

Appendix A – Annual Survey



December 2018

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1. Introduction

- 1.1 The purpose of this survey is to collect information from forces on a national level. As this is the second year this survey has been done online, we are able to look at year on year comparison where possible, to show how views might be changing.
- 1.2 The survey has been carried out by the national Reward Team. All data will be used to form part of the appendix for the 2018/19 annual pay submission.
- 1.3 We wanted to collect information from all forces, the survey was broken down into the following sections;
 - Recruitment
 - Apprenticeships
 - Promotion
 - Hard to fill ranks
 - Hard to fill roles
 - Leavers (not retirees)
 - Retirement
 - Motivation and morale

The survey used a combination of closed and open ended questions.

2. Methodology

- 2.1 An online tool, Survey Gizmo, was used to design, collect and analyse responses.
- 2.2 The survey opened on the 4th December, 2018 and closed on 18th January, 2019.
- 2.3 The survey was distributed via the National Police Chief Council (NPCC) portal page plus a follow up email to notify key contacts from our Reward network. There was an 86% response rate (37/43¹ forces). 37 forces also completed the annual survey last year however not all the same forces completed the survey².
- 2.4 It should be noted that the figures used in this report have come directly from forces. Some of what we requested last year (17/18) and this year (18/19) includes forecasted data therefore our data will not necessarily correlate with ADR/Census data. Not every force has answered every question, therefore the totals may not always correlate. In the next section we summarised the key findings from the forces who provided information.
- 2.5 Please note the graphs have been colour coded as follows, last year (17/18) in green, this year (18/19) in blue and next year (18/20) in orange.
- 2.6 This survey summary was drafted by Charlotte Corbett, NPCC National Reward Consultant. If you have any queries please contact my email address; charlotte.corbett@thamesvalley.pnn.police.uk

¹ Forces missing this year: Devon & Cornwall, Dorset, Dyfed-Powys, Leicestershire, South Wales and Wiltshire

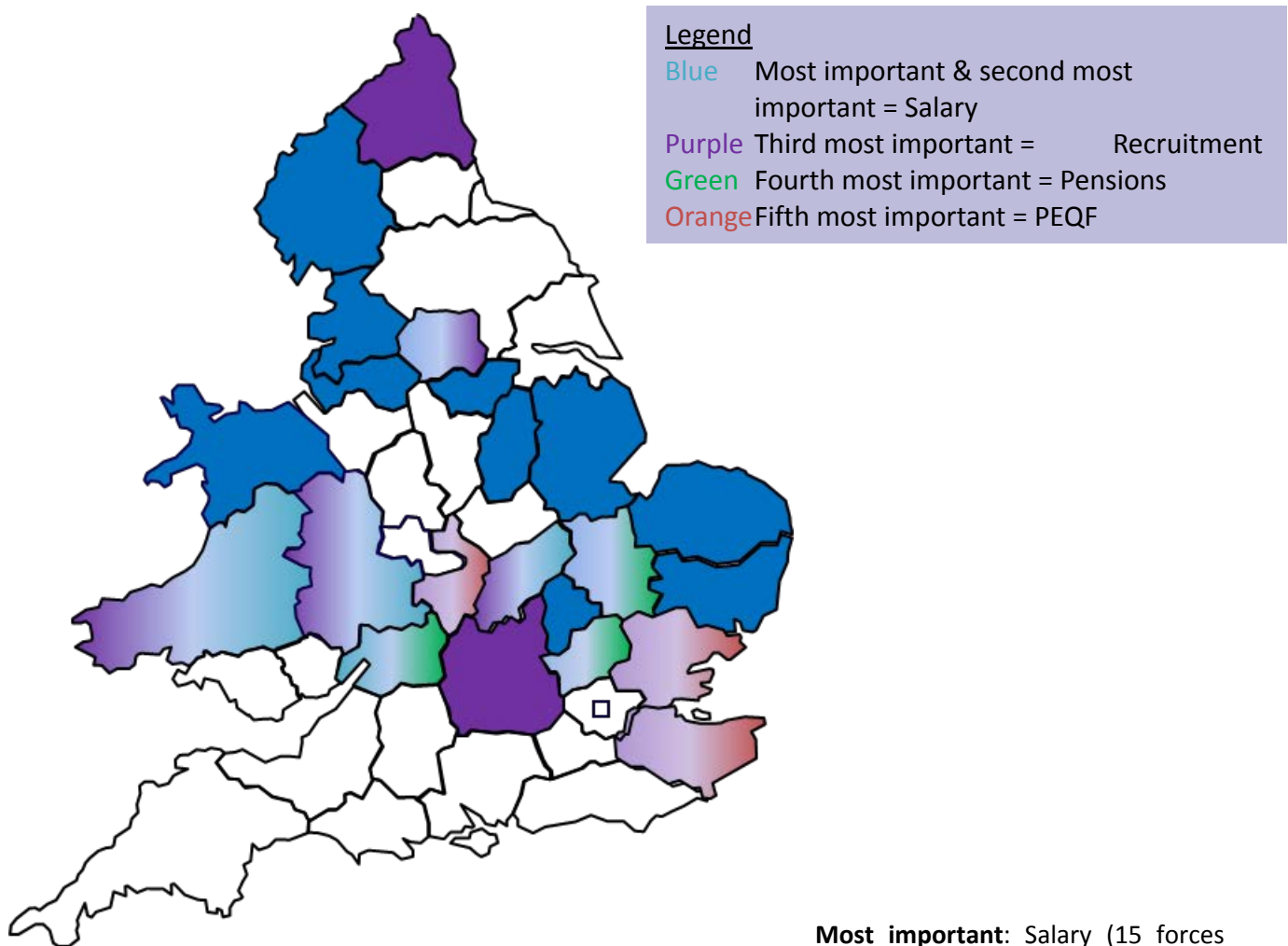
² Forces missing last year: Dyfed-Powys, GMP, Hampshire, Nottinghamshire, Staffordshire and Sussex

3. Summary of Key Findings

Recruitment

Q3 Please state your top 5 concerns about police officer pay and reward e.g. recruitment of new entrants in the next financial year (with the most important being the first):

There were 37 responses to this question. The answers have been categorised 1 – 5 with the first being the most important. We have shown visually on the graph below and included examples below:



Legend
Blue Most important & second most important = Salary
Purple Third most important = Recruitment
Green Fourth most important = Pensions
Orange Fifth most important = PEQF

Most important: Salary (15 forces stated this first and 7 forces stated this second)

“Making sure salaries are competitive”

“Different approach to officer apprenticeship starting salaries by different forces”

Recruitment (9 forces stated this third)

“Recruitment of Detectives over the next financial year”

“Attracting more experienced candidates from alternative employment sectors”

Pensions (4 forces stated this fourth)

“Pensions”

Least important: PEQF (4 forces stated this last)

“PEQF & maintaining pace with other graduate schemes”

The following set of questions ask about officer numbers that have been recruited in this financial year (1st April 2018 – 31st March 2019) and next financial year (1st April 2019 – 31st March 2020).

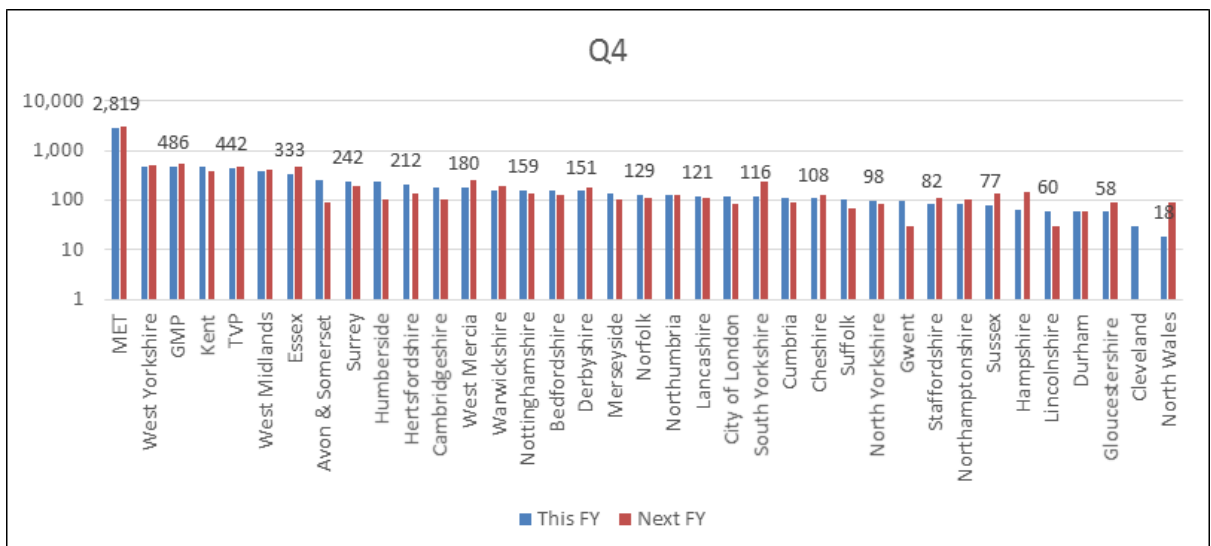
Q4 What was the total number of officers you wanted to recruit in this financial year and what is your forecast for the next financial year?

The total number of officers recruited this year (18/19) was 9,129 (this is higher compared to last year at 6,875). This year can be seen in blue on the chart below. Please note a logarithmic scale of 10 has been used. The smallest number of officers required was 18 in the North Wales and the highest number of officer required was 2,819 in the MET.

- 20 forces were recruiting between 0-150 officers
- 10 forces were recruiting between 151-300 officers
- 7 forces were recruiting over 301 officers

The total number of officers being recruited in next year (19/20) is slightly higher at, 9,330 and this is highlighted in red. This ranged from 30 in Lincolnshire to 3,131 in the MET.

- 24 forces were recruiting between 0-150 officers
- 5 forces were recruiting between 151-300 officers
- 7 forces were recruiting over 301 officers



Q5 Please state the number of officers you wanted to recruit at what level in this financial year?

The highest number of recruits wanted this year (18/19) is for the Constable regular entry route (7,310) and the lowest number of recruits, as expected was for direct entry Superintendents (2). The Constable regular entry route was made up of the larger forces recruiting high volumes through this route (2,283 in the MET, 410 Kent, West Yorkshire 371, 376 GMP, 285 TVP, 272 Essex and 267 in West Midlands). Only 4 forces have recruited using the Foundation Degree (West Yorkshire, TVP, Northamptonshire and Derbyshire). The table below shows how the trend of officer's recruitment is increasing. Please note in the table 16/17 data is based on complete financial data whereas 17/18 and 18/19 is based on actual plus forecast data.³

Officer level	# of recruits required (16/17)	# of recruits required (17/18)	# of recruits required (18/19)	Difference (17/18 vs 18/19)
Constable Regular Entry Route (IPLDP)	3,834	4,208	7,310	+3,102
Pre PEQF/ CKP	1,909 ⁴	1,852	188	-1,664
Constable Police Now	130	188	238	+50
Police Constable Degree Apprentice			116	+116
Direct Entry Inspector	31	43	21	-22
Fast Track Inspector	35	35	15	-20
Direct Entry Superintendent	12	18	2	-16
Transfers all levels	950	983	1,039	+56
Re-joiners all levels	26	40	80	+40
Other i.e. Specialist Entry Detective Constable	273	238	545	+207
Total	7,200	7,605	9,554	+1,949

Q6 Please state the number of officers you forecast to recruit next financial year

A similar pattern has emerged for the number of officers forecast to be recruited next year (19/20) when compared to this year (18/19). There is still a large number of recruits forecast for Constable regular entry route and this is mainly being driven by the MET (who forecast to recruit 2,281 officers). There are more officers going to be recruited through the two new entry routes (PCDA and DHEP) in the next financial year (19/20). The new entry routes did not exist until 18/19 and only a few forces were ready to start recruiting in 18/19.

Officer level	# of recruits required (19/20)
Constable Regular Entry Route (IPLDP)	6,026
Pre PEQF/ CKP	216
Constable Police Now	345
Police Constable Degree Apprentice	1,179
Degree Holder Entry Programme	176
Direct Entry Inspector	43
Fast Track Inspector	38

³ 17/18 and 18/19 complete data Apr-Dec and forecast Jan-Mar

⁴ In 16/17 and 17/18 Foundation Degree was labelled Constable Pre Join i.e. Foundation Degree or CKP

Direct Entry Superintendent	1
Transfers all levels	846
Re-joiners all levels	490
Other i.e. Specialist Entry Detective Constable	136
Total	9,496

Q7 Please state the number of applicants who applied through each recruitment route in this financial year?

Applicants continue to apply using all recruitment routes albeit less overall (by 6,240) compared to 16/17. Please note in the table below we are comparing 16/17 complete financial year data against 18/19 complete plus forecast data. The reason being the total numbers are more like for like. There were a lot less applicants (11,906) for the Foundation Degree entry route this year (18/19). Only 2 forces had applicants for the Foundation Degree route these were TVP and Derbyshire. We can anticipate this may be down to the launch of the new entry routes (as only a few forces have actually started recruiting using these new entry routes, applicants may be waiting for their chosen force to open before applying).

Officer level	# of applicants (16/17)	# of applicants (17/18)	# of applicants (18/19)	Difference (16/17 vs. 18/19)
Constable Regular Entry Route (IPLDP)	29,044	17,035	30,651	+1,607
Pre PEQF/ CKP	11,973 ⁵	8,255	67	-11,906
Constable Police Now	924	587	1,621	+697
Police Constable Degree Apprentice			2,555	+2,555
Degree Holder Entry Programme			200	+200
Direct Entry Inspector	4,628	132	160	-4,468
Fast Track Inspector	236	213	124	-112
Direct Entry Superintendent	1,511	22	58	-1,453
Transfers all levels	1,317	1,782	2,108	+791
Re-joiners all levels	30	125	150	+120
Other i.e. Specialist Entry Detective Constable	121	3,177	5,850	+5,729
Total	49,784	31,328	43,544	-6,240

Q8 Please state the number of successful recruits who entered through each recruitment route in this financial year?

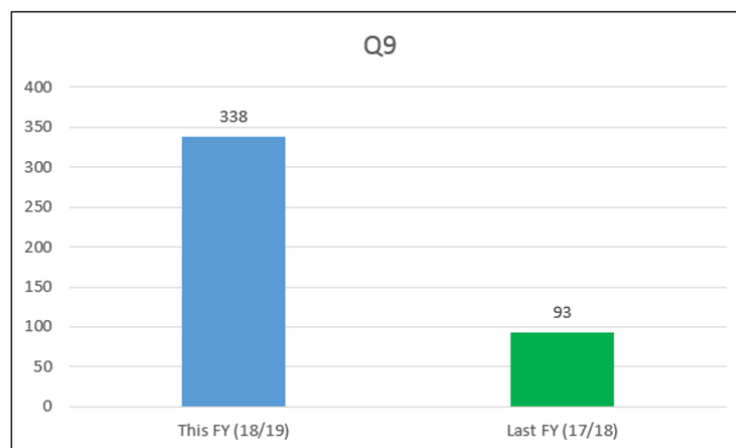
Overall the main recruitment pathways did not meet the number of officers wanted this year (18/19). In particular the Constable Regular entry route wanted a total of 7,310 officers however only successfully recruited 4,782 officers. However, when comparing this year (18/19) against last year (17/18) the number of successful recruits is higher (by 1,571).

⁵ In 16/17 and 17/18 Foundation Degree was labelled Constable Pre Join i.e. Foundation Degree or CKP

Officer level	# of successful recruits (16/17)	# of successful recruits (17/18)	# of successful recruits (18/19)	Difference (17/18 vs. 18/19)
Constable Regular Entry Route (IPLDP)	3,922	3,944	4,782	+838
Pre PEQF/ CKP	1,688 ⁶	1,465	69	-1,396
Constable Police Now	106	159	211	+152
Police Constable Degree Apprentice			71	+71
Degree Holder Entry Programme			10	+10
Direct Entry Inspector	15	28	16	-12
Fast Track Inspector	19	18	53	+35
Direct Entry Superintendent	8	5	14	+9
Transfers all levels	715	999	1,305	+306
Re-joiners all levels	46	40	98	+58
Other i.e. Specialist Entry Detective Constable	46	153	1,753	+1,600
Total	6,565	6,811	8,382	+1,571

Q9 Of those who successfully secured a job offer, how many candidates did not join a force in this financial year?

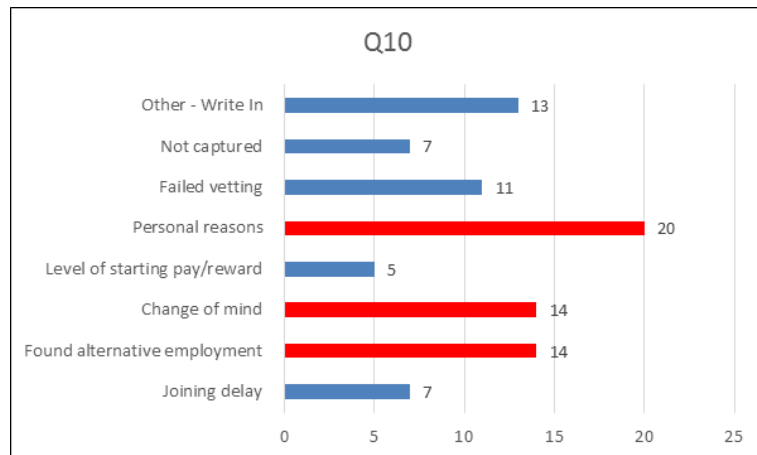
338 candidates did not join a force after successfully securing a job offer in this financial year. This number has increased (by 245) from 93 in the last financial year.



Q10 Please select the reasons for successful candidates not joining a force, in the last complete financial year and in this financial year (please tick all that apply)?

The main reasons for successful candidates not joining a force were: personal reasons, change of mind and found alternative employment (indicating in red on bar chart below).

⁶ In 16/17 and 17/18 Foundation Degree was labelled Constable Pre Join i.e. Foundation Degree or CKP

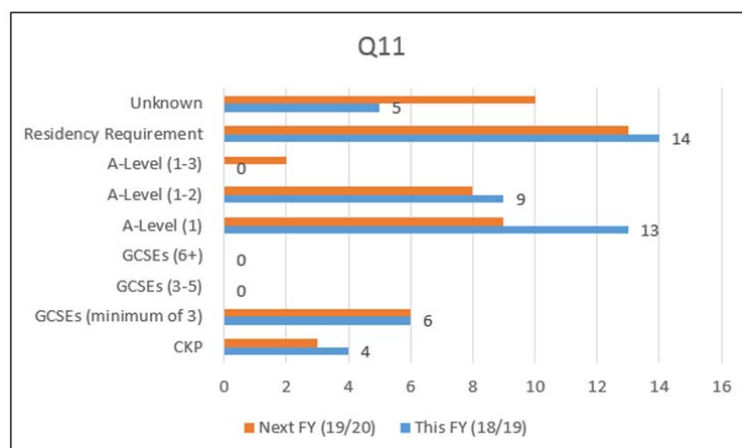


Some other reasons captured were:

- Medical failure
- Unresponsive to contact
- Stayed in education
- Deferred entry
- Failed fitness test
- Transferred to another force

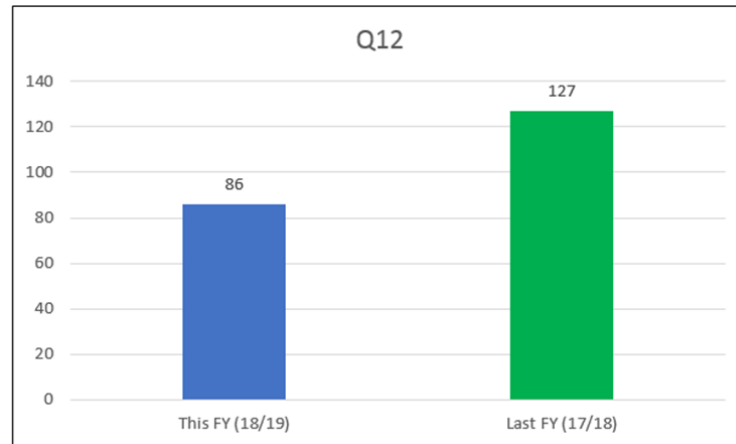
Q11 Please select the minimum entry level qualifications and/or criteria required for new Constable recruits, in this financial year and next financial year (excluding Police Constable Apprentices and Degree Entry Holder Programmes)?

Of the forces that imposed an entry level requirement for new constable recruits this year (18/19), the most popular criteria was a residency requirement. Out of the 14 forces who have this criteria there is a real mixture in terms of geography of forces and size of force. This has changed from one A-level and a residency requirement last year. A residency requirement is also the minimum criteria for constable recruits in the next financial year (19/20).



Q12 Of those successful recruits who joined your force in the last two financial years, please state how many of these officers have left?

Out of the successful recruits who joined forces this year (18/19), 86 officers have now left. This is down (by 41) from 127 recruits leaving last year (17/18).



Q13 What starting salary have you set for new Constable recruits on the existing IPLDP in this financial year? (Please detail any differential pay between candidates and the reasons why i.e. those paid at a higher amount because they have more experience)

All comments have been reviewed (please note some forces offer different starting salaries depending on the type of recruit). For the starting salaries for new Constable recruits on the existing IPLDP this year (18/19) please see table below:

Pay point 0 (£20,370)	Between pay point 0 (£20,370) and pay point 1 (£23,586)	Pay point 1 (£23,586)
6 forces only pay using pay point 0	2 forces use between pay point 0 and pay point 1 depending on experience in line with regulations & determinations	18 forces use pay point 1
1 force uses pay point 0 for "standard" entrants		3 forces use pay point 1 for PCSOs signed off as competent to perform IPS plus 18 months service
1 force uses pay point 0 for recruits without a CKP		2 force use pay point 1 for current serving Specials/PCSOs who have passed probation and achieved Independent Patrol Status (IPS)
1 force uses pay point 0 for external recruits who are not serving Special Constables		2 forces use pay point 1 for PCSOs/Special Constables due to their experience
1 force uses pay point 0 for PCSOs		1 forces use pay point 1 for experienced Specials/PCSOs

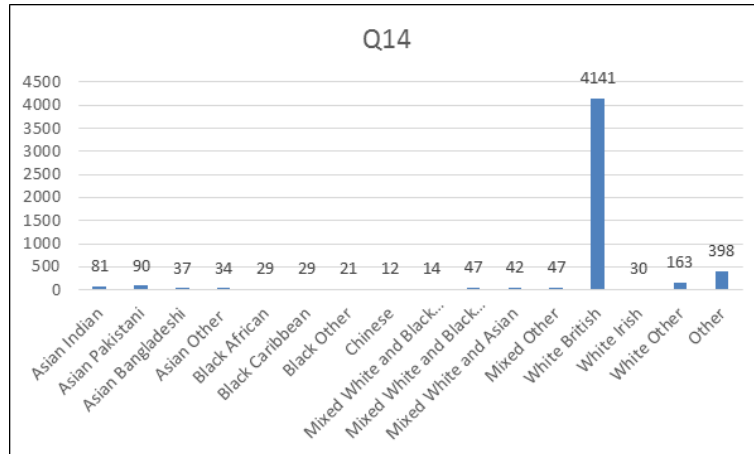
		who meet certain criteria requirements of length of service, hours worked and confirmation in post
		1 force uses pay point 1 for recruits that have a CKP and been a PCSO for a minimum of 18 months or has been a Special for at least 18 months and undertaken a minimum of 200 hours within past 12 months
		1 forces use pay point 1 for recruits who have obtained CKP or have served MSC or have served as PCSO for 18 months and achieved IPS
		1 force uses pay point 1 for Special Constables appointed after 01.04.13 and have achieved IPS
		1 forces uses pay point 1 for members of staff who have successfully completed 18 months service
		1 force uses pay point 1 for Specials with a completed and signed off portfolio
		1 force uses pay point 1 for individuals with policing experience in a non-home office force who is post probation

Last year, 22 forces use pay point 1 and 16 forces use pay point 0 as the starting salary for new constable recruits.

Q14 Please provide the number of constable recruits in relation to their recorded ethnicity for this financial year?

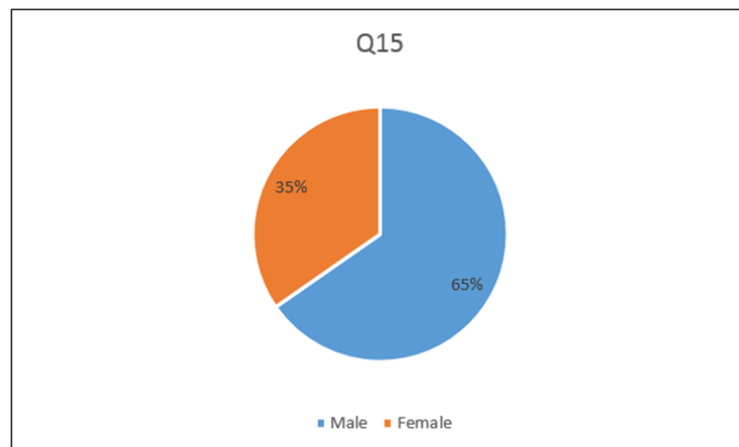
There were 5,215 constable recruits recorded in relation to their ethnicity this year (18/19) versus 4,071 constable recruits recorded in relation to their ethnicity last year (17/18).

- 79.4% were white British, white Irish and White other (down from 82.9% last year)
- 9.2% were Asian, Black, Chinese and Mixed White (up from 8.9% last year)
- 7.4% were Other (down from 8.2% last year)



Q15 Please provide the number of constable recruits in relation to their recorded gender for this financial year?

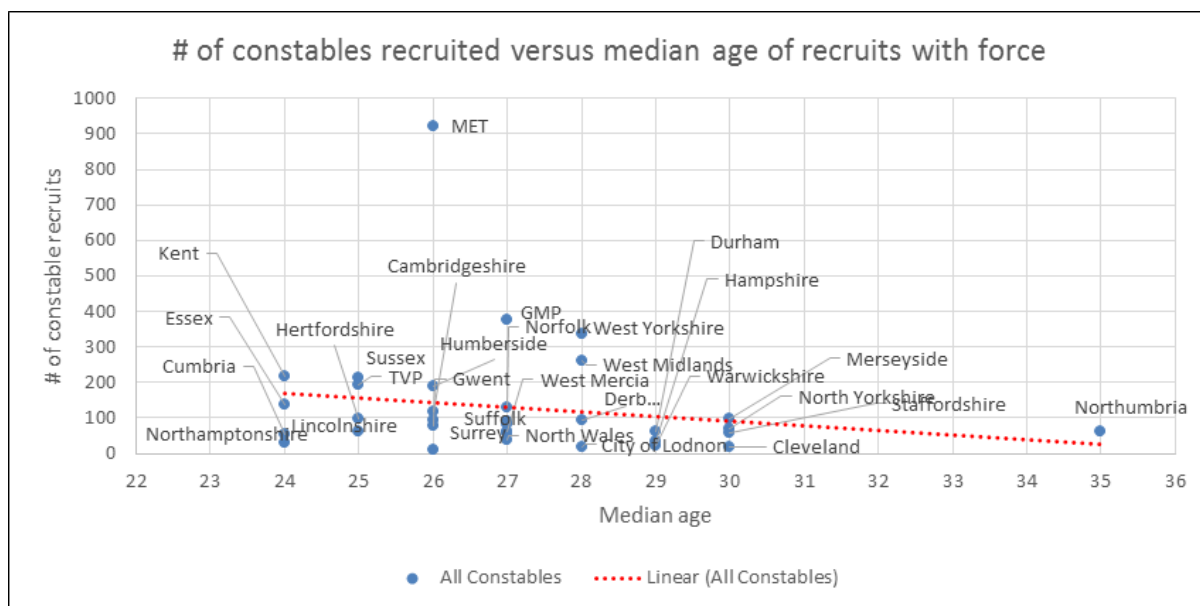
Out of 4,896 constable recruits, 65% were male (3,198) and 35% were female (1,698) this year (18/19). There is very little difference year on year, as 64% were male (2,672) and 36% were female (1,527) last year (17/18).



Q16 Please provide the median (mid-point) age of new constable recruits for the last complete financial year?

The median age varies across forces and ranges from the lowest (24) in Essex, Kent, Northamptonshire and Cumbria and the highest (35) in Northumbria.

We looked at the correlation between the number of new constable recruits and the median age. We found there were more recruits aged 24-27 than 28-31, this can be seen on the chart below:



Apprenticeships

In these questions, we ask about the new entry schemes and what the rates of base pay are and the criteria used to set the new rates.

Q17 Please state what starting base salary level you would like to offer via the new policing entry routes

All comments have been reviewed and below outlines the starting base salary level forces would like to offer via the new policing entry routes (ranked highest to lowest by pound amount):

PCDA ranged from £18,000 to pay point 1 (£23,586)

Starting base salary	# of forces
£18,000	5
£18,500	1
£20,356	1
£21,000	2
Pay point 0 (£20,370)	5
Pay point 1 (£23,586)	3
TBC	19

DHEP ranged from £18,000 - £24,963

Starting base salary	# of forces
£18,000	1
Pay point 0 (£20,370)	2
£20,356	1
£21,000	1
£22,000	1
Pay point 1 (£23,586)	11
£24,963	1

TBC	20
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Q18 Please indicate the top 3 criteria used to determine the starting salaries for Police Constable Degree Apprentice/ Degree Holder Entry Programme

All comments have been reviewed and categorised (highest to lowest):

Benchmarking (12 comments)

“Benchmarking against other public sector bodies”

“Graduate and under graduate market pay trends”

Experience (9 comments)

“Recognising parity with existing recruits”

“Experience is the main criteria and also whether they have a degree or not”

Recruitment (8 comments)

“Attraction of candidates”

National decision (6 comments)

“National decisions drive this decision”

Salary (3 comments)

“Fair remuneration for officers”

Regional collaboration (2 comments)

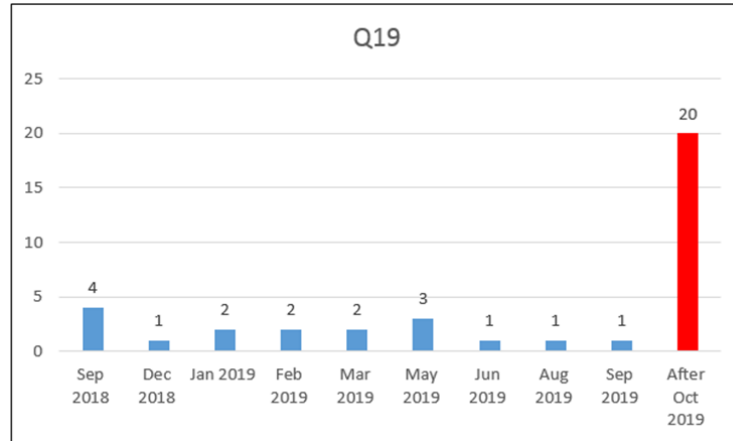
“Regional Collaborative Approach”

Budget (2 comments)

8 Other Comments & 16 TBC Comments

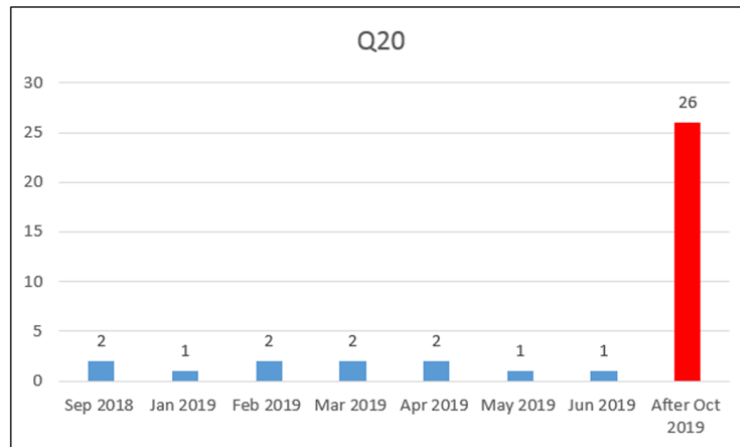
Q19 Please confirm either when you would like to start recruiting or have started recruiting for Police Constable Degree Apprentices?

