

SEVENTH SUBMISSION TO THE POLICE REMUNERATION REVIEW BODY

National Police Chiefs' Council

29 January 2021



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FOREWORD

This is my second submission to the PRRB on behalf of Chief Constables, and one that has been heavily shaped by external events. No one could have foreseen the momentous events and long-term medical and economic consequences of the pandemic, or the unique challenges it would present to policing, both in operational terms and as employers.

Pay award for 2021/22

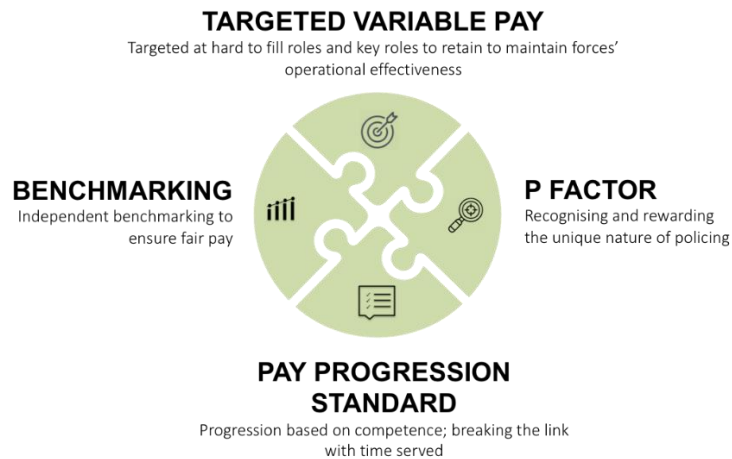
The government's announcement in the Spending Review 2020 (SR20) that it would temporarily pause headline pay awards for some workforces, including police officers and staff, reflects the challenging financial position across the public and private sector. While this is clearly disappointing for officers and staff, who have made and continue to make a very significant contribution to public safety, it throws into still sharper relief the need for pay and conditions to play their part in maximising the service's capabilities, capacity, and diversity. NPCC hopes that the service can return to pay progress in future years after this pause, with the support of central funding.

Pay reform

You will be aware that a series of pay reforms were proposed in a transformation programme (which started in earnest in 2017/18), and was re-scoped in 2019 to reflect emerging findings and a clearer focus. Last year, our submission set out our revised proposals for a reform package which was fair, flexible, deliverable, and affordable. It was sequenced and prioritised to underpin the successful delivery of the Police Uplift Programme, which remains a high government priority.

There are four mutually reinforcing elements to the pay reform programme:

- independent benchmarking to ensure that there is a robust evidence base on which to build a fair pay policy;
- agreed P Factor characteristics which recognise and reward the unique nature of policing;
- proposals to allow forces the flexibility they need to attract and retain officers into roles which are hard to fill or critical to retain; and
- a Pay Progression Standard (PPS), which provides an objective process to break the link between progression and time served.



Taken together, these proposals represent a coherent and complete reform package which stands favourable comparison with other public sector organisations. They set in place the foundations of a rigorous merit-based pay structure which is demonstrably fairer across all ranks. They also recognise that forces need greater flexibility through targeted variable pay to meet challenging operational requirements, and for which a universal pay rise would be unaffordable.

The phase of the pay reforms that were commenced in 2017/18 are scheduled for delivery by March 2022, but the work of evolving and reforming our approach to pay is one that will and needs to continue. The experience of COVID-19 shows that the conditions of work and the needs of service can change rapidly. The immediate focus is on delivering those areas that formed the core of reforms agreed by Chief Constables as a package. The progress we have made working with forces and staff associations, and Chief Constables' commitment to implement the PPS by March 2022, gives me confidence that March 2022 will be a milestone, and an effective end-date for the programme of work that the National Reward Team (NRT) has led since 2017. However, the requirement for work to update, plan and implement our approach to pay does not end here. Policing needs access to specialist resources on pay and reward, and these will be sustained into 2021/22 and integrated within the workforce element of the NPCC Strategic Hub. As part of the work to ensure a coordinated approach, specialists working on: pay reform; pay and reward evidence; wider pay and conditions work; retention; and pensions work alongside those with a wider focus on development and wellbeing. We will also introduce revised and strengthened governance and performance monitoring measures, starting in April 2021. Further details are set out in the submission.

Finally in respect of pay reform, we have also worked with our colleagues at APCC, CPOSA and PSA to consider the reform of superintendent and chief officer pay and conditions. Steering groups have agreed twelve recommendations for future changes which we believe will facilitate the attraction, motivation and retention of the next generation of chief officers, and deal with specific issues affecting superintendents. As pay restraint is being exercised at all levels, we do not feel action on senior pay levels would be appropriate until the position moves on for other ranks.

Wider work within the Pay and Conditions Portfolio

In addition to the work on Pay Reform, my team has worked closely and constructively with forces and our colleagues on the Police Consultative Forum (PCF) to progress a wide range of issues during the pandemic such as: annual leave and rest days; overseas travel and quarantine; the extension of a minimal break in service for returners; a review of injury benefit regulations relating to death in service; provisions for pregnant officers; and guidance around the deployment of student officers on frontline duty.

There have, additionally, been over 20 issues delivered and being progressed as part of the more normal pay and related conditions work, including:

- extending maternity and adoption leave from 18-26 weeks;
- agreeing policy and retrospective application for dog handlers travelling arrangements;
- agreeing an MoU on mileage with guidance for forces;
- making progress on an MoU on the Working Time Directive;
- revising allowances for special constables; and
- superintendents' on-call allowance.

While this work is not directly part of the pay reform proposals, it is vital in helping to create favourable conditions to attract, motivate, and retain officers and staff, and to create a climate in which more assured progress on pay reform can be (and has been) made, working closely with forces and staff associations. It should help to give the PRRB confidence about the delivery timescales proposed in this submission.

The temporary pause in pay awards also highlights the importance of wider programmes and initiatives, both within the Police Uplift Programme and the NPCC Workforce Coordination Committee. This important work is set out in greater detail in the submission and complements the progress that has been made on pay issues.

Conclusion

The service the police provide to their communities is critically reliant on its people. The police service is now poised to implement a significant integrated package of reform that will underpin effective delivery of the Police Uplift Programme and the National Policing Vision 2025, in support of our forces' productivity. Policing remains ambitious to continue to make progress in ensuring that we address identified inequalities across gender and ethnicity.

I hope you will feel able to support the interventions recommended in this submission, which have received broad and consistent support from chief constables and their teams.

A handwritten signature in black ink, appearing to be 'Matt Jukes', written in a cursive style.

Matt Jukes
Assistant Commissioner, Metropolitan Police Service
NPCC Lead for Pay and Conditions of Service
29th January 2021

GLOSSARY

Term	Definition
AAT	Annual Allowance Taxation
AFPRB	The Armed Forces Pay Review Body
ACC	Assistant Chief Constable
Annual pay uplift	The percentage increase in police officer base pay normally applied to specified officers with effect from 1 st September each year
APCC	Association of Police and Crime Commissioners
ASHE	Annual Survey of Hours and Earnings
BAME	Black, Asian or Minority Ethnic
Base pay	The base pay of police officers according to rank
CC	Chief Constables
CCC	Chief Constables' Council
CIPD Forum	HR Directors of the 43 forces of England & Wales (plus non-Home Office forces)
Competence	An officer who is operating at the appropriate level within their role
CoP	College of Policing/"College"
COVID-19	Coronavirus disease ("the pandemic")
CPD	Continuous Professional Development
CPI/CPIH	Consumer Price Index/ Consumer Price Index including Housing
CPOSA	Chief Police Officers' Staff Association
CSR	Comprehensive Spending Review
SR20	Spending Review 2020/21
DCC	Deputy Chief Constable
Design Reference Group	Representative group of force HR Directors and Managers
DHEP	Degree Holder Entry Programme
ERG	Equality Reference Group
EIA	Equality Impact Analysis
FTA	Fixed Term Appointment
FTE	Full Time Equivalent
FOC	Full Operational Competence
HMICFRS	Her Majesty's Inspectorate of Constabulary of Fire & Rescue Services
IDR	Incomes Data Research
IPLDP	Initial Policing Learning and Development Programme
Korn Ferry	Independent reward consultancy currently advising NPCC and PSA
MPS	Metropolitan Police Service

MOU	Memorandum of Understanding
NPCC	National Police Chiefs' Council
NPCC consultation	Employer led consultation on proposed changes (October to December 2020)
NRT	National Reward Team ("we/our")
NPV2025	National Policing Vision 2025
OME	Office of Manpower and Economics
ONS	Office of National Statistics
PAB	Police Advisory Board
Pay progression	Individual pay progression within the relevant pay band
PCC	Police and Crime Commissioner
PCDA	Police Constable Degree Apprentice
PCF	Police Consultative Forum
PDR	Personal/Performance Development Review
PEQF	Police Education Qualification Framework
PFEW	Police Federation of England and Wales
PIP	Police Investigator Programme
PPF	Policing Professional Framework
PRRB	Police Remuneration Review Body
PSA	Police Superintendents' Association
PTF	Police Transformation Fund
PUP	Police Uplift Programme to increase officer numbers by 20,000
RPI	Retail Price Index
Steering Group	Representative group of senior officers advising SRO on reward framework
SFO	Senior Finance Officer
SRO	Senior Responsible Owner (AC Matt Jukes)
SWDIP	Standardised Workforce Data Implementation Project
TVP	Targeted Variable Pay
UAP	Unsatisfactory Attendance Performance
UPP	Unsatisfactory Performance and Attendance Procedure
WCC	Workforce Coordination Committee

Please note, throughout the report "we" and "our" reflects the National Reward Team. "NPCC" reflects the wider perspective of the National Police Chiefs' Council. "Policing," "the service" and "forces" reflect the 43 territorial police forces in England and Wales (although we accept that it will also affect a number of other non-territorial police forces such as British Transport Police).

1 NPCC RECOMMENDATIONS TO PRRB 2021 AND OUTLINE OF SUBMISSION

This NPCC submission provides recommendations to PRRB in respect of changes to be made to police officer pay and conditions for the 43 forces in England and Wales. This includes recommendations to complete the pay framework and reform, together with the police officer pay award for 2020/21 to those earning less than £24,000.

1.1 Recommendations to PRRB

These recommendations are set out in response to the specific request set out in the remit letter from the Home Secretary to the Police Remuneration Review Body (PRRB), together with additional recommendations associated with the completion of pay reform concerning senior officers.

1.1.1 Introduction

The government announced in the Spending Review 2020/21 (SR20) that it would temporarily pause headline pay awards for some workforces (including police officers and staff). Officers and staff earning less than £24,000 will receive a minimum £250 increase. Although there is a limited impact on forces, this will need to be funded from within current resources. Whilst a PRRB submission is required (to deal with issues other than the pay award for officers), a degree of pragmatism has to be applied this year.

Nonetheless, National Police Chiefs' Council (NPCC) has recognised that austerity over the last nine years has suppressed pay in real terms for many officers and staff, and that these effects are still felt. Despite the funding for the Police Uplift Programme (PUP) which is ring-fenced, 85% of forces responding to the NPCC survey revealed that they had concrete plans to make savings, both in-year and over the medium term. The NPCC noted that a flat cash settlement would leave forces with some very difficult decisions to make about where to find savings and how to ensure the uplift in officer numbers can be sustained.

Speaking at the time of government's announcement on pay, the NPCC stated: "It is obviously disappointing for most officers and staff to learn that their pay will stand still in the year ahead, although this reflects the challenging financial position across the public and private sector. It is important to recognise that, throughout 2020, police officers and staff have made a very significant contribution to public safety and police leaders have continually highlighted their dedication, hard work and resilience. As we have experienced in the past decade, sustained pay restraint can have wider impacts on the wellbeing of officers and staff, who work so hard to protect the public. We will continue to work with the Home Office and other partners to understand how today's announcements impact

on the police pay review process, and on how we can return to pay progress in future years after this pause¹.

1.1.2 Pay increase for Constables earning less than £24,000

In accordance with the government's pay policy for 2020/21, the NPCC have accepted that the majority of officers will not receive an increase for the year 2021/22, which would otherwise be effective 1st September 2021. However, the pay of some constables in their first year of entering the police service may be set at a rate which is less than £24,000 per annum. This applies to a small number of officers who are on pay point 0. These officers join via the apprenticeship route and earn a salary rate of £18,912 or above and other constables who start at a rate of £21,402 or above. In accordance with the government's pay policy for 2020/21, it is recommended that all constables in this category earn £250 more per annum.

Recommendation 1: PRRB is asked to support raising the salary rate of full time constables earning less than £24,000 per annum by £250.

1.1.3 P Factor and benchmarking

The core of police officer pay is determined by Ministers on receipt of recommendations of the independent PRRB. Whilst SR20 effectively freezes this amount for 2021/22, future NPCC submissions to the PRRB would be significantly less credible without being set in the context of overall pay and labour markets (benchmarking and other market data), as well as adequately reflecting the unique conditions of a policing career (the P Factor). As requested by the PRRB in their sixth report we have now agreed with staff associations a shared perspective on the structure and use to be made of benchmarking across all ranks, and of an agreed proposed valuation of the P Factor of 13% (revised up from 12% in January 2020). This will not have any material immediate financial consequences for forces, but effectively puts evidence on benchmarking within a police-specific context. In the absence of other recommendations or evidence, P factor alone will not be the basis for changes to pay points.

Recommendation 2: PRRB is asked to support the adoption of the P Factor and its use together with agreed benchmarking data and methodology as follows:

- i) To support the P Factor policy position (as described in sections 3.4 – 3.6 including the relationship between the P Factor and benchmarking)
- ii) Apply to all who hold the Office of Constable and agree a maximum notional value for the P Factor within pay, currently up to £5,347, (13% of a Constable's base pay, capped at the top pay point)
- iii) To support the use of benchmarking as indicated in section 3.6
- iv) To agree that it is reasonable to review the notional value of the P Factor, along with the associated descriptors, at least every 5 years

¹ www.npcc.police.uk press release 25th November 2020

1.1.4 Pay Progression Standard

One of the foundation stones for the pay reform programme, supported by successive policing ministers, is that there should be a clear link between pay and productivity. We see “productivity” in terms of organisational service delivery, rather than an individual “quota-driven” level which could embed organisational perverse incentives. Our proposal for a PPS breaks the link between time and automatic incremental pay progression. We have sought to design a process which is simple and can be applied consistently and objectively across all forces. Forces are confident that they can implement a robust and fair Pay Progression Standard (PPS) by April 2022. The PPS closely mirrors best practice in the NHS. The PPS sits alongside the PDR process as an annual assessment, which will be applied consistently across the service, ensuring that there is a positive and conscious decision made before progression. It applies only to those on the incremental pay scale.

Recommendation 3: PRRB is asked to endorse our recommendations on the PPS as a basis for formal consultation, and to support its service-wide implementation by April 2022.

1.1.5 Revisions to Chief Officer pay and conditions

PRRB commented in 2019 “that there would be benefit in a wider review of chief police officer pay and conditions”. This was the conclusion reached by a series of roundtable discussions facilitated by the College of Policing (CoP). These concluded that the current reward structure does not encourage our best officers to seek promotion. This is also borne out by the results of recent CPOSA² and PSA³ surveys.

During the course of 2020, a review of chief officer pay and conditions took place, and recommendations have been agreed by key stakeholders, consisting of NPCC, APCC and CPOSA, together with the PSA. The Steering Group formed to consider reforms was chaired independently by Elizabeth France, who is currently the chair of the Police Consultative Forum and Police Advisory Board (PAB). Independent professional advice was also provided by Korn Ferry. The recommendations of the Steering Group are listed in Appendix G and the PRRB is asked for their support. Changes to pay bands and rates will not be implemented until the current public sector pay policy ends.

In addition, two matters were not resolved by the Steering Group, and the NPCC would like PRRB to comment on the proposal:

- A proposal to remove fixed term appointment (FTAs) for future DCCs continues not to be supported by the APCC but strongly advocated by CPOSA. NPCC, although the employer, has not been able to reach a consensus on this issue. Given that this discussion remains outstanding the NPCC would ask the PRRB for their views on whether the DCC appointment should continue to be offered as as a letter of

² See Appendix J COPSA Pay & Morale Survey 2020

³ See PSA PRRB Submission 2021

appointment, FTA, or whether DCCs should remain employed as ACCs and all other other officers, as permanent posts, without a fixed term.

