB and Surrey Force Organisation Board – FOB for joint functions Portfolio Strategy Board). The Workforce Planning and Development Team or FBP will initiate the Workforce Change Request form and liaise with their respective Finance BP, together with relevant stakeholders take the proposal to the SMT / FAHRM / Command Team meeting or similar, for review and agreement on approval before submitting to the DCC Board.

3.5 For Divisions, Operations Command and Specialist Crime posts must not be moved to other units as they have been created based on demand profiling work undertaken by each Force. The workforce (strength) within the Division / Command can be deployed as the Divisional Commander sees fit but the posts within these teams must remain. Any suggested Budgeted Workforce changes that deviate from each Force’s operating model need to be approved by the relevant Assistant Chief Constable (ACC), ACC Local Policing, ACC Operations Command, ACC Criminal Justice & Custody and ACC Specialist Crime before gaining DCC approval, for transparency at the respective Board. This will ensure an audit trail of decision making and rationale for deviating from a model that has been based on demand analysis.

3.6 Budget holders may not reduce police officer posts to increase police staff posts, including civilianisation, or reduce police staff posts to increase police officer posts, unless this has been approved by the DCC’s Board, or the Strategic Portfolio Strategy

Board if collaborated. The Budgeted Workforce control procedure should be followed as per the Workforce Change Process Flow Chart.

3.7 The financial implications of police officer and police staff strengths are an issue for Divisional / Departmental Command teams. The Director of People Services through the agreed workforce plan will be responsible for monitoring strength allocation against agreed Budgeted Workforce.

3.8 Major organisational changes, (e.g., restructures) as defined by Chief Officers, will be monitored through the respective Chief Officer Meetings with resourcing priorities being based on organisational plans, objectives, financial considerations, and operational requirements. Once a proposal (supported by the WCR or a business case) has been approved by the DCC's Board (SPB Sussex and FOB Surrey) or Portfolio Strategy Boards the People BP / Finance BP will notify the Budget Holder. The Finance BP will update the Budgeted Workforce Record, and the People BP will request the Workforce Planning and Development Team / HR Performance Team to make the approved changes to the relevant systems reflecting the Budgeted Workforce.

3.9 The completed business case or WCR requires authorisation from the relevant Workforce Planning Manager, Finance BP and the Divisional Commander / Departmental Head (Budget Holder) prior to submission to the DCC's Board (SPB Sussex and FOB Surrey) and/or Portfolio Strategy Boards having been reviewed at an SMT / FAHRM / Command meeting, see workflow in the Workforce Change Process Flow Chart.

3.10 Budgeted Workforce changes will be reported on a monthly basis to the Force Resourcing Meeting by People Services. Updated monthly HR performance data will also reflect Budgeted Workforce changes.

3.11 A detailed workflow can be located in the Workforce Change Process Flow Chart.

3.12 The Workforce Change Request (WCR) is the mechanism to align budget to changes in the workforce. The WCR is available from Finance Business Partners, Workforce Planning and Development Team or the Employee Cost and Budget Accountant.

3.13 On the Workforce Change Request (WCR) form you must:

• Indicate the type of change required by ticking the relevant box.

• Part A of the WCR should only be completed when changing existing posts, including deletions and extensions to temporary posts.

• Part B of the WCR should be completed when creating new permanent or temporary posts and where a post is to change, (the new post details are completed in this section).

• It is mandatory that all elements of Part A and Part B are completed where required.

• Part C must be completed on all Workforce Change Requests by the Finance Business Partner. Additional pages should be attached to provide sufficient details of the business case if required.

3.14 If a post is being deleted to create a new post, there is only a requirement to complete one Workforce Change Request. Complete Part A which relates to the post to be deleted and Part B which will relate to the new position. Parts C must be completed.

3.15 The WCR requires sign off to indicate approval by the Finance Business Partner and Workforce Planning Manager having gained the approval of the Head of the Business area and recording their names and date of approval on the WCR.

3.16 Collaboration – in a joint function the posts are cost shared which therefore prohibits the movement of a joint post to a local function and vice versa. Seek advice from your Finance Business Partner when this scenario presents itself.

4. Recruitment

4.1 Before advertising a new or changed post, the Budgeted Workforce control procedure must be completed as above.

4.2 The majority of Budgeted Workforce posts attract a vacancy rate (a financial tool to limit the financial savings required) which requires budget holders to manage their local workforce plan with central oversight involving recruitment approval.

4.3 People Services will manage police officer recruitment and will allocate resources in line with Force requirements.

5. Job Evaluation

5.1 Any new police staff posts or posts to be considered for a re grading will be subject to Job Evaluation.

5.2 The Job Evaluation process, owned and managed by People Services, requires that posts for evaluation must have the appropriate paperwork completed including a WCR especially if the change impacts the post grade and therefore impacts the budget.

The cost of all re-grades have to be funded within the portfolio, contact your People BP and Finance BP for guidance if required.

5.3 Funding for re-evaluated posts must be identified before submission to the resourcing board and re-evaluation consideration.

5.4 Once the WCR for the proposed change has been approved by the Head of Service Delivery a Job Evaluation will take place. If the post is evaluated at the expected grade, no further action is required. If the evaluation result differs from what is expected, the Job Evaluation panel will liaise with Workforce Planning and Development regarding the resubmission of the WCR.

6. Other Cost Changes Related to Budgeted Workforce Posts

6.1 Police officer costs are managed centrally and changes to the cost structure require Chief Officer approval, managed through People Services and Finance.

6.2 Police staff is a delegated cost and therefore the main principle is that changes to cost structures are self-funded within the portfolio.

6.3 Examples of additional police staff cost include Job Evaluation (as above), market supplements, introducing a new allowance or enhancing an allowance.

6.4 These types of changes require the involvement of the Finance BP and People BP and People Services, Reward and Recognition Manager to advise on how to resolve the business problem being addressed.

6.5 These changes will require the use of the WCR / business case to effect the change. The approval routes are provided in the Workforce Change Process Flow Chart, summarised below.

• Self-funded from within the local delegated budget – such as reducing a supplies budget for the additional police staff cost.

• A business case to restructure the Department or team with cost requirement built into the business case and routed through the local DCC Board or Portfolio Strategy Board for collaborated posts.

• A bid for funding to meet the cost either through the local DCC Board or Portfolio Strategy Board for collaborated posts.

7. Employment Data

7.1 Surrey Police and Sussex Police collect and process personal data relating to police officers and police staff to manage the employment relationship. It is important that individuals understand how that data is collected and used in order to meet the Force's data protection obligations. Further details can be located on the intranet by searching for 'Privacy Notice'.

8. Supporting / Associated Documents

8.1

Workforce Change Process Flow Chart

Surrey and Sussex Recruitment Principles

Surrey and Sussex Posting and Tenure Guidance

Team: Finance Department