7 forces have already started recruiting, however the majority of forces (20) will start recruiting for PCDA after October 2019.



Q20 Please confirm when you would like to start recruiting or have started recruiting for Degree Holder Entry Programme?

3 forces have already started recruiting and 26 forces will also start recruiting for DHEP after October 2019.



Promotion

In this next section, we ask for the number of officers who applied for promotions in this financial year (18/19).

Q21 Please state how many officers qualified to Sergeant/Inspector via OSPRE in this financial year

There were 658 officers who qualified to Sergeant in this financial year. However this was down (from 691) compared to last year⁷.

# of officers qualified to Sergeant (17/18)	# of officers qualified to Sergeant (18/19)	Difference
1,349	658	-691

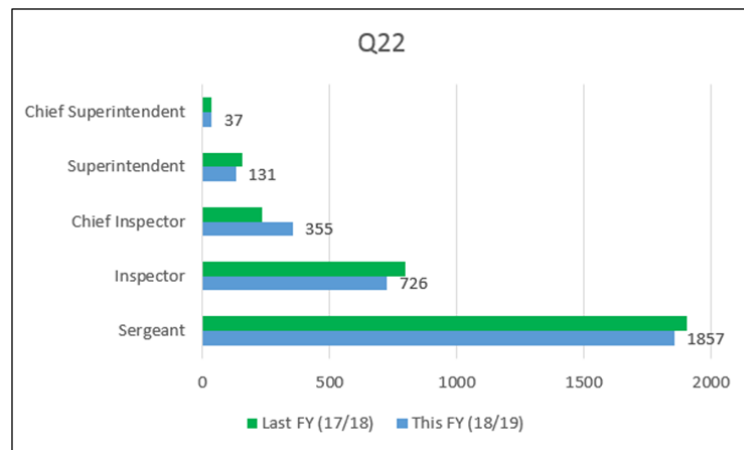
⁷ This may be due to NPPF which has superseded OSPRE in some forces

There were 601 officers who qualified to Inspector in this financial year. This was up (by 52) compared to last year.

# of officers qualified to Inspector (17/18)	# of officers qualified to Inspector (18/19)	Difference
549	601	+52

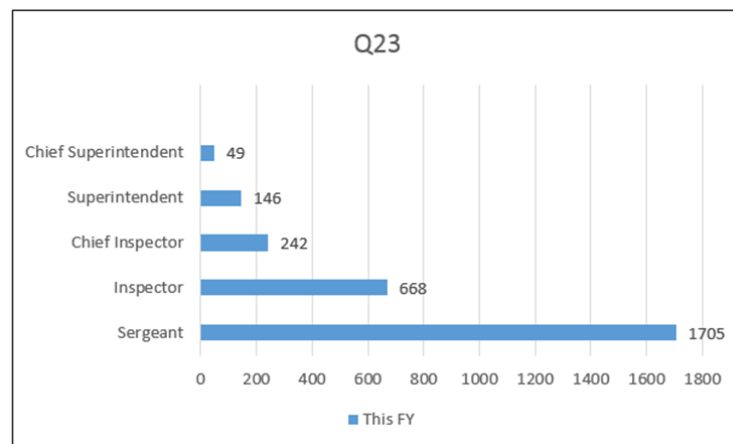
Q22 Please state how many promotions to the ranks listed below there were for this financial year

There were 3,106 promotion this year which is down (by 20) compared to last year. Sergeants were the rank which received the highest number of promotion (1,857) and Chief Superintendent had the lowest number of promotions (37).



Q23 What are the forecasted numbers of promotions in the next financial year?

There were 2,810 forecasted promotions in the next financial year. Sergeants are expected to have the highest at 1,705 and Chief Superintendent are expected to have the lowest at 49.

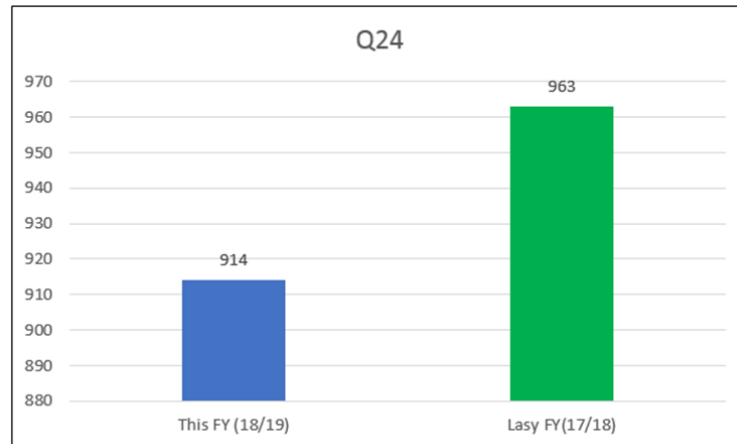


Internal recruitment

The next questions are looking at the number and reasons why officers transferred to another force.

Q24 Please state how many of your officers transferred to another force in this financial year

A total of 914 officers have transferred to another force this year (18/19), this is down (by 49) compared to 963 officers who transferred to another force last year (17/18).



Q35 Please select the reasons for officers to transfer to another force in the last complete financial year and in this financial year (please tick all that apply)?

The majority of forces (28) have not captured the main reasons for officers to transfer to another force this year (18/19). Of the forces who do capture this information, the main reason for officers to transfer to another force was for personal reasons. In comparison to last year (17/18) the main reasons for officers transferring to another force was due to greater career opportunities, closely followed by personal reasons.

There were also 6 comments to this question, these include:

- Childcare
- Unhappy at work
- Cost of living
- Shift pattern
- Workload
- Better job

Hard to fill ranks

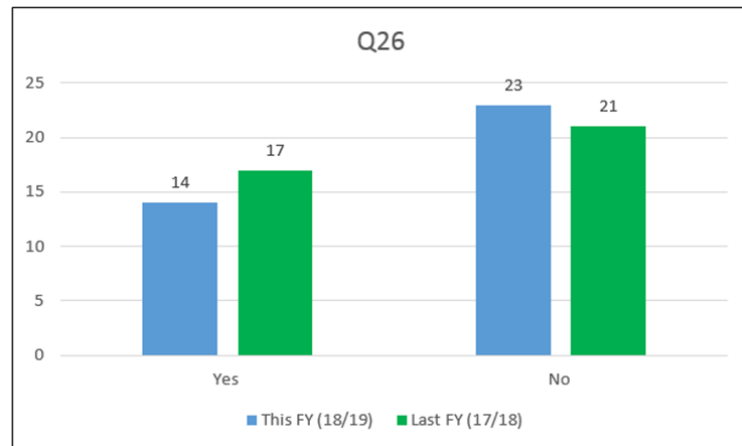
These questions look at whether there have been any ranks and roles which have been hard to fill. Please note, the definition of hard to fill is:

“Based on roles/ranks in a particular discipline that, have not been possible to fill from the internal officer workforce despite continuous advertising and/or posting attempts and has resulted in an ongoing and unacceptably high vacancy rate (against

the defined force establishment for the area of policing concerned) for a continuous period 3 months or more. A vacancy is deemed to have been filled once a successful applicant is identified or posting agreed. Delays in the actual posting taking place do not make a role 'hard to fill'."

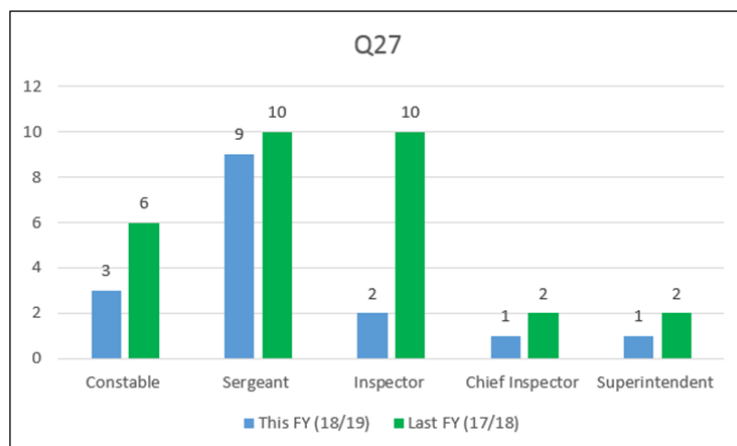
Q26 Were there any ranks that have proved difficult to recruit into in this financial year?

14 forces stated there were ranks that were difficult to recruit into this year (18/19). This is down (by 3) as 17 forces found ranks that were difficult to fill last year (17/18).



Q27 Which ranks have been difficult to recruit into in this financial year. Please tick all that apply?

9 forces stated that Sergeant was the most difficult rank to recruit into this year (18/19). Followed by Constable (3), then Inspector (2), Chief Inspector (1) and Superintendent (1). Last year 10 forces found that both the Sergeant and Inspector ranks were equally difficult to recruit into last year (17/18).



Q28 Please select the reasons that have been identified for being unable to fulfil vacancies in this financial year?

There were three answer options to this question; insufficient applicants; required standards not being met and no reason identified. Most forces were unable to identify reasons for why they were unable to fulfil vacancies across all ranks this year (18/19). Out of the forces who did respond:

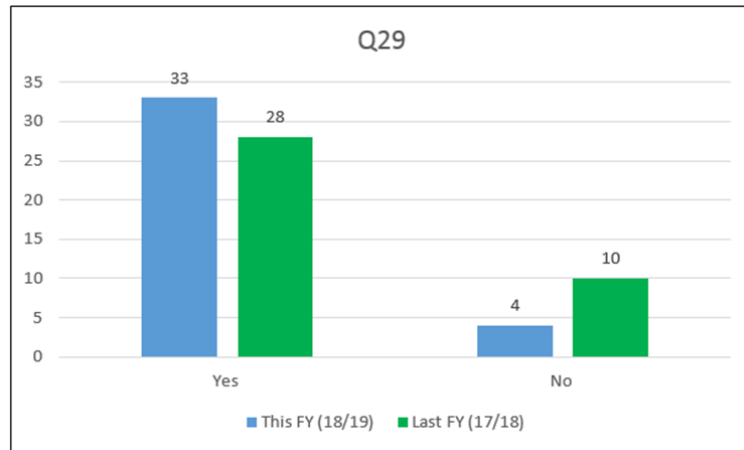
- 5 forces identified that there were insufficient application
- 5 forces identified that the required standards were not being met

Last year the main reason identified by 9 forces for the Sergeant role being unable to fulfil vacancies was due to the required standard not being met.

Hard to fill roles

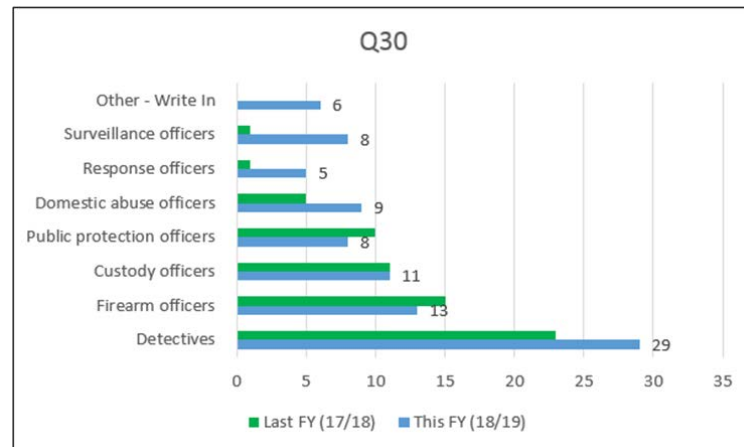
Q29 Were there any roles that have proved difficult to recruit in this financial year?

33 forces stated there were roles that were difficult to recruit this year (18/19). This is up (by 5) as 28 forces stated there were roles that were difficult to recruit last year (17/18).



Q30 Which roles have been difficult to recruit into in this financial year. Please tick all that apply?

Detectives have again been identified as being the hardest role to fill. Other hard to fill roles include; firearm officer; public protection officers; domestic abuse officers; response officers and surveillance officers.



There were also 6 other comments to help identify hard to fill roles, these were:

- Community and Race Relations (CRR) Inspector
- Community and Race Relations (CRR) Sergeant
- Force Incident Manger (FIM)

- Mounted Sergeant
- Uniform Sergeant
- Uniform Inspector

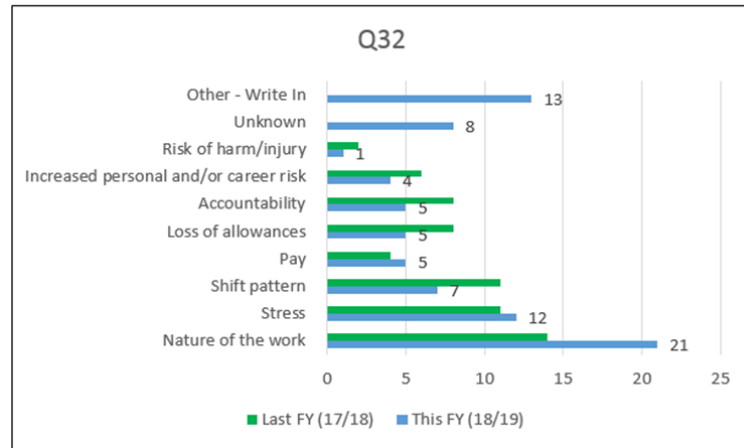
Q31 Please describe in more detail the individual types of role with specific detail required i.e. 'Borough detective' rather than 'detectives'?

There were 26 comments from 26 forces which have been reviewed and categorised highest to lowest (please note there were 3 no comments):

Category	Individual role	# of comments
Detectives	All Detectives	11
	Child protection officer	4
	Rape unit Detective	1
	Custody surveillance motor cyclists armed policing unit	3
	Detective Constable crime and safeguarding team	2
	Crime Investigation Department (CID)	2
	Domestic abuse officer	2
	Public protection Detective Constable	2
	Forward Intelligence Team (FIT) officer	1
	Vulnerability Investigations Team (VIT) adult protection	1
	VIT domestic abuse officers	1
	Borough Detective Custody Sergeants	1
	Protecting Vulnerable People Unit (PVPU)	1
	Serious Organised Crime Unit	1
	Amethyst (sexual assault referral centre)	1
Firearm	Authorised firearm officer	5
Sergeant	Custody Sergeant	3
Constable	Basic Command Unit (BCU)	1
	Roads and Transport Policing Command	1
	Surveillance Constables	1

Q32 What, if any reasons have been identified for being unable to fulfil vacancies in the last complete financial year? Please tick all that apply?

The main reason identified (by 21 forces) for being unable to fulfil vacancies this year is due to the nature of work. This was also the main reason last year.

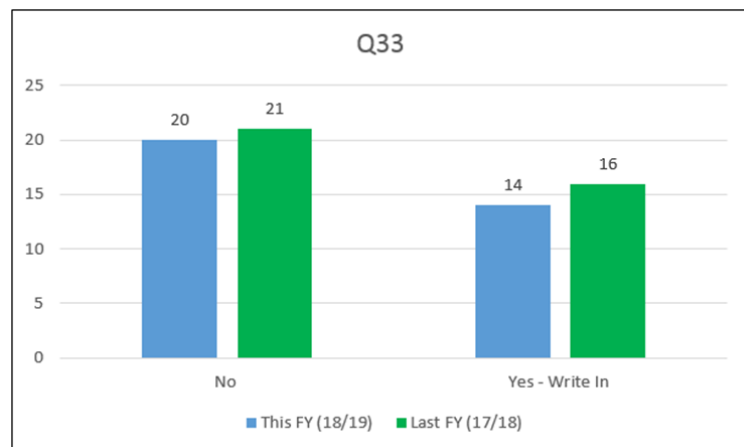


There were also 13 other comments which include:

- Capability – being able to develop skills quickly enough to meet the demand
- Location
- Not passing recruitment processes
- Work/life balance
- Lack of experience
- Perception of the role

Q33 Has your force needed to mandate the posting of officer to fill vacancies in hard-to-fill roles? If so, into which roles and what was level of vacancies for that hard to fill role?

14 forces stated they have needed to mandate the posting of officers to fill vacancies in hard to fill roles. They were predominately for custody and public protection roles. Similarly last year 16 forces also stated they needed to mandate the posting of officers to fill vacancies.



Q34 What action has the force taken in relation to hard-to-fill and what action could be taken nationally?

There were 33 comments from forces, in terms of what action could be taken nationally in relation to filling hard to fill roles, which are highlighted below:

Action taken/ could be used nationally	# of comments
Marketing/ external advertisement	12
Tenure on roles	6
Inclusion of hard to fill roles into Force Resourcing Priorities	2
Additional support for those interested in roles including protected training time	2
Agreed career pathways	1
Investigator Resilience group set up	1
Flexibility in working location	1
Postings on promotion to Sergeant	1
Working pattern reviews	2
Wellbeing activity (including psychological assessments)	2
Myth busting	1
Change image of Public Protection Unit (PPU)	1
Now include Public Protection in rotation for student officers	1
Looking to do open days to market PPU	1
Also looking at dwell time	1
Nationally creation of financial payment to recognise significant mental and emotive challenging work	1
Transferee campaign	1
Apply a Hard to Fill Allowance for PC's entering the T/DC pathway.	1
Nationally multiple points of specialist direct entry for the detective workforce	1
No central selection process	1

The highest number of comments were in relation to marketing/ external advertisement. Interestingly there was a real mixture of forces in terms of their geography albeit most of the forces were the slightly smaller forces.

Q35 Has your force identified any particular units or departments where the inability to recruit or retain officers is presenting an operational risk to service delivery?

There have been some suggestions to identify particular units or departments where there is an inability to recruit or retain officers which is presenting an operational risk to service delivery. These have been highlighted below, (please note there were 13 no comments):

Department difficult to fill	# of comments
Custody	5
Detectives	5
Firearms	4
Protecting Vulnerable People	1
Public Protection/ Safeguarding	1
PIP Level 2	1

Q36 Have any workforce issues been identified that may contribute to the recruitment and or retention problem (other than the nature of the role). For example, retirement bubble in specialist posts, skills gaps, lack of remuneration, geography etc.?

There have been a number of workforce issues which have been identified that might contribute to the recruitment and retention problem. These have been highlighted below (please note there were 9 no comments):

Issues identified	# of comments
Geography – distance of travel to work	6
Skills gap	6
Remuneration for specialist skills	2
Retirement bubble	3
Tenure	1
Stress of role	2
Under establishment/ resilience concerns	1
Operating model is unattractive	1
Time of LKE (Only being annual)	1
Shift pattern	1
Working overtime causing disruption to family life	2
Inability to recruit sufficient applicants	1

The six forces who identified geography as an issue were: Hampshire, Northumbria, Lincolnshire, Norfolk, Suffolk and Cheshire.

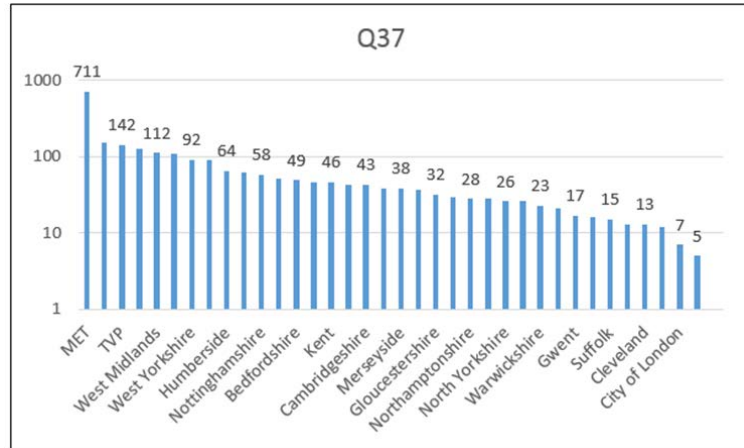
Leavers (not retirees)

The next section asks how many officers voluntarily left the service (not retirees), the number of years' service completed, age/role/rank of officers, the main reasons for leaving and whether there is a noticeable increase of officers leaving.

Q37 How many officers left the service voluntarily prior to completing their full potential pensionable service in this financial year?

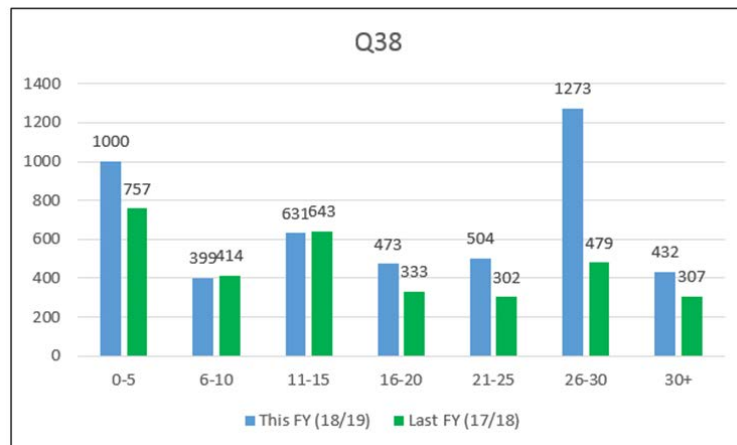
Forces reported that 2,424 officers voluntarily left the service (not including retirees) prior to completing their full potential pensionable service this year (18/19). This is up (by 380) as 2,044 officers voluntarily left the service last year (17/18).

The Met as the largest force had the most officers leave voluntarily (not including retirees) (711 vs. 696 last year) and City of London had the least (5), this can be seen on the graph below, please note a logarithmic scale of 10 has been used:



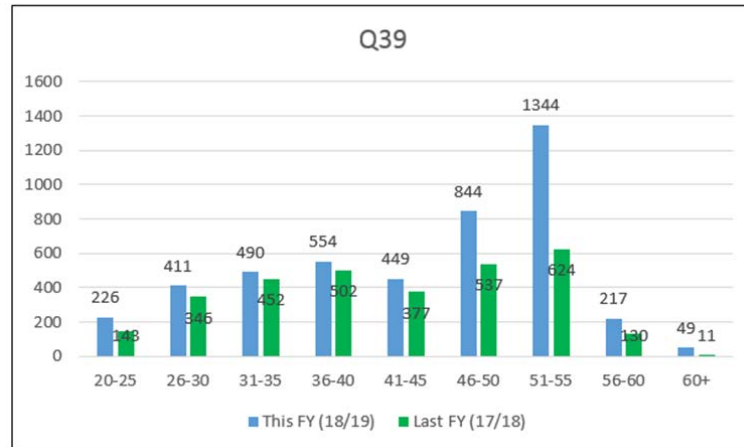
Q38 Please state how many officers achieved the following years of service at the point of leaving in this financial year?

We asked forces to categorise how many officers left in 5 year bandings. The answers have showed us that the most officers left after having achieved 26-30 years of service (1,273) this year (18/19). This contrasted from the report last year, showing the highest level as being 0-5 years of service (757) last year (17/18).



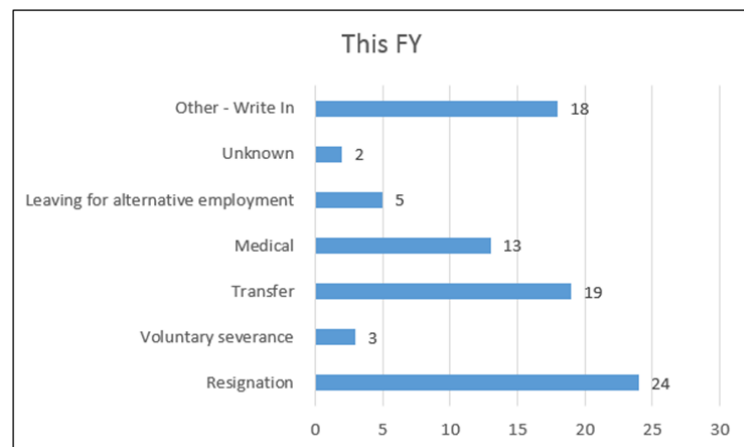
Q39 Please state how many officers left in each age group in this financial year?

The most officers left in the 51-55 year age group (1,344) this year (18/19). This is the same as last year (17/18) albeit less officers left (624).



Q40 Please select the main reasons for all officers leaving in this financial year?

The main reason (24) for officers leaving this year is due to resignation which was the same reason as last year.

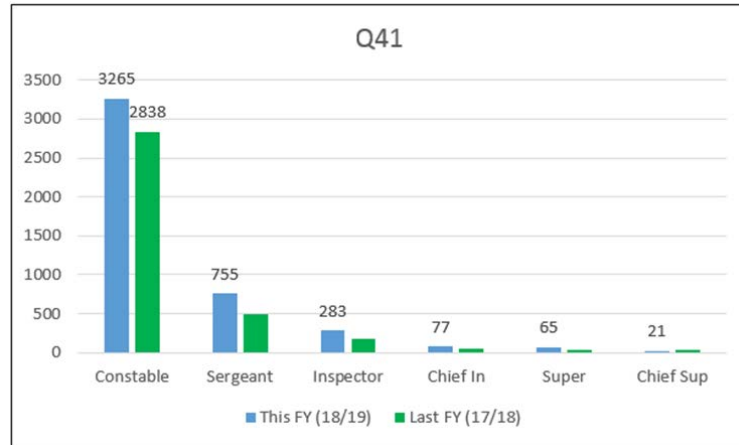


There were also additional comments for reasons why officers left, these included:

- Dismissal
- Death in service
- Non confirmation of probation
- Wrong career choice

Q41 Please confirm how many officers left at each rank in this financial year?

Most of the officer who left were Constables (3,265) this year (18/19). This is the same as last year (17/18) albeit more (427) officers left this year.

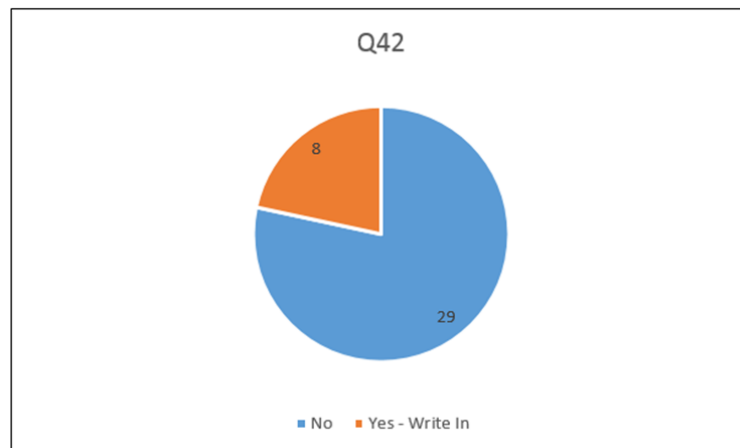


Q42 Of those who left prior is there a noticeable trend based on role, rank or reason i.e. do you have a large number of detectives resigning or firearms officers transferring? If so please state

Only 8 forces said of those who left, there is a noticeable trend of why.

Some reasons for this include:

- Wrong career choice
- Found alternative employment
- Transfer to another force
- Firearms officers leaving due to recruitment drives in the MET/City of London

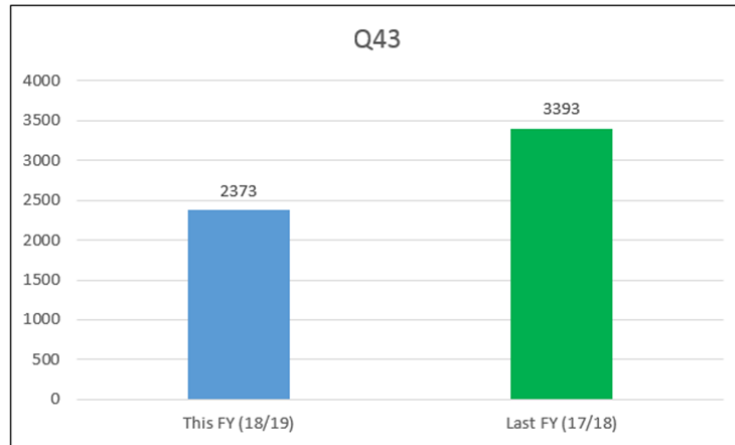


Retirement

This next section asks how many officers have retired and at what rank at the point of completing their full pensionable service.

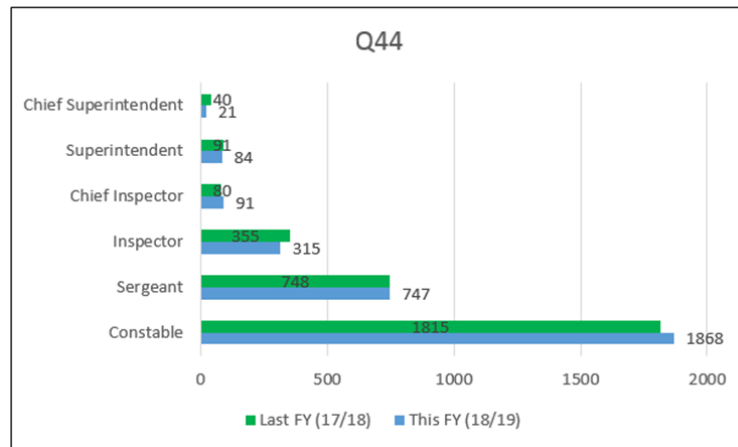
Q43 Please state how many officers retired after completing their full pensionable service in this financial year?

2,373 officers retired after completing their full pensionable service this year (18/19). This is lower (by 1,020) compared to last year as 3,393 officer retired after completing their full pensionable service.



Q44 Please confirm how many officers retired left at each rank in this financial year?

The highest number of officers to retired this year (18/19) occupied the Constable rank 1,868. Compared to last year this increased (by 53) as 1,815 Constable retired last year.

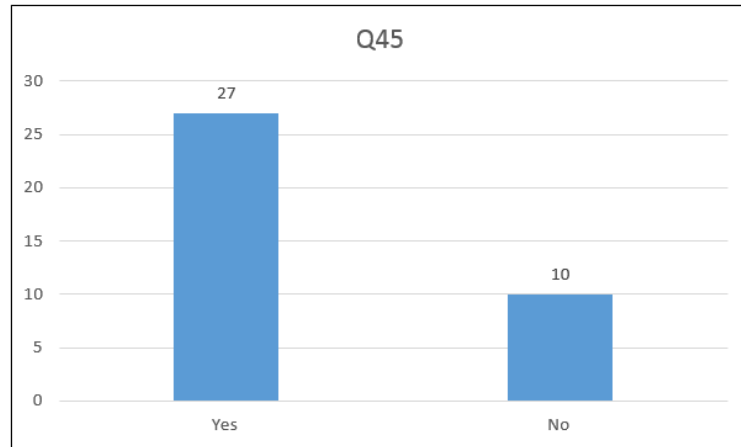


Motivation and morale

This next section asks about a workforce survey and who completed it

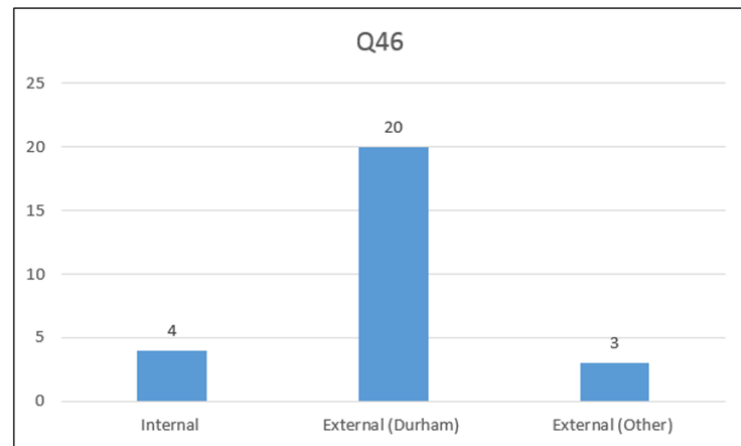
Q45 Has the force conducted a workforce survey in the last complete financial year?