- CPOSA proposed that the current relocation allowance be extended from 6 months for up to a 2 year period. The NPCC would be supportive of a change for DCCs noting that circumstances have changed and an extension could encourage movement between forces.

Recommendation 4: PRRB is asked to endorse the work undertaken in respect of chief officers' pay and conditions and to indicate its support as follows:

- i) for the implementation of each of the recommendations made by the Steering Group. These are designed to recruit, retain and motivate talented officers into the chief officer rank, in conjunction with a more transparent reward package and are set out in Appendix G, Chief Officer Remuneration Review 2020, with the provision that the Steering Group members would welcome observations in respect of the proposed changes to base pay rates of CCs and DCCs, including the phasing of the introduction of changes, (deferred until pay restraint is relaxed) and the reduction in pay bands and an indication as to whether further PRRB endorsement is required.
- ii) NPCC asks the PRRB to advise on the appropriate approach concerning changes to the current relocation allowance based on the available evidence.
- iii) NPCC asks the PRRB for their views on whether the DCC appointment of DCCs should continue to be offered as as a letter of appointment, FTA.

1.1.6 Change to Base Pay of Chief Superintendents

A working party consisting of NPCC, PSA, CPOSA, APCC, and PFEW, considered the current pay scales of the superintending rank. The PSA had, as part of their 2019 submission, included a Korn Ferry report recommending that the Chief Superintending pay points be adjusted. This report was endorsed by CCC in January 2019 but consideration by NPCC delayed so that it might be considered alongside future pay reforms for senior ranks. The working party agreed that pay point 3 of the Chief Superintendent scale should in principle be uplifted from the current rate of £91,749. NPCC endorses the working party recommendation, which would bring Chief Superintendents in line with the public sector benchmarking for ACCs. Implementation will be deferred until the current public sector pay policy ends.

Recommendation 5: PRRB is asked to endorse the agreement reached by the working party to uplift pay point 3 of the chief superintendents' pay scale from its current rate, to match the same public sector benchmarking alignment as for ACCs, including the phasing of the change, deferred until until the current public sector pay policy ends.

1.2 PRRB 2020 Recommendations and Actions, and PCF Prioritisation

In its 2020 report the PRRB made a significant number of recommendations and observations. We noted, agreed, and prioritised these after the report was published, and presented them to PCF as a basis for agreement and prioritisation. These have been agreed by the PCF.

We have set out the actions taken as a consequence of the recommendations and observations made. A draft of this list was shared with the OME team prior to this submission, and has been updated to show the current status of each item. This list can be found at Appendix B and is cross-referenced throughout our submission. The table below shows a timeline of how the actions requested and further pay reform work took place:

Time Period	Category	Key Actions
Mar-Jun 2020	COVID-19	Reviewed impact of COVID-19 on pay & related conditions
	Pay Reform	Continued development of pay reform proposals, continuously engaging with stakeholders
Jul 2020	Home Office CSR	Prepared & submitted CSR pay element
	PRRB report	<ul style="list-style-type: none"> Communicated 2020 pay uplift Considered PRRB observations on reform proposals Progressed delivery of PRRB recommendations
Aug-Sept 2020	Pay Reform	Finalised pay reform proposals & developed the PPS design
Oct 2020	Chief Constables Council	Provided feedback and determined the NPCC position
Nov 2020	Home Office CSR	Offer of multi-year CSR removed
Nov-Dec 2020	Pay & Conditions	Completed employer led consultation period with forces & staff associations on; <ul style="list-style-type: none"> Pay reform proposals Updated COVID-19 advice Development & prioritisation of other pay & related conditions
Jan 2021	Chief Constables' Council	Provided feedback and determined the final NPCC position ahead of PRRB submission.

1.3 Format of NPCC 2021 submission

A summary to this year's submission is set out below providing an overview of the submission. Efforts have been made to ensure that each section is self-standing to ease the work of evaluation:

Section	Overview
Section 1	This includes recommendations to take forward in respect of the reformed pay framework, together with the police officer pay award for 2020/21 to those earning less than £24,000.
Section 2	This section sets out the context and challenges for policing during the pandemic. It provides an overview of the latest information on the Police Uplift Programme, including the strong progress that has been made towards achieving the government's commitment of 20,000 additional officers. It outlines the clear linkage already identified between the Programme and the NRT's work on Pay and Conditions.
Section 3	This sets out the component elements of the pay reform framework. It confirms the progress we have made on benchmarking (including the agreement between stakeholders concerning senior officers) and the P Factor, in line with the PRRB's observations, and details the additional measures which underpin our proposal on Targeted Variable Pay, again in line with PRRB observations. Finally, we set out the key elements of the Pay Progression Standard which will break the link between time served and pay progression by March 2022.
Section 4	This section explains NPCC workforce coordination and governance, officer and staff morale, key workforce data, and a range of initiatives designed to help the service achieve the goals set out in the National Policing Vision 2025.
Section 5	This section covers pay and conditions items which do not form part of pay reform. It updates on initiatives included in our 2020 submission and confirms progress on implementation, items noted by the PRRB in 2020 where an update was requested, and other changes initiated through the Police Consultative Forum.
Section 6	This section outlines the police funding for 2021/22, the effect of the current economic background on officers and their base pay.
Section 7	This section explains out the current pension considerations facing forces and officers as a result of the recent adjudication, and how pensions affect total remuneration
Section 8	This section outlines the governance of the pay reform programme and the strengthened structure for the continuation of the whole NPCC pay and conditions portfolio

2 2020: POLICING IN THE PANDEMIC

This section gives some key operational trends to set the context and challenges for policing during the pandemic. It gives the latest information on the PUP, and outlines the clear linkage between the Programme and the National Reward Team's work on Pay and Conditions.

The policing of COVID-19 is one of the biggest challenges the police have faced, highly unusual in its scale, complexity and duration. The police have contributed actively in supporting Government efforts to tackle COVID-19, focusing on visibility and engaging with the public (in line with the 4Es approach: engage; explain; encourage; and enforce), while also using the time proactively to tackle criminals - in particular related to violence and drug-dealing, and deal with a rise in complex public protection issues.

A fall in demand ... although there is increasing complexity in policing

The impact on some parts of the country moving into tighter local restrictions has led to a reduction in calls to the police. This continued in the latest month's figures⁴ with a fall of 11% in 999 calls and a 12% reduction in 101 calls. Call volumes have fluctuated throughout the year, with many calls to 101 seeking clarifications on how to interpret government guidance.

In the first few months of the restrictions, NPCC reported marked falls in most crime types compared with the equivalent period in 2019. As restrictions were eased over the summer months many crime types started to return to pre-pandemic levels. However, as parts of the country have re-entered tighter restrictions, trends in crime have once again fallen compared with the same time period in 2019. This can be broken down as follows:

- a 28 per cent reduction in recorded crime for the four weeks to 12 April compared to 2019;
- a 25 per cent fall for the four weeks to 10 May;
- an 18 per cent fall for the four weeks to 7 June;
- a 12 per cent fall for the four weeks to 5 July;
- a 7 per cent fall in recorded crime for the four weeks to 2 August;
- a 3 per cent fall in the four weeks to 30 August;
- a 6 per cent fall in the four weeks to 27 September;
- a 9 per cent fall in the four weeks to 25 October.

There is a falling trend in rape offences, which has continued with the latest figures showing a 6% fall compared with the same 4-week period in 2019. Reductions continued to be seen in other contact-crimes including assaults (including both Grievous Bodily Harm and Actual Bodily Harm) and robbery committed against individuals. For

⁴ <https://news.npcc.police.uk/releases/crime-trends-and-penalty-notices-issued-under-covid-regulations-update>

these types of crime, the closure of the night-time economy continues to be a key driver.

Forces also continue to see reductions in high volume crimes such as burglary, vehicle-related theft and shoplifting. The tightening of public health restrictions in many parts of the country may lead to further reduction of opportunities for criminals to commit acquisitive crime.

Calls for service generate incident recording which can be categorised by broad themes. The table below shows trends in crime recorded by police forces in England and Wales, for the 4 weeks ending 22nd November 2020 compared with the equivalent 4-week period in 2019:

Crime	% change
All notifiable crime	-12%
Rape	-6%
Assaults and personal robbery	-20%
Assaults on emergency workers	+10%
Residential burglary	-23%
Theft from and of a vehicle	-22%
Shoplifting	-32%

A continuing exception to the general trend in violent crime was the rise in assaults on emergency workers albeit at a lower rate (10%) than reported in recent months. As previously reported, these offences are recorded in relatively low volumes and can fluctuate from one period to the next. It is thought the rise may be driven by increases in common assaults on police constables, including suspects spitting on officers while claiming to be infected with COVID-19.

The pandemic has seen a rise in domestic abuse incidents – although figures have not been consistent nationally. Deputy Chief Constable (DCC) Louisa Rolfe, the National Police Chiefs’ Council lead for Domestic Abuse commented⁵ that “For those already living with domestic abuse these restrictions will have left them fearful of being even further isolated and left at home with their abuser. They may feel like there is nowhere to go for help and are now unable to meet the family and friends who act as a support network.”

The impact of COVID-19, social isolation, and a rise in hateful extremism online is creating a ‘perfect storm’ which is making more young people vulnerable to radicalisation and other forms of grooming⁶. Between 1st January 2019 and 30th June 2020, 17 children were arrested in relation to terrorism offences. Some were as young as 14

⁵ <https://news.npcc.police.uk/releases/domestic-abuse-victims-urged-to-keep-seeking-help-during-coronavirus-outbreak>

⁶ <https://news.npcc.police.uk/releases/ctp-launch-new-safeguarding-website-to-combat-perfect-storm-of-online-radicalisation>

years old, and nearly all had been radicalised entirely online. In the same time period, more than 1500 children under the age of 15 were referred to the Prevent programme to help them choose a different path, away from hatred and violence.

Despite the renewed focus on combatting County Lines (the transporting of illegal drugs from one area to another, often across police and local authority boundaries, usually by children or vulnerable people who are coerced into it by gangs), those who operate in this way have continued to transport drugs and have, in certain ways been able to benefit from the pandemic. Gangs have also had to adapt from their dependency on a 'free and low-profile within the mass population' due to the lack of footfall during the lockdown and have since been able to benefit from COVID-19 restrictions. A key way in which these gangs have been able to take advantage of COVID-19 restrictions has been by utilising the concept of key workers and their ability to move more freely during the lockdown. To this effect, drug dealers have attempted to acquire NHS identifications and lanyards in order to pose as keyworkers and carers to reduce the chances of being stopped. These identifications are usually attained through the creation of fakes, however, there have also been reports of keyworkers being mugged for their credentials. Drug dealers have also dressed as joggers, dog walkers and Deliveroo drivers as a way of legitimising their presence outside during the lockdown. A further way in which lockdown has proved beneficial is the legitimisation of facemasks, which has allowed dealers to hide their identity from CCTV whilst appearing as a health-conscious member of the public.⁷

Covid enforcement

The police in England and Wales recorded a total of 72,971 COVID-19 related incidents in the 4 weeks to the 22nd November – the fourth consecutive monthly increase (47,652 last month, and 30,202 and 19,016 the preceding ones). However, this remains below the level of such incidents seen in the first few months of lockdown. The recent rises may be an indication of an upturn in reports from the members of the public about breaches of the regulation by others as more parts of the country entered tighter restrictions.

In total, 32,329 Fixed Penalty Notices have been recorded as having been issued in England and Wales under Coronavirus Regulations between Friday 27 March and Monday 21 December. In England 28,744, were issued, and 3,585 in Wales. (80% of all Coronavirus notices issued in England and Wales were given to those aged between 18-39.)

Covid and the police workforce

A robust organisational structure was put in place to deliver Op Talla (policing's operational response to the pandemic) – working at gold, silver and bronze tiered levels. This has proved effective at coordinating operational and policy responses nationally across a broad range of portfolios.

Forces have continued to benefit from a low officer and staff absence figure of 8 per cent across the UK. Chief

⁷ <https://www.wilsonjames.co.uk/riskadvisoryservices/the-impact-of-covid-19-on-county-lines-drug-gangs/>

Constables are monitoring this closely alongside recent increases in infection across the country. Personal protective equipment (PPE) is readily available to officers and staff for their protection whilst on duty, and there is a good supply of stock across the country.

We have worked with Op Talla throughout 2020 to provide consistent real-time advice to forces on applying police pay and conditions responding to wider government legislation changes and medical advice. These were formalised in Advice Notes distributed to forces. These notes were also, wherever possible agreed with staff associations. Details of the issues addressed can be found in section 5.4.

The Op Talla Recovery and Reform Programme recognises the uncertainty from COVID-19 remains. Although forces now have the benefit of initial learning and experience gathered from the first wave, normal demand is back to pre-COVID-19 levels in many areas. In this difficult climate, the Programme seeks to support policing as part of a twin track approach. The Programme is actively capturing and sharing learning to support the Response and Recovery phases. Whilst policing is excellent at responding in a crisis (and officers and staff have risen magnificently to the challenges), it is important to also consider future opportunities for learning and reform – not just return to a pre-COVID-19 state. The Recovery and Reform Programme is supporting and benefiting policing by developing an evidence base to inform decisions on the continued response, recovery and the potential longer-term reform of policing. The Top 10 themes identified by forces are:

1. Agile
2. Governance
3. Business Continuity
4. Health and Wellbeing
5. Communications
6. Public Engagement
7. Partnership Working
8. CJ/Custody
9. Training
10. PPE

Policing protest

In the last year, policing has had to respond to a complex range of protest activities, relating to a range of issues including: environmental and climate change (notably Extinction Rebellion, where one event in London in September resulted in over 600 arrests despite there being restrictions on public gatherings); large-scale demonstrations about the UK leaving the European Union (on both sides of the debate); a series of protests relating to wider societal injustices⁸; and protests and gatherings relating to COVID-19 which were in defiance of national

guidance and legislation.

Policing: Race and inclusion

The summer of 2020 saw people from all parts of society across the UK take part in Black Lives Matter (BLM) events to express their frustration and anger at inequalities and injustices, some of it focussed on the way the Britain is policed. In an NPCC statement in July 2020⁹, Martin Hewitt described how over 220,000 people had participated in what had been overwhelmingly peaceful demonstrations across the UK. He went on to describe how, against the backdrop of the pandemic, these protests had been very challenging to police. He spoke of “listening to the national debate” and reflecting on the place of policing in it. He committed to keep engaging with and hearing the communities that policing serves, as well as what it means to be a person of colour in the service.

During the same period there were also indications of apparent disproportionality in the issuing of COVID-19 related fines to Black, Asian and Minority Ethnic (BAME) members of the public, although this picture is complicated by the issuing of fines in force areas with low BAME populations to visitors from more diverse areas¹⁰.

Since the summer of 2020, the NPCC and College of Policing have been involved in developing the police response to concerns about racial injustice in the UK and in policing, following the death of George Floyd in America and the global debate on racism. In all this work it is acknowledged that, whilst progress has been made, racism, history and recent events have informed the current state of relations between communities in Britain, and between the public and the police. These issues have been particularly acute for Black people. Numerous national reviews following significant events have set recommendations aimed at improving internal and external policy and practice. Considerable work has been undertaken to develop an action plan to ensure that steps are taken within forces and nationally that ensure that policing is more reflective of the communities it serves, and inclusive for BAME officers and staff. In 2020, all Chief Constables gave a commitment “to act on issues of diversity and inclusion and concerns about racial inequalities, including the experiences of Black people, in policing and the criminal justice system” reaffirming the “commitment to tackle the wrongs of racism, bias and discrimination wherever they are found in policing.”

The work of the NPCC on pay and conditions, as-well as wider workforce issues, will over time, contribute to an improved position within individual forces and the service, in terms of recruitment, retention, and the progression of officers and staff. Our work on Equality Impact Assessments, in particular, will help to ensure that the approach taken by forces is proactive and inclusive.

