

**OFFICE OF THE POLICE AND CRIME COMMISSIONER  
FOR HUMBERSIDE  
DECISION RECORD**

Decision Record Number: 23/2023

Title: Real Living Wage Victim Services

**Executive Summary:**

The OPCC has clear values which clearly demonstrate workforce wellbeing and a strong commitment to the real living wage.

To this end an exercise was undertaken to assess commissioned services that provide victim support against the living wage, the results of which displayed a requirement to increase wages within case management roles.

This increase amounts to £15,800 per annum across the Independent Sexual Violence Advisor service and Victim Support.

This process will be supported by contract variation notices.

**Decision:**

It is recommended that the decision to fund an additional £15,800 per annum towards the provision of victim services and realise real living wage standards is supported. There is sufficient funding available within the core victims' grant.

**Background Report:** Open

**Police and Crime Commissioner for Humberside**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct.

Any such interests are recorded below.

The above decision has my approval.

**Signature**



**Date 14/06/2023**

**POLICE AND CRIME COMMISSIONER  
FOR HUMBERSIDE**

**SUBMISSION FOR: DECISION**

**OPEN**

**Title: Real Living Wage Victim Services**

**Date: 2/5/2023**

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**1. Executive Summary**

The OPCC has clear values which clearly demonstrate a commitment to workforce wellbeing and to a real living wage. To this end an exercise was undertaken to assess commissioned services that provide victim support against living wage, the results of which displayed a requirement to increase wages within case management roles. This increase amounts to £15,800 per annum across the Independent Sexual Violence Advisor service and Victim Support. This process will be supported by contract variation notices.

**2. Recommendation(s)**

It is recommended that the decision to fund an additional £15,800 per annum towards the provision of victim services and realise real living wage standards is supported. There is sufficient funding available within the core victims' grant.

**3. Background**

- 3.1 Humberside OPCC worked with Victim services to undertake a review of its internal pay structures, with a focus on key operational roles, to map against market and consider alignment with living wage.
- 3.2 The commissioned services have presented issues and are currently experiencing difficulties in recruiting and retaining skilled staff with reports of high staff turnover and vacancies that are difficult to fill. This results in reduced capacity, increased pressure on staff to deliver, and increased sickness absence.
- 3.3 The organisations exit interview processes and employee engagement surveys indicate that this is in the main due to insufficient reward for the high level of performance required. In addition, the current cost of living crisis has caused salary concerns for colleagues.

- 3.4 Considering the above the OPCC requested that conditions and pay be benchmarked so that we can retain highly skilled employees and ensure victims of crime receive the level of service they deserve. The objective of the pay review has been to ensure that Victim Service pay and reward structures are fair, including being competitive in a post-Covid market.
- 3.5 To undertake the comparison Victim Service salaries were aligned with the external market rates and the Cendex salary survey owned by XpertHR, a well-known company which offers a range of HR-related information, has also been used. It has a large number of contributors of pay data which forms a reliable source on which to make comparisons.
- 3.6 The external exercise showed that Victim Service salaries lie considerably below the market average for the majority of its roles, which is a significant concern for recruitment and retention. The majority of these roles sit in service delivery, with many post-holders affected.
- 3.7 The research showed that Case Workers are paid up to £4,000 below the market average, while Senior Case Workers are paid more than £6,000 below the market average.
- 3.8 The current low levels of pay make VS vulnerable to staff turnover, burnout, lack of commitment and an inclination to move to another employer for what may be small increases in pay. The roles covered are include intensive high trauma casework, with compassion fatigue acknowledged.

#### 4. Options

Two options to meet the additional costs, providing for a decision and potential implementation to be achieved as soon as possible, are proposed for consideration:

- 1) **Fund:** The OPCC supports the proposed pay review and agrees to meet the full cost of the proposal through additional funding. (Recommended option)

This option is recommended because:

- The proposal is within the interests of fairness. We are seeking to implement a fair and equitable pay structure via a 'Fair Pay Programme' across victim services. An expected key benefit of this is lower staff turnover resulting in enhanced employee satisfaction, resilience and ability to consistently deliver quality services to victims. This contributes towards a key aim within the Police

and Crime Plan, focussing on high quality service provision and victim satisfaction in support services.

- Based on this exercise, on average, lower paid staff receive a higher % salary increase, and higher paid members of staff (management) would not receive an increase. All salary increases are for frontline operational management and staff.
- With all new contracts currently going out for re-tender for the OPCC, we are able to use this budgeting model for living wage, ensuring future service resilience and quality over the next term of contracted services.

2) **Don't fund:** The OPCC supports the proposed pay review but is not able to support the full cost. The OPCC confirms the value of funding available, and VS contributes the remainder from fundraising and reserves. This option is not recommended as it does not represent any added value to the PCC's Police and Crime Plan priorities and the PCC's obligations to provide effective victim services.

- Does not support services in meeting presenting demand and support emerging victim needs.
- The above represents a risk in terms of stakeholder expectations and positive impact of the current service.

## 5. Financial Implications

5.1 The overall additional payroll cost associated with the proposal is as outlined below:

### 5.1.1 Victim Support

Current budget	Budget with pay review	Percentage difference	Difference
376,000	386,400	1.03% increase	10,400

### 5.1.2 ISVA (The Blue Door)

Current budget	Budget with pay review	Percentage difference	Difference
257,072	262,472	1.02%	5,400

5.2 Total amount required to increase both services to real living wage is £15,800.

## 6. Legal Implications

6.1 The decision to increase the contract costs will require a contract variation agreement across commissioning authority and contracted services.

## **7. Driver for Change/Contribution to Delivery of the Police and Crime Plan**

Accepting the funding and deciding to assist the specified authorities with the Duty is consistent with the Police and Crime Plan. This investment will contribute directly to aims one and two of the Police and Crime Plan through:

- Engaged, Resilient and Inclusive Communities
- Safer Communities – to focus activities on interventions that significantly impact on local crime levels
- Commitments on the Public Health Approach to Domestic Abuse, VAWG and assuring quality services for the Humber region.

## **8. Equalities Implications**

Population data has been used by the MoJ to review local allocations, to identify the highest prevalence of crime and populations affected by Sexual Violence, which additionally have significant and disproportionate social and economic deprivation. This equates to more people in Humberside who are most at risk and in need of enhanced protective intervention measures, thus strengthening the recommendation to invest in the workforce.

## **9. Consultation**

Staff have been consulted in both organisation and positively contributed towards the review.

## **10. Media information**

Open for announcement in line with living wage commitment - Briefing for communication and engagement manager.

## **11. Background documents**

Living Wage Review undertaken in March/April 2023.

## **12. Publication**

Open

## **13. DPIA considered**

N/A - Consulted with Mike Richmond