27 forces (the same as last year) stated they had completed a workforce survey this year (18/19).



Q46 If yes, who conducted it?

Out of the 27 forces who completed a workforce survey; 20 were completed by Durham University; 4 were internal and 3 were completed externally.





Appendix B – Reward Framework Focus Group Report



November 2018

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1. Introduction

1.1 This report describes the process undertaken in November 2018 of running focus groups across three forces, Avon and Somerset, Derbyshire and Northamptonshire on matters connected with the new Reward Framework.

1.2 The aim was to gauge levels of knowledge about the implementation of a new reward framework, the new routes into policing and to gather views and opinions on a new proposed 4 stage constable career structure, on call allowance and communication about pay.

1.3 We wish to thank the three forces that took part in this exercise and the individuals who organised officers to attend the meetings, rooms and equipment.

2. Purpose of the Focus Groups

2.1 The national reward team has been established by the NPCC to develop a new reward framework for the pay and conditions of police officers. We are preparing the 2018/2019 report to the Police Remuneration Review Body (PRRB) on behalf of the NPCC.

2.2 Last year, in Autumn 2017 we ran a wide ranging series of focus groups with uniform response and Investigation officers to hear opinions directly from officers about early proposals for a new Reward Framework.

2.3. These latest focus groups built upon this model of gathering evidence from officers, providing a unique opportunity for them to contribute to the national debate on how we pay and incentivise officers.

2.4. The nature of these items are set out in the NPCC Main Report, Section 4 Methodology and Evidence.

3. Organisation of the Focus Groups

3.1. We designed a set of questions on the current proposals for the reward framework. Forces were asked to convene 15-20 officers for each group. There were a total of 40 delegates. The national reward facilitator led the groups on these dates:

Police Force	Date
Avon and Somerset	26th November 2018
Derbyshire	28th November 2018
Northamptonshire	29th November 2018

4. Methodology

4.1 At each focus group delegates signed an attendance sheet. A list of delegates by date, name, force and email address is held by the national reward coordinator.

4.2 Each focus group lasted up to two hours. A PowerPoint presentation provided information on the progress of the new framework followed by plenty of time for delegates to respond to and comment on a series of questions using an electronic voting system.

4.3 The electronic voting technology was provided by 'Clickpad'. Each officer was provided with a handheld keypad on which to vote. A record of their voting choices is set out in this report. The voting data is held by the national reward coordinator.

4.4 After each question, the group were shown how the whole group had voted and provided an opportunity to discuss an issue further. This report includes direct quotes from the officers. We would like to thank them for their contribution and time.

5. Focus Group Demographics

Age	Percentage
21-31	0.0%
31-41	18.2%
41-50	72.7%
50+	9.1%

Years Service	Percentage
0-3	18.2%
4-10	9.1%
11-20	54.5%
21+	18.2%

Rank	Percentage
Constable	60.0%
Sergeant	10.0%
Inspector	10.0%
Other	20.0%

Role	Percentage
Uniform Ops	54.5%
Investigation	18.2%
Special Ops	0.0%
Other	27.3%

6. Focus Group Findings

What follows are the questions we asked officers in the November 2018 focus groups, followed by their answers and quoted views.

6.1 First of all we wanted to find out if officers had heard anything about a new reward framework. This would help in planning communication on the project.

We asked:

Had you heard something about the new Reward Framework before today?

Yes	No
18.2%	81.8%

The focus groups showed us that knowledge about the new reward framework is pretty low and that there is work to be done, to increase knowledge about the project. 81.8 % of officers had not heard anything about the Framework. Those that had, included senior officers, an NPCC Staff Officer, Police

Federation representatives, or individuals involved in setting up apprenticeships for their force. Understanding that levels of knowledge are low, helps us plan communication strategies in 2019.

6.2. We next wanted to test levels of knowledge about the PC degree apprenticeship. In the 2017 focus groups, very few officers had heard about the apprenticeship or knew any detail about them.

I had heard about the Apprenticeship before today?

Yes	No
81.8%	18.2%

It was encouraging that 81.8% of officers have heard about the apprenticeships and this level of knowledge was stronger than in the 2017 focus groups. This is a good development and is due to the fact that forces are now actively recruiting apprentices in their forces or are preparing to do so.

Comment:

I visited another force last week who told me about their apprenticeships

6.3. We went on to ask officers for their views on the proposed apprenticeship pay range (£18k - £25k), introduced from September 2018. Forces have been offered flexibility to raise the entry pay point if they need to.

The pay range for the Apprenticeship is likely to range from £18k to £25k - does that sound reasonable?

Yes	No
54.5%	45.5%

Although the majority felt the apprenticeship entry pay point is reasonable, taking into account that the apprenticeship offers a fully paid three year degree, those who said no, reflected their concern that, even with a paid for degree, they do not feel the £18k starting point will entice the right numbers or diversity of officers.

- *I think £18k to be on the streets is low. You won't get people on this salary.*
- *If you are young, £18k is reasonable when also getting a degree, but for someone at 30 years plus it's not inviting.*
- *You are not going to get people applying to the police who already work*
- *The risk is when Chiefs are short of money, this is a cheap recruitment option albeit a 45% abstraction rate.*
- *I am concerned about the level of investment in retention. It's attractive to get your degree paid for but people might just then leave. Are they doing anything to make apprentices stay after they have done the degree?*
- *I have done some work in my force on minority representation and have talked to students and parents in colleges. Many want their children to study for professions. They are not going to encourage them to join the police on £18k.*
- *£18k is less than when I started 3 years ago.*

6.4. The discussion about apprenticeship pay broadened into the merits of professionalisation and degree based recruitment. A number of officers said they were yet to be convinced that the approach to joining the service after 2020, based on either studying for, or having a degree is the right one.

- *In my cohort, we had a range of ages and people joining from the military who did not have degrees. The degree approach would rule out these officers in the future even though they have got fantastic life skills. There are people who are older, and they will not be able to join the police.*
- *We will never be representative of our community if we expect everyone to have a degree or to be studying for one.*
- *I understand that the College of Policing are looking again at the idea of requiring degrees for Superintendents and with the Apprenticeship there is concern they are not attracting the diversity of individuals the service needs.*

6.5. From discussion about the apprenticeship, we went on to tell officers about the proposal for a move away from the time served constable pay scale to a new 3 stage (plus a lateral stage) pay scale, progressed through the collection of evidence about competence and skills. We wanted to know what officers think about this, reassuring them that no officer will lose any base pay in the transition to this new scale.

We asked:

From what you have heard today, do you agree with the Constable Pay structure?

Yes	No	Not Sure
20.0%	50.0%	30.0%

6.6. There is interest, but mixed and cautious support for the constable pay structure at this stage of development. Officers would like to know more and be reassured how it will work. Although 50% voted No and 30% Not sure to this question, this was, in large part due to the desire for more information and understanding about how it will work.

6.7. Concerns were raised about it being an assessment based structure. Officers remember the challenges of the process for competency related pay and seek reassurance that any new process will be objective, fair but not arduous. Issues about gender equality impact were raised which need consideration. A number of officers questioned whether there is sufficient delineation between stages 1 and 3 to warrant stage 2.

- *How will we ensure consistency in assessing criteria across forces? Line managers will assess us so how are we going to make sure that a constable regarded as being at the level of stage 3 in one force isn't seen as stage 2 in another?*
- *A number of us are supervised by civilian staff with no investigation skills so for them to have the knowledge and skills to assess us may be harder than someone who is in a district with a sergeant.*
- *Will you be calibrating the evidence nationally or at a local level? If someone moves to the Met and they are not at the required level, how will that evidence be moderated?*
- *It will be alright if everybody gets the same opportunity to progress.*
- *We need to be reassured we are not going to receive less on this model.*

- *Can you be moderated down a stage? I.e. Stage 3 goes back to Stage 2?*
- *I am concerned about the amount of work to gather evidence and for line managers to sign them off. Is it going to be about who can write the best gets on and is that fair?*
- *None of us do PDRs - the force got rid of them.*
- *I was asked 'do you want to go for promotion or stay where you are' - and that was my PDR!*
- *I have dyslexia and writing is not my strength. It has affected my ability to pass a promotion board.*
- *Some people are very bad at selling themselves on paper and need help*
- *If you want us to evidence stuff properly it's going to need a lot of work.*
- *The 3 incidents in my career where there has been extra pay for certain people, has been divisive. The first is rental allowance, some got it because of years of service. The 2nd is CRTP (competence related pay) and that was a few lines of how good you are, often you'd copy the next person's work. I don't know anyone who didn't get it. The 3rd is the bonus scheme - used as you deem fit was very divisive as it was unfairly distributed. People on firearms got it, but everyone has got extra responsibilities.*
- *We need to be wary of making Stage 1 recruits feel undervalued. They will be on the streets doing the same job as Stage 2, 3, 4 officers but without the status. At the moment, we are all 'constables'. The introduction of ARC did a lot to make officers feel demoralised, because they passed their probation and felt they had 'arrived' but considered 'below competence' until they had achieved ARC.*
- *I am in favour of not automatically getting a pay point rise just because of 'time served' but the levels being introduced here with a middle stage 2 on top of achieving probation could demoralise. A lot of officers at the top end of stage 1 will be doing identical work, with identical behaviours and skills to those in stage 3. I would rather be out working with a pre ARC officer because their attitude and approach are often better than somebody with longer service.*
- *At present, you are regarded as a fully operating constable once you have completed probation and ARC and you have the kudos you are as good as your team. With this model, the titles and stages define your competence. Although currently, everyone knows how many years' experience you have, we don't label it. This model sets a distinction.*
- *We work in collaboration across 3 forces and one of the biggest impacts about that are the different financial arrangements in each force. You can have two officers in the same car paid differently, the length of the working day can be different, different benefits for officers for the same thing. It would be really good if the impact of this work can consider the collaborative arrangements. It can make it really difficult to work in establishing how to work our budgets out.*
- *The model works but we need to make sure that we are not creating any natural barriers to progression.*
- *A concern I have is that to reduce their pay bill, forces create quotas at each stage creating false barriers to progression and hold a large proportion of officers at stage two.*
- *Some forces struggle with recruitment. I might go to another force desperate for officers and be offered Stage 4 to get me there?*

- *I am interested on behalf of women who take time out or work part time - the speed at which they can evidence competence - previously they would continue up the time served model regardless. How will this structure affect progression?*
- *I have a protected characteristic and have taken leave to have children. For a woman at stage 2 there may be an element of indirect discrimination, because they have taken time out and have not been doing all the things that will give them evidence?*

6.8. Continuing the discussion about the constable pay structure, we sought their views on the proposed titles of Probation, Foundation and Senior or Established for the three constable stages.

We asked the groups if they agreed with these titles:

Probation Constable:

Yes	No
90.0%	10.0%

Foundation Constable:

Yes	No
80.0%	20.0%

Senior or Established Constable:

Senior	Established
71.4%	28.6%

The titles of Probation and Foundation were well supported but there were very mixed opinions about the titles of senior or established constable. Nearly all of one force and most of a second force wanted it on record that they didn't like the title senior or established and did not record their vote. The voting result above is from those few officers who wanted to record a preference. Above all, all officers were clear that any titles should be for internal consumption only, namely used for pay purposes or career discussions, but not used externally with the public. In terms of operating, you should continue to be known as a 'constable'.

- *I don't like labelling - constables have different strengths and skills.*
- *We just want to be known as constable*
- *We like Probation Constable*

6.9. We moved on from discussion about the constable pay scale, and introduced the development work on the pay structure for ranks of sergeant and above. Officers were told that the proposal is that all other ranks will have a new two pay point pay structure (currently four pay points). The first pay point would be the entry point for that rank. The second point will be achieved once an officer has evidenced that they can do the role to the full extent. We asked:

Do you agree with the proposed two stage structure for Sergeant rank and above

Yes	No	Not Sure
40.0%	20.0%	40.0%

With the limited information available at this stage, there was cautious approval for this proposal, although a number of officers found it difficult to answer this question. This is reflected in the 40% not sure vote.

- *If you earn more quickly that's good for your pension.*
- *If you get to the top of the PC scale and do overtime, you take a pay cut to become a sergeant. There's no incentive to go for promotion.*
- *You can earn more than a top whack sergeant in one year on overtime.*
- *We should apply the same criteria and titles to sergeants as constables - e.g. foundation sergeant and senior sergeant*
- *Can you achieve competence in if you are in a temporary position? For example, if a sergeant has been in the role for 4 years and is performing but hasn't passed the board, can they still achieve the top pay point? Under the time served model you would continue to go up the pay scale.*
- *If you attend a board after 4 years and are not promoted - where does that leave you on this new pay structure? There is a conflict between the pay structure and the promotion structure.*
- *In our force we have pushed a lot of superintendent work to the CIs. Has that been looked at? I am a temporary CI and I had to take on senior On Call and Senior Detective for the whole force which used to only ever sit at Chief Super level. In another force I know, they don't even have CI rank - so there is a big jump. If you are looking at taking away some pay points, you need to look at the jumps between ranks because of the distribution of work and responsibility. The jump in responsibility from Inspector to CI is now vast but our pay does not reflect that.*

6.10. We then wanted to take the opportunity to ask officers about the future 2019 pay rise and what percentage they would like to see awarded.

Officers were pleased to be asked this and to have the opportunity to put their view directly. 60% of delegates selected a 5% pay rise; 20% selected an 8% pay rise. 10% of delegates requested 3% and 10% respectively.

We asked:

Based on the 2% pay award in 2018, what do you think the percentage rise should be in 2019?

Votes	Percentage Rise
10.0%	3.0%
60.0%	5.0%
20.0%	8.0%
10.0%	10.0%

6.11. We moved on to talk about ‘On Call’ duties. The Police Federation and the PSA have raised concerns about the breadth and extent of on call duties and the pay review body has asked for information on this. Forces have been surveyed and we also wanted to collect data from focus groups.

We asked:

Have you been on call out in the last month?

Yes	No
20.0%	80.0%

Although nearly all officers report they are routinely called or disrupted at home, only a minority of officers are officially ‘on call’, ie put on the rota as on call. There was consensus that taking a phone call is not being ‘on call’. Being On Call is about having to leave home to attend an incident, or go back into work and be available for a stretch.

- *Very few people are officially ‘On Call’*
- *We get called up but it’s not ‘On Call’ I might get a DCI calling me to help out on a murder but I’m not On Call.*
- *If it’s called On Call we have to pay officers, which is why it’s not!*
- *There is a force policy with a few designated people On Call, eg a DCI negotiator for a murder or people with a specialism.*
- *A minimum of people are on Call - most constables are not On Call.*
- *Officially you’re not On Call but you constantly get called when not at work. It happens all the time.*
- *There is a misconception about On Call - is it fielding a call or tipping out and returning to work?*
- *You need to have 11 hours between your shifts - as long as that happens that’s all managers care about*
- *It isn’t just taking a phone call - it’s being available and turning up for a 24 hour period.*

6.12. We went on to discuss the On Call allowance for federated ranks. We asked them for their views on the £15 on call allowance, which has stayed the same for a number of years:

We asked:

Is the current on call allowance of £15 for federated ranks sufficient?

Yes	No
22.2%	77.8%

6.13. As can be seen 77.8% think the allowance should increase. Discussion indicated that the £15 allowance is widely considered as ‘symbolic’ and not a true reflection of the levels of disruption and risk undertaken. They raised strategic organisational issues of officers who take on extensive levels of

interruptions and responsibilities and only receive £15 and officers who wear several ‘hats’ yet only receive one allowance.

- *£15 is symbolic not an indicator of risk eg implication of not picking up the phone; your decision making; but for negotiators, firearms; post incident managers - £15 really? People claim it because it can build up over the year.*
- *It’s a slap in the face for disrupting your life. The amount should be weighted according to level of disruption*
- *I’m an Inspector and I can only claim the allowance whereas my sergeant and PC can claim overtime.*
- *Some roles have extensive interruptions and responsibilities. The £15 can be sufficient if you are not often called but some officers are relentlessly disturbed. There are different shades of On Call - the balance is how much risk. (Comment by a Superintendent)*
- *The allowance should be higher and paid at an hourly rate, because on call restricts your private life. £15 doesn’t buy much more than a sandwich.*
- *It needs to match the staff allowance of nearly £30*
- *Staff get more than us. They can say no to on call. £30 would be fair to align with staff.*

6.14. We went on to ask if On Call should continue to be recognised via an allowance (the alternative is it would be compensated for in salary)

We asked:

Are you content with On Call being recognised through an allowance?

Yes	No
50.0%	50.0%

6.15. Officers were divided on whether it should continue as an allowance or be compensated for within salary which would be pensionable.

- *It’s paid through your salary and then you take a role that doesn’t require you to be on call - how would that be adjusted through salary?*

6.14. We wanted to then ask officers if on-call duties are monitored in their force.

Are your rotas monitored for your on-call activity?

Yes	No
00.0%	100.0%

6.16. No officer thought on call duties and the impact on individuals was being monitored by their force. One force said they had made attempts to do this but it had proved complex as different senior managers owned and were responsible for different rotas.

- *I can’t imagine that the force is monitoring this.*
- *I was called out last weekend at 11pm, got home at 6am and back at 3pm.*

- *We need to be aware of the ‘hats’ that people carry - TFC, PIP, Chief Super, CI role, plus collaborative arrangement responsibilities You can be on a number of different stages which conflict. eg: duty Super for TFC, i/c of both the impact of a major firearms job and responsible for running that job which is quite an issue. You get only £15 for running three jobs.*
- *There needs to be a discussion about extra responsibilities.*
- *I have extra responsibilities which impact on ability to deliver their core role. We talk about it in terms of cover, there has been some effort to look at this across service specific areas, but rotas are managed by different people and to understand how they overlap is complex. (Superintendent)*
- *It impacts more on a small force because there are less of us, I can get called 16 times a night and still have to turn up for duty the next day*
- *In a collaborative team, forces have different expectations, for example, how rest days are managed. In a small force there aren't enough officers to do the cover.*

6.17. Finally we wanted to ask officers how they access information about pay and progression and how they might like to receive information in the future. The purpose of asking this is to help the Reward Team, plan effective communication strategies going forward. We asked them:

How do you mainly access information about pay and progression?

Information Access	Percentage
Force Intranet	12.5%
Police Fed Website	25.0%
Police Fed Rep	0.0%
Force HR Department	12.0%
Line Manager	0.0%
Colleagues	37.0%
Other	12.5%

6.18. The evidence they gave is that information is mainly accessed via a mixture of force intranet, Police Federation website and colleagues. They expressed a general feeling of disengagement about information they receive about pay. Partly this is related to the ‘time served model’ which does not vary and there is little ‘to find out’ and partly because they say because they do not feel their views are heeded. Comments were:

- *Our force intranet is quite good.*
- *We used to get an e-mail about the pay rise but now we hear about it on the news!*
- *People feel disengaged. Whatever people feel or say it doesn't seem to make any difference.*

6.19. We then asked what might improve communication about pay and progression in the future. We asked:

In future what might improve your access to information on pay and progression?

6.20. In terms of the future, key preferences for receiving information were a personal e-mail and Force Intranet.

- *At least e-mail comes to you, rather than you having to find it. Response often don't have time to look at their e-mails so a combination of ways is best.*
- *I haven't got time to sit reading the intranet.*
- *If I got a text I would probably think it's a fraud!*
- *We don't get any say in our pay so not sure any point in more information*

7. Facilitator Summary about focus group findings

7.1. These focus groups gave a very useful indicator into current levels of officer knowledge within three forces on the new pay framework. It is clear that levels of knowledge about the new reward framework are still low. This helps us in planning communication strategies in 2019.

7.2. Knowledge about the apprenticeship is much stronger than in 2017 focus groups. This is a good development and is due to the fact that forces have now started recruiting apprentices or are preparing to do so.

7.3. A majority felt the apprenticeship entry pay point of £18k was reasonable, but some are concerned it may not entice the right numbers or levels of diversity of officer joining the service, even though they understand that flexibility on the £18k starting point is available and includes the cost of a degree.

7.4. Some officers expressed concern about professionalisation and degree based recruitment and are yet to be convinced that the inability to join the service after 2020 without studying for a degree via the apprenticeship, or having a degree is the right approach. Further discussion and education on this within the service will help to increase understanding.

7.5. There was considerable discussion about the new constable career stages. Although a degree of support was expressed, officers seek more detail on how the assessment process will work, taking into account challenges of previous processes such as competency related pay. They seek reassurance the process will be objective and fair. Issues of gender equality impact were raised. A number of officers questioned sufficient delineation between stages 1 and 3 to warrant stage 2.

7.6 There were very mixed opinions about the titles of probation, foundation and senior or established constable. All felt that these should be for internal use only and not titles used by and with the public. Senior and established were much less favoured than probation and foundation.

7.7. Officers were interested in the pay structure proposals for sergeant and ranks above but welcome more detail. They raise interesting issues about the link between the pay structure and promotion processes, especially how it might affect individuals in acting or temporary appointments.

7.8. We asked officers for their view on what the 2019 pay rise should be. They appreciated the opportunity to give their view. 10% of delegates selected a 3% rise; 60% a 5% rise; 20% an 8% rise and 10% a 10% rise.

7.9. We asked officers about On Call duty and the On Call allowance. Although nearly all officers report they are routinely called and disrupted at home, only a minority are officially 'on call'. There was consensus that taking a phone call is not being 'on call' It's about having to leave home and go to work or attend an incident and being available for a stretch. The £15 on call allowance for federated ranks is regarded as 'symbolic' and doesn't reflect the level of disruption and risk. There are organisational issues to be considered of officers who take on extensive interruptions and responsibilities and officers

who wear several 'hats' yet only receive one allowance. Officers were divided on whether it should stay as an allowance or be compensated in salary. There was minimal evidence of rotas being monitored for the impact of on call, although one force said they had made attempts to do so but it had proved very complex.

7.10. Finally we asked officers how they access information about pay and progression and how they would like to in the future. The evidence they gave is that information is mainly accessed via a mixture of force intranet, Police Federation website, and simply from colleagues. They describe a feeling of disengagement about receiving information about pay as they do not feel their views are sought or heeded. In terms of the future, key preferences for receiving information were force intranet and personal e-mail.

NPCC National Reward Team Facilitator

November 2018

Appendix C - On Call Survey



December 2018

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4. Introduction

- 4.1 We were asked by the Police Remuneration Review Body (“PRRB”) to review the on call allowance, to seek out any issues and find out in particular, if the Superintending ranks should also get an on call payment. This survey has been carried out by the NPCC Reward Team and depending on the responses, the Reward Team will then consider what changes, if any, should take place.
- 4.2 The survey was issued to Payroll Managers/Reward Specialists to collect views on behalf of their forces. The survey is broken down into the following sections:
- Introduction
 - On call rotas
 - On call payment
 - Superintending ranks
 - Senior police staff
 - Chief officers
- 4.3 The survey used a combination of open and closed questions. The purpose of the survey was to understand the current use of the allowance and to find out any local force concerns.
- 4.4 We reviewed all responses and all data will be used to form part of the appendix for the 2018/19 annual pay submission.

5. Methodology

- 5.1 An online tool, Survey Gizmo, was used to design, collect and analyse responses.
- 5.2 The survey opened on the 20th November, 2018 and closed on the 4th December, 2018.
- 5.3 There was a 93% response rate⁸ (40/43 forces).
- 5.4 This survey summary was drafted by Charlotte Corbett, NPCC National Reward Consultant, if you have any queries please contact my email address;
charlotte.corbett@thamesvalley.pnn.police.uk
- 5.5 It should be noted that the responses used in this report have come directly from forces. Not every force has answered every question, therefore the totals may not always correlate. In the next section we summarise the key findings from the forces who provided information.

⁸ The three forces missing are; Avon & Somerset; Durham and Humberside

6. Headlines

On call rotas

- 13 (33%) forces have between 11-20 on call rotas
- 20 (50%) forces do not have roles which require an officer to be on call without the need of a rota
- 28 (70%) forces share on call rotas with other forces
- 8,792 federated officers (across at 40 forces) are in receipt of an on-call payment
- 24 (60%) forces do not review the impact of on call rotas on an individual
- 24 (60%) forces state their federated officers do have to cover multiple rotas whilst being on call

On call payments

- 36 (90%) forces pay in line with Regulations for on call payment at £15
- 35 (88%) forces are content with on call being recognised through an allowance
- 19 (48%) forces don't know if the value of on call is sufficient
- 26 (65%) forces don't think that the inspecting ranks should be paid a different amount
- 16 (40%) forces don't know whether officers and staff should be paid the same for being on call
- 20 (50%) forces think on call should be increased in line with pay awards
- £6.2m is the total amount spent on the on call allowance (across 31 forces) for federated officers in FY 17/18

Superintending ranks

- There are 526 superintendents and 267 chief superintendents (across 40 forces)
- 246/526 (47%) of superintendents are part of on call rotas
- 211/267 (79%) of chief superintendents are part of on call rotas
- 32 (80%) forces have superintending ranks covering more than one discipline whilst being on call
- 25 (63%) forces do not monitor the amount of disruption to superintending ranks whilst being on call
- 18 (45%) forces have not made changes to reduce the impact on individuals caused by call outs
- 18 (45%) forces don't know whether superintending ranks should receive an on call payment
- 14 (35%) forces said superintending ranks should not receive an on call payment and of these forces 10 then said it should be recognised as part of base salary
- 8 (20%) forces said superintending ranks should receive an on call payment and the main reason being that the level of on call duties has risen over the past 5 years

Senior Police Staff

- 25 (65%) forces said that senior police staff managers (equivalent to superintending ranks) do not receive an on call payment

Chief Officers

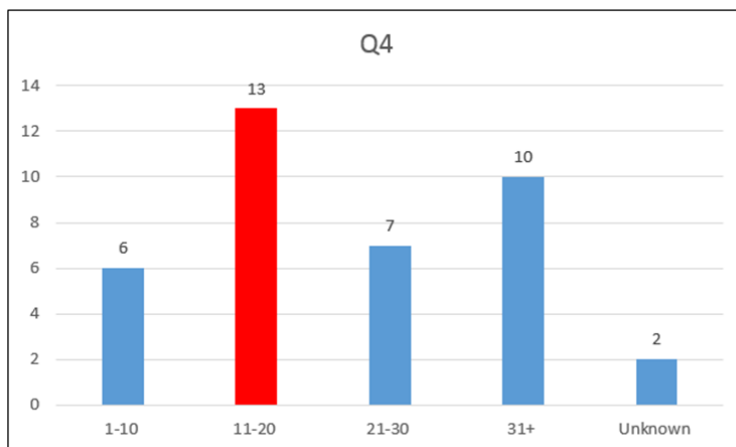
- 20 (50%) forces said chief officers should not be compensated with an on call allowance and 17 (43%) of forces don't know

7. Summary of Key Findings

The next section of questions relate to the on call rotas

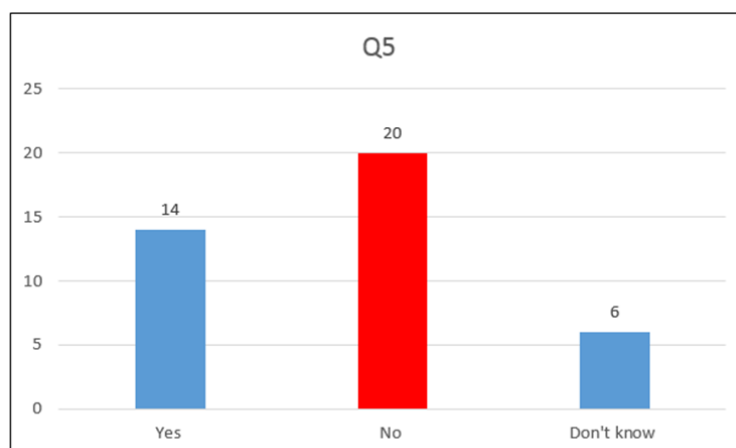
Q4 How many on call rotas does your force currently have?

13 forces (33%) have between 11-20 on call rotas.



Q5 Are there roles that currently require an officer to be on call without the need of a rota?

20 (50%) forces do not have roles that require an officer to be on call without the need of a rota.

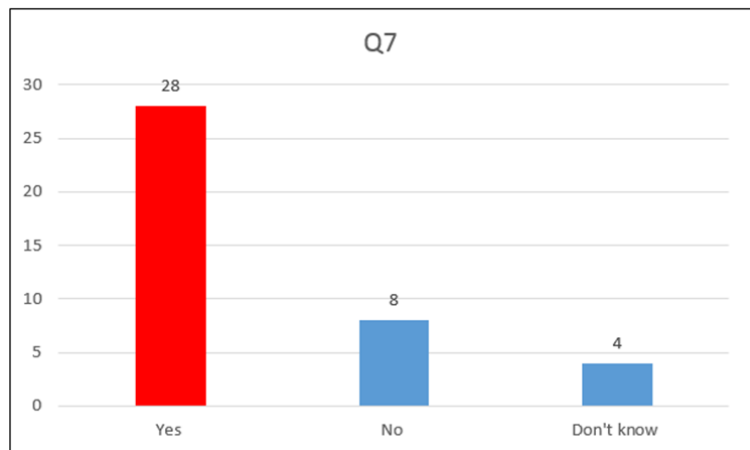


Q6 If yes, please state roles:

- Authorising officer
- Hostage Negotiators Ops planning
- FIB Analyst
- PIM - Post Incident Management
- Professional Services Department
- Dedicated Source Unit
- Deputy Controller
- Federation Secretary and Chair
- Senior Specialist Crime and Operations roles
- Special Branch DI's
- CHIS Controller
- Enhanced Cadre HMET DI SFC TSU SIO

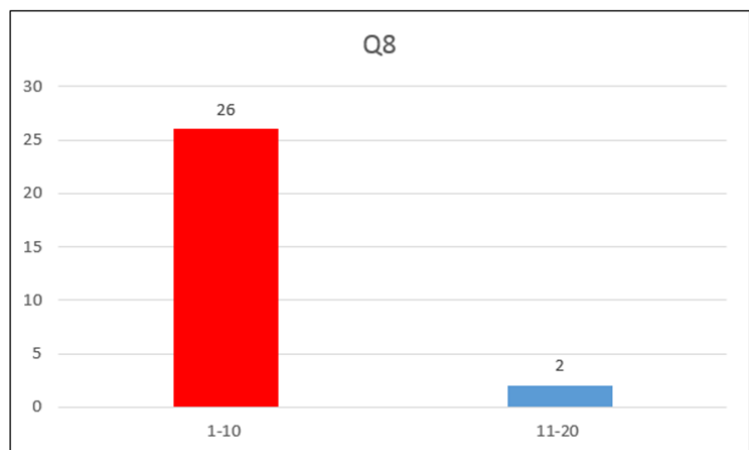
Q7 Does your force currently share on call rotas with any other force(s)?

28 (70%) forces currently share an on call rota with another force.



Q8 If yes, please state how many rotas you share

26 (89%) those forces who share an on call rota, have between 1-10 rotas that they share.