⁹ <https://news.npcc.police.uk/releases/police-determined-to-tackle-inequalities-and-injustices>

¹⁰ <https://news.npcc.police.uk/releases/independent-analysis-of-coronavirus-fines-published>

Strong progress in delivering the Police Uplift Programme

The PUP is a collaboration between the NPCC and CoP working together with the Home Office to deliver on the Government's commitment of 20,000 additional officers by 2023. It is being rolled out across all 43 forces in England and Wales, each of which has its own processes, practices, and implementation timescales agreed with the central programme.

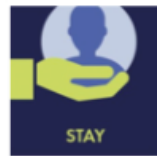
The PUP will leave a long-term sustainable legacy for policing and support delivery of an improved service to the public and is designed to support the realisation of the National Policing Vision Strategy through these three outcomes:



Attract a wide and diverse range of people who actively consider policing as a career



Recruit people with the qualities and attributes that support forces' growth ambitions.



Retain people that have joined the forces by ensuring that there is more support, more opportunity and more diversity.

There are eight workstreams to deliver the PUP. Each workstream has an agreed delivery plan, deliverables and risks identified.



The programme has succeeded in achieving Year 1 milestone by March 2021; the impacts of COVID-19 on attraction and retention in particular are being monitored. Good progress is being seen in recruitment, with the percentage of female recruits at 39.9% (up 3.5% on the last 3 years). The same gains have not yet been seen for Black, Asian or Minority Ethnic candidates.

Data on implementation is being fed on a monthly basis from forces to a collaboration between the forces, the CoP and Home Office. A bulletin is being published on a quarterly basis¹¹.

¹¹ www.gov.uk/government/statistics/police-officer-uplift-quarterly-update-to-december-2020

Retention supporting the Uplift Programme

We directly support the PUP by leading on the retention workstream. Care has been taken to ensure that the retention work is closely involved with other Uplift workstreams, and also NPCC portfolios (see Appendix C).

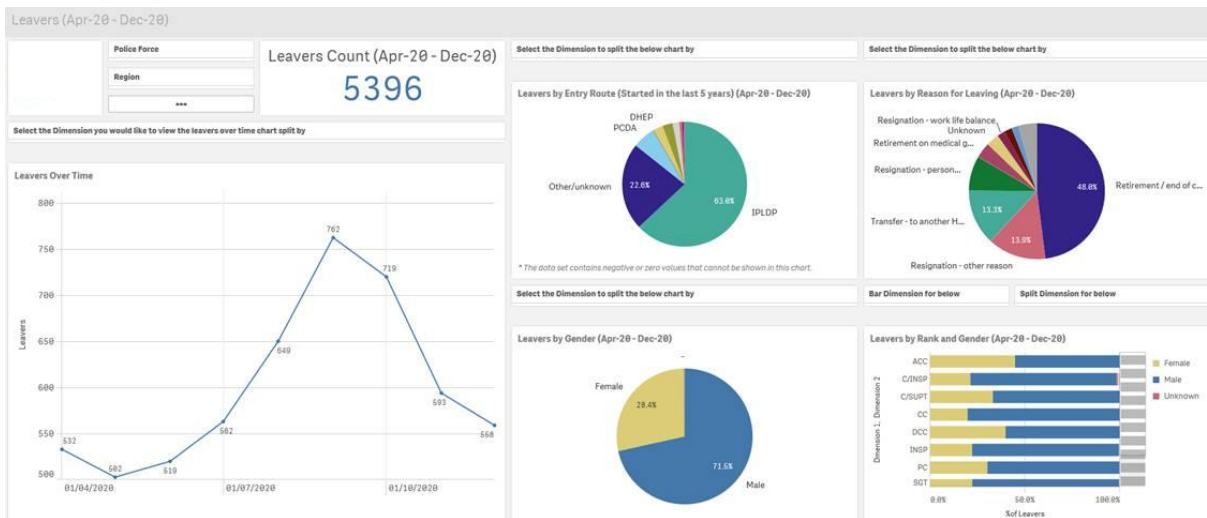
The workstream has two distinct elements. The first considers time-limited initiatives “to grow relevant policing expertise by reducing normal attrition rates during the critical recruitment phase and securing additional time-limited support from recently retired, and appropriately skilled officers, by encouraging them to return to policing.” The second aims to “retain policing expertise by gaining insight into the underlying reasons for attrition and to identify what steps can be taken to improve the situation both now and in the future” examining the causation factors that prompt officers to leave in service and/or discourages them from returning. Last year, our submission to the PRRB focused on the first element, proposing key interventions to support the PUP through time-limited initiatives focused on:

- Ensuring forces can recruit and retain officers in roles which are hard-to-fill and/or critical to retain through Targeted Variable Pay proposals. This is particularly important in order to meet service-wide needs (such as investigations and developing the next generation of officers as the uplift takes effect) as well as more local needs.
- Retaining officers who might otherwise leave the service on retirement (in their later forties or early fifties) to provide critical skills and support an otherwise inexperienced frontline.
- Using pay in a targeted way to attract and recruit candidates who have specific skills, knowledge and experience that the service needs.
- Bringing forward a range of measures to address those who leave mid-service, most immediately with enhanced maternity provisions.

Two of the initiatives endorsed by the PRRB – the removal of the first pay point for sergeants and the enhanced maternity and adoption provisions – have already been implemented. NRT will monitor the effects as part of the monitoring and evaluation of the PUP.

Forces continue to prioritise the provisions of Targeted Variable Pay in order to assist them in fulfilling their operational requirements (see section 3.7). It is satisfying to note that proposals have recently been published for consultation which will hopefully allow for the replacement of the temporary payments in April 2021.

The second element has focused on stronger consistent data from all forces and a programme of detailed exit interviews (conducted by organisational psychologists). This enhanced data will allow the service to understand better (by way of protected characteristics, length of service, role and skills) the numbers of officers who are leaving the service; the PUP has developed an interactive retention dashboard which allows forces to dissect and model the data by the fields identified above).



This data is supplemented by the exit interviews which unpack the (often complex) range of factors which have influenced officers and staff to leave. This will inform the development of future retention initiatives and allow forces to become more proactive at intervening to prevent the loss of skilled and experienced officers. The exit interview work started in mid-December 2020 in nine forces, and will run until end of March 2021. We will be able to include a summary report of the findings in next year's PRRB submission, and will be reporting to forces and the PCF after the end of the work.

Without work such as this, there is a danger that the programme succeeds in the short term in attracting sufficient numbers of recruits, but that the service does not create an employment climate which motivates them to stay.

A key objective for the PUP is to increase representation across all of the protected characteristics. Currently there appears to be a reluctance for staff and officers across all forces to disclose certain information relative to protected characteristics.

An insight project is on-going to understand the barriers to, and enablers of, good practice data collection and recording of protected characteristics. The insight aims to understand the scale of the data collection challenge, support more comprehensive collection of workforce data and develop processes to support and give confidence to officers and staff to share personal information.

We are planning a retention workshop in April 2021, to bring together: force retention data; academic research; and innovative best practice.

3 A COHERENT REFORMED PAY FRAMEWORK

This section sets out the component elements of the pay reform framework. It confirms the progress we have made on benchmarking (including the agreement reached across stakeholders concerning senior officers) and the P Factor, in line with the PRRB’s observations. It also details the additional measures which underpin our proposal on Targeted Variable Pay, again in line with PRRB observations. Finally, we set out the key elements of the PPS which will break the link between time served and pay progression by March 2022.

3.1 Strategic context and overview of pay reform

We set out, in our last submission, the details of a coherent reform package which was fair, flexible and deliverable. Its aims were to: attract the right numbers to policing; support the retention of experienced officers and their skills; and ensure that policing has the right people in key roles to deliver on service-wide goals around crime and confidence. This had strong support from forces¹².

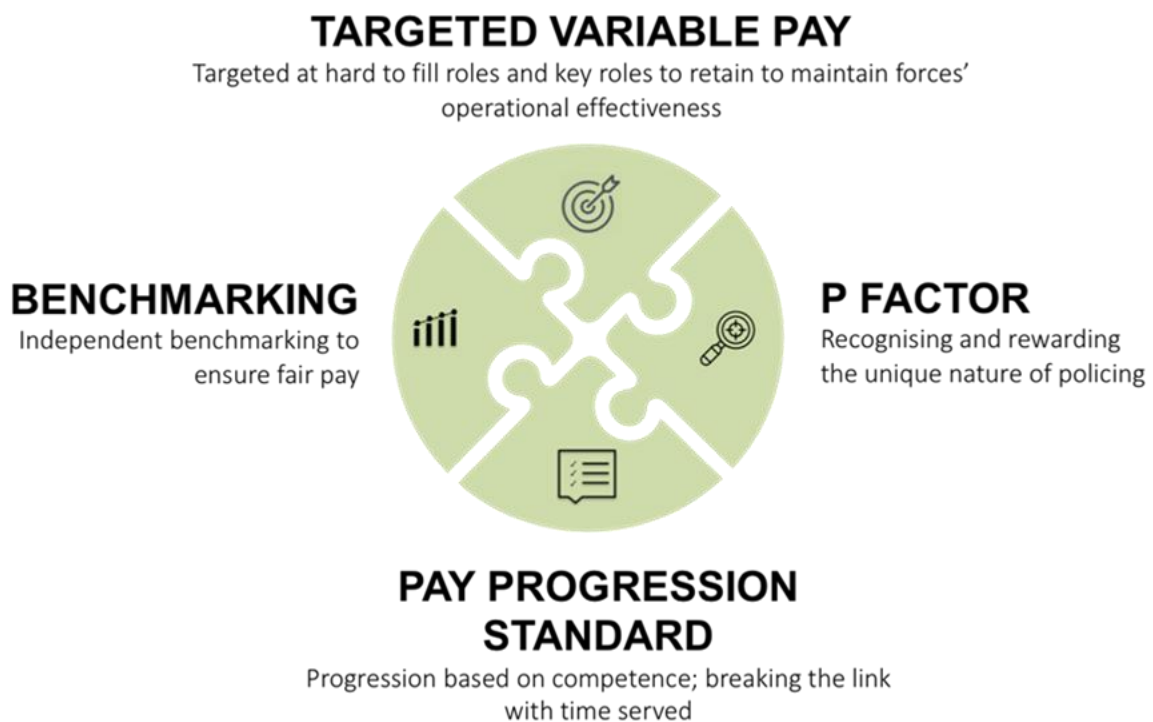
The design principles were agreed by forces, and are still a foundation stone for the reform package. They are set out for ease of reference below:

1	link progression to competence and productivity	Fair
2	establish a robust and transparent mechanism for determining police pay	
3	help to promote wider equality and remove gender and ethnicity pay gaps	
4	allow forces flexibility to target pay for improved operational outcomes	Flexible
5	allow the best officers an opportunity to progress through the pay scale more quickly	
6	create an adaptable and agile pay and reward mechanism within a regulatory framework	
7	can be delivered with minimum operational impact	Deliverable
8	ensure that transition and total life costings are clear and affordable to forces	

¹² NRT Consultation 2019: 87% thought that the balance was right between ambition and pace of change; 85% thought that the measures would attract the right numbers to policing; and 92% that the measures would help to ensure that the service had people in key roles to deliver the service-wide goals around crime and confidence

Pay remains a lever which can underpin strong policing performance and addresses operational priorities – helping to bring more criminals to justice, reduce crime, and increase community confidence. We acknowledge that other measures to attract and retain talent and motivate people to continuously improve are a necessary corollary to enable a more holistic through-career management policy (links with other NPCC work in these areas is set out at section 4).

The four core elements of our pay reform package will work together to deliver the new pay framework. They have remained fundamentally unaltered since the programme started but have been refined, and delivery sequenced, to reflect the policing context, notably the challenges presented by COVID-19 and the PUP:



Together these elements deliver strongly against the design principles set out above. A summary table is attached below:

Framework Design Principles		Framework Element			
		Benchmarking	P-Factor	TVP	PPS
1	Link progression to competence and productivity				✓
2	Establish a robust and transparent mechanism for determining pay	✓	✓	✓	✓
3	Help to promote wider equality and remove gender and ethnicity pay gaps		✓	✓	*TBC
4	Allow forces flexibility to target pay for improved operational outcomes			✓	
5	Allow the best officers an opportunity to progress through the pay scales more quickly			NRT has consulted on a proposed streamlining of pay scales, but this is unaffordable without central funding, and would impose a significant administrative burden on forces	
6	Create an adaptable and agile pay and reward mechanism within a regulatory framework	✓	✓	✓	✓
7	Can be delivered with minimum operational impact	✓	✓	✓	✓
8	Ensure that transition and total life costings are clear and affordable to forces	✓	✓	✓	✓

* TBC an assessment will be made following consultation and reported in future PRRB submissions.

3.2 Delivery of the Pay Framework and Timelines

The final elements of pay reform needed to complete the policing reward framework will be established with effect from 2021/22. The timelines associated with each element to be implemented are illustrated below and then discussed in detail:

- The descriptions of the benchmarking and P Factor were discussed with the PRRB last year and the NPCC are returning to resolve outstanding issues.
- The detailed proposals including changes to regulations encompassing TVPs is currently being consulted upon, and subject to consultation timetable, are expected to be available for use by forces with effect from April 2021.
- The PPS provides the methodology and evidence to break the link within the rank pay structure with time served, aligning progression with competence.

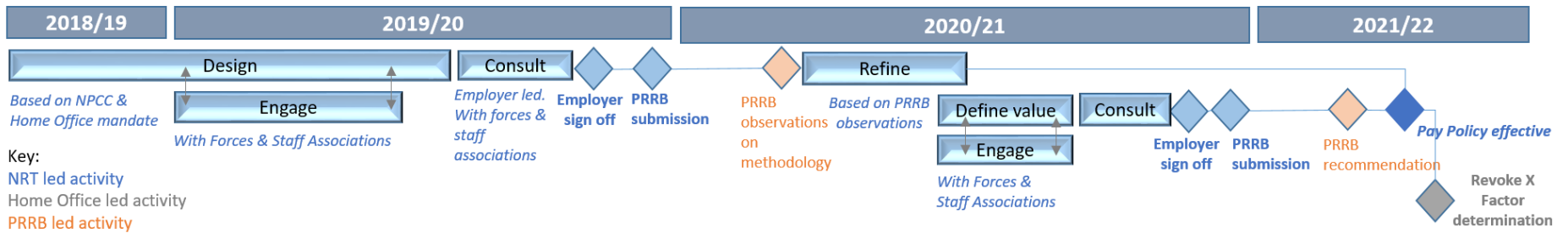
The table below summarises where consensus has been reached with staff associations:

Framework element	Where consensus has been reached	Where consensus has not been reached	Comments
Benchmarking	<ul style="list-style-type: none"> • Benchmarking should be undertaken • The source, type and format of data to be considered by the NPCC • How the NPCC will use benchmarking as evidence • How this evidence will be shared with stakeholders 	N/A	<ul style="list-style-type: none"> • Staff associations reserve their right to take a different view from the NPCC when interpreting the data when considering the application to their members
P Factor	<ul style="list-style-type: none"> • The policy intent of the P Factor • The percentage at which the P Factor is set and the notional maximum value • The process to make comparisons with benchmarking to ensure there is no double counting 	N/A	N/A
Targeted Variable Pay	<ul style="list-style-type: none"> • Recognition of the need for a targeted variable payment 	<ul style="list-style-type: none"> • The process used by forces to determine whether a targeted variable payment is justified. 	<ul style="list-style-type: none"> • Home Office consultation is pending. NPCC have provided guidance to help forces mitigate against discrimination.
Pay Progression Standard	<ul style="list-style-type: none"> • The principle of the PPS - conditional on the appropriate safe guards and principles being in place 	<ul style="list-style-type: none"> • Consensus on the PSS design has not yet been reached as this work has not yet been undertaken. 	<ul style="list-style-type: none"> • Dialogue with staff associations will continue throughout 2021/22 prior to and during the implementation stage

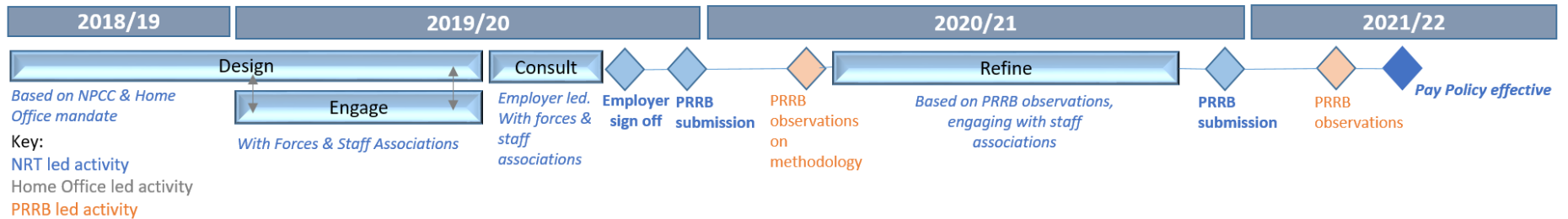
We would welcome the PRRB recommendations and observations in line with the remit letter on the details of our pay framework as we move towards implementation.

We have set out below as timelines the original planning stages, consultation stages and the effective implementation dates, distinguishing between NRT activity led activity on behalf of NPCC, Home Office activity and that of the PRRB.

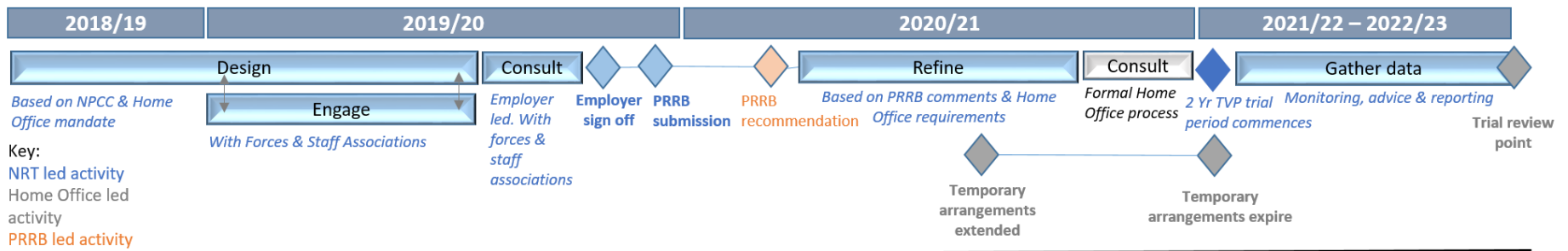
The P Factor - Recognising and rewarding the unique nature of policing



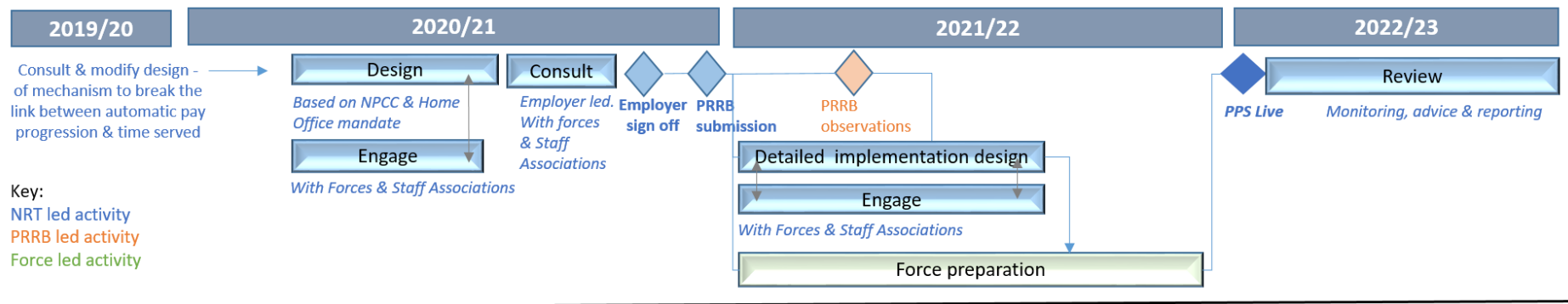
Benchmarking - Independent benchmarking to ensure fair pay



Targeted Variable Payments - Targeted at hard to fill roles and key roles to retain to maintain forces' operational effectiveness



Pay Progression Standard - Progression based on competence; breaking the link with time served



3.3 Police Officer Base Pay Structure

It is important to remember the relationship between the current rank and underlying base pay structures. The police pay structure reflects its uniqueness and historical legacy; unlike most employees that are contracted to a specific role, constables (the reference applies to all ranks) are appointments under the Crown. They are sworn in and there are no contracts of employment. National base pay rates are aligned to the rank held and individual roles are not weighted or subject to job evaluation (as in the case of police staff).

The police officer pay structure brings a number of operational benefits and there is no desire within NPCC to change the current model regarding a service-wide base salary. Police officers perform a wide range of activities, commensurate with the rank they hold, and across a wide range of roles and can, at present, be required to work in any role as required by the Chief Constable. Increased specialisation, the need for accreditation and licensing and societal change has seen this opportunity to flex diminish but such postings are still permitted under police regulations. The movement between roles has many operational advantages, not least the force-wide transfer of skills and experience. It provides officers with the opportunity to have a varied career, avoids stagnation, retains motivation, prevents burn-out, and moves expertise around the organisation. The latter is particularly important, as it helps to coach and bring on less experienced officers. There is also an argument that exposure to a range of policing roles makes for more rounded leaders.

NPCC are in favour of flexible and situational pay levers, like TVPs, we wish to maintain the existing pay structure.

3.4 Benchmarking and the P Factor

During 2020 we have worked with stakeholders to agree, in line with PRRB's observations:

- The source, type and format of data to be considered
- The percentage at which P Factor will be set and to ensure no double counting
- How benchmarking will be used as evidence
- How this will be shared with stakeholders

This has been achieved by:

- Agreeing the percentage and maximum total value of the P Factor
- Providing consistent data sources drawn from independent benchmarking providers and/or other sources that NPCC, PFEW, PSA and CPOSA agree
- Agreeing the process that deducts the P Factor value from officer base pay rates to allow future comparison with benchmarking data
- The methodology that we will use to evidence future changes in pay rates

In its 2020 report, the PRRB did not comment on all aspects of the proposed P Factor policy, confining its remarks to some specific areas. This submission will, therefore, focus on these areas.

3.5 P Factor

In 2020, we set out the arguments for revisiting the existing police X Factor¹³ and replacing it with a revised range of descriptors, to be known as the P Factor. Collectively, these descriptors are considered to better reflect the unique challenges and restrictions now faced by police officers. Before continuing with our 2021 recommendations, there are some key points that we would wish to reinforce (as it is in recognition of these points that consensus on the recommendations within this report has been secured with Chief Constables). The P factor's notional value is:

- Not to be used as a calculator
- Not a trigger for automatic pay awards
- Off-set by other benefits, including pension and relative job security

¹³ Formally introduced following the Winsor Review of Police Officer and Staff Remuneration and Conditions March 2012 – Volume 2

- Always considered in the context of the benchmarking (which itself may see market comparators shift down, if the economy changes).
- Presented back to PRRB and others in the context of affordability, most obviously where pay awards at not directly funded.

Although we set out a clear rationale in settling on a value for P Factor it is, nonetheless, a moderated position – to be seen in light of all the above points. In reaching this moderated position, we have also considered the current operating environment of police officers.

P Factor Policy Intent

We presented our policy intent in relation to the P Factor, which is summarised below:

- To re-brand as the P Factor and re-define it with more detailed and accurate descriptors.
- To readily identify and highlight the P Factor component within base pay and to separate it out for the purposes of pay benchmarking.
- To attribute a value to the entire set of components that constitute the P Factor - not merely those associated with danger and deployability.
- To apply the P Factor to apply to all who hold the Office of Constable¹⁴.
- To build in a regular review process at least every 5 years

A comprehensive report accompanied the 2020 submission. This detailed the history of the police X Factor presented new descriptors and the reasons for their update, contained evidence to support a revised monetary value (notional) of the P Factor and also the need for a regular review process to refresh the descriptors and, if appropriate, adjust their notional value. This report, and the supporting body of evidence remains current and continues to make a strong case for a police P Factor and the desired policy changes. It is again attached at Appendix D with minor updates; notably to the proposed notional value of the P Factor and to the assaults on police data.

The rationale for a policy of applying the P Factor to all who hold the Office of Constable relates to the nature of the role. Police officers tend to have long and varied careers across a range of disciplines. It would be neither desirable nor practical to attempt to tailor payment to specific postings. There are many elements to the P Factor and not all relate to being on the front-line (for example, the escalating risks that come with greater accountability at higher rank).

Applying the P Factor to all who hold the Office Of Constable is seen as a positive move. We consider there are

¹⁴ As a consequence, it would not be removed from those unable to perform front-line duties

more appropriate and supportive regulatory processes to deal with such issues that present as less discriminatory than reducing pay for those on long-term adjusted/restricted duties. This is the main reason for re-branding the X Factor to the P Factor.

3.5.1 The P Factor's role in Benchmarking

PRRB and staff associations agreed that benchmarking is important and that this should inform and guide the development of new pay arrangements but requested further clarity as to how it will be used in informing rates of pay.

Our overarching aim is to ensure that police officers are fairly paid. The indicative data provided by benchmarking salary rates against the relevant comparators is an important aspect of this, as it seeks to position police pay in the context of the wider employment market. Historically, this type of data has not tended to feature in police pay submissions, with the focus being confined more to keeping pay in line with inflation. For pay to be fair, and to be seen as fair, we believe that benchmarking, using consistent data sets, should be used to inform our pay policy.

Using an agreed methodology, our aim is to compare police salaries across all ranks with the appropriate job comparators. However, for the purposes of benchmarking the "salary" figure used for comparison purposes would be base salary minus the notional value attributed to the P Factor. Purely as an example, and assuming a notional value for the P Factor is the proposed 13%, the salary used for a top of scale Constable for benchmarking purposes would, therefore, be £35,784 (£41,130 representing a deduction of 13%).

Unlike the military, the police P Factor sits within base pay and is not paid as an additional allowance. We believe that it recognises and provides financial compensation for the restrictions and operating context unique to policing and should, as a result, be discounted for salary comparison purposes. This argument is strengthened when using a benchmarking methodology that compares roles, primarily based on those jobs requiring similar skills, knowledge and experience. Korn Ferry agree that this is a consistent approach.

3.5.2 Notional Value of the P Factor

Our proposal in 2020 was that the notional value of the P Factor should be increased to 12% of the constables' top pay rate (then £4,815) and that the existing X Factor capping arrangement should remain. The PRRB noted that there was no consensus among the parties on the figure presented (the staff associations favouring the 14.5% value as applied in the Armed Forces) and concluded that the valuation of the P-factor is an area which needed further work.

As outlined throughout, setting the value for the P Factor is necessarily a judgement based on the best available

evidence. The Armed Forces Pay Review Body (AFPRB) faced this situation when attempting to establish an initial value for their X Factor back in 1970 and again revisited their approach when the AFPRB commissioned an independent report on the methodology in 2006.

We have engaged with the PFEW and PSA, and have now reached a consensus on the proposed value of the P Factor. Our joint view ¹⁵is that the notional value should be set at a maximum of £5,347. This represents 13% of a Constable's base pay at pay point 7, £41,130, capped at the top pay point.

Chief Constables have endorsed that this is still a reasonable figure (given that the 8% value of the X Factor applied to only two descriptors rather than 12) and that it should be updated to take into account the recent demands reflecting the COVID-19 pandemic. Through the pandemic, officers have continued to make arrests, deal with the non-compliance of COVID-19 restrictions and to police mass protests. Access to sensitive information and other operational reasons have also required many officers to remain in their conventional workplace. The risk of infection has not gone unmitigated, of course. Chief Constables, with the supported of Home Office funding have invested in PPE and the development of safe working practices; occupational health support and arrangements for testing have all served to protect officers. Nonetheless, wearing PPE routinely and working with people who may be infectious has added complexity to the physical and psychological factors that many officers are required to deal with in the course of their work.

Finally, in 2020 the CoP published a report on trauma management that has added to the body of evidence¹⁶. It cites the range of psychological trauma officers are increasingly exposed to across all policing disciplines and the reasons why it has intensified in recent years”.

Although it has been send repeatedly, it is worth closing this section by again emphasising that the P Factor's value is required only to determine a reference point for the purpose of assessing the relative fairness, or otherwise, of pay. It requires no direct investment by forces and affordability of any proposals will always remain an overriding factor. Secondly, the notional value attached to the P Factor is a monetary one and reference to an agreed percentage is to ensure that the base salary after its deduction stays in line with annual pay settlements.

3.5.3 Double Counting of P Factor Elements

Noting that frontline public service jobs have been used as part of the comparator work commissioned by NPCC, PRRB also asked what steps have been taken to ensure that there is no double-counting of the P Factor elements. Korn Ferry, NPCC's preferred main data source, has confirmed that any double counting of the P Factor elements is of no statistical significance for the purposes of the benchmarking process. Their report is attached at Appendix D and provides more detail. The Korn Ferry report also supports our notional valuation of the P factor at 13% and

¹⁵ Assumes NPCC support at CCC Jan 2021

¹⁶ College of Policing – Responding to trauma a practical guide

the methodology described in relation to pay benchmarking¹⁷.

3.6 NPCC Use of Benchmarking as Evidence

Benchmarking is used by organisations to gain understanding of the relative competitiveness of their current reward package. The use of benchmarking data by the NPCC is for the purposes of:

- monitoring ongoing relative changes in competitiveness, with a view encouraging recruitment, motivation and retention. This will contribute to forward planning, in both seeking to alleviate and anticipating current and future issues. It will show how an annual uplift will impact each officer.
- providing evidence to support any significant changes to base pay and allowances in terms of either the structure or levels of reward in addition to the annual pay uplift. Where the NPCC wishes to make changes to the level of base pay or an allowance then the value of the change will be referenced to benchmarking data. An example would be the removal of the first pay point for Sergeants, wef September 2020. In this case the data showed that removal of the initial pay point would not be unreasonable.

Within this submission this approach has been used to justify proposed changes to the chief superintending rank. Forces have confirmed that they continue to support the use of benchmarking to evidence changes necessary to support pay reform and ongoing monitoring of officer remuneration levels¹⁸.

Staff associations have previously agreed with NPCC that benchmarking should be undertaken, but were not in full agreement about the breadth of source material, type of data and its usage. PRRB asked for agreement which has now been reached on the core data to be considered and a shared understanding of how NPCC will use this data. It should be noted that staff associations will reserve their right to take a different view from the NPCC when interpreting this data and when considering the application to their members.

We will be seeking to align remuneration with pay reform proposals or to address identifiable concerns or requests from forces. It is not the intention that the use of the data will drive changes in a prescriptive manner (for example, by seeking to exactly match the median for all ranks for base pay purposes). Instead, we will use data to assess whether a change is reasonable and what the quantum might be. Funding and/or affordability will always be a driver for NPCC and individual forces and therefore the ability to make radical changes is normally not possible without the availability of central funding. Striving to keep police pay in line with the employment market in this way

¹⁷ Last year's PRRB submission also included agreed components of the P Factor. In the light of discussions these have been updated to reflect the changes discussed below. The background to this work has been attached at Appendix XXX together with revised defining components

¹⁸ NPCC Pay and Conditions consultation November 2020

will help avoid some of the historic crises surrounding police recruitment and retention.

For the past 3 years NPCC focus has been on considering specific actions in relation to base salaries, but as pay reform implementation progresses we will need to consider the overall cash package and total remuneration and consider how this can be effectively communicated.

3.6.1 Source, Type and Format of Data

It has been agreed with staff associations that the primary data source will be Korn Ferry, supplemented as appropriate with IDR and ASHE data.

Currently data sourced each year for our purposes has been mainly sourced from Korn Ferry¹⁹. Korn Ferry maintains a central survey database known as PayNet and other data sources which are held outside the database. The data provided allows for comparison of quartile data for base salaries, total cash and total remuneration against national and public and not for profit sectors. Base salary is defined as salary plus any other fixed amounts, total cash as salary plus other cash payments including overtime and other bonus payments, total remuneration is salary plus bonus payments (where they are paid in other public and private sector organisations) plus the value of benefits.