Q9 Please specify which forces you share on call rotas with

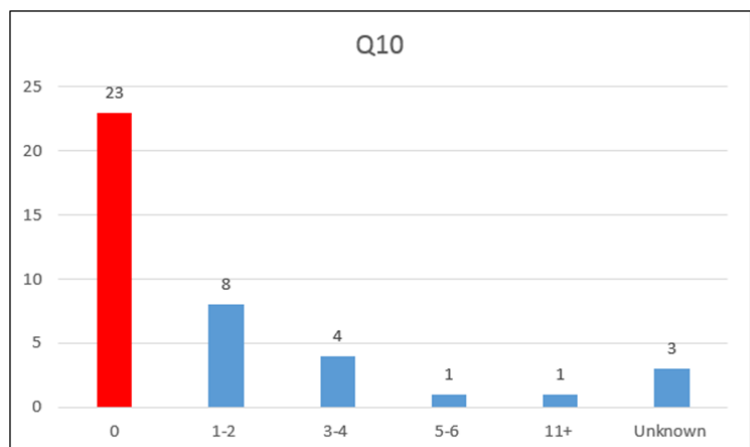
The table below is ranked in alphabetical order and specifies the number of forces they currently share on call rotas with (the names of the forces are currently retained within the database):

Force	Count
Avon & Somerset	4
Bedfordshire	4
Cambridgeshire	3
Cleveland	1
Derbyshire	2
Devon & Cornwall	3
Dorset	3
Durham	1
Essex	3
Gloucestershire	3
Gwent	1
Hampshire	1
Hertfordshire	3
Kent	1
Leicestershire	3
Lincolnshire	3

Norfolk	1
North Wales	1
Northamptonshire	4
Nottinghamshire	2
South Wales	1
Staffordshire	3
Suffolk	1
Surrey	2
Sussex	2
Thames Valley	1
Warwickshire	3
West Mercia	3
West Midlands	3
Wiltshire	2
Avon & Somerset	4
Bedfordshire	4
Cambridgeshire	3
Cleveland	1
Derbyshire	2
Devon & Cornwall	3
Dorset	3
Durham	1
Essex	3
Gloucestershire	3
Gwent	1
Hampshire	1
Hertfordshire	3

Q10 How many on call rotas does your force currently administer on behalf of regional or national units (not listed above)

23 (58%) forces do not administer any on call rotas on behalf of regional or national units.

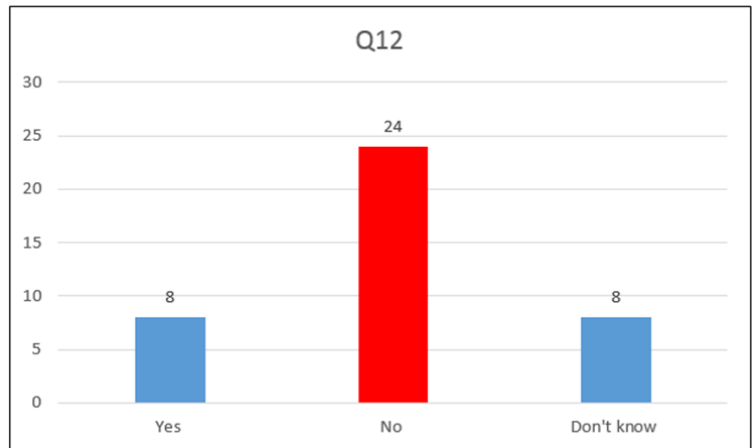


Q11 What number of federated officers are currently in receipt of on call payments?

8,792 of federated officers are currently in receipt of an on call payment across 40 forces.

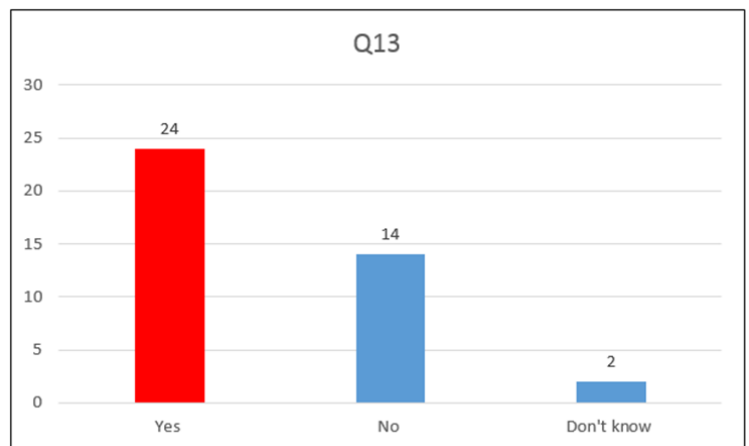
Q12 Does your force review the impact of on call rotas on an individual?

24 (60%) forces do not review the impact of on call rotas on an individual.



Q13 Do your officers have to cover multiple rotas whilst being on call e.g. public order and firearms?

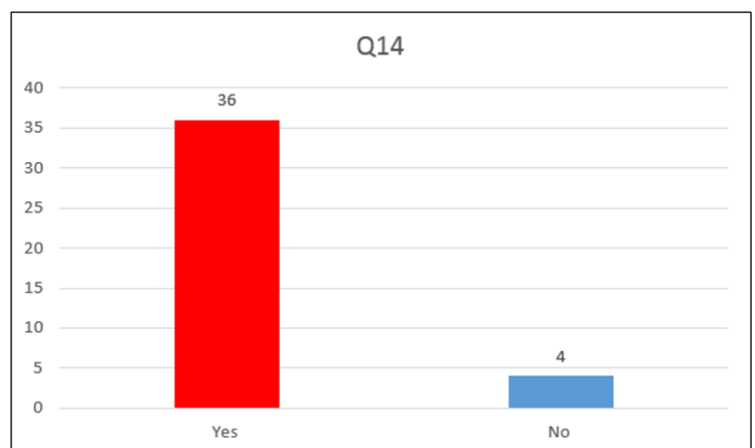
24 (60%) forces said their officers do have to cover multiple rotas whilst being on call.



The next section of questions relate to on call payments

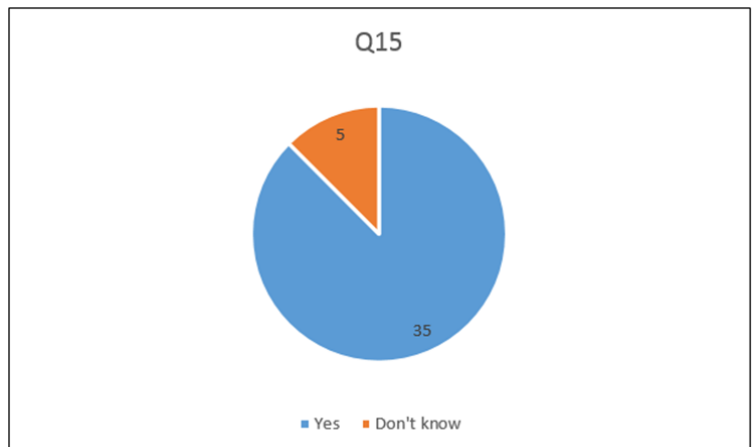
Q14 Regulations set the value of the on call allowance at £15 for all federated ranks – does your force pay in line with this amount?

36 (90%) forces set the value of the on call allowance at £15 (as per Regulations) for all federated ranks.



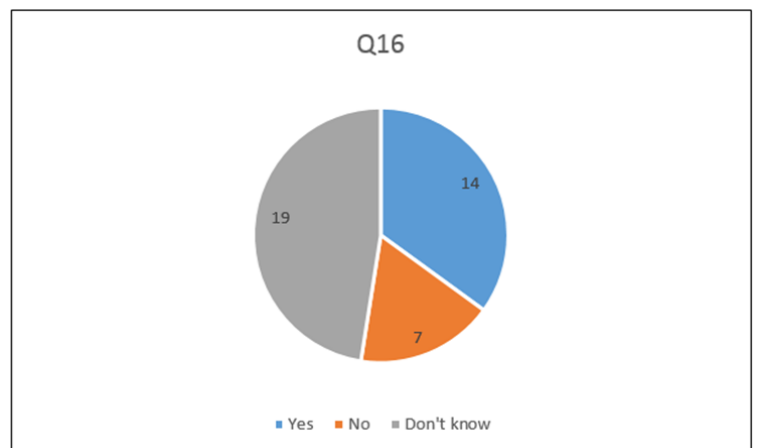
Q15 Is your force content that on call is recognised through an allowance?

35 (88%) forces are content with on call being recognised through an allowance.



Q16 Does your force think that the value of the on call allowance is sufficient?

19 (48%) forces don't know whether the value of the on call allowance is sufficient.

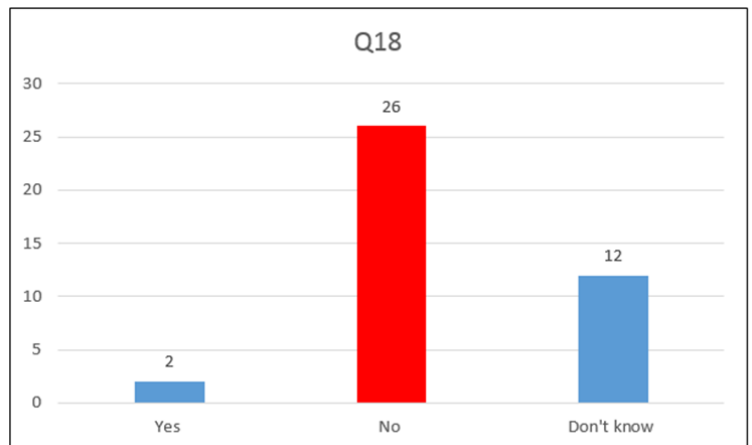


Q17 If your force does not think the value of the on call allowance is sufficient please expand further and include an appropriate value:

- Value has not been recently reviewed to take into consideration duties, demand, impact etc. therefore it is impossible to say that this is a really effective, evidence-based figure or not.
- It is felt that this is an insufficient amount.
- Consideration could be given to paying the allowance 'pro-rata' based on the officer's rank/pay grade. Therefore inspecting/all ranks would be paid a different amount.
- It is low level compensation for the level of disruption to private lives. It is almost half the amount paid to police staff for standby duty.
- Not to bring alignment necessarily with police staff as we recognise that t&c's of these groups are different, however we do feel the amount should be similar. Approx. value £25-30.
- It should be the same as police staff.
- Impact on personal / social life can be significant, it is voluntary but often attached to a role so not "voluntary" in reality.

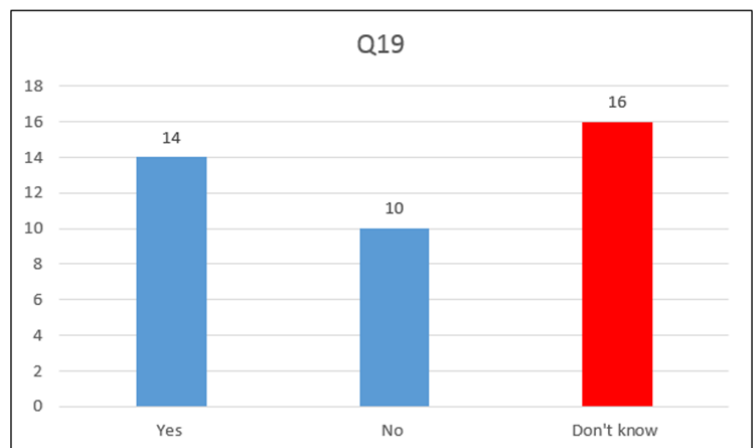
Q18 Does your force think that inspecting ranks should be paid a different amount?

26 (65%) forces do not think that inspecting ranks should get paid a different amount for being on call.



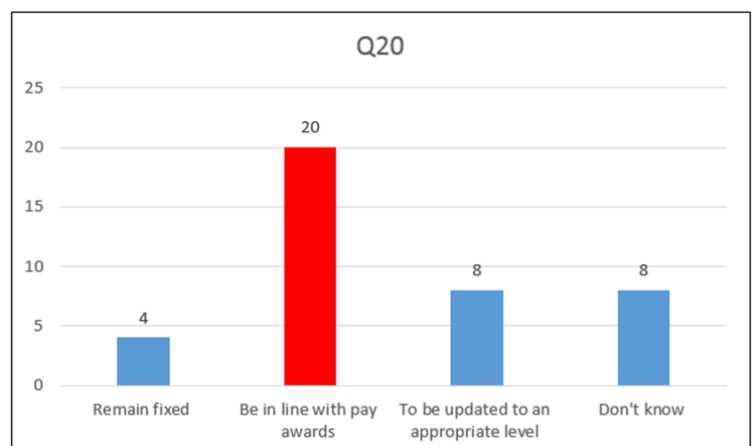
Q19 Should police officers and police staff be paid the same amount of money for being on call?

16 (40%) forces don't know if police officers and police staff should be paid the same amount of money for being on call.



Q20 Should the on call allowance remain fixed or be increased in line with pay awards?

20 (50%) forces think the on call allowance should be increased in line with pay awards.



Q21 Please specify the total amount spent on the on call allowance for federated ranks in the financial year 17/18

£6.2m has been spent on the on call allowance for federated ranks in the financial year 17/18.

The next section of questions focus on the Superintending ranks

Q22 How many superintendents/ chief superintendents does your force have

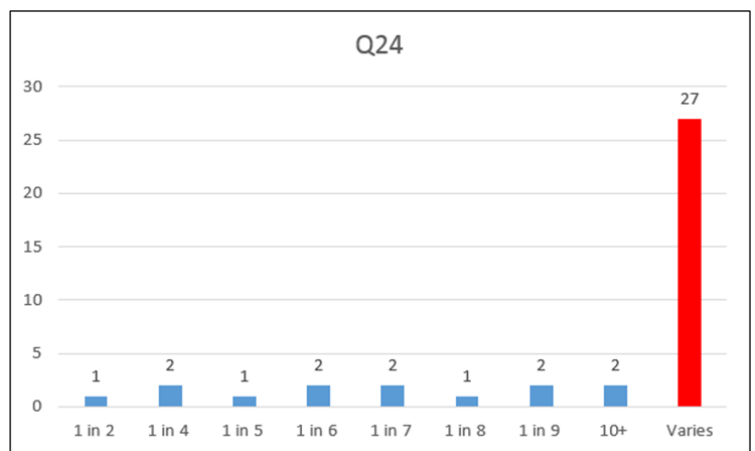
There are 526 superintendents across 39 forces and 267 chief superintendents across 38 forces.

Q23 How many of your superintending ranks are part of on call rotas or perform an on call function

246/526 (47%) superintendents and 211/267 (79%) chief superintendents are part of on call rotas.

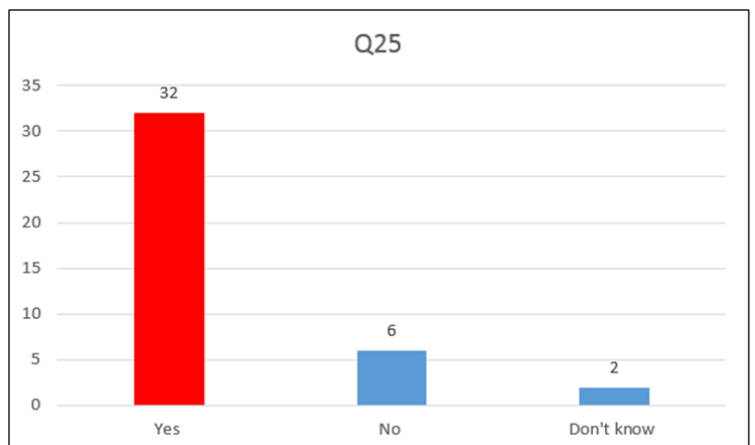
Q24 What is the frequency of the rotas e.g. 1 week in 4 or 1 week in 6?

27 (67%) forces stated the frequency of the on call rotas varies.



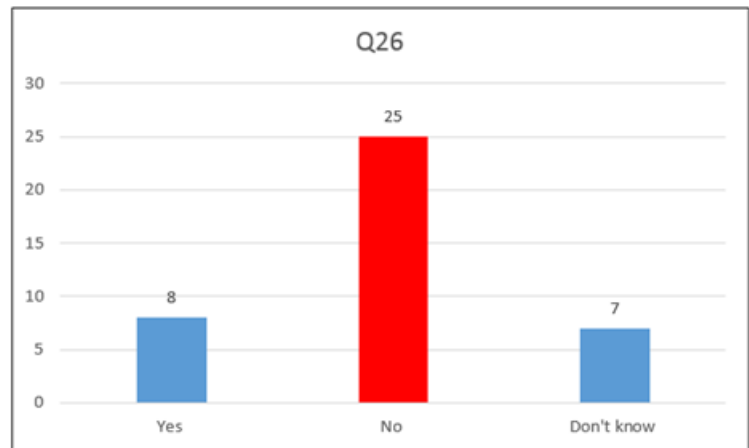
Q25 Do superintending ranks have to cover more than one discipline whilst being on call?

32 (80%) superintending ranks have to cover more than one discipline whilst being on call.



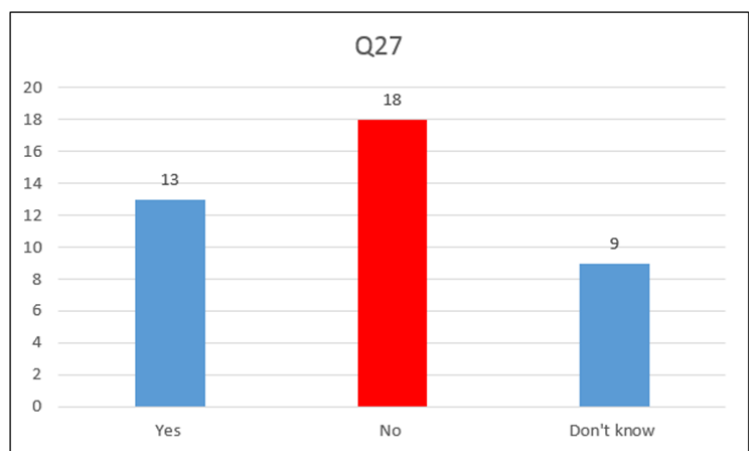
Q26 Does your force monitor the amount of disruption to superintending ranks caused by contact whilst on call?

25 (63%) forces do not monitor the amount of disruption to superintending ranks caused by contact whilst on call.



Q27 Has your force made changes to reduce the impact on individuals caused by call outs?

18 (45%) forces have not made any changes to reduce the impact on individuals caused by call outs.



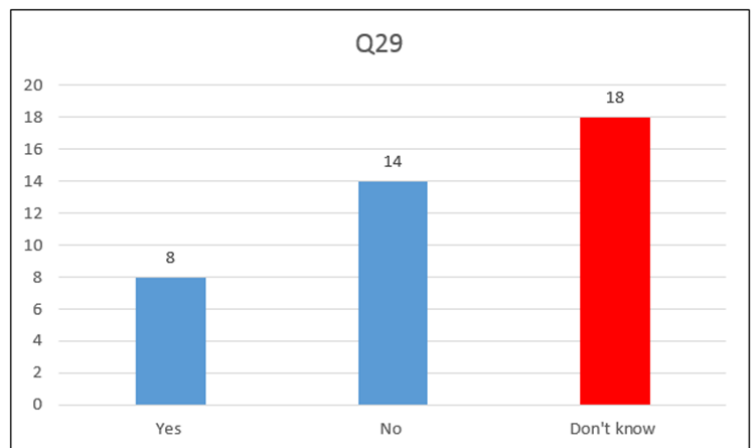
Q28 If yes, please expand

- The local Superintendents Association noted the adverse impact that on call was having on members and took a proposal to Chief Officers which was accepted. Previously, for uniform superintendents and chief superintendents, one officer was providing 24 hour coverage over a 7 day period for SFC, Gold, PACE, DVPN and urgent telecoms. This resulted in excessive hours and risk carried by one individual. From January 2019 on call will be split into 4 day and 3 day blocks and there will be a designated Day Gold and separate evening / out of hours Gold operating Monday to Friday. This will be subject to review.
- The on call rota is reviewed frequently to ensure the burden of on call is equally shared. We also ensure that when making changes to establishment the on call element is considered.
- Control Room FIM role is now a Chief Inspector who will be CARDE TFC's.
- Ability to take time off on the following day to ensure sufficient rest period
- There has been some changes to the on call rota recently but have yet to come to final fruition. Training FIM's as TCC will hopefully (by Jan 2019) remove the need for superintendents to be on the TFC rota.
- Limited the number of days that an officer should perform on call - ensure appropriate rest breaks are taken.
- Balancing of roles so rotas are distributed evenly, increased health screening, greater focus on health and wellbeing prioritising welfare monitoring of hours. Having two on call in any 24hr period. Only late on call during the night Shadow silver if needed monitoring of RDIL. Focusing on rest and recovery. Have set clear expectations and tone.

- 2 years ago we combined Incident Manager Role/ Tactical Firearms Command and PACE however this is to be revised as superintending ranks raising this as an issue because of the increase in demand.
- Co-operation with other force(s) - plans to further this in the New Year.
- Covering more than 1 discipline reviewing and updating pools.
- The number of superintendent's posts has been increased by 1 to make the on-call cadre larger and reduce frequency of on-calls.

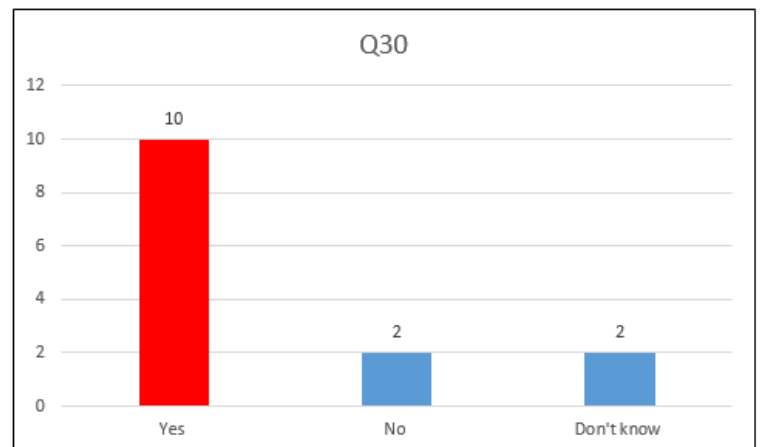
Q29 Superintending ranks do not receive an on call payment. Does your force think that superintendents and chief superintendents should be compensated for being on call with a separate on call allowance?

18 (45%) forces don't know whether superintendents and chief superintendents should be compensated for being on call with a separate on call allowance.



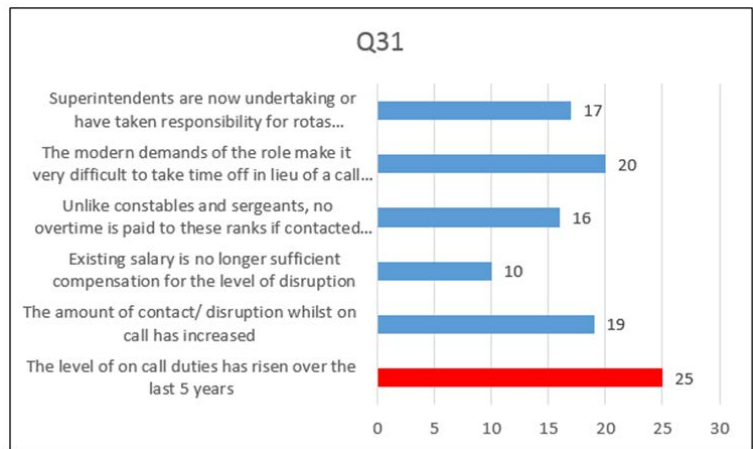
Q30 If no, then should on call be recognised as part of base salary?

10/14 forces who said that superintendents and chief superintendents should not be compensated for being on call with a separate allowance think that on call should be recognised as part of their base salary.



Q31 If superintending ranks should be paid an on call allowance what is the reason for your decision? Please tick the reasons (you can tick more than one option)

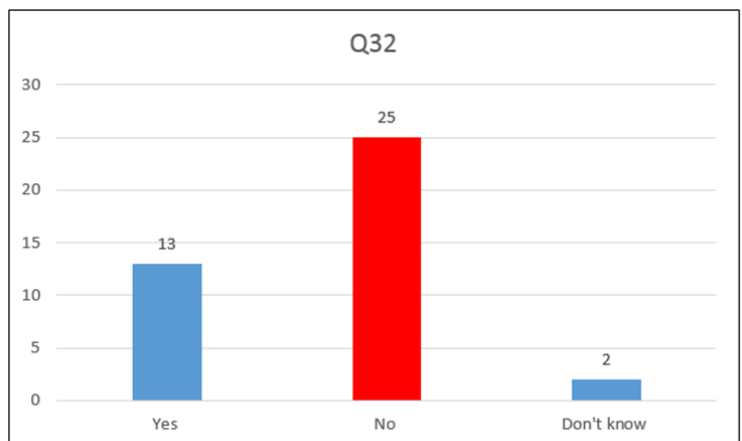
The main reason superintending ranks should be paid an on call allowance is because the level of on call duties has risen over the last 5 years.



The next 2 questions are looking at senior police staff

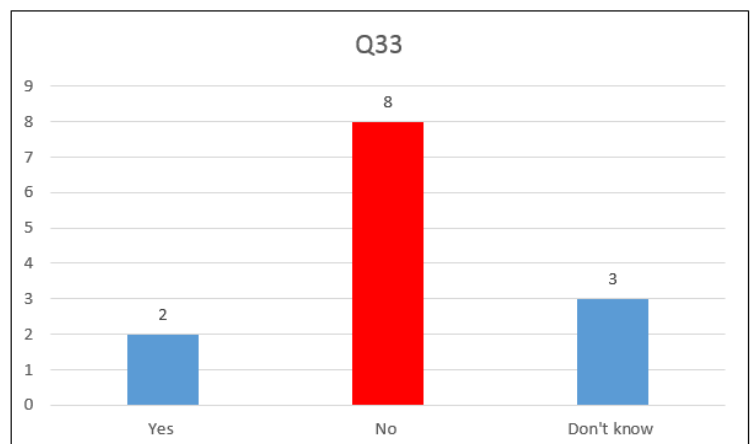
Q32 Does your force have senior police staff managers (equivalent to superintendents) receiving an on call payment?

25 (63%) forces have senior police staff managers (equivalent to superintendents) that do not receive an on call payment.



Q33 If yes, does your force monitor the impact of senior police staff manager being on call?

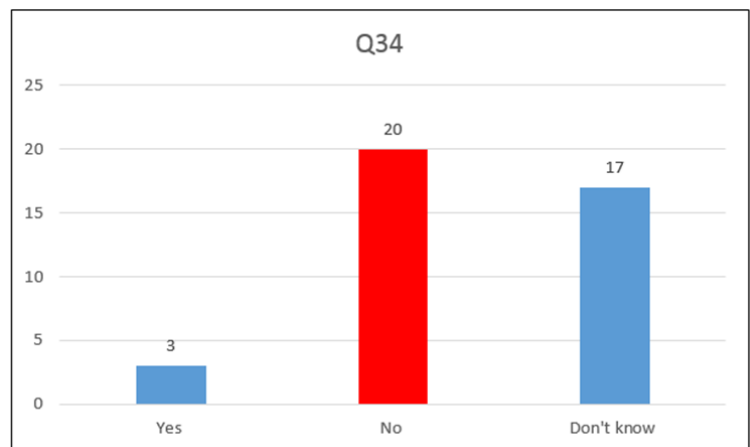
Out of the 13 forces who do have senior police staff managers that receive an on call payment, the force does not monitor the impact of these senior police staff managers being on call.



The next 2 questions are looking at chief officers

Q34 Should Chief Officers be compensated with an on call allowance?


20 (50%) forces do not think chief officers should be compensated with an on call allowance.



Q35 If yes, what value should that be?

The 3 forces who said yes think:

- All ranks should be treated fairly and equally in relation to the demands of the job/expectations placed upon them, being on-call is a disruption regardless of your job role
- In line with other on-call rotas
- Same flat rate standby allowance as federated ranks and superintending ranks



**Appendix D -
The Constable Pay Scale
Commentary & Survey**



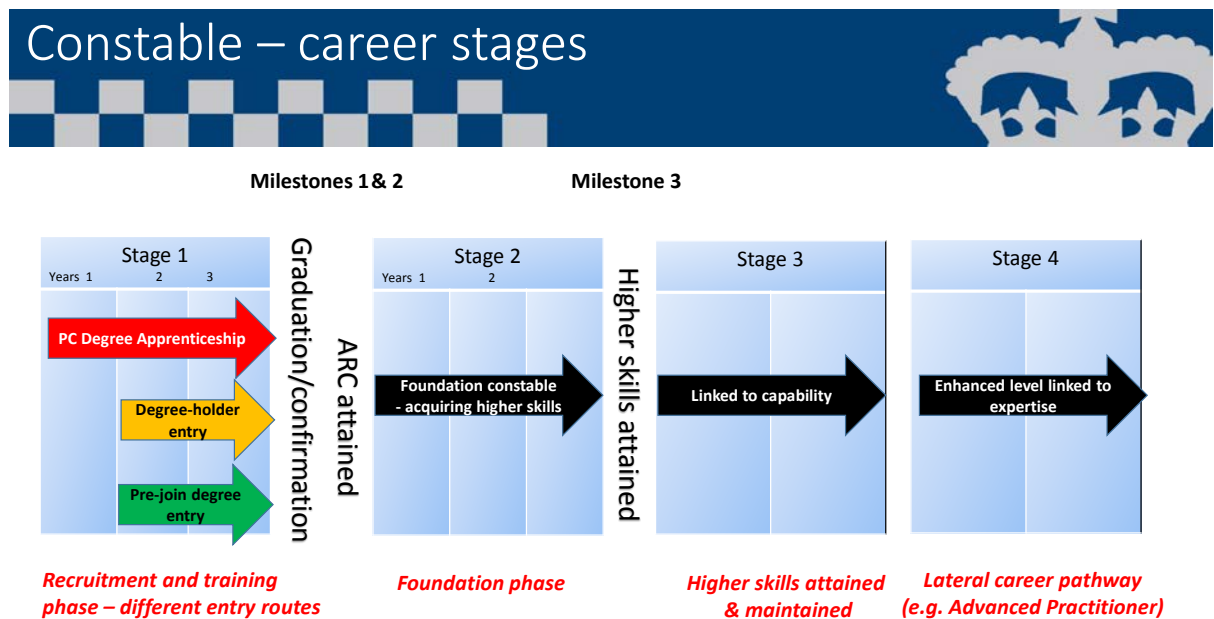
July 2018

8. Introduction

- 8.1 Our first workstream considered the constable pay scale. In the future we want and need to be market competitive and will be looking to design a structure which allows for appropriate comparison in terms of both base pay, total cash and total remuneration. This will also mean we can seek to set remuneration levels at fair rates but also target earnings towards those ranks and roles which we believe will be most effective.
- 8.2 Within the proposed new structure for constables it is proposed that there will be up to four stages within the rank. New pay rates should reflect these stages, replacing progression linked to time served. Movement to the next level will require demonstration of the next competence level, not simply a satisfactory PDR. Any annual increase will also be dependent on achieving a satisfactory PDR.

9. Constable career stages

- 9.1 There are four stages to a constable's career as set out below:



Stage one - A time period of up to 3 years, linked to the achievement of a policing degree. Candidates will enter through the different routes and therefore have different educational levels on recruitment and we would like to recognise these differences. Within the training period we need to determine what, if any, pay progression should be for a Police Constable ("PC") degree apprenticeship and the degree holder.

Stage two - The foundation constable has a Level 6 degree in policing and attained Assessment and Recognition of Competence ("ARC"). This stage is the period during which constables will acquire more core skills to enable them to operate competently. These skills are currently being identified by the College of Policing and will be a combination of meeting the professional role profile requirements, achieving the necessary Continuous Professional Development ("CPD") and Competency Value Framework ("CVF") levels, and, demonstrating the appropriate

leadership, communications and skills requirements. This stage is likely to be a period of say 2 years, or more, depending upon the officer. Some officers may decide to remain within this stage for a longer period. We need to determine the salary level at which these officers are paid on achieving their policing degree and ARC, and what, if any, progression should be applied during this stage. Progression could be linked to partial achievement of the higher skills if forces believe this is appropriate.

Stage three - The level at which the officer is expected to act in accordance with the professional role profile on an ongoing basis and subject to ongoing requirements to maintain competency as determined by the College. At this point there are no proposals or progression points agreed, however we may wish to consider adding these.

Stage four - An enhanced level. It is proposed that this stage could include the Advanced Practitioner role for constables which is currently being piloted. Like stage 3 there are no proposals or progression points agreed however we may wish to consider adding these.

10. Transition considerations

10.1 New entrants can be assimilated into a new structure on joining. Existing constables will need to be moved across at an appropriate point where their skills and/or pay equate.

10.2 We could transfer some of the existing pay points onto the new framework if there is agreement that these rates of pay remain appropriate. Given that this a new framework this is an opportunity to make positive changes.