The database is updated twice a year and the proposal agreed is that the data used for PRRB submissions should be as at 1st July each year, which will be available prior to submission to PRRB each January. This data would be sourced each year by the NRT for all stakeholders and shared in excel format. 2020 data, attached as Appendix E and referenced within this submission as evidence throughout. The comparison data is aligned with the appropriate level within the Korn Ferry database as this reflects the size of the role. Some ranks are therefore compared on a number of different levels, for example a Police Constable Degree Apprentice (PCDA) within the constable rank is compared at a different level to the constable at pay point 7.

3.6.2 Application of P Factor Value and Benchmarking Data

It has been agreed with staff associations that the process to make comparisons with benchmarking will be in accordance with a standard process. This will be as follows:

- i) The P Factor value for each rank and pay point will be calculated based on the current rate of base pay.
- ii) This £ value will be deducted from each pay rate and the resulting sum will be the value used for the comparison to Korn Ferry survey data.

¹⁹ Korn Ferry was commissioned in 2019/20 compared officer pay points in the relevant range for each police officer rank with two external markets: all organisations and a public sector peer group. The job sizes have been evaluated and used as a basis for the comparison – effectively an average per rank – and are described by Korn Ferry in their respective benchmarking reports. See NPCC PRRB Submission 2019.

The table below illustrates the current P value based on the core 2020/21 pay points. The final column shows the values used for benchmarking comparisons.

Federated and superintending ranks	Pay point	From 1 September 2020	P Factor	Base Salary after P Factor
PCDA	0	£ 18,912	£ 2,459	£ 16,453
Constable	0	£ 21,402	£ 2,782	£ 18,620
	1	£ 24,780	£ 3,221	£ 21,559
	2	£ 25,902	£ 3,367	£ 22,535
	3	£ 27,030	£ 3,514	£ 23,516
	4	£ 28,158	£ 3,661	£ 24,497
	5	£ 30,411	£ 3,953	£ 26,458
	6	£ 34,950	£ 4,544	£ 30,407
	7	£ 41,130	£ 5,347	£ 35,783
Sergeant	2	£ 43,965	£ 5,347	£ 38,618
	3	£ 44,901	£ 5,347	£ 39,554
	4	£ 46,227	£ 5,347	£ 40,880
Inspector	0	£ 52,698	£ 5,347	£ 47,351
	1	£ 54,186	£ 5,347	£ 48,839
	2	£ 55,671	£ 5,347	£ 50,324
	3	£ 57,162	£ 5,347	£ 51,815
Chief Inspector	1	£ 58,332	£ 5,347	£ 52,985
	2	£ 59,502	£ 5,347	£ 54,155
	3	£ 60,732	£ 5,347	£ 55,385
Superintendent (promoted after April 2014)	1	£ 70,173	£ 5,347	£ 64,826
	2	£ 73,833	£ 5,347	£ 68,486
	3	£ 77,691	£ 5,347	£ 72,344
	4	£ 82,881	£ 5,347	£ 77,534
Chief Superintendent	1	£ 86,970	£ 5,347	£ 81,623
	2	£ 89,910	£ 5,347	£ 84,563
	3	£ 91,749	£ 5,347	£ 86,402

We will review the P Factor on a regular basis, at least every 5 years and we will report to PRRB on our findings.

3.6.3 Recommendations on P Factor value and Benchmarking and Timelines

The NPCC recommendations to PRRB are therefore to:

- i) Support the P Factor policy position described in Section 3.4 – 3.6 (including the relationship between the P Factor and benchmarking)
- ii) Applied to all who hold the Office of Constable
- iii) To agree a maximum notional value for the P Factor within pay, currently up to £5,347, (13% of a Constable's base pay, capped at the top pay point)
- iv) Support the use of benchmarking as indicated in section 3.6
- v) Agree that it is reasonable to review the notional value of the P Factor, along with the associated descriptors, at least every 5 years

3.7 Targeted Variable Pay

Last year we updated PRRB on the work undertaken to replace the existing time-limited determinations, that would allow for TVPs, to become a permanent set of pay options. These have the strong endorsement of forces who wish to use the intervention as a tool to meet their operational requirements. We have engaged widely with stakeholders over the period, and developed extensive guidance for forces. The Home Office are now consulting on changes to Annex U and in, parallel, NPCC are consulting on the guidance which will be available to forces as they look to implement the policy at an individual level. The temporary determinations (due to expire in September 2020) have been extended until April 2021 to allow sufficient time for this consultation.

The temporary determinations²⁰ were published in February 2019 following a recommendation in the PRRB's 2018 report and TVPs remain a key part of the design of a new pay framework. In our last submission, proposed pay levers have been expanded to allow for:

- i) force-wide recognition payments (as per the current Regulation 34 bonus payment provision but with broader application)
- ii) skills-based payments
- iii) payments to defer an officer's decision to retire
- iv) payments to assistant chief constables and commanders (as well as superintending ranks) in exceptionally demanding roles

We are confident that TVPs will act as an extremely valuable and cost-effective tool to help with the recruitment and retention challenges that the service faces. The use of the temporary arrangements, dealt with in more detail at section 3.7, has grown steadily and the insight gained has helped with the development of the new proposals; in particular the addition of options to deal with skill shortages and the retention of service critical expertise. We know that the service growth of 20,000 officers, under PUP, will put significant pressure on the existing workforce and infrastructure. There will be a need, for instance, for an increase in numbers of tutor constables to support this rapid growth.

In its 2020 report the PRRB recognised the need for this aspect of the pay reform programme to be expanded to facilitate retention, particularly for workforce uplift, and acknowledged the agreement in principle across the parties to the proposals. It supported raising the existing £4,000 p.a. payment cap to £5,000 per officer per year. It supported the discretionary nature of the payments but to address equality concerns, felt there should be some nationally agreed principles to ensure consistency of application across forces and to set out the circumstances in which payments may be made. These principles should address:

- the criteria for payment against recruitment, retention or 'hard-to-fill' definitions
- the mechanisms to ensure that the payments are fair and address equality and diversity issues

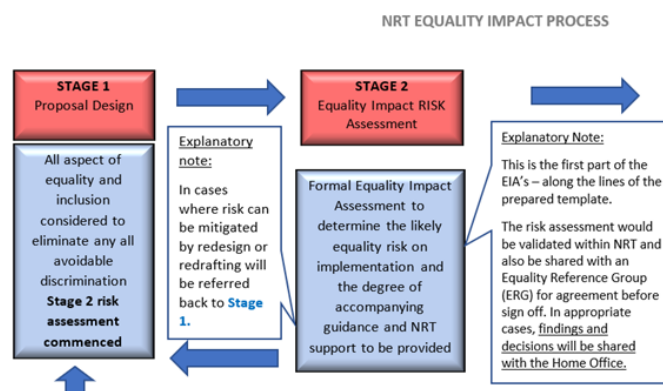
²⁰ Determinations of the Secretary of State under the Police Regulations 2003 - under regulation 24 (Annex U-Allowances)

- the method of communicating the principles within forces.

Throughout 2020 the NPCC has continued to develop national guidance to support the new determinations. Chief officers have a clear responsibility to consider this material when developing local proposals (and, notably when developing an EIA). We have set out clear overarching principles that forces should adhere to when considering the use of TVPs, namely:

1. Appointment of a senior responsible officer to oversee the TVP process
2. Use an evidence-based approach when considering the use of TVP
3. Assess the equality impact and act accordingly
4. Consult on proposals to allow test and challenge
5. Communicate decisions and confirm arrangements in writing
6. Capture equality data of those offered and in receipt of TVPs
7. Regularly review the justification for TVPs (at least annually)
8. Review equality data associated with TVPs and act accordingly

The principles are covered in greater detail within the guidance and a thorough equality risk assessment was also completed to help inform the content. This risk assessment followed an agreed process that was discussed and supported at the PCF. A full schematic of this process is attached at Appendix F. As shown below, the risk assessment commences at stage 1.



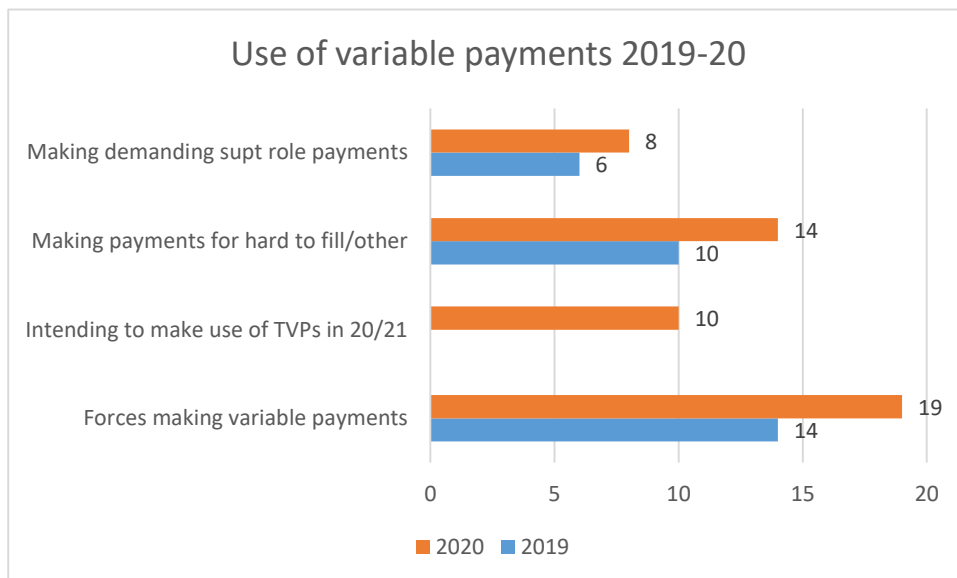
The consultation initially proposes that the measures be introduced for a period of two years (to coincide with the remaining period of the Uplift Programme). The Home Office has signalled that it will use the period to develop its Equality Impact Assessment (EIA). This will be based on enhanced data which will be provided on a regular basis to PCF to gauge any positive/negative impact on those with protected characteristics. Until this process is concluded the new TVP determinations would remain temporary.

The draft determinations already defines service critical skills as those, "...essential to the delivery of an effective policing service" and further defines 'hard-to-fill posts as those, "it has not been possible to fill despite advertising or posting attempts and this has resulted in an ongoing and unacceptably high vacancy rate." The guidance has now been strengthened to define how the "vacancy rate" should be determined by forces using TVP as a discretionary pay lever.

Our risk assessment and the guidance have been reviewed and further updated; and approved by a police lawyer specialising in equality law. The guidance brings the issue of equality to the fore at every stage and the legal advisor considers that it is likely to assist forces when considering how to approach the use of TVPs and thereby reduce the risk of potential discrimination claims against those individual forces.

3.7.1 Take up of current temporary targeted pay arrangements

The use of targeted payments (under the current temporary arrangements) has increased slightly over the last 12 months. This is encouraging, as it confirms that such payments are operationally beneficial. Despite the influence of local budgetary pressures on the ability to make payments, universal take-up was never anticipated. (In fact, this would be undesirable and indicate that cost-effective targeting was not taking place; the strength of the proposal is in a targeted affordable solution for forces. They are situational led and not dictated by role. Our survey showed that the majority of forces (75%) would wish to have the ability to make broader use of targeted payments where there is operational need and it is affordable to do so.



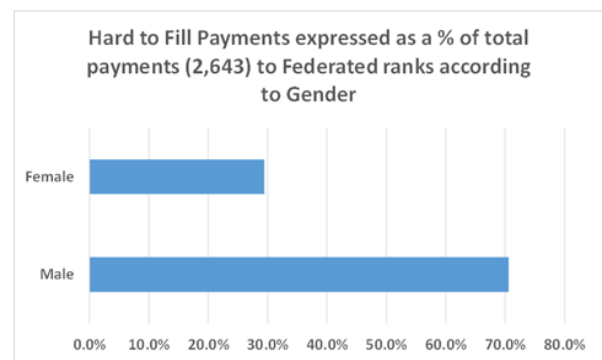
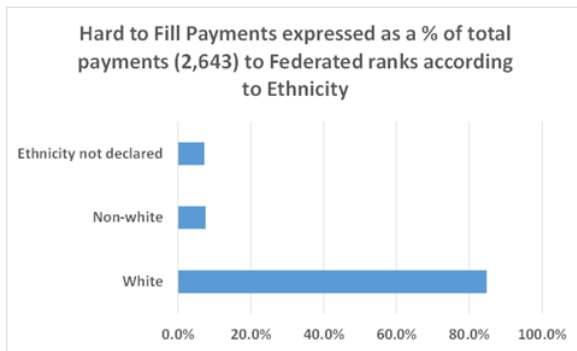
A summary of the data from our 2020 Retention Survey (also broken down to show payments by sex and race) is shown below²¹. Police workforce profile data is also shown to act as a baseline for comparison purposes²².

Presented in this way the indicative data shows that, at a high level, payments are evenly distributed to sex and race. New enhanced data gathering will permit a more detailed breakdown of future payments by protected characteristics and will be matched with local force records. PCF will be kept informed of progress.

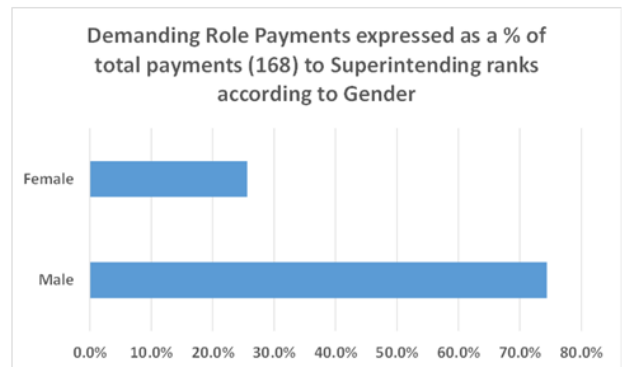
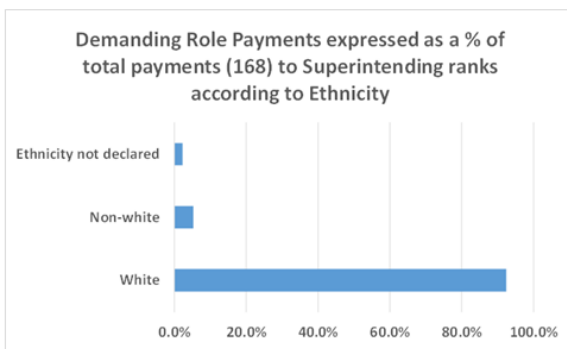
²¹ NPCC Retention Survey Summary of Key Findings 300620

²² Police Workforce Census 2019-20 Annual Table published by the Home Office

Hard to Fill and other payments (Federated ranks)



Demanding Role Payments (superintending ranks)



The roles currently attracting payments remain predominantly across the firearms, detective and public protection (safeguarding) disciplines and The National Policing Wellbeing Survey published in 2019²³ provides further evidence on why some of these roles continue to present recruitment challenges. It states, “Of the fifteen police officer occupational job types considered, those working in Safeguarding and CID/Local Investigations reported the lowest average levels of wellbeing”. Forces have also indicated that they would intend to use TVPs for tutor constables to ensure the effective delivery of the PUP.

3.7.2 Addressing fairness and equality

We are not aware of any claims of discrimination but to provide further confidence that TVPs can be made in a way that is compliant with equality legislation we have looked at sample data from a large metropolitan force. Although low and inconsistent self-declaration rates do not give a full picture, there are, again, no indications that payments are discriminatory.

²³ National Policing Wellbeing Survey in partnership with Durham University

We are confident that progress can be made in reducing the number of respondents who do not wish to state protected characteristics. As the NPCC led, Standardised Workforce Data Implementation Project (SWDIP), referenced below, is progressed (and as the 'prefer not to say' initiative is progressed). The TVP guidance to forces also draws attention to promoting a culture where officers are comfortable disclosing protected characteristics. Data capture in this area is improving as a result of the SWDIP and the ongoing monitoring exercise will also give more accurate information on the distribution of payments from 2021 onwards.

TVPs are a discretionary intervention, based on an assessment of operational need and affordability by forces. Responsibility for compliance with the Equality Act 2010 sits with individual forces and they are experienced in meeting those responsibilities across a wide range of issues (and, as indicated, we are not aware of any cases where this has been breached).

We have received legal advice to confirm this position "The NPCC is not a statutory body and the public sector equality duty sits with the force when reaching a decision about the use of TVPs". The NPCC's risk assessment considers that the policy is not directly discriminatory but recognises that "local implementation might see a variation in risk levels" The legal advice concludes that, "...the NPCC has sought to support forces by drafting guidance on the use of TVPs which forces may choose to consult alongside the determination. That guidance provides an outline of the types of TVPs/discretionary allowances available and suggests a process to follow when considering the use of each TVP/discretionary allowance in order that the risk of discrimination is considered, and mitigated against"²⁴. The guidance produced was considered likely to reduce the risk of potential discrimination claims against individual forces.

The benefit of targeted variable payments will be judged by their ability to address/manage resourcing issues. We will be seeking detailed feedback from forces on the contribution of TVPs to organisational outcomes and service productivity, and we will report back to PCF, and in future PRRB submissions.

The Metropolitan Police submission to the PRRB makes reference to the progress it has made filling detective roles, but also describes where hard-to-fill payments have been used to tackle a significant shortfall of level 2 Public Order inspectors. Between June and December 2020, this saw the establishment increase by 41 % (48 officers) and operational resilience was restored. This acts as an early example of the anticipated effectiveness of this discretionary pay lever.

We are keen to progress the work on TVPs, which remains a key element of our pay reform (and needed by forces). We ask for your observations on the work that has been undertaken, and which will take place, in order to address the points PRRB has raised.

²⁴ Legal advice provided to NRT on behalf of NPCC November 2020

3.8 Pay progression based on performance

One of the foundation stones for the pay reform programme, supported by successive policing ministers, is that there should be a clear link between pay and productivity. We see “productivity” in terms of organisational service delivery, rather than an individual “quota-driven” level which could embed organisational perverse incentives. Our proposal for a PPS breaks the link between time and automatic incremental pay progression.

We wished to ensure that any process would be straightforward, could be applied consistently and objectively across all forces, and that it would enhance ongoing work by the CoP and forces to deliver effective supervision. We wanted our proposal to be seen by forces as fair and reasonable, with manageable implementation costs and effort across a variety of processes and IT systems.

There is an existing requirement under police regulations²⁵ for incremental pay progression to be dependent on a PDR grade of ‘achieved performance’ (as defined by the Chief Constable). The PDR is not the most appropriate tool on which to base pay progression. A good PDR system can be used as an effective way to develop officers, aid career planning and talent management. In this way, it helps drive organisational performance; deliver policing objectives and to bring people on. All of this is dependent on open and honest conversations, which are potentially undermined if the link with pay is too direct. The CoP endorses this view.

As outlined in our submission last year, the PEQF entry routes are embedded in evidence-based professional practice. Recruits are supported throughout, through a mix of tutoring, ongoing monitoring and assessment of operational competence, and other forms of professional support. Development of operational competence is evidenced via an Operational Competence Portfolio (OCP), providing evidence of achievement of Independent Patrol Status and Full Operational Competence, against modern, nationally-prescribed criteria. In the case of apprenticeship (PCDA) recruits, the OCP also forms part of the final apprenticeship assessment, known as End Point Assessment (EPA). This has created a more rigorous and independent process for assessing competence than ever before.

3.8.1 Pay Progression Standard Proposals

We have developed the PPS to link pay progression to competency²⁶. It will replace the current regulatory link between pay and automatic incremental progression.

The PPS complements the PDR process, which is a wider professional developmental tool and would not be bound by the same annual cycle. This will continue to allow line managers to review performance, recognise good work,

²⁵ Regulation 24 of the Police Regulations 2003 (Annex F – Pay): Circular 006/2015

²⁶ The NHS Pay Progression Standard (as part of *Agenda for Change*) was cited as a public sector exemplar and this has formed the basis of the policing Pay Progression Standard (PPS)

note in-year changes to objectives, and use the PDR to assist with career development and/or address performance. This approach pairs well with the latest CoP guidance that sets out principles and expectations for forces to follow in terms of effective supervision and PDRs and also impending guidelines to forces on effective supervision. These guidelines focus on how forces can support the wellbeing, development and performance of officers, staff and volunteers across policing. They set out the actions that supervisors can take to support their staff, the behaviours they need to display to be effective in their role and the actions that chief constables can take to support supervisors in their force.

PPS will sit alongside the PDR process as an annual assessment and will be applied consistently across the service as the mechanism to ensure that there is a positive and conscious decision made before incremental pay progression takes place. In our survey, 94% of forces agreed that the PPS would break the link between progression and time served, and made sense in the context of pay reform.

The PPS has three key elements:

- i) No officer will progress up their relevant rank pay scale unless a Professional Development Review (PDR or appraisal) has been completed in accordance with the existing force process. This should confirm that an acceptable level of performance has been achieved, because no formal capability process is in place.
- ii) Statutory and mandatory training has been completed. This will focus predominantly on officer safety training, although there will be limited scope for forces to add one or two local modules to reflect local priorities.
- iii) Where an officer manages others, that they have completed PDRs and made PPS decisions on behalf of those they manage.

3.8.2 Achieving an acceptable level of performance

The PPS recognises that an officer has achieved an acceptable standard by virtue of the fact that no decision has been taken to commence formal capability proceedings (for either performance (UPP) or attendance (UAP²⁷). 2/3 of forces were in favour of including UAP in the PPS, recognising that performance can be affected by attendance, and that there should be a robust threshold. They recognised the need for careful implementation, and the need to allow mitigating circumstances. We do not expect there to be high numbers affected.

An acceptable performance grading would encompass all performance levels above the 'poor' rating²⁸ that would normally be a precursor to formal capability proceedings. This broad range allows forces to manage officers'

²⁷ Each case in respect of UAP being considered in its individual merit to ensure compliance with the Equality Act 2010.

performance through an open and honest appraisal process which identifies areas for improvement and development and, by using the formal capability process as the test, would maintain consistency and objectivity. The PPS will be a proactive process, where pay progression takes place only when there is confirmation that the PPS has been met.

The PPS does not prescribe the exact nature of the PDR; but formally recognises that one has been completed in accordance with the agreed Force process. The CoP is content with the alignment (and the distinction) between the PPS and PDRs; recognising that PDR processes across forces are not designed (and not yet sufficiently mature) to support more sophisticated decisions about pay.

3.8.3 Completion of Statutory and/or Mandatory Training

Achievement of the PPS also verifies that officers have been suitably trained for the roles they undertake. The requirement recognises the importance of prioritisation of training but also acknowledges that the service may struggle to accommodate training demands (which could result in officers being unfairly penalised).

The proposal, which requires more detailed consultation, is to mandate two core service-wide training requirements, such as Officer Safety and First Aid training, and to allow forces to add up to two other priority areas aligned to local need. There will be a clear obligation on officers to take responsibility for arranging and completing the required training. 93% of forces were in favour of this proposal. No force proposed adding additional centrally mandated training requirements (recognising pressure on local training resources. 2/3 of forces indicated that they would wish to include a small number of additional local training requirements to reflect force priorities / Police and Crime Plan. These could be role related.

3.8.4 Line Managers completing the PPS and PDRs for those they manage

As with the training at (ii) above, it is clearly appropriate that line managers should be held accountable for taking the steps necessary to that ensure officers to which the PPS is applicable are not disadvantaged. 88% of forces were in favour of this proposal, recognising that there would be a range of checks and balances identified (including dip sampling, monitoring reports sent to senior management, and NRT guidance on exemptions).

3.8.5 Approving and withholding payments

Application of the PPS would take place at the anniversary of pay progression (either date of joining or of promotion), and confirmation that it has been met will relate to that date. It is proposed that, where an officer does not, at that point, achieve the PPS, pay progression should be frozen until the particular issue has been addressed.

For example, in the case of UPP and UAP, once an officer is removed from a capability process pay would be reinstated at the appropriate point on the scale; the point they would have moved to at the time the PPS was

applied. In these circumstances, pay would not, however, be backdated. Similarly, in the case of completion of training, pay would be reinstated, but not backdated, once all statutory and/or mandatory training had been completed.

Should an officer challenge the decision and their appeal be upheld, pay would be reinstated and backdated to the anniversary of pay progression. In the case of UPP and UAP, the existing capability procedures' appeal processes should be used. Forces will need to put an appeal process in place to allow officers to challenge non-progression decisions relating to other elements of the PPS and it is recognised that any removal of pay could see an upturn in grievances. The NPCC will provide guidance to forces, and will consult with staff associations to ensure that such processes are transparent and fair.

3.8.6 Discipline

Including the absence of any live disciplinary action within the PPS was carefully considered but, on balance, it is felt that this would not be appropriate. The regulatory framework surrounding police complaints is very different to most other organisations, and the nature of policing has the potential to attract a high number of complaints (which can be vexatious in nature, and take considerable time to complete). Current procedures can be triggered by relatively minor public complaints and most lead to exoneration of officers or low levels of interventions, such as words of advice. Financial penalties (fines) were also removed from Police Regulations in 2008 and police conduct procedures are being reformed principally to improve performance rather than act, save in the most serious cases, punitively.

More specifically, there are current concerns around equality in the disciplinary process. Research has identified disproportionality for BAME police officers in complaints and misconduct investigations. A 2019 report²⁹ documents further research in order to improve understanding of the reasons for this disproportionality across the wider service.

3.8.7 Absence

In the consultation exercise reference below, two thirds of forces were in favour of including UAP with UPP when considering acceptable performance, recognising that performance can be affected by attendance, and that there should be a robust threshold for assessing performance. All recognised the need for careful implementation to avoid discrimination³⁰. The NRT will work with forces and staff associations to prepare guidance, including appropriate mitigating circumstances, which will form part of the formal consultation process on the PPS.

²⁹ Understanding Disproportionality in Police Complaint & Misconduct Cases for BAME Police Officers & Staff 2019 - DCC Phil Cain – NPCC Race, Religion & Belief – Internal Confidence Lead

³⁰ Such issues are already managed by forces in absence cases when entitlement to full pay ceases – each case being reviewed individually

3.8.8 Supporting guidance and exemptions

As indicated, it is also recognised that comprehensive guidance will need to be compiled to make sure the PPS is applied consistently and that officers are not unfairly disadvantaged. Exemptions will have to be put in place. For example, where sickness has occurred or where operational requirements have genuinely prevented training from taking place. Similarly, where a supervisor can show that protracted operational commitments/absence (appropriately endorsed) has prevented them from completing PDRs and the PPS. In such cases, it will again be important to ensure that officers who have not had their PDR or PPS completed are not unfairly penalised.

3.8.9 Consultation to date and implementation

We consulted forces on the proposals in November 2020 and 94% agreed that the PPS broke the link between progression and time served, and made sense in the context of pay reform. 88% indicated that they were content to implement a positive decision on progression through the PPS. The CoP is also supportive.

The PPS proposals and the delivery timeline were unanimously endorsed at Chief Constables' Council in January 2021.

Details of the consultation exercise were shared with staff associations and regular engagement when shaping the PPS has seen many of their initial concerns addressed. This dialogue will continue throughout the implementation stage and the formal consultation process. This is set out in the timeline in section 3.2.

The implementation of the PPS represents a step-change for policing in terms of performance management and, in practical terms, will present challenges and involve increased costs. It also places increased responsibility on line managers to ensure timely completion of PDRs and the PPS decision, and forces will wish to ensure that there is sufficient time given to allow for this. It is, however, in line with our ongoing workforce plans and will act as a corner stone to the overall pay reform model set out in this submission.

Forces have committed to implement the PPS by April 2022. 82% indicated that they would value further advice, guidance and briefing. We will be actively assisting forces as they prepare for this, and will also work constructively with staff associations to ensure that the PPS is objective and fair.

3.9 Comparison with pay reforms in other sectors

The NHS Agenda for Change programme³¹ was recommended to us as an exemplar of good practice in the public sector for pay reform. We have consulted colleagues in NHS Employers and also in the armed forces to assess

³¹ www.nhsemployers.org/pay-pensions-and-reward/agenda-for-change

the elements they have addressed in their pay reform programmes.

It is worth noting that the NHS Agenda for Change took place in very different economic circumstances and was underpinned by a multi-year funding arrangement which allowed for central funding of a number of the significant financial elements of pay reform (such as streamlined pay scales). Our pay reform programme has not been supported by this degree of central funding, or a multi-year settlement, but we believe that it stands favourable comparison with these other pay reform programmes. A high level comparison chart is set out below:

Elements of pay reform	Police	NHS	MoD
Independent benchmarking of ranks used to inform pay	✓	✓	✓
Financial recognition of uniqueness of role	✓		✓
Use of Targeted Variable Pay to meet operational need	✓	✓	✓
Streamlines pay scales		✓	
Progression dependent on:			
• Satisfactory performance assessment	✓	✓	
• Completion of mandatory training	✓	✓	
• Confirmation that no live disciplinary cases	✓	✓	
• Completion of performance assessments for direct reports	✓	✓	✓
Support of union/ staff associations	P	✓	✓
Implemented through multi-year deal		✓	✓

3.10 Officer base pay changes 2021/22

During this last year we continued to consider the shape of the current pay scales in the light of discussions with forces, while consulting with stakeholders.

Korn Ferry have previously noted the shape of the current scales appears inconsistent. The table below refers to the number of pay points, the width of the rank pay scale, the gap to the next rank and measures the top pay point to the median for the public sector³².

³² NPCC PRRB Submission 2020 - Korn Ferry Chief Police Officer Benchmarking 2020

Rank	No of pay points	Range width %	Gap to next rank	Top point rel to median
Constable	8	92%	3%	124%
Sergeant	4	12%	14%	113% (a)
Inspector	4	8%	2%	117%
Chief Inspector	3	4%	16%	105%
Superintendent	4	18%	5%	111% (b)
Chief Superintendent	3	5%	15%	97%
ACC	3	13%	3+%	103%

In the future the NPCC will look to the extent to which the pay scales for all ranks could be streamlined and simplified. This would allow policing to start to align rates with annual benchmarking and targeted adjustments, encouraging movement through the ranks for our best officers.

3.10.1 Gender and ethnicity pay gaps

Before going into further detail in respect of rank based pay, it is important to mention that the service remains committed to reducing gender and ethnicity pay gaps. This was actively considered as part of a reformed reward framework. For example, although not the primary driver, we believed a shorter constables' pay scale would also have had, to some degree, a positive impact in this area. This is not, however, the fundamental issue. In the context of gender and equality pay gaps this sits with the police officer pay structure. Save for some local flexibilities, pay rates are set nationally and are rank, rather than role, based (as distinct from police staff). The gender and ethnicity pay gaps that exist in policing are, therefore, principally the product of under-representation of women and BAME officers at higher ranks. When the workforce is considered as a whole, the gaps also reflect the pay differential with police staff roles. This varies from force to force but, generally speaking, levels of representation across these separate pay structures are different.

As articulated in section 3.3, NPCC is supportive of the existing rank-based pay structure, as it provides the degree of operational flexibility necessary to police effectively. In the short to medium term, however, it does work against efforts to close gender and ethnicity pay gaps for the reasons stated. In the longer-term the outlook is promising, as the increasing numbers of women and BAME officers at more senior ranks should, over time, see pay gaps significantly reduced.

3.10.2 Pay awards post 2021/22

The 2020/21 pay award of 2.5% for officers, which was endorsed by the PRRB, has now taken effect from September 2020. It sought to recognise officers' commitment and the fact that since 2010, officer pay had fallen behind in real terms (with annual increases of 2.5% from this point, it would still take until 2028 to restore comparable levels). There is therefore a strong latent pressure within the services for pay increases to continue to keep pace with inflation.

Research on Public and Private Sector Wages by the National Institute of Social and Economic Research³³ concluded that there still is an underlying deficit of stemming from past pay restraint when compared to the private sector. This is reinforced by NPCC pay reform work, and representations from the staff associations, which have highlighted ongoing concerns and the need to ensure forces maintain base pay levels to recruit, motivate and retain officers – essential if the Uplift programme is to be truly successful.