10.3 We do not intend to reduce the current base pay offering to any serving officer. Any requirement for costs above the existing budget envelope will have to be accompanied by a full business case. Therefore we will be focussing upon moving to the new structure over a period of time, from 2020. However depending upon the current pay levels, ongoing funding levels, consultation and the timing of regulation changes, it may take longer, until 2025, to assimilate all the changes needed.

10.4 To enable us to consider each item of the package we have held separate meetings and discussions with forces on the constable pay scale, the police "X" factor, the principles of benchmarking and variable pay.

10.5 Inevitably in respect of constables we will need to consider the whole reward package structure and value. For example, it is important that the same element is not rewarded twice, e.g. if we determine that a core skill is part of base pay at stage 2 or 3 this skill should not also be rewarded as a variable payment.

11. Existing Constable pay scale

11.1 The existing constable pay scale is made up from 8 points ranging from 0-7. There is more than a £18,000 differential between pay point 0 and pay point 7. The current scale has evolved over time due to a number of reviews, the last review being Winsor in 2011/12.

11.2 In the future we are looking to fix these amounts using market rates and, where appropriate, create a pay band for each stage. We need to determine whether there are

differing levels of incremental pay increases within each stage of a constable's career or not. However as one of our key principles is that we must move away from a time served pay scale and towards skills and competency-based scale, progression must be measurable.

12. Survey of Forces

12.1 Our questions to forces asked what officers should be paid at each stage of their career.

12.2 The survey was distributed to all forces and our initial results reflect the views of 31 forces (28 complete and 2 partial).

12.3 The majority of forces' views can be summarised as follows:

- Forces agree with the outline reward framework for constables.
- Forces would like to have some flex within the constable scale under a national pay framework according to local requirements and a local agreed policy.
- Forces agree that degree entry constables should have their salaries set by reference to market rates for graduates.
- Forces agree to set constable salaries in Stage 2 according to market rates.
- Forces agree to set salaries at stage 3 according to market rates.
- Forces think the remuneration for stage 4 should be a percentage allowance.
- Forces agree stage 4 should be pensionable.

12.4 Overall forces support having progression during the training phase, and the second stage as a foundation constable to a lesser extent. But then once they reach the higher skills levels, stages 3 and 4, progression is not currently thought to be appropriate. However the College are still working on the development of the higher skills and therefore a definitive view needs to wait for this work to be more advanced.

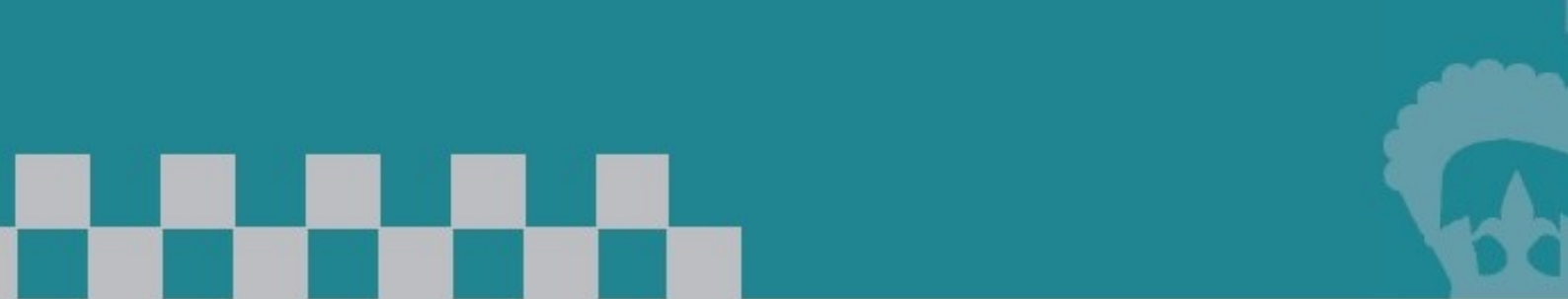
12.5 The table overleaf highlights some typical comments from forces on what form of progression should be applied during each of the four stages and why there might be a need to flex these salaries. There are some difficulties with this, partly caused by the fact that the starting salaries for apprentices have not yet been announced. This is expected this month.

12.6 A full summary report will be issued to all forces later this month following the July NPCC meeting.

What, if any, form of progression should be applied?

Stage 1 (degree apprentices)	Stage 1 (degree entry constables)	Stage 2	Stage 3	Stage 4
<p>Difficult to comment without understanding starting salary for apprenticeships.</p> <p>2 progression points linked to attainment of specific key stages of the apprenticeship.</p> <p>Save until third year to act as a retention tool</p> <p>The anticipated starting salary is fairly low. If there are no pay increases during the 3 year period the pay may compare badly with degree apprenticeships in other sectors. Support 2 annual salary reviews.</p> <p>Normal incremental progression should apply, subject to satisfactory PDR. Salary review at completion to determine progression to Stage 2.</p> <p>One annual pay review - evidence based.</p> <p>1st progression should be at independent patrol - regardless of entry route</p>	<p>Up to 1 increment linked to attainment of specific key stages.</p> <p>Hold back as an incentive to complete.</p> <p>1 annual salary review.</p> <p>If the benchmark has been set appropriately for a starting salary then it is probably appropriate to wait until the end of the two year conversion course before awarding the next pay award.</p> <p>As for entry level students - 2 annual salary reviews (on anniversary of start date) but based on attainment of key milestones within the training.</p> <p>None</p> <p>Independent Patrol Status</p>	<p>Difficult to answer without understanding progression criteria from stage 2 to stage 3.</p> <p>Up to 1 increment based on key objectives.</p> <p>1 annual salary review.</p> <p>Normal annual increments subject to satisfactory PDR. Salary review to determine progression to Stage 3.</p> <p>We feel pay progression should be performance related and stage 2 could be banded.</p>	<p>1 increment linked to competence.</p> <p>Whatever is applied should be equitable.</p> <p>None.</p> <p>Once in role, progression should be via PDR.</p> <p>Can't see the difference in requirement for competence between stage 2 and 3.</p> <p>There should be consideration of what the differential will be between the entry point and highest point of salary in Stage 3, then would be supportive of an annual increment but for a more limited period than in current scale as otherwise becomes about length of service again before having a chance to achieve the advanced practitioner.</p>	<p>No progression</p>

Why there might be a need to flex these salaries?			
Stage 1 (degree apprentices)	Stage 1 (degree entry constables)	Stage 2	Stage 3
<p>Local market conditions.</p> <p>Attraction of Apprentices.</p> <p>Anticipate we may need more flexibility in the future to consider local pay positioning, e.g. fit with staff roles (e.g. PCSO).</p>	<p>Local market conditions.</p> <p>Attraction of graduates.</p> <p>We may want to flex to account for market factors but also according to our workforce plan and if we want to promote different entry routes.</p> <p>Starting salaries to be attractive and match current earnings where possible.</p> <p>To have the ability to start graduate student officer on a higher rate at recruitment.</p> <p>Only flex the date on which it is given e.g., if they have had to be back-coursed due to not achieving required standard.</p> <p>Dependent on the relevance of the degree to policing.</p> <p>Should be a standard minimum salary with flex to cover for regional costs and competitiveness of the local job market.</p> <p>Graduate entry competitors.</p>	<p>Retention difficulties.</p> <p>Limited opportunities to progress to stage 3 especially as graduates expect progression.</p> <p>To recognise the skills development that is taking place.</p> <p>Recognition of attainment of skills.</p> <p>Encourage retention.</p>	<p>Help us attract people with the skills and knowledge that would enable us to meet the ever changing face of policing.</p> <p>To ensure that skills are maintained.</p> <p>May need flex dependent on officers transferring or re-joining the service.</p> <p>We would not support flexible salaries once on a payscale.</p> <p>Encourage progression from Stage 2 to 3.</p> <p>Retention of officers with core skills.</p>



**Appendix E -
The Police X Factor
Commentary & Survey**



July 2018

13. Introduction

13.1 Police officers were formally deemed to have an ‘X Factor’ in the Winsor Review of police terms and conditions in 2011/12. Winsor, described it as the term used to “encapsulate those elements of police officers’ responsibilities and obligations, and terms and conditions that are peculiar to service as a police officer, and are shared by very few workers in the public sector and even fewer in the private sector”.

13.2 Winsor defined 15 ‘X Factors’ as an additional fixed payment on top of base pay to all who hold the Office of Constable to compensate for additional and defined conditions and challenges associated with the role. (Currently 8% on top of base pay and capped at 8% of Constable paypoint 7 and pensionable). The existing X Factor descriptors can be seen below. Please note, some were seen by Winsor as positives.

Negative Elements		Positive Elements	
Discretion	very substantial powers and are required to exercise individual discretion	Early responsibility	given a high level of discretion and responsibility from the outset
Deprivation of liberty	power to deprive their fellow citizens of their liberty	Excitement and variety	opportunity to undertake exciting work exciting work in a wide variety of roles
Use of coercive force	legitimately use force against their fellow citizens	High quality training	quality training that provides highly desirable transferable skills
Deployment	called to duty at any time and can be deployed into any role at their rank, in any location	Vocation and public service	satisfaction from their work and the crucial contribution they make to their own communities
Requirement to intervene	duty to prevent and detect crime both on and off duty	Pride in the organisation for which they work	comradeship and esprit de corps
Danger	officers must protect the public and uphold the law despite any risk to their personal safety - risk of physical or psychological harm	Special status and esteem in the community	held in high esteem by many members of the community
Disruption to family life	Restrictions on when leave may be taken, required to work extended hours, altered tours of duty and role/place of work changed		
Prohibition on trade union membership and industrial action	may not join a trade union or take part in any form of industrial action.		
Restrictions on political activity	wide-ranging restraints on participation in political activity		

13.3 No mechanism was adopted to review the X Factor, either in relation to their value and/or their continued relevance. It is now 8 years since the Winsor Review and there is a strong argument that the existing X Factor descriptors have dated and, in part, no longer accurately reflect the challenges of modern policing – notably in areas such as risk and levels of accountability and scrutiny. After widespread consultation, new X Factor descriptors have now been drafted as follows:

The physical	The psychological
<p>Uniquely confrontational. The majority of police officers do not carry firearms but are expected to put themselves in constant danger and confrontational situations to fulfil their duties and protect members of the public. There has also been a shift from dealing with crime in the public arena to more private spaces (e.g. mental health, domestic abuse). Policing in this private space is more invasive of privacy. This can create greater tension and tends to increase exposure to risk.</p>	<p>Trauma of exposure to distressing incidents and materials. Exposure to death and disturbing events is a regular occurrence for officers and this can take an emotional toll. The changing nature of crime also requires both regular and specialist officers continually to develop, maintain and apply new skills to deal with increasingly complex and distressing cases e.g. indecency with children; rape; sexual exploitation; domestic violence etc. This often means that some officers face continual exposure to distress and often have to deal with serious cases in rapid succession.</p>
<p>High risk of physical harm and expectation of assault In 2016/17, there were 8,973 assaults on officers involving injury reported to health and safety teams. In addition to this ongoing risk of physical harm, officers now face a greater threat of a targeted attack on or off duty by criminals and extremists. Officers are also exposed to injury dealing with; vehicle pursuits; public disorder and searching in hazardous conditions with exposure to biohazards such as blood and saliva.</p>	<p>Level of scrutiny The advent of social media, a shift in public attitudes towards the actions of authority figures and the nature of media reporting has all served to intensify the need for immediate answers to any incident or event that attracts publicity that is perceived to have had an adverse outcome. This is often before the facts are known and it can involve the instant 'naming and shaming' of officers, particularly at senior rank. Anxiety levels when responding to calls are heightened with the knowledge that every action is could well be filmed and potentially uploaded to social media and/or attract misconduct proceedings.</p>
The legal	The socio economic
<p>Nonfeasance - the failure to perform an act that is required by law As a matter of criminal law, officers are obliged to take action to prevent crime and intervene in situations whether on or off duty. It can be argued that an officer is never really 'off duty'. This inevitably poses a risk to an officer's safety and affects their ability to enjoy and behave in their private life as a normal member of the public would. When off duty an officer will likely need to act when not in uniform, without protective equipment or radio communication and in unfamiliar surroundings. Intervention could also expose family or friends to danger.</p>	<p>Use of social media The use of social media is restricted by virtue of an officer's profession. For personal security and safety reasons it is necessary for most officers to guard against sharing personal details, including their profession and/or disguise their true identity. In a time when social media plays such a prevalent part in modern life, this inability to behave and to interact freely online can result in an appreciable level of social separation.</p>
<p>Exposure to risk Increasingly officers are responders across a range of incidents hitherto not seen as core police business. These include, 'out of hours' social services cases, medical emergencies and patient transport. Apart from putting additional pressure on officers and deflecting them from their core role, moving into this space has exposed them to greater risk. They might be unfamiliar with case histories and may also lack the necessary levels of training and expertise to provide the best service. This is particularly relevant when dealing with medical emergencies, helping the mentally ill and other vulnerable adults and children. They carry ultimate responsibility for their decision making in these increasingly testing situations.</p>	<p>Victimisation based on profession Where no respect for the authority of law exists and normal standards of acceptable social behaviour do not apply, officers and their families can be targeted and harassed, solely because of their police status. Personal property can be damaged, children bullied or threats made by those they arrest to an officer's personal safety whilst 'off duty'. This may involve active attempts to trace an officer's home address and in some cases families may need to be re-housed to avoid victimisation or retaliation.</p>
<p>Accountability and scrutiny Disciplinary hearings are now in public and thus, regardless whether or not a case is ultimately proven, an officer can expect a greater intrusion on their private life when disciplinary proceedings are brought. Cases involving death or serious injury require referral to the Independent Office for Police Conduct where there has been any form of police contact. Investigations can become protracted and reports are made public. Personal liability for historic action extends well into retirement and this risk escalates with rank. Under the Police and Crime Act 2017 officers dismissed for gross misconduct will also have this information placed on a publicly-searchable database. This prevents forces and policing bodies from employing officers who have been dismissed for conduct or performance matters.</p>	<p>Disruption to family life Being a police officer has an inevitable impact upon working arrangements, such as; flexibility of working patterns; requirements to work extended hours; being on-call during leave; taking of rest day(s). What distinguishes police officers further is they can be recalled to duty and/or have leave day(s) cancelled whenever operational need dictates. This is disruptive and may have adverse effects on family life. Officers are intrusively vetted and must, as a matter of regulation, disclose and manage their associations in such a way that may not apply to an ordinary member of the public. This could have an effect on an officer's private, family and social life.</p>
<p>Membership of trade unions and limited political activity Officers are prohibited from; joining a trade union; taking part in any industrial action and do not have the right to strike. The ability of staff associations to conduct meaningful negotiation on behalf of officers is also limited. These restrictions remove many of the usual options available to regular employees for resolving disputes in relation to terms and conditions such as pay. Officers are also restricted from participation in political activity and are expected to be apolitical.</p>	<p>Associates and business activity All business interests, such as secondary employment or renting a property must be disclosed and approved by the Force in order to ensure there is no conflict of interest. Disclosure of business related associates will involve the release of their personal information and, if such an associate is deemed unacceptable, this may inhibit an officer's ability to earn money in such a way that would not apply to an ordinary member of the public.</p>

14. Survey of Forces

- 14.1 Having developed the new descriptors we sought views to establish whether the new X Factor headings are more relevant than those that currently exist and other policy issues.
- 14.2 The survey was distributed to all forces and our initial results reflect the views of 31 forces.
- 14.3 The majority of forces' views can be summarised as follows:
- Forces are supportive of an X Factor payment being made to officers in addition to base pay, in compensation for the unique set of challenges and conditions they face.
 - Forces favour X Factor being shown as part of total reward but separate from base pay.
 - Forces agree that the current X Factors descriptors should be updated and that a consistent methodology should be put in place to review the descriptors and its remunerative value
 - Forces agree that the proposed descriptor headings better reflect the current challenges and restrictions that officers face.
 - Forces agree that the overall level of remuneration in compensation for the X Factor which is 8% of base pay is reasonable.
 - Forces agree that the X Factor should remain pensionable.
 - Forces think we should refer to the P (Police) Factor moving forward.
- 14.4 Within the survey a number of issues were raised by forces which we will answer in the survey response. A full summary report will be issued to all forces later this month following the July NPCC meeting.

15. Methodology for Future Use

- 15.1 After taking account of your views we will be looking to developing a methodology for the future use and review of our newly defined P Factor.
- 15.2 As we have previously mentioned, the X Factor is used elsewhere, by the Armed Forces, and represents a percentage of base pay. Currently for the military it is deemed to be worth 14.5% of base pay. Its value is reviewed independently from the annual pay award process, although as base pay rises, as it is percentage of base pay, its absolute value will rise in line with base pay increases, each year. Generally a review of the underlying factors takes place at least on a five year basis, or when it has deemed to be appropriate.
- 15.3 As this approach to presenting pay brings greater transparency and more accuracy as far as salary comparison is concerned, we think it would be appropriate to revisit this following the adoption of the new framework, in say three year time.

16. Relevance and comparison of new descriptors to other occupations

16.1 It is fully recognised that aspects of the new X Factor descriptors (as with the existing ones) could equally apply to other roles. This was mentioned by some forces in the survey returns and the need to ensure we are not "double" counting when considering benchmarking. As part of this work we, therefore, also want to consider how the new descriptors compare against other occupations, so as to verify the current differences. Like Winsor we have taken a proportionate approach to a review of roles by identifying which factors are present in other occupations seeing how they vary by the degree of intensity, and, degree to which they are present.

16.2 We would argue the new descriptors of X Factor should be viewed in their entirety and it is the package as a whole that applies exclusively to those holding the Office of Constable.

16.3 The table overleaf shows; the new categories and descriptors of X Factor; other occupations which have the X Factor; the degree of intensity and the degree to which the X Factor is present. The final column shows which X factor is the most relevant to which rank and role within policing.

16.4 In order to measure the degree of intensity we have used the grading scale below:

The degree of intensity of descriptor	Definition
High intensity	Happens often and is highly impactful on individuals
Medium intensity	Might happen and could have impact on individuals
Low intensity	Does not happen often and does not have an impact on individuals

16.5 For the purposes of this scale high intensity would mean that the descriptor would often take place and would be highly impactful on individuals. For example, disruption to family life would be deemed to have a high degree of intensity for those in an armed forces role. This is because they often have to travel away from home to train for their role and also would be deployed on tour, as they are expected to remain from home for several months or more. We have also added footnotes to explain that although this descriptor is relevant to other occupations there are distinct differences from police officer roles e.g. the armed forces have a rehabilitation period before returning home, whereas frontline police officers are expected to return home immediately after dealing with highly distressing cases.

16.6 Next, in order to measure the degree to which the descriptor is present and applied to the role, we have used the grading scale below:

The degree to which the descriptor is present	Definition
Present	Descriptor is definitely present in other occupations
Somewhat present	Is it present but depends on the situation
Applies to Office of Constable only	It is not present therefore the descriptor is only applied to police officers

16.7 If the descriptor is somewhat present, we imply this can happen, but only in certain situations. For example, prison officers can face confrontational situations, but only during working hours (they are also likely to be working alongside other prison officers), whereas police officers are expected to run towards danger, on and off duty, even if they are by themselves.

X Factor category	X Factor descriptor	Other occupations which also have this X Factor?	The degree of intensity which X Factor is present in other occupations	The degree to which X Factor is present in other occupations	X Factor most relevant to which police rank/role?
Physical	Uniquely confrontational	Armed forces and prison service	Medium intensity	Somewhat present ⁹	More relevant to lower ranks
Physical	High risk of physical harm and expectation of assault	Armed forces and prison service	Medium intensity	Present	More relevant to lower ranks
Psychological	Trauma of exposure to distressing incidents and materials	Armed forces; firefighters and paramedics	Medium intensity	Somewhat present ¹⁰	More relevant to lower ranks
Psychological	Level of scrutiny	Social workers and doctors	Low intensity	Present ¹¹	Applies to all ranks
Legal	Nonfeasance - the failure to perform an act that is required by law	Doctors have an ethical but not a legal obligation	Low intensity	Applies to Office of Constable only ¹²	Applies to all ranks
Legal	Exposure to risk	Firefighters	Low intensity	Somewhat present ¹³	More relevant to frontline policing
Legal	Accountability and scrutiny	Doctors; the judiciary, teachers and veterinarians	Medium intensity	Somewhat present in certain situations ¹⁴	Applies to all ranks
Legal	Membership of trade unions and limited political activity	Armed forces; the judiciary; civil service and some jobs in local government	Low intensity	Present ¹⁵	Applies to all ranks
Socio-Economic	Use of social media	Armed forces and prison officers	Medium intensity	Somewhat present	Applies to all ranks
Socio-Economic	Victimisation based on profession	Prison officers	Low intensity	Somewhat present	Applies to all ranks
Socio-Economic	Disruption to family life	Armed forces	High intensity	Present ¹⁶	Applies to all ranks
Socio-Economic	Associates and business activity	Many employment contracts prevent employees from taking on secondary employment	Low intensity	Present ¹⁷	Applies to all ranks

⁹ The difference from police officers is that they have a duty to run toward danger whilst others have the option to move away

¹⁰ The difference is the range of situations an officer needs to deal with often in rapid succession and without immediate peer support

¹¹ Unlike other professions the police are also scrutinised for perceived wrong doing, in addition to a distinct difference driven by a shift in public attitude for police officers who now face daily scrutiny whilst trying to perform the duties of their role

¹² Doctors have an ethical but not a legal obligation which is reinforced by guidelines issued by the General Medical Council


¹³ Firefighters would be expected to administer first aid in the absence of paramedics

¹⁴ Doctors, the judiciary and teacher who are sacked for gross misconduct can be put on public searchable databases

¹⁵ Armed forces and the judiciary do not have the right to strike. Civil service; armed forces; the judiciary and some jobs in local government have the inability to take part in political activities

¹⁶ Armed forces are deployed on tour for significant periods of time, however there is a rehabilitation period for personnel before returning home. Police officers do not have this service and are expected to return home immediately after dealing with highly distressing cases. Police officers also face highly intrusive vetting procedures to join policing and throughout their career when moving into specific policing roles

¹⁷ There is serious limited potential for additional earning through secondary employment that is not comparable against other professions



Appendix F - Variable Pay Survey

Summary of Key Findings



September 2018

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17. Introduction

- 17.1 The purpose of this survey is to understand all the variable payments forces are currently making.
- 17.2 The survey used a combination of closed and open ended questions.

18. Methodology

- 18.1 An online tool, Survey Gizmo, was used to design, collect and analyse responses.
- 18.2 The survey opened on the 8th August, 2018 and closed on 22nd August, 2018. Some forces responded after the deadline but we have included their results in this final survey document.
- 18.3 The survey was distributed through the national reward teams distribution list (circa 275 recipients namely HR specialists). There was a 90% response rate (39¹⁸/43 forces).
- 18.4 We wanted to ensure whoever is completing each survey consulted with their payroll manager to complete the questionnaire. All forces except Nottinghamshire were able to do this.
- 18.5 It should be noted that the responses used in this report have come directly from forces. Not every force has answered every question, therefore the totals may not always correlate. In the next section we summarised the key findings from the forces who provided information.
- 18.6 This survey summary was drafted by Charlotte Corbett, NPCC National Reward Consultant, if you have any queries please contact my email address; charlotte.corbett@thamesvalley.pnn.police.uk

19. Headlines

- 19.1 Below are the summary headlines from this survey:

Regional Allowances

- 10 forces are paying SE or London allowance (applied to all ranks)

Additional Recruitment and Retention Allowances

- 18 forces are paying allowances not covered by Regulations e.g. fuel cards, phone allowances, car allowances
- 6 forces restrict payments to particular ranks
- 17 forces pay under a force policy that has been agreed locally

¹⁸ Forces who did not complete the survey were; Dyfed-Powys; Northamptonshire; South Wales and Wiltshire.

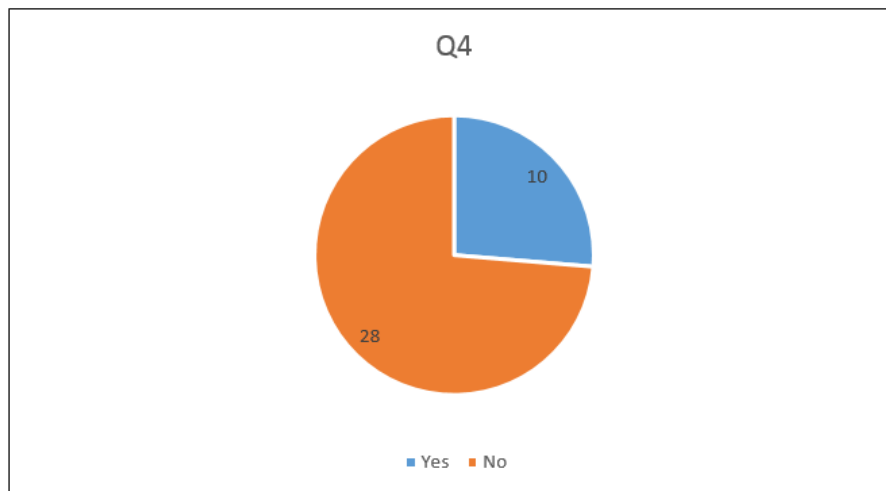
Bespoke payments based on individual circumstances e.g. role and/or location

- 24 forces are paying bespoke payments
- 23 forces pay a bonus/allowances for work deemed to be outstandingly demanding, or unpleasant or of an important nature of which 19 forces pay under Regulation 34
- 12 forces pay a bonus/allowance for firearms of which 10 forces pay under Regulation 34
- 4 forces pay a bonus/allowance for detectives and all 4 pay under Regulation 34
- 3 forces for other additional bespoke payments e.g. lump sum to dog handlers, 2 forces under Regulation 34 and 1 force under locally agreed policy

20. Summary of Key Findings

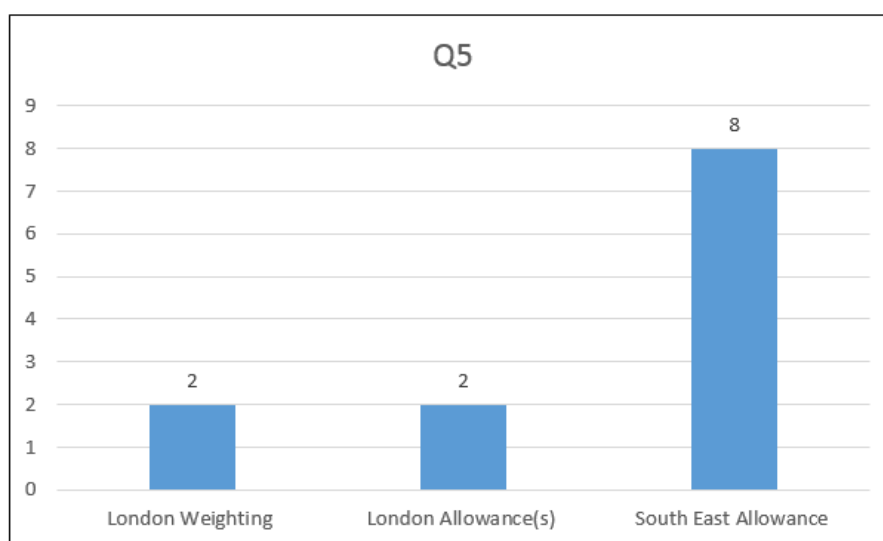
The following set of questions were asked in relation to establish what regional payments being made to police officers.

Under Regulation 34 Annex U is your force paying a South East or London allowance?



10 forces are paying a South East or London Allowance in accordance with regulations, these include; Bedfordshire; City of London; Essex; Hampshire; Hertfordshire; Kent; MET; Surrey; Sussex and TVP.

Q5 Which regional allowances are you paying?



- City of London and MET pay London Weighting and London Allowances
- Bedfordshire, Essex, Hampshire, Hertfordshire, Kent, Surrey, Sussex, TVP pay South East allowances

Other comments include:

- **GMP and West Yorkshire:** Central service¹⁹ non-pensionable
- **Surrey:** Rent and Housing, i.e. the allowances that were in place before South East allowance but are being phased out so only a reducing number of officers are eligible to receive them. NB also pay London Weighting on occasion, i.e. if agreed under a secondment arrangement for a Surrey officer working for the Met.
- **Sussex:** Rent and Housing, i.e. the allowances that were in place but phased out so only a reducing number of officers are eligible for them. Whilst there was a gap between these ending and SE allowance being introduced. Effectively South East allowance has replaced them. NB London Weighting may also be payable as agreed under secondment arrangements, e.g. if an officer is on secondment to the MPS.

Q6 How much regional allowance is being paid?

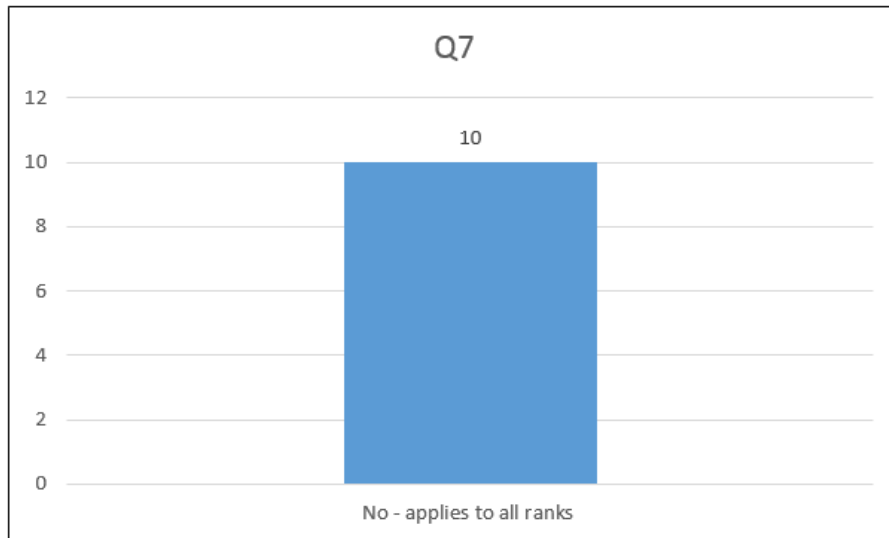
The below table is ranked by; SE Allowance highest to lowest; London Allowances highest to lowest and London Weighting highest to lowest:

Force	London Weighting	London Allowance(s)	South East Allowance
Surrey			£2,500
Kent			£2,000
Essex			£2,000
TVP			£2,000
Hertfordshire			£2,000
Sussex			£1,500
Bedfordshire			£1,000
Hampshire			£1,000
City of London	£2,397	£1,011	

¹⁹ Officers on secondments to other units e.g. College of policing or HMIC

MET	£2,397	£1,011 (LA1) £3,327 (LA2) and £1,000 (LA3)
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Q7 Do you restrict this regional payment to any ranks?



All 10 force apply regional payments to all ranks.

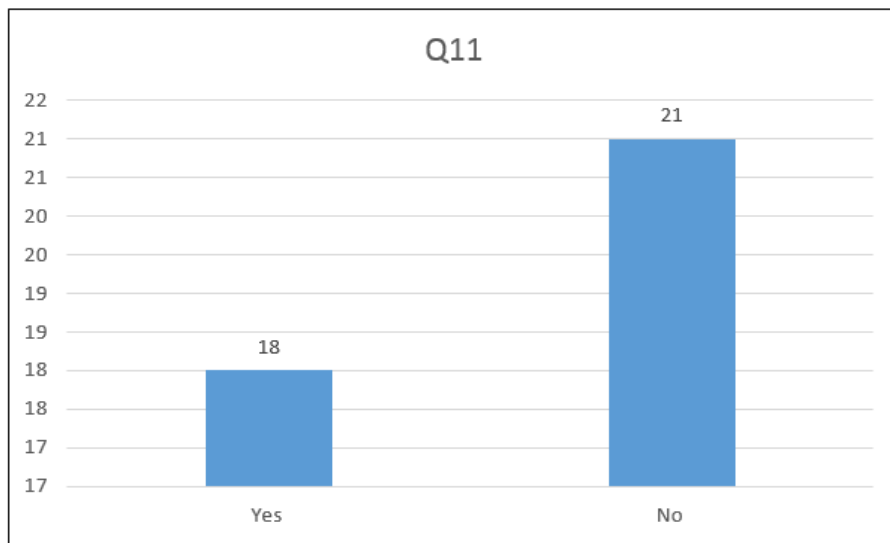
Q8 What is the number of officers in your force as at 30th June 2018 & Q9 What is the number of officers in receipt of this payment as at 30th June 2018?