Our initial views in 2020 were that we should consider further rationalisation of the pay across ranks and then order our recommendations according to NPCC priorities and affordability. Proposals were made to government as part of multi-year CSR proposals. These included:

- to enhance the entry route pay for PCDAAs. There are currently three main entry routes which attract different pay scales which reflect initial reform work, started prior to the announcement of the Uplift programme. Although it would not be appropriate to completely harmonise pay, the NPCC would support simplification and, notably, the raising of the starting rate for Police Constable Degree Apprentices³⁴ if funded centrally.
- to look to enhance pay for constables when they are deemed fully competent. The latter (through the removal of a pay point) would be to ensure the service is better placed to complete the Uplift programme and counteract rising attrition levels in years 4-6 of service³⁵. Again, this area was highlighted by the PRRB as an area which NPCC should address for future submissions.
- to have a greater ability to flex starting salaries to encourage entry of a broader cross-section of older applicants with valuable life experiences, and applications from those with caring responsibilities³⁶. The detective/investigator working group has identified similar barriers to investigators moving across into officer roles to boost detective officer numbers.

Given the increasing numbers entering during PUP both these proposals would have required significant central funding. As this funding is not available we will not be progressing these proposals this year. The future introduction of TVPs can also be used, if appropriate, for current staff investigators who might be deterred from moving from a staff to an officer role, to allow forces to bridge the gap in salary levels during training.

Our benchmarking data is attached at Appendix E.

³³ The Dynamics of Public and Private Sector Wages, Pay Settlements and Employment March 2020 for the Office of Manpower Economics

³⁴ The current PCDA quartile actual starting rates are LQ £19,480, median £21,402 and upper quartile £24,780. NPCC National Reward Team data

³⁵ <https://www.gov.uk/government/statistics/police-workforce-open-data-tables>

³⁶ Entry age for candidates is normally 25 and over, with a significant number of candidates being police staff, who may be paid more than rates for new entrants. It should also be noted that candidates often have to wait to a year before joining.

3.11 Superintending ranks

A working party consisting of NPCC, PSA, APCC and PFEW considered the current pay scales of the superintending rank. The PSA had, as part of their 2019 submission, included a Korn Ferry report recommending that the Chief Superintending pay points be adjusted. This report was endorsed by CCC in January 2019 but consideration by NPCC delayed so that it might be considered alongside future pay reforms for senior ranks.

The current pay scales are set out below and contrasted to the ranks above and below. The majority of superintendents and chief superintendents are at the top pay points for their rank.

Rank	Pay points	2020 base pay	Value of Differential
Inspector	0	£ 52,698	£ -
	1	£ 54,186	£ 1,488
	2	£ 55,671	£ 1,485
	3	£ 57,162	£ 1,491
Total			Differential
Chief Inspector	1	£ 58,332	£ 1,170
	2	£ 59,502	£ 1,170
	3	£ 60,732	£ 1,230
Total			Differential
Superintendent	1	£ 70,173	£ 9,441
	2	£ 73,833	£ 3,660
	3	£ 77,691	£ 3,858
	4	£ 82,881	£ 5,190
			Differential
Chief Superintendent	1	£ 86,970	£ 4,089
	2	£ 89,910	£ 2,940
	3	£ 91,749	£ 1,839
			Differential
ACC	1	£105,600	£ 13,851
	2	£112,404	£ 6,804
	3	£119,220	£ 6,816

The working party discussed pay and morale of the superintending rank and the specific concerns faced the rank which were reflected in the Korn Ferry work in 2018. Drawing on the work of Korn Ferry, it was noted that the key concerns presented to the working party were that: the job size of the Chief Superintendent has risen since 2011. For Chief Superintendents at the top end of the job size range, their level of problem solving is now comparable to that of ACCs. Key comments noted were that:

- Comparisons made in 2018 are still valid
- Competitiveness with private sector organisations falls away, due to the bonuses and benefits as well as salary levels.
- An average Superintendent role is still paid more than the public sector median but one of the larger roles in rank will only reach public sector median salary at the top point of the scale.
- Chief Superintendents are less competitively paid: even the top of the scale is 97% of the public sector median and total remuneration at top of scale is only slightly above the public sector median (see section 3.10 above).

Taking into account the evidence presented the working party agreed that pay point 3 of the Chief Superintendent scale should be uplifted from the current rate of £91,749 to a level which is comparable that of ACCs at pay point 3, which would currently be in the order of an additional £5,675 taking the base pay rate to £97,424. Korn Ferry confirmed that Chief Superintendents are less competitively paid: the top of the scale is 97% of the public sector median and total remuneration at top of scale is only slightly above the public sector median. NPCC endorses the working party recommendation, which would bring Chief Superintendents in line with the public sector benchmarking for ACCs. The additional costs will be met by forces.

The benefits of this change will be If PP3 is increased are that:

- Chief Superintending rank will no longer be the only rank paid below the median.
- The Chief Superintending rank will follow a more similar base pay approach to the other ranks, with the top pay point having the largest pay differential (although the 2nd pay point will not follow a similar approach to the other ranks).
- The increase in problem solving at this rank (now aligned to that of the ACC role) will be better reflected in base pay – it reduces the base pay gap between the ranks
- The reduced number of Chief Superintendents and change in role will be reflected in remuneration.
- It is likely to encourage more officers to reach the rank of C/Supt and throughput to ACC – improve retention.
- A career in policing may become more attractive – as the C/Supt base pay becomes more comparative with other sectors.
- Overall dissatisfaction with basic pay at this rank and for those on PP3 is likely to decrease
- Overall morale at this rank is likely to improve as officers feel valued.

3.12 Chief Officer Remuneration

3.12.1 Background

Following the commissioning of a report on benchmarking the pay of chief officers in 2019³⁷ the NRT has been working this year to facilitate the implementation of its recommendations, together with a number of other pay and conditions items raised by NPCC, APCC, CPOSA and PSA (the stakeholders). The main driver for a review is a shared belief that the current arrangements neither encourage nor facilitate the flow of talent into those ranks. This was the conclusion reached by a series of roundtable discussions facilitated by the CoP. It is also borne out by the results of recent CPOSA and PSA surveys. The PRRB has also commented on this matter and noted in their 2019 report “that there would be benefit in a wider review of chief police officer pay and conditions.” There has not been a review of Senior Officers pay and conditions since 2003.

All stakeholders believe that implementing the changes to senior officer pay would not be appropriate at this time

³⁷ See NPCC PRRB Submission 2019

(from a presentational or financial position); however the evidence has been gathered at PRRB's request. Recommendations are therefore presented on to the PRRB for their consideration with the caveat that changes to the base salaries of CCs and DCCs will be deferred until the government's current pay policy ends.

The Steering Group was established and consisted of representatives from each of the stakeholders. It was chaired independently by Elizabeth France, who is also the chair of the PCF and PAB. Independent professional advice was also provided by Korn Ferry. The programme of work, as agreed in the Terms of Reference, see Appendix G, included a review of the following policies:

- Base pay: reviewing the structure of each pay framework and pay rates. For CCs and DCCs the brief was to consider new groupings of the 41 forces, excluding MPS and City of London. The rates for those acting up to CC and DCC were also reviewed. ACC pay rates were also reviewed.
- Police and Crime Commissioner discretion in relation to base pay policy for CCs. The Steering Group considered its application and concerns raised by CPOSA and APCC.
- Other allowances and payments: the discussions covered relocation expenses and allowances, car provision, CPD, and other expenses like medical expenses.
- The Home Office suggested the Steering Group consider the adoption of a standardised contract for each rank.
- Fixed term appointments for DCCs.

It should also be noted that this work and proposals have also been shared on an ongoing basis with the Home Office, PFEW, CoP and HMICFRS. The final recommendations will be shared following the issuing of this submission.

3.12.2 Base Pay Structure

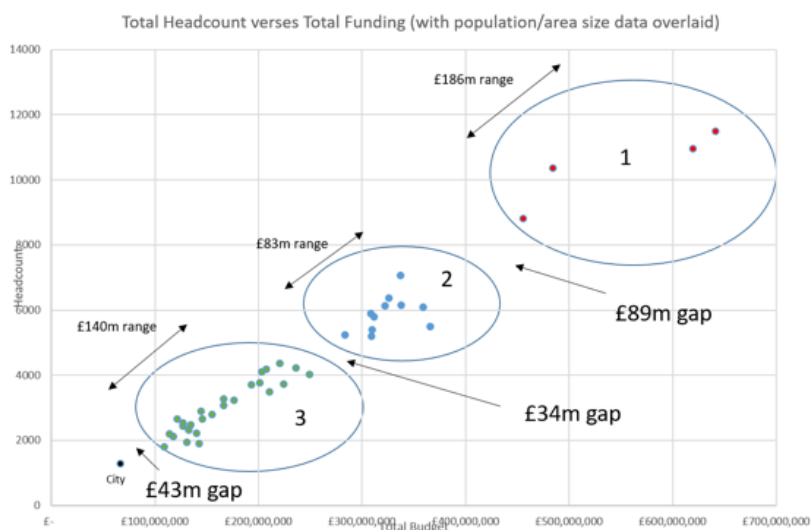
The current base pay structure for the 41 forces to be reviewed is set out below. The original basis for determining the groupings is not known but on investigation it was found that the current ranking of forces does reflect the current budgets received by each force, albeit some forces are grouped together.

Pay rate	Force	Current 12 CC national base pay	Current 12 DCC national base pay
1	Greater Manchester, West Midlands	£204,372	£156,693
2	West Yorkshire	£190,752	£152,601
3	Thames Valley	£180,534	£148,941
4	Merseyside, Northumbria	£177,120	£146,130
5	Hampshire	£173,712	£143,319
6	Devon & Cornwall, Kent, Lancashire	£170,316	£140,502
7	Avon & Somerset, Essex, South Wales, South Yorkshire, Sussex	£166,911	£137,703
8	Nottinghamshire	£160,098	£132,081
9	Cheshire, Derbyshire, Hertfordshire, Humberside Leicestershire, Staffordshire, West Mercia	£156,693	£129,264
10	Surrey, Norfolk	£153,282	£126,459
11	Bedfordshire, Cambridgeshire, Cleveland, Dorset Durham, Gwent, North Yorkshire, North Wales Northamptonshire, Suffolk, Wiltshire	£149,913	£123,648
12	Cumbria, Dyfed-Powys, Gloucestershire, Lincolnshire Warwickshire	£146,469	£122,628

3.12.3 Recommendations of the Steering Group

The final meeting was held in December 2020 and a broad consensus has been achieved in respect of the majority of items. The proposals agreed by NPCC, APCC and CPOSA are set out in Appendix G. The recommendations are in summary below:

- i) To move in principle to three pay groups for CCs & DCCs, (excluding MPS and City of London). Korn Ferry originally recommended four groups but detailed analysis of the groupings alongside current data on the relative size of each force led the Group to recommend only three. This approach will allow for clearer differentials between force size and chief officer ranks and encourage greater mobility. The chart below presents the summarised analysis of the data and the three proposed groupings.



Due to the public sector pay pause, no decision was made on CC and DCC base pay rates for each group. However, the Steering group would welcome observations in respect of the proposed options:

- Option 1 – migrate each group to the top national-set rate in that group. This option would mitigate against issues like overlapping, providing a clear monetary incentive to move from DCC to CC and from ACC to DCC. No overlapping occurs using this approach. For CCs the majority of rates are within the current parameters already permitted by virtue of the additional 10% discretion exercised by PCCs.
- Option 2 - migrate each group to the average rate of pay in that group. Structurally this would mean some continued possible overlapping for ACCs.

It is the intention to review the pay rate options for each group with updated pay data when current government's pay policy ends and pay reform progresses in other ranks. Any increase would be funded locally by the force. The three pay groups will also be verified to ensure alignment with the pay rate options. The Steering Group would also welcome PRRB observations on the phasing of the introduction of the new structure, whether it takes effect on a set date or if the change is linked to the introduction of a new contract, and whether further PRRB endorsement is required.

- ii) To set future DCC base pay at 82.5% of the force CC standard base pay rate, (note, PCCs may exercise their discretion and set the CC rate at a higher rate). The current structure is inconsistent with individual DCCs receiving different percentages. Such a change will ensure that the relativity with Chiefs is clarified. The original reason for this difference is not clear but it is felt that a consistent approach would be more appropriate in the future, given the change which will be proposed for CCs.
- iii) To pay those DCCs and ACCs acting up to CC and DCC the full base pay rate, rather than the current discounted rate of 90%. This already happens across all other ranks. Because of the current 12 level pay structure of the 41 forces this can mean that some chiefs while on temporary promotion may receive less than their substantive salary. It is intended that this change would be brought forward now.
- iv) That the current PCC discretion allowing the rate of pay offered to CCs to be discounted up to 10% less than the pay framework rate be removed and, that the current flexibility to pay 10% more be made available for use by the PCC during the contract term, not as currently, only at the time of the offer. There was also agreement for more transparency about the application of the discretion.
- v) To draft a standardised appointment letter for each chief officer rank which will encompass all items including all allowances and benefits. The PCCs/forces will have a discretion on how to apply the contract but the availability of the draft contract will enable both parties to be clearer about the items which may be included, the terms attaching to them and the value. It was clear from a survey of pay and benefits carried out by the NRT that some chiefs did not have access to similar benefits.

No changes were recommended in respect of ACC pay rates or structure. The Steering Group did debate whether the rate for the role, as senior role should be set at a single rate, as advocated by the Windor Review. However

the results of the CPOSA Pay and Morale Survey³⁸ stated that ACCs are content with their pay rates and structure and therefore it was agreed no amendments would be appropriate or needed. The structure will therefore remain as current, with three pay points, similar to the Chief Superintendents’.

In light of the current government’s pay policy, although we will not be seeking recommendations from the PRRB concerning the changes to the base pay of the CCs and DCCs of the 41 forces (excluding MPS and City of London) it would be helpful for the Steering Group to be aware of the PRRB’s observations on the matter, especially any concerns, so that these might be addressed by the APCC and NPCC.

Not all the items discussed by the Steering Group were agreed. The unresolved issues concerned relocation expenses and fixed term appointments for DCCs.

3.12.4 Relocation expenses

CPOSA proposed that the current relocation allowance be extended from 6 months for up to a 2 year period. The NPCC would be supportive of a change for DCCs noting that circumstances have changed and an extension could encourage movement between forces.

As consensus was not reached, Steering Group members agreed they would present their respective positions in their PRRB submissions and seek a view from PRRB. The NPCC believe that the promotion of the current expenses would be an advance on the current position. However they would support an extension as proposed by CPOSA as this would facilitate more movement of chiefs between forces, rather than restricting movement to progression within the current force or to forces bordering their own. The lack of provision for families to remain in their current home location and for the individual applying for the post to rent a property in their work location instead of claiming the moving allowances.

3.12.5 Fixed Term Appointments

The question of FTAs for DCCs and equivalents has been discussed by CCC on a number of occasions. A range of views have been aired and no consensus has been agreed. The principle concerns for some are the question of unreasonable jeopardy before pensionable age/service, and the impact on mobility. However, for others, the potential blockage to succession and team management have precedent, and sometimes the link to concerns around diversity. Options such as aligning FTAs to dates for pensionable service/age have been offered in feedback.

Given that this discussion remains outstanding the NPCC would ask the PRRB for their views on whether the DCC appointment should continue to be offered as a letter of appointment, FTA, or whether DCCs should remain

³⁸ See CPOSA PRRB Submission 2021

employed like ACCs and all other officers, as permanent posts, without a fixed term.

3.12.6 Timeline

The timelines for each of the agreed items are set out in Appendix G.

4 WORKFORCE COORDINATION AND KEY DATA

The PRRB has drawn attention to the part that wider workforce issues play in attracting, motivating, and retaining officers and staff. This section covers key workforce data, NPCC coordination and governance, officer and staff morale, and a range of initiatives designed to help the service achieve the goals set out in the National Policing Vision 2025

4.1 Workforce vision and strategy

Before dealing with the workforce data that will be of particular interest to PRRB, it will be helpful to set out the strategic context in which workforce issues are considered and national initiatives taken forward.