The table is ranked by the number of officers as at 30th June 2018, highest to lowest:

Force	# of officers as at 30th June 2018	# of officers in receipt of this payment as at 30th June 2018	Conversion (%)
MET	30,774	30,774	100%
TVP	4,118	3,667	89%
Essex	3,526	2,702	77%
Kent	3,368	2,966	88%
Hampshire	2,819	2,479	88%
Sussex	2,683	2,337	87%
Surrey	1,971	1,971	100%
Hertfordshire	1,898	1,821	96%
Bedfordshire	1,081	1,037	96%
City of London	741	741	100%

The next set of questions were asked to identify what payments are being made in addition to allowances covered by Police Regulations.

Q11 Is your force paying allowances not covered by Police Regulations?



18 forces said they are paying allowances not covered by Police Regulations.

Q12 Please detail what additional allowance is being paid? E.g. Travel allowance, fuel allowance, car allowance, retention allowance

Please see table overleaf.

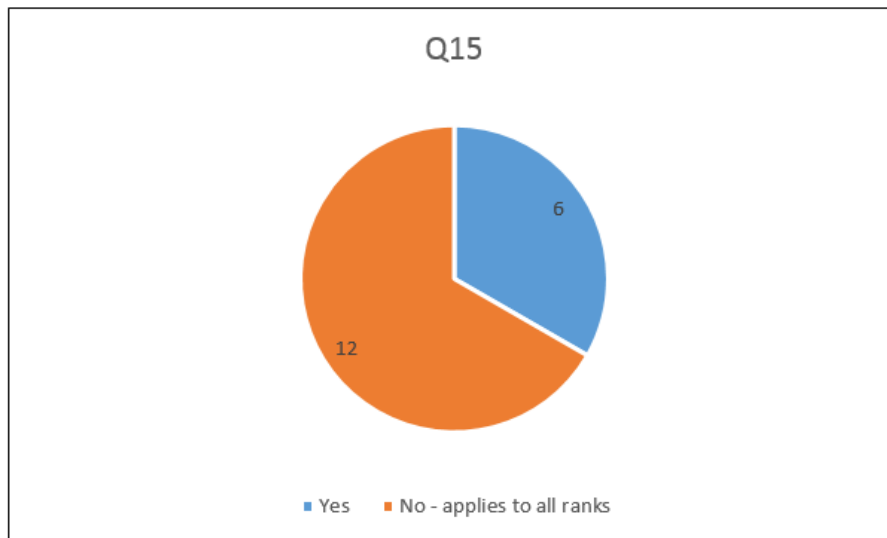
The table is ranked by category followed by additional allowance paid not covered by Police Regulations.

Force	Category	Additional Allowance paid not covered by Police Regulations	How much additional allowance is being paid for travel allowance/fuel cards/ fuel allowance	# of officers in receipt of this additional payment?	Why is this payment being made?
Sussex	Travel	Car Allowance	A car allowance alternative is being paid to Supt and above ranks. Level for Chief officers is currently £9,487 p.a. and is under review (scheduled for Oct 2018)	# can be provided but not wanting to duplicate info required for SSRB	As an alternative option to having a provided car
Merseyside	Travel	Car Allowance	£16,980 p.a.	1	Paid to the Chief Constable in lieu of being provided with a fleet car
West Midlands	Travel	Car Allowance	47% of cost of lease car	55	Recruitment and retention
Derbyshire	Travel	Car Allowance	£6,250 p.a. or provision of a vehicle up to the value of £25K (Inc. VAT)	4	Attraction strategy
Leicestershire	Travel	Car Allowance	£2,384.01 per month	5	No comment
Humberside	Travel	Chief Officer fuel cards	Dependent on personal mileage undertaken (personal mileage reclaimable at 11p per mile)	3	Chief Officer use of force vehicles for business/ personal usage
South Yorkshire	Travel	Chief Officer fuel cards	Dependent on personal mileage undertaken (personal mileage reclaimable at 11p per mile)	5	Chief Officer use of force vehicles for business/ personal usage
Avon & Somerset	Travel	Essential User Car Allowance	£103.25	18	Legacy payment, being phased out
City of London	Travel	Force is currently part of the ATOC ²⁰ rail scheme	The officer is required to pay some monies towards this as it is seen as a benefit however the force pay a one off sum and it is not per officer	All are eligible but officers can opt out	Part of the ATOC rail scheme
Surrey	Travel	Fuel card/electric car alternative. Car allowance as an alternative to a provided car	Travel allowance £100 per month. Fuel allowance £110 per individual p.a./electric car equivalent of 3p per mile	18 on travel allowance, 1,617 fuel allowance/card and 1 for electric car	Car allowance is an alternative option to providing a car for Supt and above ranks. Fuel allowance used for retention
Hampshire	Travel	Isle of Wight Travel Allowance – Variable	£8,000 p.a. and £4 per day car parking	10 travel allowances and 10 car parking	Officers who fall into this category will be entitled, instead of moving under Regulation 35, to elect to remain in their existing home

²⁰ Association of Train Operating Companies

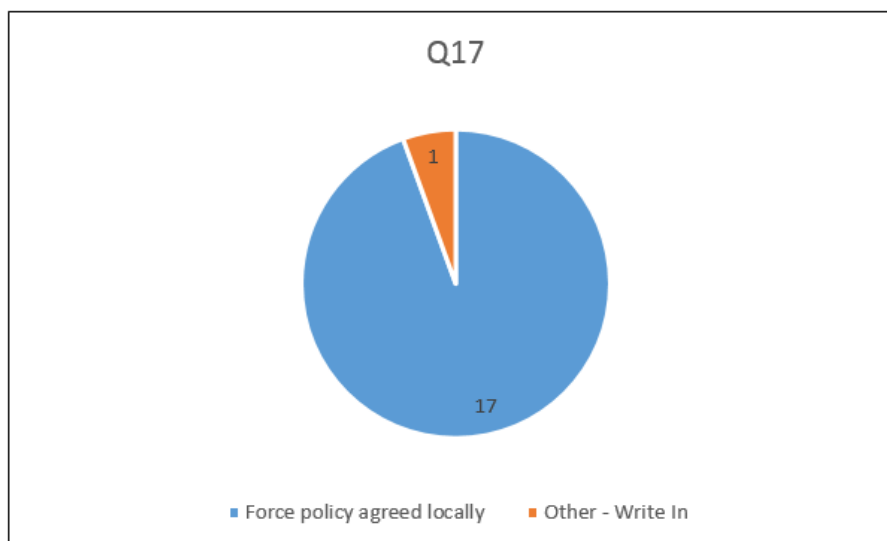
					and claim reimbursement of certain costs in connection with daily travel to and from their place of duty can claim the Isle of Wight travel allowance as an alternative.
Staffordshire	Travel	Travel Allowance - 20/30 mile rule	£114.22	1	For travel outside a specified area
Hertfordshire	Travel	Travel Allowance for working out of Force	4 bands. Band 1 = £500 (10 - 20 miles) Band 2 (20- 25 miles) = £950 Band 3 (25 -31 miles) = £1,600 Band 4 (over 31 miles) = £1,750	37	This payment is also made to Police Staff. The reason it is paid is to compensate those who now need to travel to a work location that is outside of their force boundary. It is a compensatory payment that with collaboration an Officer may be required to work in a different Force to the one they are employed with.
Bedfordshire	Travel	Travel allowance for working out of Force	4 bands. Band 1 = £500 (10 - 20 miles) Band 2 (20- 25 miles) = £950 Band 3 (25 -31 miles) = £1,600 Band 4 (over 31 miles) = £1,750	42	This payment is also made to Police Staff. The reason it is paid is to compensate those who now need to travel to a work location that is outside of their force boundary. It is a compensatory payment that with collaboration an Officer may be required to work in a different Force to the one they are employed with.
Cambridgeshire	Travel	Travel allowance for working out of Force	4 bands. Band 1 = £500 (10 - 20 miles) Band 2 (20- 25 miles) = £950 Band 3 (25 -31 miles) = £1,600 Band 4 (over 31 miles) = £1,750	7	This payment is also made to Police Staff. The reason it is paid is to compensate those who now need to travel to a work location that is outside of their Forces boundary. It is a compensatory payment that with collaboration an Officer may be required to work in a different Force to the one they are employed with.
Cumbria	Telephone	Telephone Allowance	Lower rate: £11.28 / Higher rate £13.50 per month	91	Comparability with staff - historic allowance
West Mercia	Firearms	Firearms retention allowance	£1,750 p.a.	111	Retention tool
Warwickshire	Firearms	Firearms retention allowance	£1,750 p.a.	35	Retention tool

Q15 Do you restrict this additional payment to any ranks?



6 forces restrict additional payments to particular ranks, these are; City of London; Cumbria; Hampshire; Staffordshire; Warwickshire and West Mercia

Q17 Under what regulation/policy is this additional payment being made?



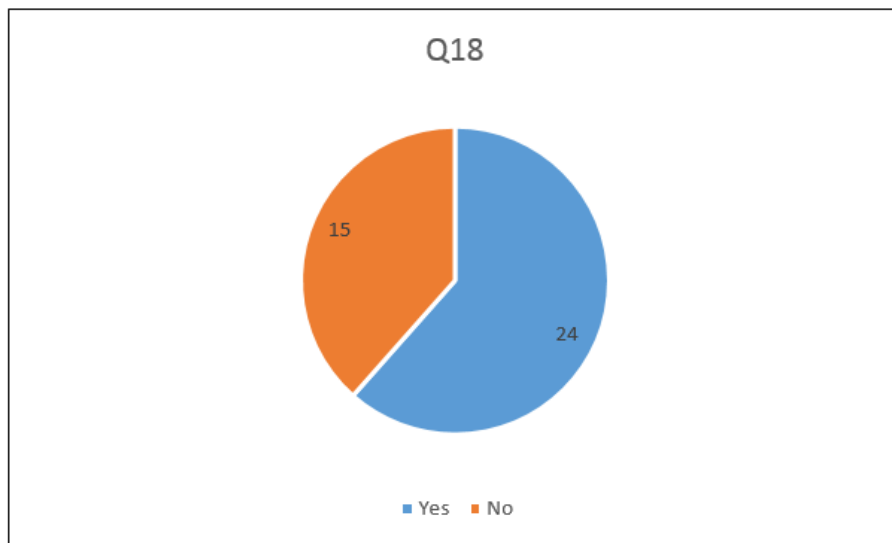
17 forces make additional payments via force policy agreed locally.

Other comments:

- **Surrey:** Turnover and attraction business case rationale is reviewed annually for fuel cards and regularly for car allowance.

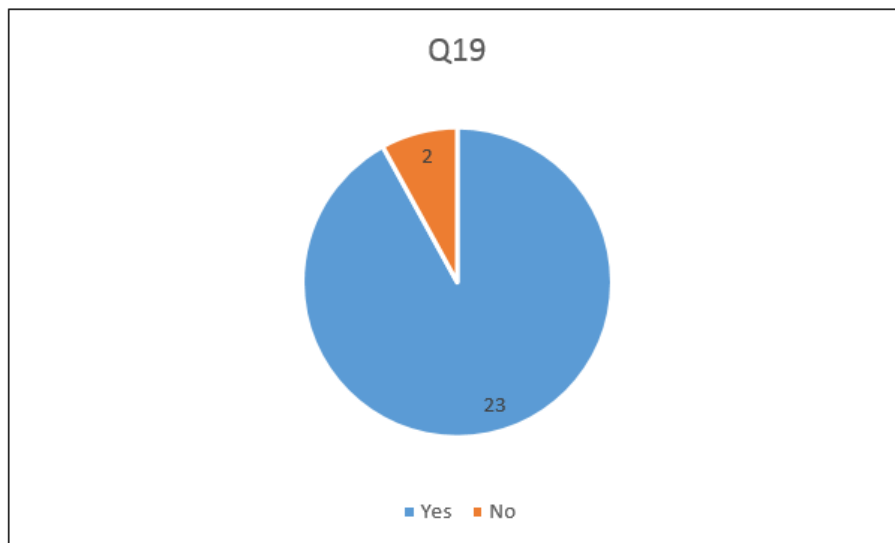
The next set of questions are to identify any individual bespoke payments based on individual circumstances e.g. for specific roles and/or location.

Q18 Is your force paying any bespoke payments?



24 forces are paying bespoke payments.

Q19 Is your force paying an allowance/bonus based on an outstandingly demanding, or unpleasant, or important nature?



23 forces are paying an allowance/bonus based on an outstandingly demanding, or unpleasant, or important nature.

Q20 What are the number of officers in receipt of this bespoke payment?

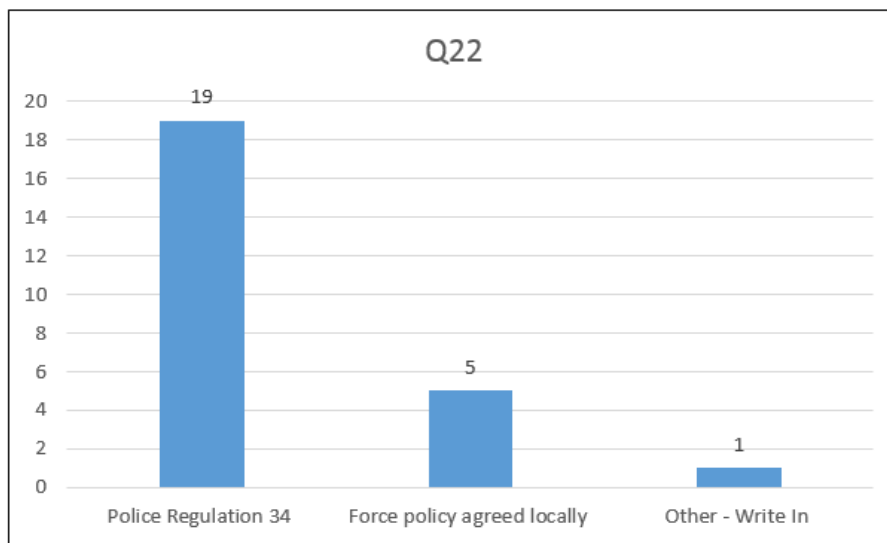
Please see table overleaf.

The table is ranked by number of Constables, highest to lowest.

Force	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	Chief Superintendent	Why is this bespoke payment being made
TVP	518	60	1				To recognise work that is above and beyond daily duties to reward officers for work that is deemed unpleasant, demanding or important. This category includes incidents such as dealing with badly decomposed bodies, seeing unpleasant images and attending fatal RTC's
GMP	290	29	1				Application of locally agreed bonus payment policy in line with regulation 34
Nottinghamshire	274	58	23	10	1		Mandatory/non mandatory payments
MET	89	17	5			1	This is completing outstandingly demanding, unpleasant work or of an important nature
Hertfordshire	45	5					These payments are made the Police Officer Bonus Scheme which are set out in Police Regulations
Cambridgeshire	45	2					These payments are made the Police Officer Bonus Scheme which are set out in Police Regulations
Bedfordshire	30						These payments are made the Police Officer Bonus Scheme which are set out in Police Regulations
North Yorkshire	26	2					Tutor payments PC and DCs. Also unpleasant work
Humberside	7 (exceptional circumstances) + 13 officers (tutor payments)						Recognition of outstanding work. Tutor payments for officers when tutor/ assess two student officers per financial year.
Cheshire	11						Firearms; Unpleasant Duties; Outstanding Work; Tutor
North Wales	10	3					Outstanding performance, having to undertake unpleasant tasks
West Mercia	6						On application
Derbyshire	2		1				Individual instances of dealing with a decomposing body
Norfolk	0						Paid via Claim (Bonus Payment)
Suffolk	0						Paid via Claim (Bonus Payment)
Leicestershire		1					N/K
Hampshire	Varies						To help with recruitment and retention of officers
Merseyside	Not a permanent allowance but paid as and when it takes place						In recognition for undertaking work of this nature

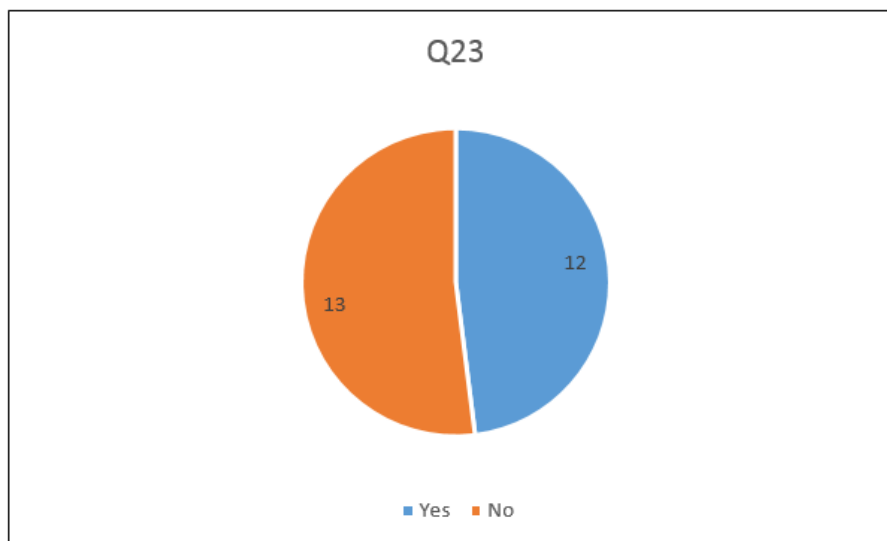
Cumbria				All	All		Paid in respect of Cadre On-Call and voluntary nature of cadre cover and frequency of demand to undertake this cover due to smaller numbers at these ranks together with the demands placed by this role
Staffordshire			1				Hostage negotiation during reference period
Sussex	0						Based on filling roles that are hard to fill but some is in recognition of the additional duties requirement. For the more one off payments the reasons vary, e.g. it may recognise significant contribution or unpleasant roles
Avon & Somerset	Unable to confirm						In relation to Dead Bodies, e.g. collection of dead body parts, particularly unpleasant scenes
South Yorkshire	0						No payments for this financial year. The bonus is also being used for tutor constables, however no claims within the financial year.

Q22 Under what regulation/policy is this bespoke allowance/bonus being paid?



19 forces pay a bespoke allowance/bonus using Police Regulation 34 and 5 forces use a policy that has been agreed locally. Surrey has also added that the basis for payment will be reviewed when hard to fill mechanism details are available.

Q23 Is your force paying an allowance/bonus for firearm officers?



12 forces are paying an allowance/bonus for firearm officers.

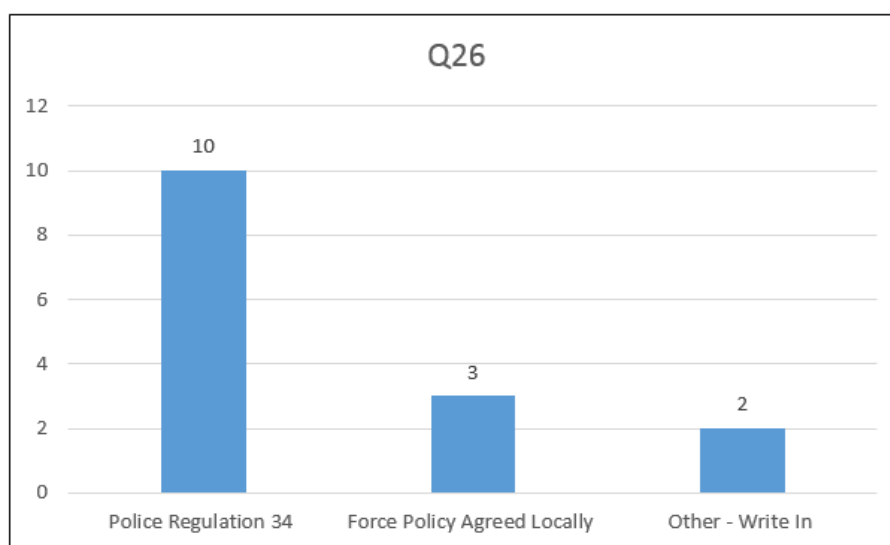
Q24 What are the number of officers in receipt of this firearms payment?

Please see table overleaf.

The table is ranked by the number of Constables, highest to lowest.

Force	Constable	Sergeant	Inspector	Why is this firearms payment being made?
TVP	194	23	4	Retention
Sussex	123			As part of a range of measures put in place to mitigate attraction and retention risk agreed for implementation by the firearms South East region.
Hampshire	102			Due to 17/18 being a busy year i.e. Manchester bombing and heightened security
West Mercia	88	23		Retention
Surrey	55	8		Part of a range of measures put in place to mitigate attraction and retention risk agreed for implementation by the firearms South East region.
Cambridgeshire	52	7	1	Payment is made for the particularly demanding nature of work. However also used as a retention payment due to the specialised nature of the role and the availability of firearms officers.
Hertfordshire	49	3	1	This payment is made under the umbrella of the Police Officer bonus scheme for demanding work. However the arrangement to pay this to Firearms officers is also to aid retention in a difficult role. Officers are assessed as to whether they meet the criteria and receive a quarterly payment.
GMP	44			Local agreement to pay bonus payments to firearms officers
Bedfordshire	43	5		Payment is made for the particularly demanding nature of the role and used as a retention payment due to the specialised nature of role
North Wales	10	3		Paid as part of the Police Officer Bonus Scheme for particularly demanding nature of the role. However also paid as a retention payment due to the specialised nature of the role.
Cheshire	7			Recognition of contribution to firearms incidents in 2017
West Yorkshire	6	2		For nationwide training/attendance

Q26 Under what regulation/policy is this firearm allowance being paid?



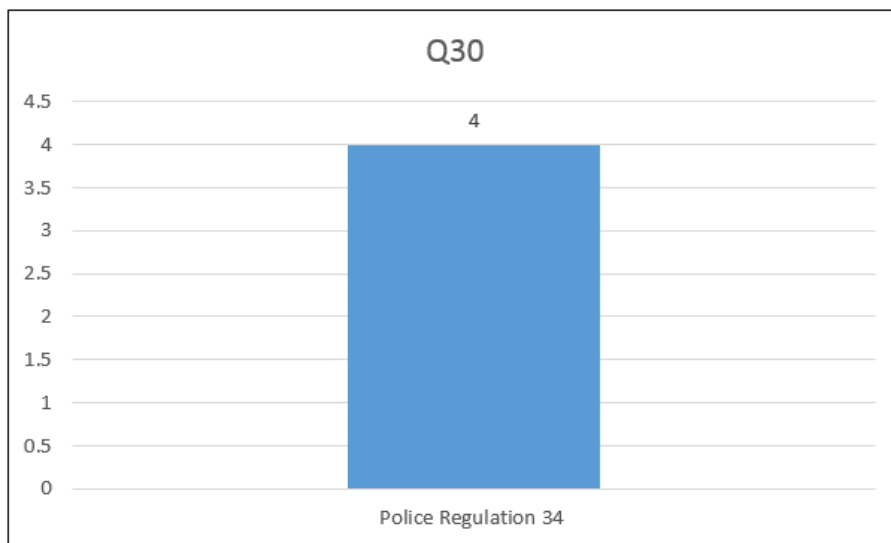
10 forces pay a firearms allowance/bonus under Police Regulation 34 and 3 forces pay under a locally agreed policy. Surrey and Sussex also added that their payments are reviewed annually or bi-annually. The basis for payment will be reviewed when the hard to fill mechanism payment details are available.

Q27 Is your force paying an allowance/bonus for Detectives?

The table is ranked by Constable, highest to lowest number of officers.

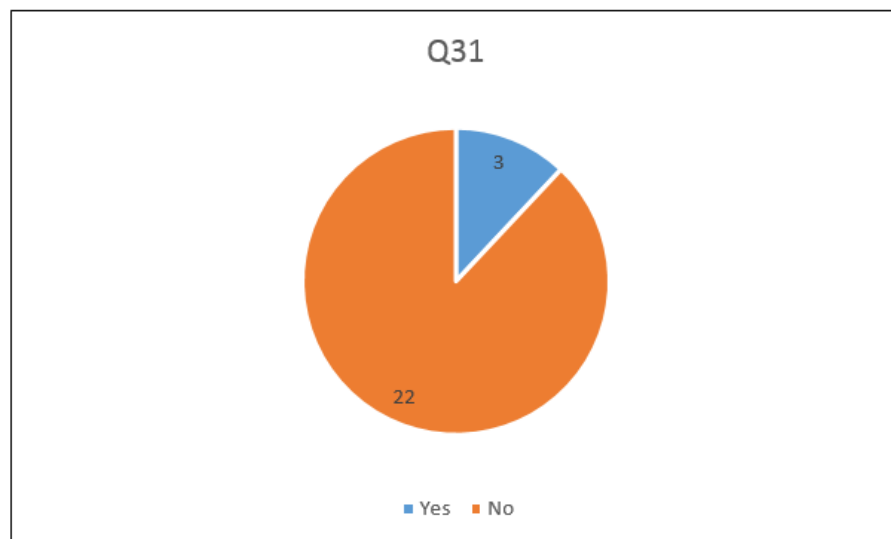
Force	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	Why are these payments for Detectives being made?
Hampshire	208					To help with recruitment and retention of officers
Surrey	201	66	21	5		The specified payment are for Detectives in particular roles, e.g. SIU. Payments are being made as part of a range of measures put in place to mitigate attraction and retention risks.
Nottinghamshire	128	21	14	7	1	Payments are not specifically because they are Detectives, but because they are locally regarded as having a demanding role some are mandatory/non-mandatory.
MET	Only Constables receive payment					The Met is paying T/DC's an allowance in order for them to become Detective Constables. This is a hard to fill allowance in order to attract and retain Detectives.

Q30 Under what regulation/policy are these Detective payments being made?



All four forces pay for Detective payment under Police Regulation 34.

Q31 Is your force paying any other bespoke allowances/bonuses?



3 forces are paying for other bespoke allowances/bonuses; Hampshire, TVP and Avon & Somerset. The table below details what these payments are, the amount being claimed and the number of officers receiving payment.

Hampshire

Category	£ amount/claim period	# of officers
Fingerprinting and Searching a badly decomposed body or for dealing with mutilated bodies at scenes.	£50	All ad hoc claims and claimed as and when
Test Purchase Officers and Undercover Officers on completion of covert deployments	1-2 - £50 3 – 5 - £75 16 plus - £150	All ad hoc claims and claimed as and when

Searching faeces of a detained person for concealed drugs	£50	All ad hoc claims and claimed as and when
ACRO overseas deployment to The Hague (9 month deployment)	£350 per full month deployed overseas	
ACRO overseas deployment to Lyon (6 month deployment)	£300 per full month deployed overseas	
Firearms Officers (AFOs), includes JOU Tactical Firearms Ops Insp and CI, ARV response, Tactical Firearms Support, Firearms Instructor and Training PC, and Firearms Surveillance	£500 per quarter up to a maximum of £2,000 per annum	
DCs and PSIs - PIP Level 2	£500 bi-annually to max of £1000 per annum (208 eligible on last qualifying period)	
Family Liaison Officer – Major Crime	£100 per deployment (60 FLO's eligible)	55
Family Liaison Officer – Roads Policing	£50 per deployment (28 FLO's eligible)	55
PSU Annual training	£200 (318 officers eligible)	326
Overseas Mutual aid deployments – e.g. British Virgin Island PC and Sergeant Inspectors and chief inspectors only	£500 per mutual aid deployment for PC and PS. £1000 per mutual aid deployment for Insp+	
Mutual aid deployments – inspectors and chief inspectors only	£100 per day for: • Public Order Level 2 • Out of force ^[1] • In excess of a 12 hour deployment Max £500 per mutual aid deployment	
Counter Terrorist Specialist Firearms Officer Upskill course -Instructor	£500 per course (5 week course) or £100 per week if teaching part of a course.	

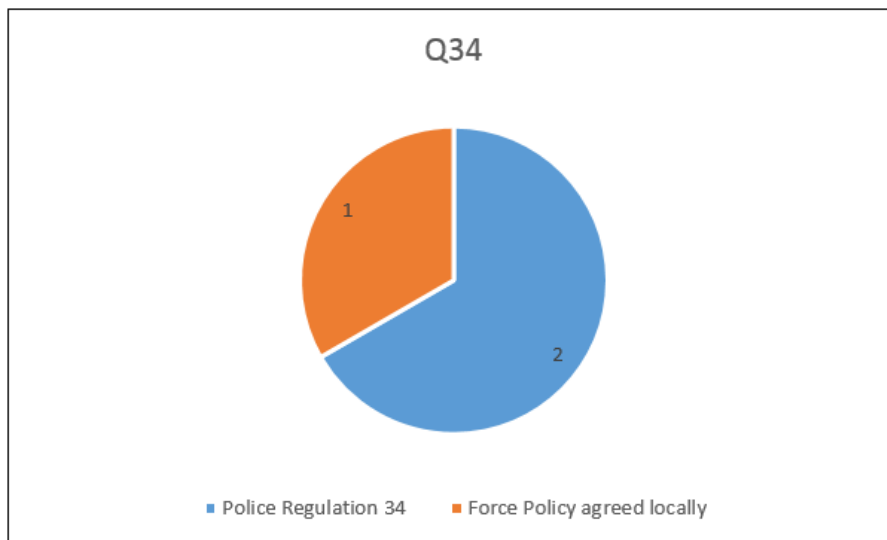
Avon & Somerset

Constables	Sergeant	Why is this additional bespoke payment being made?
30	1	Essential users lump sum to Dog Handlers

Thames Valley Police

Constables	Sergeants	Inspector	Superintendent	Chief Superintendent	Why is this additional e payment being made?
126	17	10	1	2	Bonuses - 33. Role related (Family Liaison Officer, Neighbourhood Supervisor payment), training (CBRN, PSU), organisational postings (Travel home to work when posted further than 30 miles from home, as the crow flies) and negotiator

Q34 Under what regulation/policy are these other bespoke payments being made?



Hampshire and Thames valley pay under Regulation 34 and Avon & Somerset pay under a policy that has been agreed locally.

21. Evaluation

Having reviewed the payments being made currently by forces, we suggest that these are categorised into a new framework (please see table below). We have also written in red italics what our next steps are in terms of progressing these new variable payments.

Role based allowance *We will survey forces in early December to capture as much information from forces as possible, on what they have done or intend to do with making payments for hard to fill roles under the new temporary bonus payment arrangement (which was an addendum to Regulation 34 Annex U).*

This payment would recognise areas that are relevant to the role, for example core skills, environment, demanding nature. This might be used to address 'hard to fill' roles. Current examples of such payments include:

- Dog handlers
- Surveillance officers
- Neighbourhood supervisor
- Firearms officers
- Detectives

Outstanding, demanding or unpleasant piece of work *The intention is to retain this discretionary payment and to ensure that the guidelines encompass all the current payments forces are making under Regulation 34 Annex U.*

This payment would mirror the existing bonus payment under Regulation 34 Annex U. It could be paid for an individual or a team (of any size). Examples of this include:

- Family Liaison Officers (if paid per deployment rather than as a skill)
- Important or outstanding piece of work
- Significant contribution
- Unpleasant task (e.g. fingerprinting of decomposing body)

Skill additional to role *We will survey forces in early December to capture as much information from forces as possible, on what they have done or intend to do with making payments under the new temporary bonus payment arrangement (which was an addendum to Regulation 34 Annex U).*

This payment would be used to recognise additional skills over and above core skills or where there is a requirement to recognise mission critical skills. Examples of this include:

- Hostage negotiation
- Public Order (where additional to role)
- Tutor Constable

Geographic allowance *We will be working with Korn Ferry to understand what market supplements are worth in different areas. We then need to survey forces in November to determine whether the existing regional allowances are sufficient.*

This payment would be used to compensate officers where geography has a financial or other non-financial, but significant, impact on the individual. Current examples include:

- Allowance to compensate for cost of living (South East / London)
- Overseas aid deployment
- Organisational posting (in lieu of house move)



Appendix G - Targeted Payments Survey



December 2018

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22. Introduction

- 22.1 The aim of this survey is to capture as much information as possible from forces on making payments for hard to fill and superintending roles under the new temporary targeted payment arrangement.
- 22.2 The survey was issued via the NPCC portal page plus a follow up email to notify key contacts from our Reward network. The survey is broken down into the following sections:
- New targeted payments (for demanding and hard to fill roles)
 - Demanding payments for superintending roles
 - Hard to fill payments for federated ranks
 - Policy and requests
- 22.3 The survey used a combination of open and closed questions.
- 22.4 We reviewed all responses and the data will be used to form part of an appendix for the 2018/19 annual pay submission.

23. Methodology

- 23.1 An online tool, Survey Gizmo, was used to design, collect and analyse responses.
- 23.2 The survey opened on the 10th December, 2018 and closed on the 18th December, 2018.
- 23.3 There was a 93% response rate²¹ (40/43 forces). 36 forces completed the survey online and 4 forces emailed the Reward team directly to explain why they had not completed the survey online. This was mainly because a decision has yet to be made by forces on whether to implement the new payment arrangement or not.
- 23.4 This survey summary was drafted by Charlotte Corbett, NPCC National Reward Consultant, if you have any queries please contact my email address; charlotte.corbett@thamesvalley.pnn.police.uk
- 23.5 It should be noted that the responses used in this report have come directly from forces. Not every force has answered every question, therefore the totals may not always correlate. In the next section we summarise the key findings from the forces who provided information.

²¹ The three forces missing are; Dyfed-Powys; Gwent and North Wales

24. Headlines

New targeted payments (for demanding and hard to fill roles)

- 15 forces will make use of the new targeted payment arrangement
- 21 forces will not make use of the new targeted payment arrangement
- Reasons for not making use of the new targeted payment arrangement include: there is no requirement, options are still under consideration and that payments would be unaffordable if not funded

Demanding payments for superintending roles (15 forces replied)

- 3 forces do currently intend to make a payment. They have not yet specified to which rank or role.
- 12 forces said they would not consider making a targeted payment for superintending ranks
- 2/3 forces would consider a monthly payment and 1/3 forces have not yet decided over what period of time the payment would be made
- Forces do not know what the total anticipated annual payment would be however all 3 forces agreed it would be a new form of payment

Hard to fill payments for federated ranks (15 forces replied)

- 14 forces said they would consider making a targeted payment for hard to fill roles
- 1 force said they would not make a targeted payment for hard to fill roles
- Some rank/roles which might attract a hard to fill payment include: Constables, Sergeants, Detectives, Firearm Officers, PSI Level 2 Public Order, Inspector/Chief Inspector Family Liaison Officer and Constable Tutor
- The time period over which payments will be made is likely to vary between: monthly, quarterly and annually
- The total anticipated annual payments for the majority of forces are unknown at this stage
- 10 of forces said payments would effectively be a continuation of existing payments currently made under Regulation 34 of Police Regulations 2003

Policy and requests

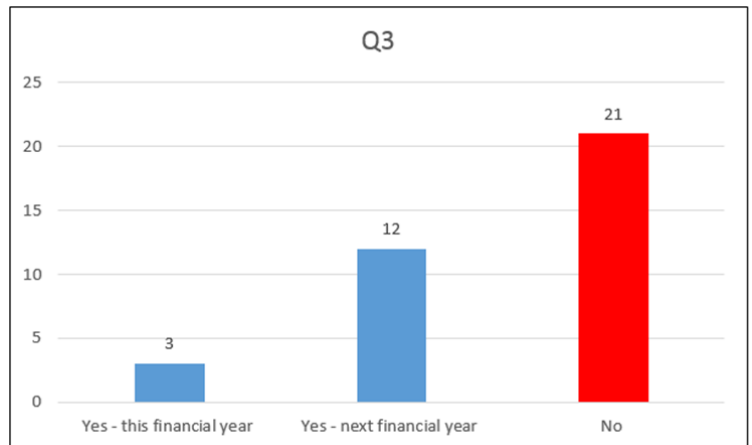
- 9 forces have not had any specific requests from superintending roles for back dated bonus payments
- 33 forces have not had any specific requests for hard to fill payments
- 22 forces have not prepared a local policy based on national guidelines in support of these new targeted bonus payments
- 30 forces have not had any representations raised on issues of fairness in relation to these new arrangements

25. Summary of Key Findings

The next section of questions relate to the new targeted payments (for demanding and hard to fill roles)

Q3 Will you be making use of the new targeted payment arrangements?

21 (59%) forces will not be making use of the new targeted payment arrangement.



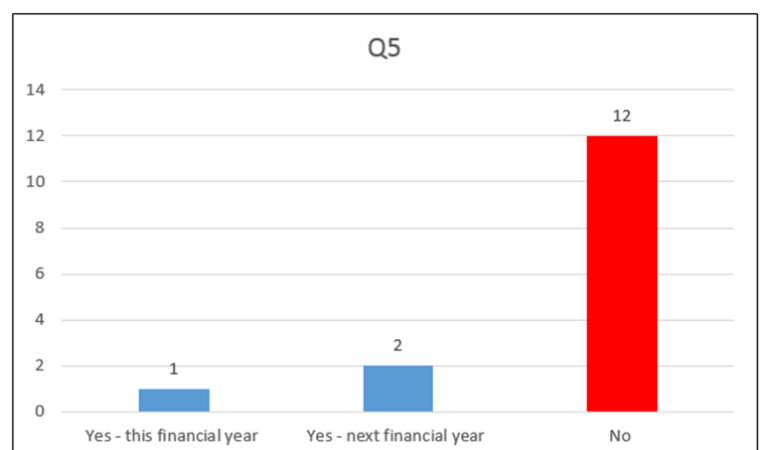
Q4 If no, please state your reasons:

- Options are still under consideration by Chief Officers (x10 comments)
- Not deemed to be a business case (x10 comments)
- We have a concern that the payments would be divisive and ultimately unaffordable if the funding isn't passed into police budgets

The next section of questions relate to demanding payments for superintending roles

Q5 Will you make a targeted payment for superintending roles?

12/15 (80%) forces said they would not make a targeted payment for superintending roles



Q6 If yes, please specify which ranks and roles would attract a demanding payment?

Out of the 3 forces who would make a targeted payment for superintending ranks, they all wrote that the ranks and roles are yet to be determined.

Q7 Over what period of time will payments be made?

Out of the 3 forces who would make a targeted payment, 2 forces would make monthly payments and 1 force said this is yet to be determined.

Q8 What is the total anticipated annual payment for each role?

Out of the 3 forces who would make a targeted payment, all 3 forces do not know what the total anticipated annual payment for each role would be.

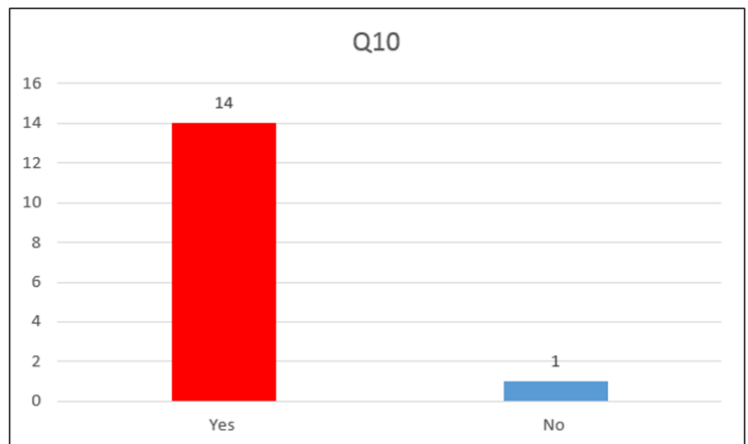
Q9 In relation to the demanding role, what type of payment is it?

Out of the 3 forces who would make a targeted payment, all 3 forces would make it a new form of payment.

The next section of questions relate to hard to fill payments for federated ranks

Q10 Will you make a targeted payment for hard to fill roles?

14/1 (93%) forces will make a targeted payment for hard to fill roles.



Q11 Please specify what ranks and roles would attract a hard to fill payment?

Comments from 11 forces include:

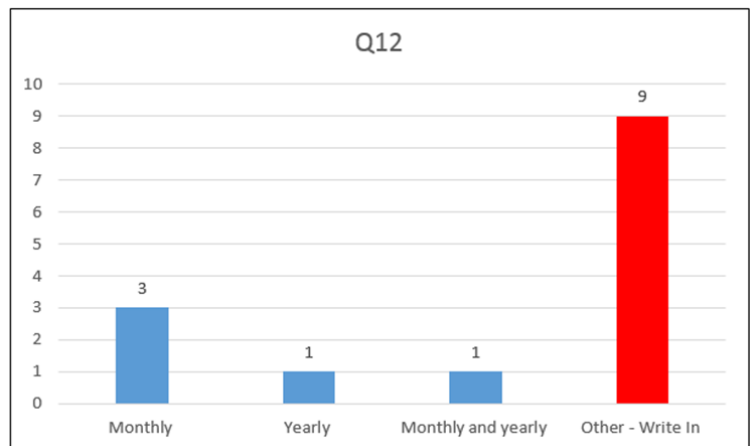
- Constable
- Sergeants
- Detectives
- Firearms
- PSI Level 2 Public Order
- Inspector/ Chief Inspector Family Liaison Officer
- Constable Tutors

Q12 Over what period of time will payments be made?

3/14 forces said monthly.

Other comments include:

- Quarterly
- 1st Payment - Passed NIE and posted as a TDC. 2nd Payment complete PIP and signed off as a DC within 12 months
- Firearms made quarterly
- Detectives monthly
- Unknown (x3 comments)



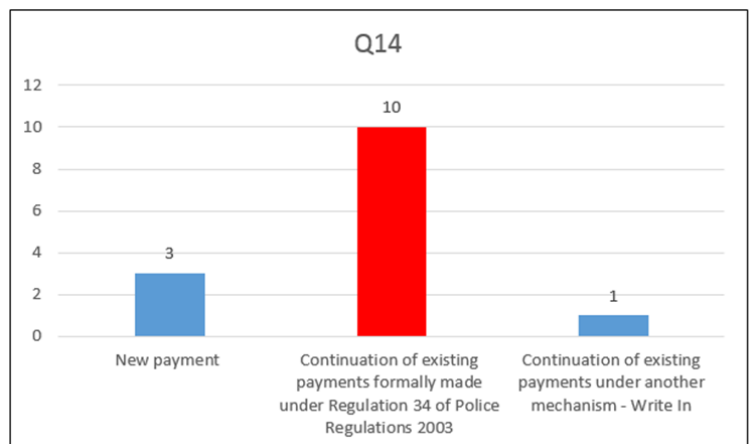
Q13 What is the total anticipated annual payment for each role?

For 10 forces this has not yet been determined. Four forces were able to state the types of payments e.g. £3,500 p.a. for Tutor Payments for Contact Management and £2,000 p.a. for Firearm Officers.

Q14 In relation to the hard to fill role attaching a payment, what type of payment is it?

10/14 forces will make hard to fill role payments by the re-designating current payments made under Regulation 34.

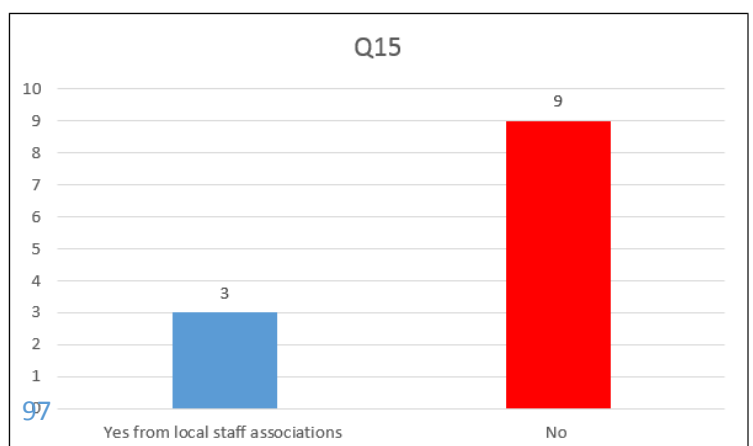
3 forces will use a new payment for skills additional to officer's roles.



The next section of questions relate to policy and requests

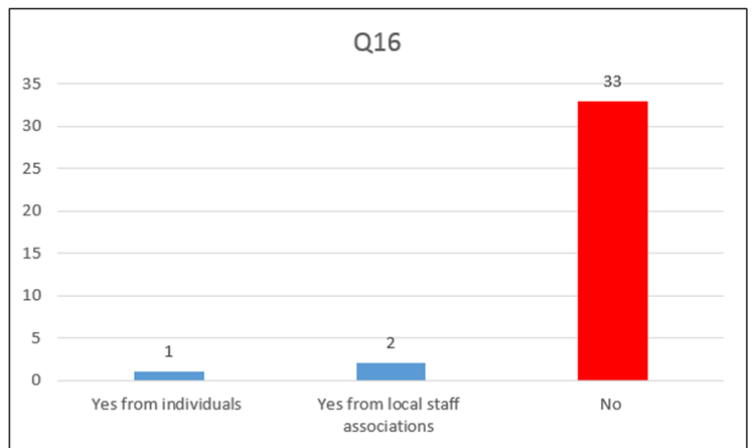
Q15 Have you received any specific requests from superintending roles for back dated bonus payments?

9/12 (75%) of forces have not received any specific requests from superintending roles for back dated bonus payment.



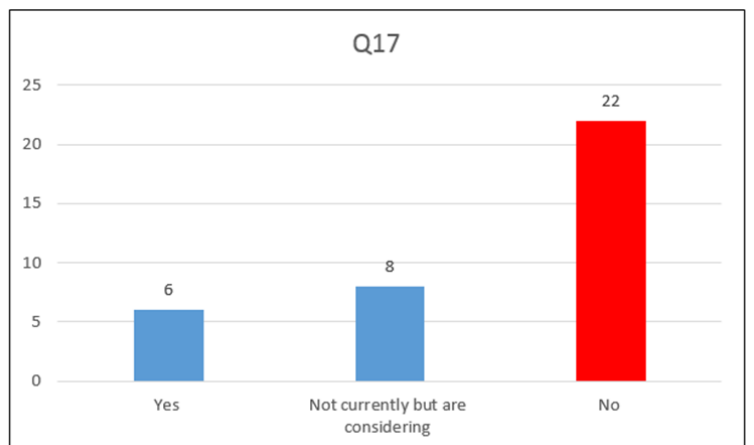
Q16 Have you received any specific requests for hard to fill payments

33/36 forces have not received any specific requests for hard to fill payments.



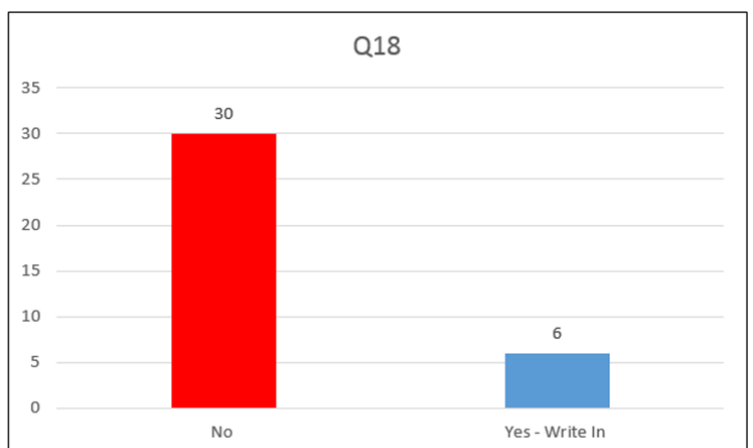
Q17 Have you prepared a local policy based on national guidelines in support of these new targeted bonus payments?

26/33 forces have not prepared a local policy based on national guidelines in support of the new targeted bonus payments.



Q18 Have any representations been raised on issues of fairness in relation to the new arrangements?

30/36 forces have not had any representations being raised on issues of fairness in relation to the new arrangements.





Appendix H – Korn Ferry Benchmarking Report



July 2018

Benchmarking police pay

This paper outlines issues involved in benchmarking police pay and makes recommendations about how it should be done.

1. Policy context

In most organisations and sectors, benchmarking has two phases:

- Broad analysis of multiple markets and comparators, to inform decisions about policy.
- Use of a narrower range of comparisons and market indicators, once policy discussion and decisions have clarified which are the most appropriate and which the least relevant, practicable or justifiable.

For example, the first phase might include a total remuneration comparison of Assistant Chief Constables with the private sector, which would show their package value on average across the UK to be around 60% of the market median. Policy-makers might conclude that closing such a wide gap would be impossible and/or that the comparison would be hard to justify given how police recruitment and careers operate. They might move in the second phase to a different market, or a different level in the private sector market (such as lower quartile) or to a comparison which excludes private sector incentive payments.

Typically, a policy will state among other things:

- Which markets, organisations, professions and roles should be regarded as part of the comparator group.
- What is the intended level against the comparator group.
- What is the basis for the comparison – rank or grade, job title, skill group etc.
- What should be included in the comparison – salary, total cash, total remuneration or some other intermediate measure.
- How regional variations should be treated – how many regions and how subdivided.
- Whether all jobs are to be benchmarked in the same way or there are variations for specific groups – for example, because some functions are more expensive than others.

It will also normally give an indication of the role of benchmarking in the pay review process. For example, 'the middle of our pay ranges will be median in the public sector market' suggests benchmarking is central; 'we will take account of the following indicators and ensure we are competitive' suggests there will be a judgement, informed but not dictated by comparisons.

2. What and how to benchmark

In the absence of a policy – except a commitment to look at total remuneration as well as salary and a wish to include a P factor in interpreting the information – benchmarking for the police is bound to be relatively broad. Here are some of the main points to consider.

a. Comparisons

Initial possibilities include:

Comparator	Nature of comparison	Reason
Public sector	Base, total cash, total remuneration	<ul style="list-style-type: none"> ■ The most obvious public service link – accepting that the P factor has to be added ■ People might leave for public sector jobs ■ Source of some direct entrants
Private sector	Base, total cash, total remuneration	<ul style="list-style-type: none"> ■ Alternative career for initial recruits ■ People might leave for private sector jobs ■ Source of some direct entrants
Other professions	Salary structure, level and progression in teaching, nursing etc	<ul style="list-style-type: none"> ■ Alternative career for initial recruits ■ Provides ideas about reward and workforce management which might inform changes for police
Other roles	Local government, army, fire service	<ul style="list-style-type: none"> ■ Army and fire are command structures which bear some comparison to policing ■ Police work in partnership with local authorities

Most organisations would narrow down to a lead comparator, with checks on some others, but national review body studies tend to look at multiple markets (and set benchmarking data alongside other indicators, such as recruitment and retention).

b. Level

It is not necessary to target a specific level in the market and it can cause problems to be too specific. For example, tying pay to median in a specific comparator might prove unaffordable, or conversely might not produce salaries high enough to recruit and retain.

However, it is important to have some idea about what a realistic comparison would be. For example, if the analysis shows both salaries and total remuneration are upper quartile in the public sector for a particular rank or role but below median in the private sector, what conclusion can be drawn?

c. Basis of comparison

Most organisations and sectors do whole pay system comparisons on the basis of grade or rank, which can be translated through job evaluation into benchmarking against jobs of similar size in the chosen market.

Any comparison with other professions or specific services (as in the table above) could be done in a slightly different way, looking for example at stage in career or comparable management responsibilities – though grade and job weight would still be a good guide.

When looking at a whole pay system, it would be normal to benchmark both salary practice and the pay structure – analysing how the average or median actual compares to the chosen market and also how the pay ranges sit in that market.

d. What is included

The normal categories for benchmarking are: basic salary; total cash (base plus annual bonuses); and total remuneration (total cash plus the value of allowances and non-statutory

benefits). All are relevant here, including total remuneration. It would not be credible, for example, to compare constable pay with the private sector without acknowledging that the pension is worth more than twice as much as a percentage of salary.

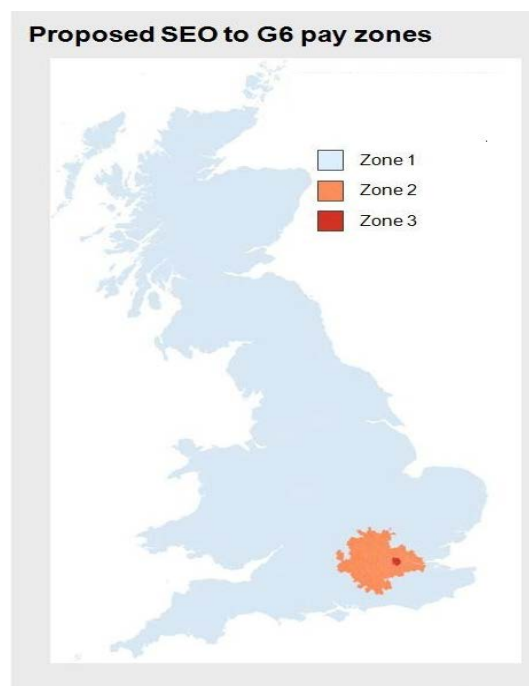
Comparison is normally made with particular levels in the market: median, upper and lower quartile, and sometimes the market mean or average.

There may be specific areas to benchmark occasionally to refresh the policy, such as shift, on call or overtime payments.

e. Regional factors

Local and regional variations in pay are a bigger feature of the market up to professional level that they are at experienced professional and above. In addition, most organisations and sectors do not want to overcomplicate their pay systems, so tend to opt for relatively straightforward regional variations – at its simplest, London and everywhere else.

Our work on options for local pay for the civil service concluded that, for professionals and managers, only three pay zones were needed (see map below). Critically, though, they had to be described at postcode level and were not captured by simple regional boundaries, as parts of the South East were effectively the same price as Outer London.



Analysis of multiple markets in the first phase of benchmarking (see Section 1 above) should make it possible to agree on a small number of regional analyses for officers. It may be necessary to have more subdivision if the aim is also to benchmark front line police staff.

f. Specific groups

Among officers, some specialisms might require further investigation and the range increases if police staff are included.

It is helpful to have a competitive general pay structure, as this reduces the requirement for additional payment for specific skills. Among police staff, this might mean that only legal and

IT roles need additional market testing and payments. Among police officers it might also be useful to know by how much, for example, cyber security or fraud investigation roles exceed the general market. There would presumably still need to be a business case for any payment, taking account of the cost and also of the potential for workforce segmentation which pay supplements bring).

3. Making sense of the data

We would expect the move from broad to more targeted benchmarking (see section 1 above) to use simple tests: is it relevant, plausible, defensible, affordable etc. Even when the range of benchmarks has been reduced, however, there will probably still be multiple markets and sectors to examine and conclusions will have to be drawn based on judgement.

This is most difficult when policy guidelines are first developed and applied. Often through a combination of benchmarking, assessment of workforce changes and recruitment and retention data, decisions have to be made about what has to change (for example, 'we are at level x against the market for this rank, and we need to be at level y'). As the police service offers a strong career route, internal relativities – the pay steps people get on promotion – might also influence the choice of investment priorities.

It may be that some ranks or roles sit higher in the market than others, either by policy design or because it is unaffordable to bring them all to the same level and the need is greater in some than in others.

In subsequent years, some decisions are easier because they are based on trends and change through time (for example, 'we were at level y and are now falling behind').

4. Recommendations

We therefore recommend that the NPCC should:

- a. Benchmark police pay with all the comparators in the table in 2a above. This should be done by rank or job level, looking at base salary, total cash and total remuneration and at how police pay compares to median, upper and lower quartile in those markets (where the information allows). The main national analysis should be supplemented by a comparison for Inner London and one for Outer London and the London fringe.
- b. Carry out this benchmarking annually and monitor any change in position over time.
- c. Identify each year additional investigations of specific roles, functions or skill groups where there are pressures or concerns.
- d. Set the benchmarking data alongside relevant data on the workforce – particularly on recruitment and retention and on applications for promotion – to create an assessment of police pay in the market.
- e. Be prepared to adjust the type and range of benchmarking over time as the information becomes more familiar and the debate on the appropriate policy position evolves.

- f. Acknowledge that there is no single perfect comparison which fits the situation. Judgement will be required, taking account of multiple data sources.
- g. Acknowledge also that it may not be right or possible to treat all ranks and roles the same in their relationship to the benchmarks.

Peter Smith

Korn Ferry

July 2018



Appendix I – Chief Officer Attitude Survey



December 2018

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26. Introduction

26.1 This survey has been carried out by the NPCC Reward Team and it is the second year in which this survey has been run. As this is the second year, we are able to look at year on year comparison where possible, to show how views on chief officer pay is changing. We also looked for differences between rank and age.

26.2 Please note, we do not have as much data as compared to last year. We believe this is due to the timing and how the surveys were distributed. All data will be used to form part of the appendix for the 2018/19 annual pay submission.

26.3 The survey wanted to collect views from all officers holding the chief officer rank from all forces, namely:

- Chief Constables
- Deputy Chief Constables
- Assistant Chief Constables
- MPS equivalent ranks, the Commissioner, Deputy Commissioner, Assistant Commissioner, Deputy Assistant Commissioner and Commanders

26.4 The questionnaire covered:

- Rank/ length of service
- Reward and recognition
- Attraction and progression
- Retention

The survey used a combination of closed and open ended questions. The purpose of the survey was to gather the opinions of chief officers on their current pay terms and conditions.

27. Methodology

27.1 An online tool, Survey Gizmo, was used to design, collect and analyse responses.

27.2 The survey opened on the 29th October, 2018 and closed on 9th November, 2018.

27.3 The survey was posted on the NPCC portal page for the attention of all Chief Officers (excluding staff). There was a 30% response rate (81/266 membership²²). We received a minimum of one response per force.

27.4 This survey summary was drafted by Charlotte Corbett, NPCC National Reward Consultant, if you have any queries please contact my email address; charlotte.corbett@thamesvalley.pnn.police.uk

²² Rhiannon Smith, ACRO Finance Assistant, 6th Dec 2018

28. Summary of Key Findings

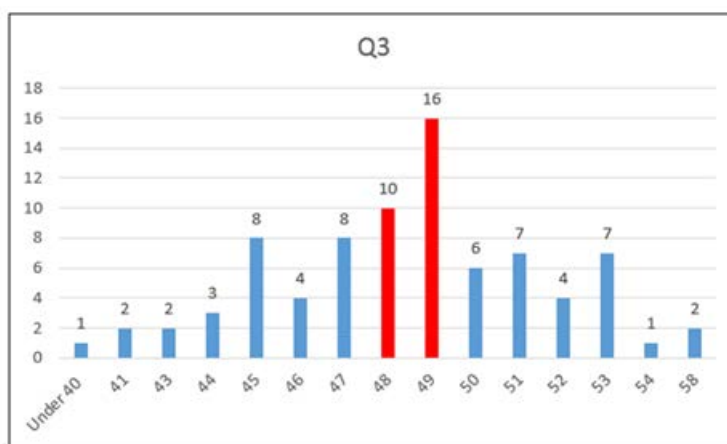
The following questions collect demographic information on all the chief officers who completed the survey. Where questions and answers only apply to certain ranks e.g. ACCs this is specified.

Q2. What rank do you hold?

Rank	2017	2018
Chief Constable (or equivalent)	27	24
Deputy Chief Constable (without collaboration)	22	12
Deputy Chief Constable (with collaboration)	0	7
Assistant Chief Constable (without collaboration)	47	24
Assistant Chief Constable (with collaboration)	14	11
Commander	10	3
Other - Write In	8	0
Total	128	81

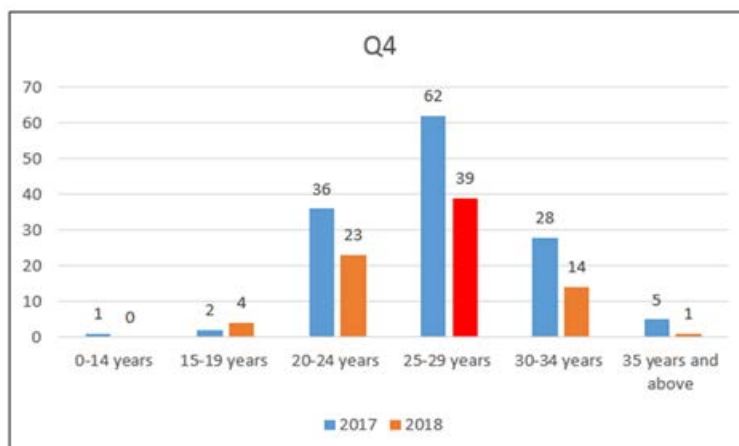
Q3. What is your age in years?

26 (32%) of chief officers are 48/49 years old. Last year 59 (44%) chief officers were aged between 45-49 years.



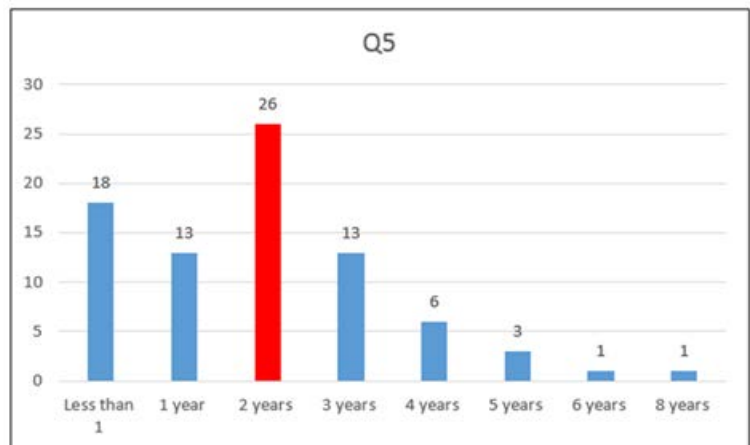
Q4. How many years have you served as a police officer?

39 (48%) chief officers have 25-29 years' service. Last year 62 (46%) chief officers also had served 25-29 years' service.



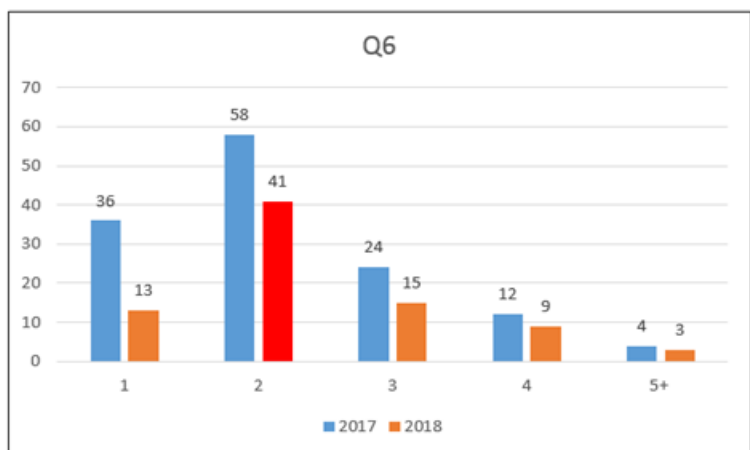
Q5. How many years have you served in your current rank?

26 (32%) chief officers have served 2 years in their current rank. Last year 102 (75%) chief officers had less than 1 year or between 1-3 years' service in their current rank.



Q6. How many forces have you served in during your career?

41 (50%) chief officers have served in 2 forces during their career. Last year 43% of chief officers also had served in 2 forces during their career.

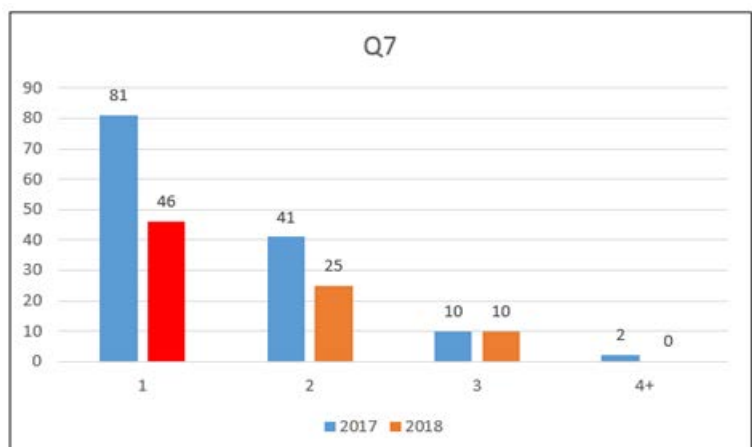


Q7 How many forces have you served in at chief officer level?

46 (57%) chief officers have served in 1 force at chief officer level. Similarly, last year 60% of chief officer also served in 1 force at chief officer level.

19 of these 46 chief officers were Assistant Chief Constables (without collaboration).

12 of these 46 chief officers are 49 years old.



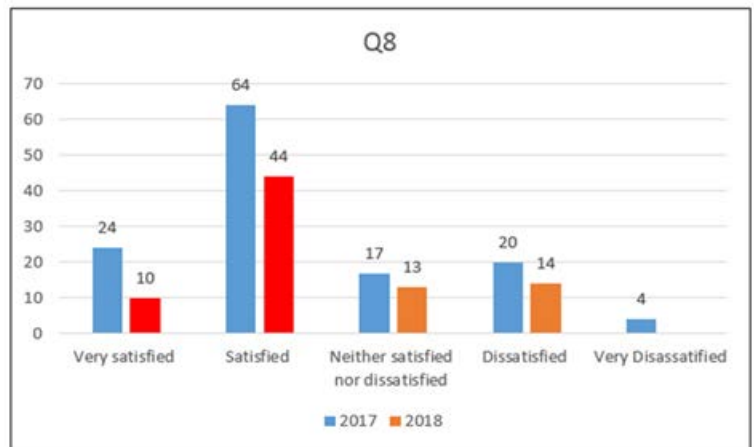
Reward and recognition

Q8 How satisfied are you with your base salary?

54 (67%) chief officers are either very satisfied or satisfied with their base salary. Similarly, last year, 68% of chief officers were also very satisfied or satisfied with their base salary.

16 of these 54 chief officers, are Chief Constables or equivalent and 14 were Assistant Chief Constables (without collaboration).

26 of these 54 chief officers are aged between 48-49 years.



Q9 Please comment on your base salary

There were 81 responses to this question. The comments have been categorised into 5 key themes and they have been ranked highest to lowest;

Needs Review (27 comments)

“My base salary has no correlation to the level of work or responsibility that I carry due largely to the collaboration role but also due to the unique nature of the force”

Base Salary is Acceptable (25 comments)

“It is commensurate with the role and is made satisfactory by the 10% uplift that is locally applied”

Poor Compared to Other Public and Private Sector Pay (16 comments)

“Comparable roles in the private and public sector attract higher base. Indeed, some roles attract the same salary with far lower risk and responsibilities”

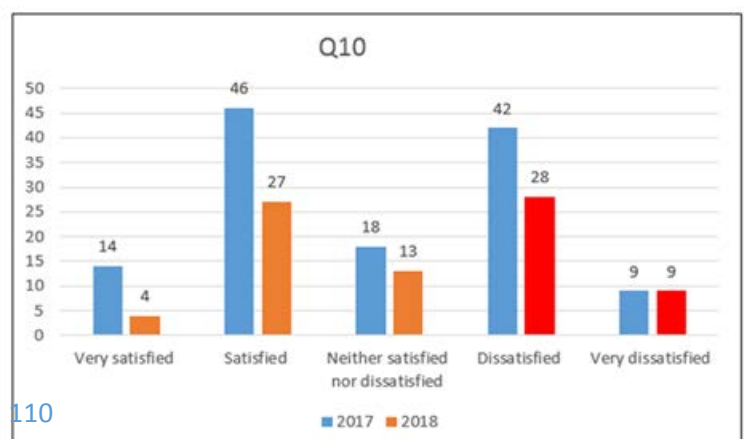
Cost of Living (7 comments)

“It is a fair salary, but not compared to where it would have been 10 years ago in terms of cost of living”

Other, N/A (6 comments)

Q10 How satisfied are you with your pension benefits?

37 (45%) chief officers are very dissatisfied or dissatisfied with their pension benefits. Whereas last year only 40% of chief officers were either very dissatisfied or dissatisfied with their pension benefits.



11 (30%) of these 37 chief officers are ACCs (without collaboration)

26 (31%) of these chief officers are 48-49 years old.

Q11 Please comment on your pension benefits

There were 81 responses to this question. The comments have been categorised into 5 key themes and they have been ranked highest to lowest;

Tax Implications (Lifetime Allowance and Annual Allowance) (44 comments)

"I am extremely concerned that the taxation arrangements over the last few years have effectively eroded my final pension significantly. Financial planning has been difficult. Even last year having come out of the pension scheme 6 months into the year I still have a significant bill for 2017/2018."

CARE Scheme (11 comments)

"Having paid into the original PPS for 24 and a half years I am now tapered onto CARE this year which has vastly changed my original pension benefits"

Satisfied (8 comments)

"We are in a very good position with pensions, whilst it costs a significant amount, in the current environment we are very fortunate"

Dissatisfied (7 comments)

"There is literally no financial incentive to change roles other than professional development. The pay and pension structure for policing is now so broken for chief officers that there are too many roles where too few candidates will apply"

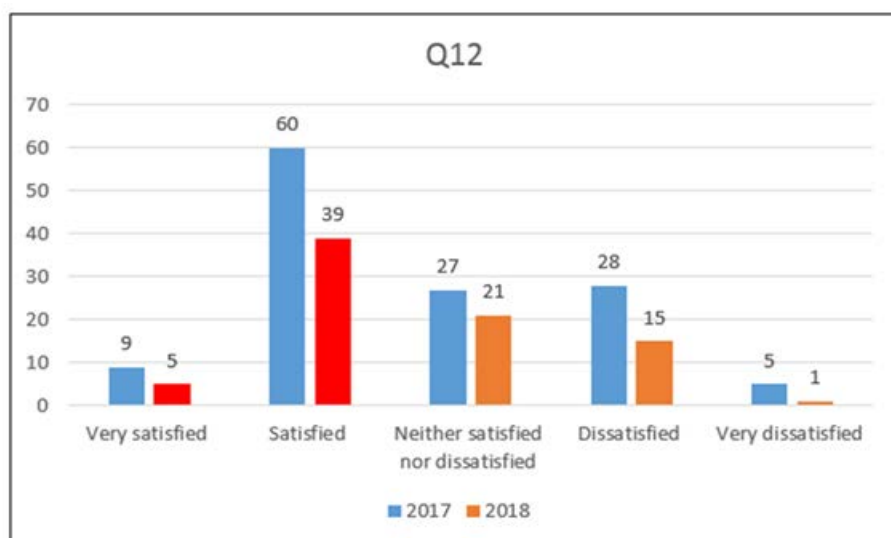
Other, N/A (11 comments)

Q12 How satisfied are you with your overall remuneration package?

44 (54%) chief officers are very satisfied or satisfied with their overall remuneration package. This is very similar to last year as 53% of chief police officers were also very satisfied or satisfied with their overall remuneration package.

13 (29.5%) of these 44 chief officers are Assistant Chief Constables without collaboration and 13 (29.5%) are Chief Constables or equivalent.

32% of these 44 chief officers are 48-49 years old.



Q13 Please comment on your overall remuneration package?

There were 81 responses to this question. The comments have been categorised into 4 key themes and they have been ranked highest to lowest;

Fair and Reasonable (24 comments)

“Decent overall package”

Dissatisfied (32 comments)

“There is inconsistency nationally between how force remunerate chief officers e.g. car and health allowances etc.”

“It dwindles in value by the day; the pension detriment via tax is dreadful”

Neither satisfied nor dissatisfied (10 comments)

“The only thing I receive is a vehicle allowance. If I had come into Force from elsewhere a re-location package is provided”

Other, N/A (15 comments)

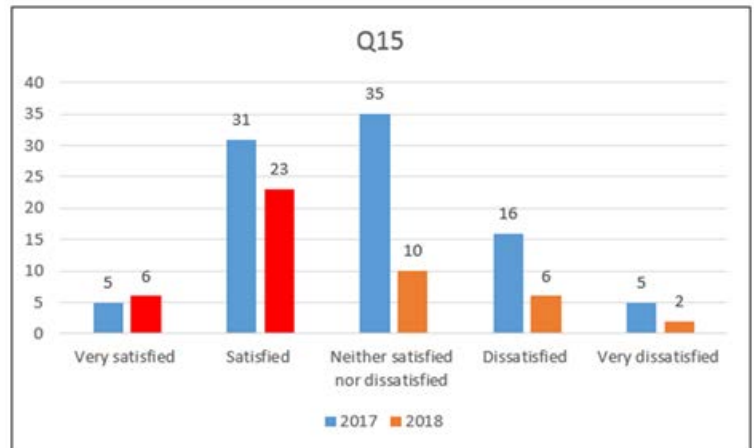
Q14 Please provide details of any other benefits that you receive as part of your remuneration package (e.g. vehicle, vehicle allowance, medical healthcare)

There were 81 responses to this question (please note some response mentioned more than one benefit). The table below ranks the type of benefit, highest to lowest:

Benefit	# of responses
Car	54
Healthcare	17
Vehicle allowance	13
None	9
Housing allowance	2
Relocation package	1
Fixed mileage allowance	1
House alarm provision	1

Q15 How satisfied are you with the value of incremental progression? (FOR ASSISTANT CHIEF CONSTABLES AND COMMANDERS ONLY)

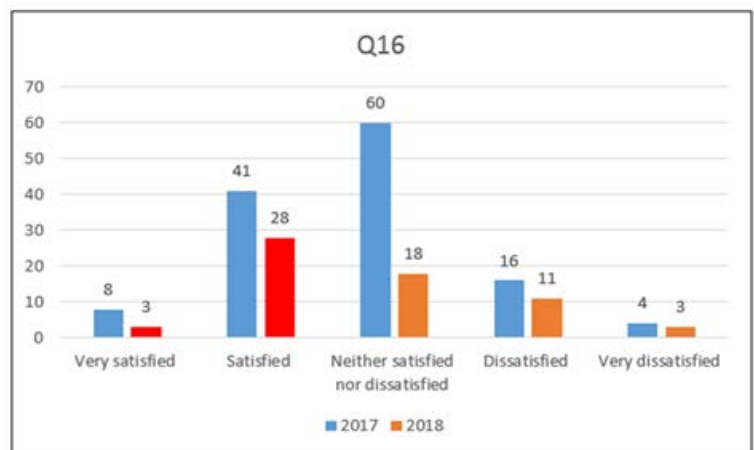
29 (62%) of Assistant Chief Constables and Commanders are very satisfied or satisfied with the value of their incremental progression. Whereas last year 39% of Assistant Chief Constables and Commanders were very satisfied or satisfied with the value of their incremental progression.



Attraction and progression

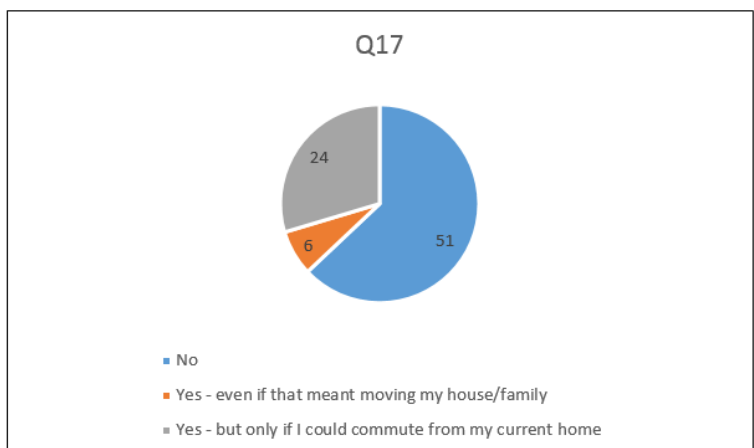
Q16 How satisfied would you be with the package available to you, if you were to be promoted?

31 (38%) chief officers would be very satisfied or satisfied with their package if they were to be promoted. This is exactly the same as last year as 38% of chief officers also stated they would be very satisfied or satisfied with their package should they be promoted.



Q17 Would you consider applying to a different force, for another chief police officer post, at your current rank and pay?

51 (63%) chief officers would not consider applying to a different force, for another chief officer post at their current rank and pay.



Q18 Please provide any comments about mobility

There were 81 responses to this question. The comments have been categorised into 4 key themes and they have been ranked highest to lowest;

Would Not Consider a Move Due to Disruption of Family Life (33 comments)

“The incentive for people to move is now less than it ever was, because of the erosion of pensions through the cumulative effects of Annual Allowance and Lifetime Allowance. People are now asking themselves why they would move family or live away from home, when a significant part of any additional benefit will be offset by future scheme pays tax liabilities”

Would Not Consider a Move for Financial Consideration (19 comments)

“The packages offered are not sufficient incentive to uproot a family”

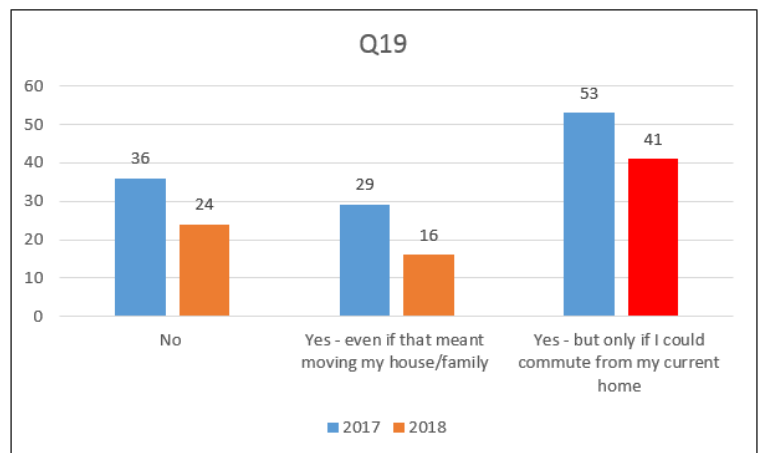
Would Consider a Move (15 comments)

“I am very mobile and will move if the right job was available but I have no plans to move at the present time”

Other, N/A (14 comments)

Q19 Would you consider applying to a different force, for another chief police officer post, with either higher pay or a higher rank?

41 (50%) chief officers would consider applying to a different force, for another chief officer post, with either higher pay or a higher rank but only if they could commute from their current home. Similarly, 45% of chief officers would also have considered applying to a different force last year, for another chief officer post, with either a higher pay or a higher rank but only if they could commute from their current home.

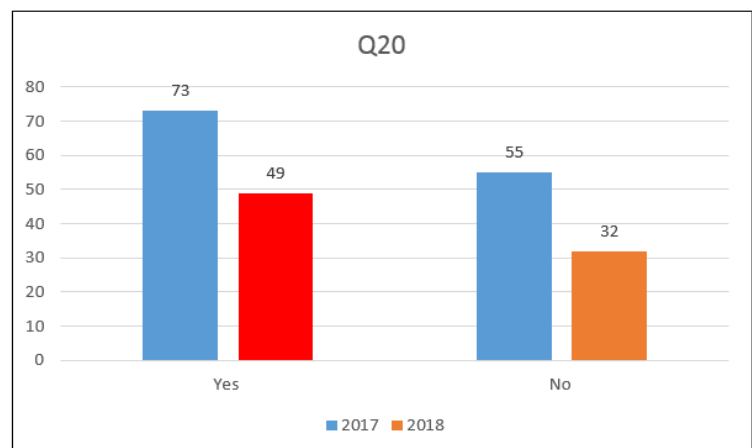


Q20 Would you consider applying for a promotion or to a force that attracts a higher salary?

49 (60%) chief officers would consider applying for a promotion or to a force that attracts a higher salary. Similarly, last year 57% of chief officers would also have considered applying for a promotion or to a force that attracts a higher salary.

18 (37%) of these 49 chief officers are Assistant Chief Constables without collaboration.

8 (16%) of these 49 chief officers are 49 years old.



Q21 What factors influence your decision?

There were 81 responses to this question. The comments have been categorised into 5 key themes and they have been ranked highest to lowest;

Leadership/ team culture (24 comments)

“The role, the organisation, its culture and performance, its vision and values, the Chief Officer team I would be joining, whether or not financial support for moving would be considered as part of the package”

Job Satisfaction (16 comments)

“The salary would not be my motivation, it would be the promotion or scope of the job that would influence me”

Financial Consideration (14 comments)

“The issues around annual and lifetime allowance, and the reduction of tax code over £100k, are significant dis-incentives when balanced against the demands and responsibilities”

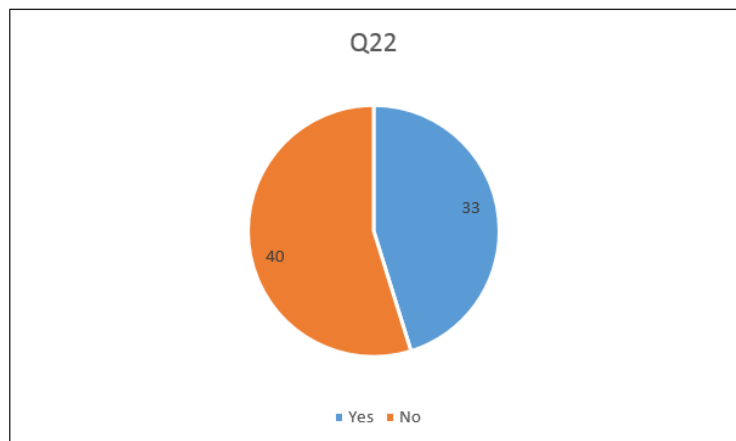
Work Life/ Balance (13 comments)

“I wouldn't do it I like being at home and married”

Other, N/A (14 comments)

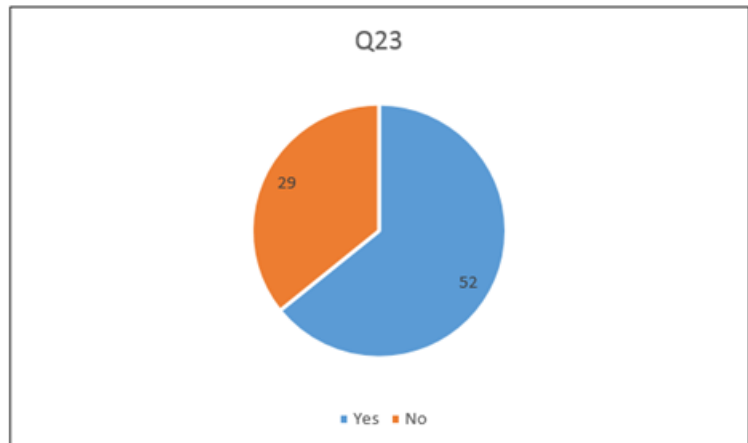
Q22 Does moving onto a contract to be DCC influence your decision making in a negative way i.e. is it a barrier?

40 (55%) chief officers find moving onto a contract to be a DCC influences their decision making in a negative way.



Q23 Would you be prepared to move further than a commutable distance if accommodation was provided as an option in a relocation package?

52 (64%) chief officers would be prepared to move further than a commutable distance if accommodation was provided as an option in a relocation package.



Q24 What impact have changes to pension taxation had on your pension benefit and/or career choice? (Annual allowance, Lifetime allowance)

There were 81 responses to this question. The comments have been categorised into 5 key themes and they have been ranked highest to lowest;

Impact on Career Choices (37 comments)

“Pension costs will definitely deter me from upward progression due to increasing costs and the punitive nature of this however I may consider freezing my pension at pensionable service age and look at options thereafter”

Significant Impact on Tax Contributions (20 responses)

“Significant. I have had to utilise scheme pays for three consecutive years now and for considerable amounts. I think the open ended arrangement is unfair. Once your outstanding amount has been paid that should be concluded and a return to full entitlement put in place.”

Significant Impact on Pension (14 responses)

“I have to work longer and the taxation will significantly impact on my pension”

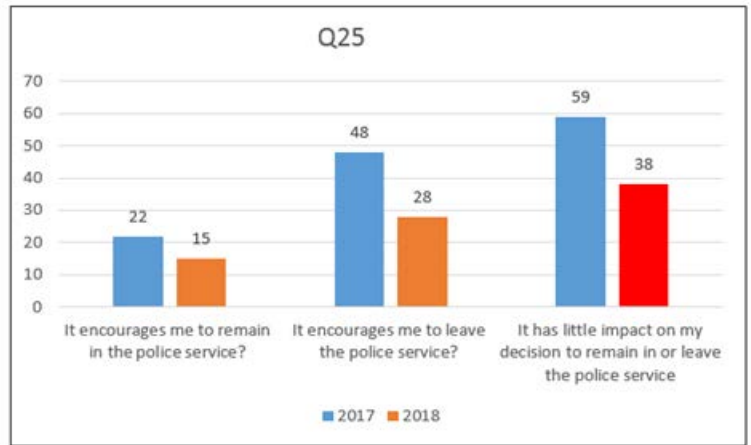
No Impact (2 comments)

Other, N/A (8 comments)

Retention

Q25 What impact does your overall remuneration package have on your intention to remain in the police service?

38 (47%) chief officers have said the overall remuneration package has little impact on their decision to remain in or leave the police service. Similarly 45% chief police officers stated the same last year.

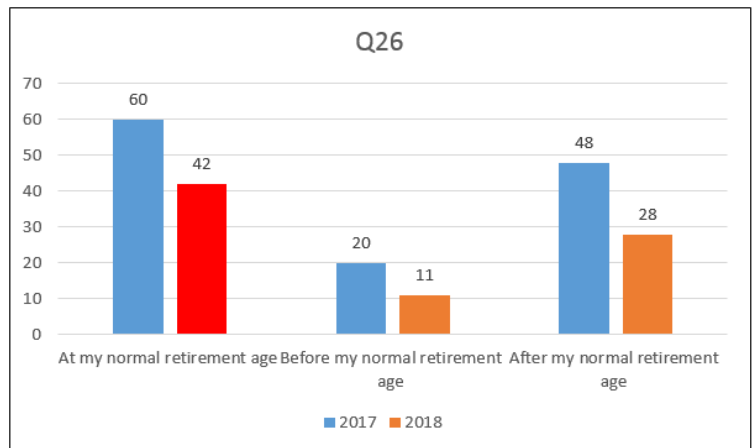


Q26 When do you expect to leave the police service?

42 (52%) chief officers expect to leave the police service at their normal retirement age.

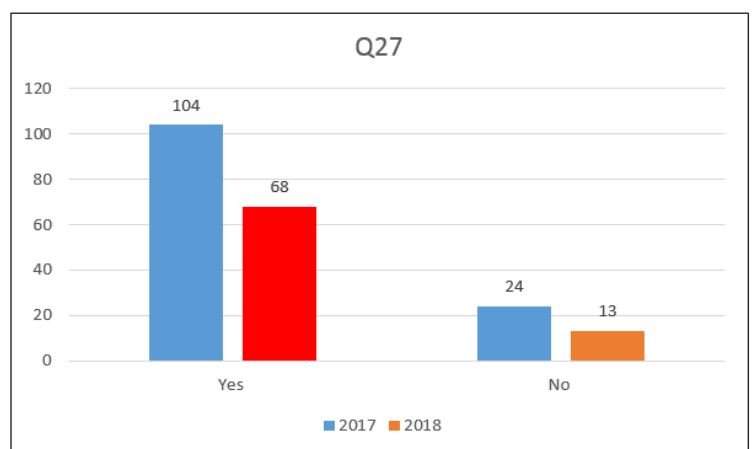
15 (36%) of these 42 chief officers were Assistant Chief Constables without collaboration.

12 (29%) of these 42 chief officers are 49 years old.



Q27 Is this after achieving your full pensionable service?

68 (84%) chief officers will leave the police service after achieving their full pensionable service.



Q28 Please detail why you are leaving early?

There were 13 responses to this question which is linked to the “no” responses in Q27. The comments have been categorised into 3 key themes and they have been ranked highest to lowest;

Career Options (3 comments)

“Use my policing experience to pursue another career”

Financial (3 comments)

“It's not worth me moving into the new pension scheme. I will be out of contract and able to commute my full 25%. The LTA cap and punitive taxation beyond the allowance is very unattractive”

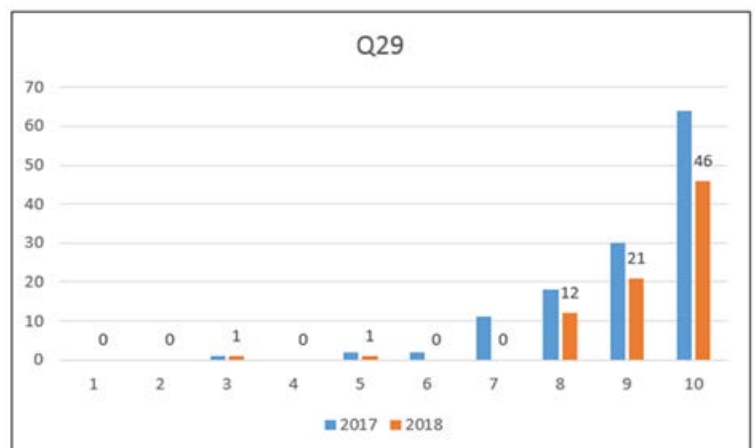
Other (7 comments)

“I'm not sure I am yet”

“Full pension age for me now is 60. I will probably go on a reduced pension at 55 - it should have been 51”

Q29 In relation to your current working life, on a scale of 1 to 10 where 1 is extremely low and 10 is extremely high, how motivated are you to do a good job?

46 (57%) chief officers are extremely motivated to do a good job. This is higher than last year where 50% of chief officers stated they were extremely motivated to do a good job.



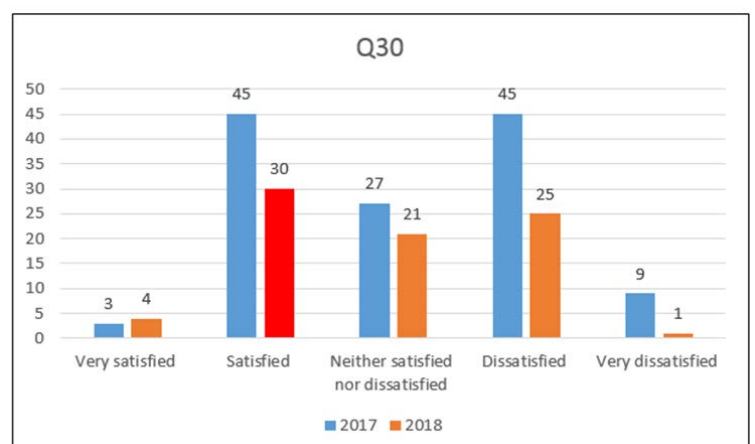
Other terms and conditions

Q30 How satisfied are you with your working hours?

30 (37%) chief officers are satisfied with their working hours. Last year, 35% of chief officers were satisfied and 35% were dissatisfied with their working hours.

12 (40%) of these 30 chief officers are Chief Constables or equivalent.

8 (27%) of these 30 chief officers are 48 years old.

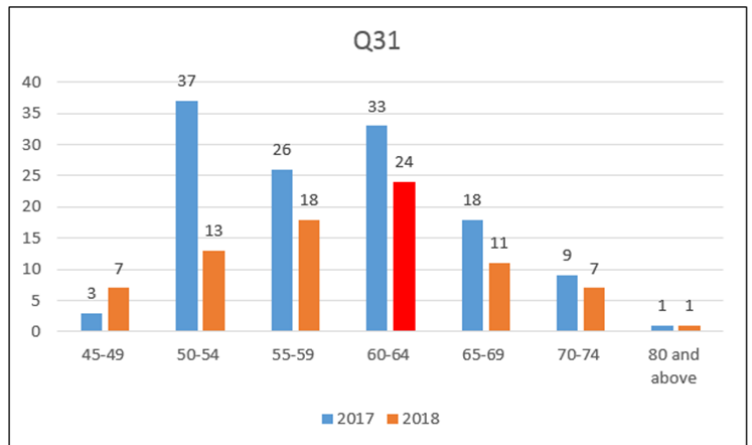


Q31 How many hours a week do you work on average? (Give best estimate)

24 (30%) chief officers work 60-64 hours a week. This has increased when compared to last year, where 29% of chief officers worked 50-54 hours a week.

8 (33%) of these 24 chief officers are Chief Constables or equivalent.

4 (17%) of these 24 chief officers are 47 years old, four (17%) are 49 years old and four (17%) are 50 years old.

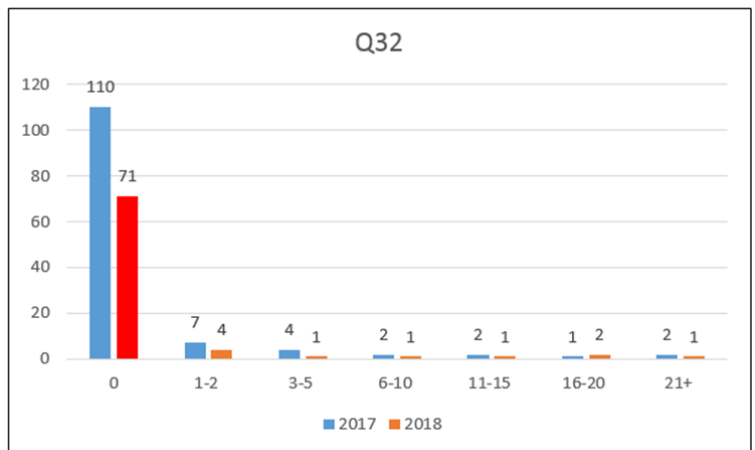


Q32 How many days sickness absence have you had in the last 12 months (to the end of September 2018)

71 (88%) chief officers took 0 sickness days in the last 12 months. Similarly last year, 85% of chief officer took 0 sickness days in the last 12 months.

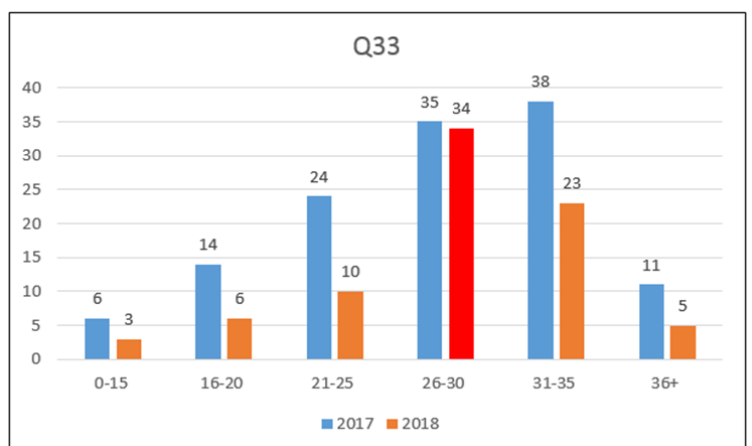
21 (30%) of these 71 chief officers are Chief Constables or equivalent.

12 (17%) of these 71 chief officers are 49 years old.



Q33 How many days leave have you taken in the last full annual leave year?

34 (42%) chief officers have taken between 26-30 days annual leave in the last full year. This has decreased from last year, where 30% of chief officers took between 31-25 days annual leave.



Q34 Please can you confirm whether the number of days annual leave includes days carried forward from a previous year. If so please state how many days

There were 81 responses to this question.

- None (23 comments)
- Up to 5 days carried forward (33 comments)
- Up to 10 days carried forward (8 comments)
- Over 10 days carried forward (4 comments)
- Other (13 comments)