The National Policing Vision (NPV2025) set out an agreed vision between APCC and NPCC for policing in 2025 and, in relation to the 'workforce' envisages that "by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements". Specifically, the current employment model needs to provide the right reward and recognition outcomes for police officers and staff as well as be affordable for communities. It needs to be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in the 21st century.

The strategy recognises that the service provided is critically reliant on the quality of its people. The strategic workforce model and supporting police education and professional development frameworks need to work together to ensure the police service attracts a representative mix of people with the right skills, knowledge and potential, behaviours and values to deliver the policing vision.

Alongside this, we believe that the regulatory framework governing police officer also needs greater flexibility to be able to cope with a fast-moving environment. The COVID-19 situation has required a good deal of dedication and flexibility from officers and this has again thrown a spotlight on the rigidity of police regulations. The situation with re-joiners, most recently to support the Uplift Programme, has also proved complex and does not allow forces to plan strategically and respond to emerging demands.

To help the service achieve its workforce vision the NPCC has established eleven coordination committees, and the National Workforce Co-ordination Committee, chaired by Chief Constable Pam Kelly, oversees activity relating to the workforce. The committee is responsible for identifying opportunities, priorities and risks across policing, providing advice to support national standards and delivering the annual work programme of the NPCC on a day-on-day basis. This is done in conjunction with the College of Policing, which has a statutory responsibility for standard setting. The Committee also acts as the interface with other public agencies, including the Home Office

and HMICFRS.

The Coordination Committee has identified four priority work areas:

- **Leadership** – encompassing developing leadership at all levels across police and staff; leadership development framework and associated programmes and building leadership capacity and capability which values difference.
- **Wellbeing** – to focus on our staff with a 'one stop shop to wellbeing', and includes Health and Safety requirements.
- **Professional Standards and Ethics** – including working with the College of Policing and other stakeholders to embed the Code of Ethics in policing.
- **Workforce of the Future** – including considering the qualities and skills our officers and staff will need in the future and how we recruit, retain and develop such attributes.

Functional Building Blocks

The Coordination Committee has identified four key functional building blocks to deliver the priorities outlined above:

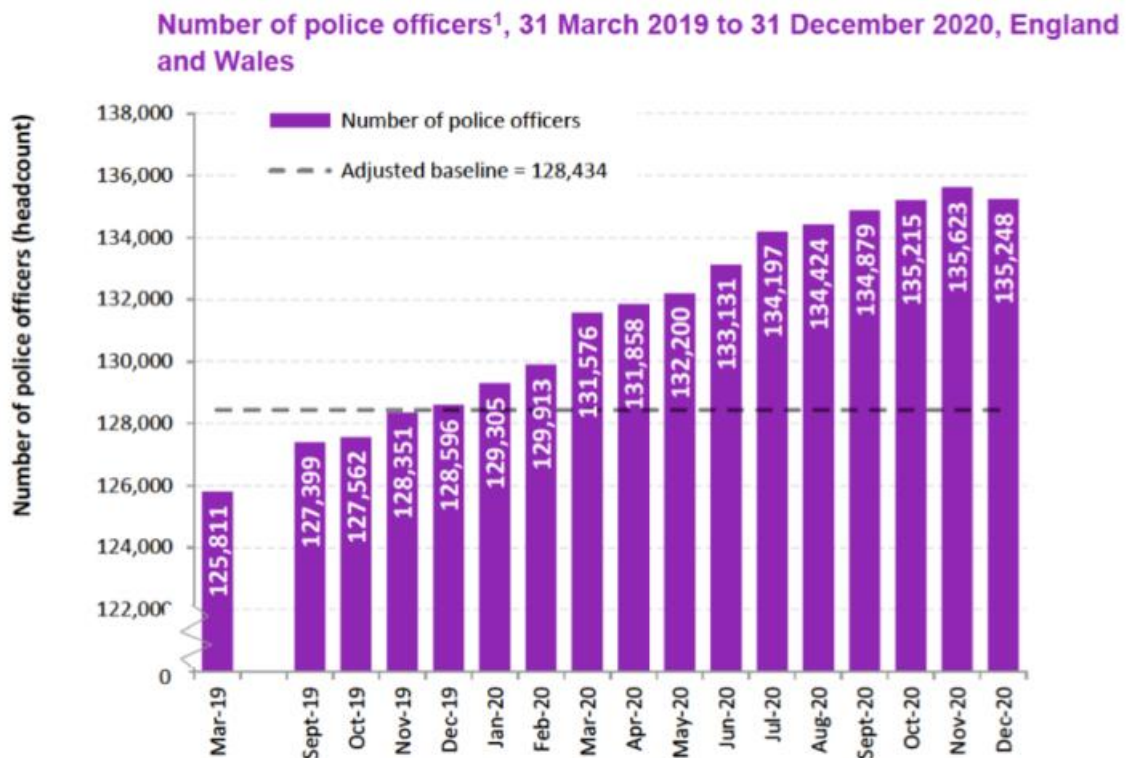
- **Pay and Conditions** – to include representation on national bodies and input to decision making groups such as the Police Remuneration Review Body.
- **People Management** – to include non – pay terms and conditions and links to the Chartered Institute of Personnel and Development (CIPD) and the CIPD Police Forum.
- **Learning and Development** – to include working closely with the College of Policing on supporting the professional development of our staff
- **Organisational Development** – to include work around organisational structures and service delivery models and working with key stakeholders on workforce climate and engagement.

More details on the work of the Workforce Coordination Committee and its portfolios can be found at Appendix C.

4.2 Current Workforce Profile – Recruitment and Retention

This section presents headline data in respect of the service-wide workforce and covers the key areas of recruitment and retention. It gives a general overview and also comments on any specific areas previously raised by PRRB. Unless otherwise stated, the data referenced is taken from the NPCC's Annual Pay and Conditions Survey.³⁹

As at December 2020, the overall police officer establishment is 135,248 officers⁴⁰. This is provisional data for England and Wales and represents an increase of 6,814 officers from an adjusted baseline of 128,434, shown in the illustration below. Of these additional officers, 6,620 have been recruited from funding for the Police Uplift programme and contribute towards the target of 20,000 by March 2023. The balance (194) had been recruited through other funding streams (such as 2020/21 local tax precept). The decrease in numbers in December likely reflects recruitments patterns towards the end of the calendar year, where many forces experience more leavers than joiners.



Forces have been successful in delivering on the target of 6,000 officers for the first year of the programme is of equal importance. There is a growing dearth of expertise across the service and it is experienced officers that will be key in supporting, and ensuring the service retains, the new cohort of recruits, and of delivering organisational performance in what are often specialist roles (e.g. public protection). The retention of experienced officers is,

³⁹ For period 1st April 2020-31st March 2021. Data sets from November – March 2021 are forecasts

⁴⁰ Police officer uplift, England and Wales, quarterly update

therefore, a clear priority; not just for the duration of the PUP, but for the foreseeable future. This is why TVPs are seen as such a crucial component of the new reward framework.

4.2.1 Recruitment market

Forces are generally reporting high numbers showing interest in a police career and no shortage of applicants. This is highlighted by the MPS data shown in their 2021 submission to PRRB. The Met cite the COVID-19 pandemic, and its impact on the economy and the wider employment market, as a trigger for the rise in applicants and, not wishing to detract from the effort that individual forces have put into their local recruitment campaigns, this is clearly a significant factor.

The overall rate of growth in establishment is influenced by factors such as in-year budgets and, for 2020/21, the disruption to the recruitment process caused by the COVID-19 pandemic. This means that the rate of recruitment in 2020/21 has fluctuated but, with a healthy recruitment pipeline, the service remains confident that the 2023 service-wide growth target will be met.

4.2.2 Recruitment Diversity

Since April 2020, and as part of the Police Uplift programme data gathering exercise, the gender and ethnicity of new recruits across forces has also been captured. Data on gender are collected under three categories ('male', 'female', and 'prefer to self-describe'⁴¹) and data on ethnicity are collected aggregated to five broader categories (White, Black, Asian, Mixed, Other and prefer not to say).

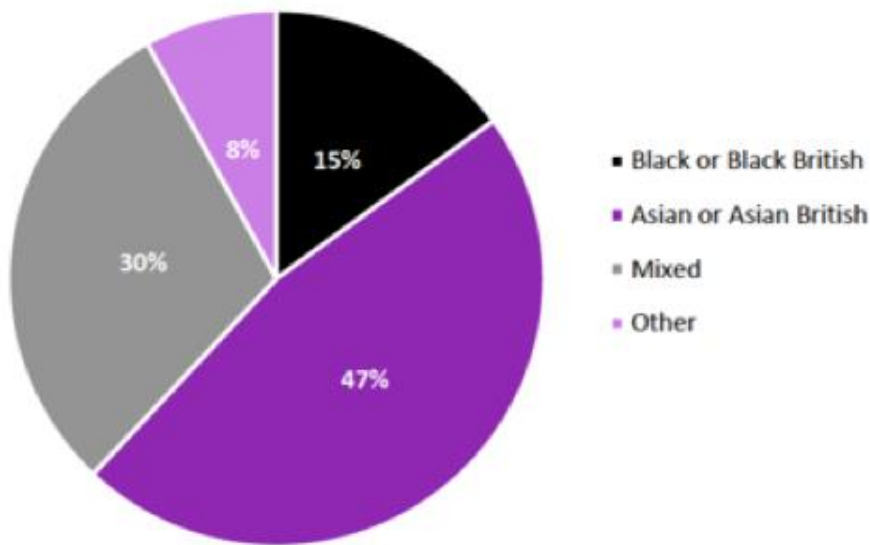
As at 31st December 2020, there were 45,213 female officers in post, accounting for 33.4% of all officers. On the same date, 9,871 officers identified as belonging to the Black, Asian, Mixed or Other ethnic group (7.5% of those who stated their ethnicity).

From the data gathered since April 2020, there have been 8,156 new recruits and of these there were 3,261 new females recruited, making up around four in ten of all new recruits (40%). With regard to ethnicity, 10.2% of new recruits⁴² (who stated their ethnicity) identified as belonging to Black (1.5%), Asian (4.8%), Mixed (3.1%) or in the Other (0.9%) ethnic group. This remains below the representation of such ethnic groups in the general population (14% according to 2011 Census estimates) but is similar to the 10.3% that was reported in the last annual workforce statistics to 31 March 2020. Of the new recruits that self-defined their ethnicity as one of these groups, the pie chart below shows the breakdown. The ethnicity was not known in 5.3% of cases.

⁴¹ includes cases where the officer does not identify as 'male' or 'female'.

⁴² excluding transfers and re-joiners

Composition of Black, Asian and Minority Ethnic new recruits, by ethnic group, as at 31 December 2020, England and Wales



4.2.3 Retirees

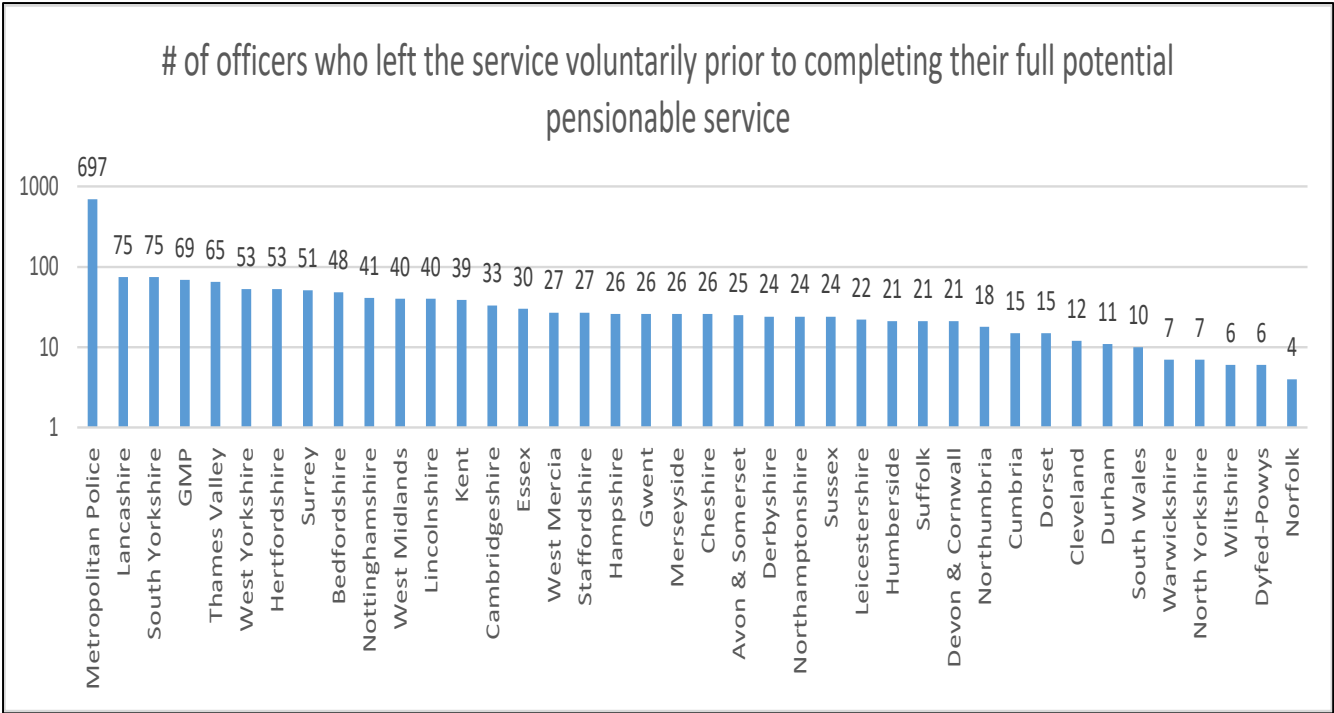
The overall number of officers leaving after completing their full pensionable service was down by 16.5%. Overall, 2,109 officers retired this year. This is 418 less when compared to 2019/20.

As with recruitment, this drop in the projected number of retirees is likely to be the result of the COVID-19 pandemic. Retirement numbers may rise above normal levels and put additional pressure on recruitment. In the meantime, we value retaining these officers and the experience they bring; particularly as we strive to reach our Uplift recruitment targets.

4.2.4 Resignations

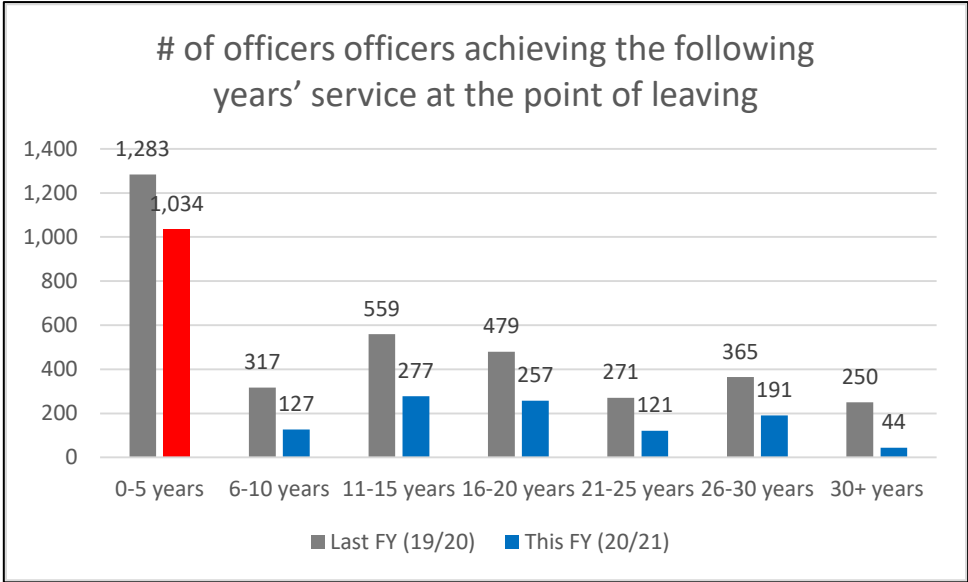
Resignations, and those that join another force (transfers), are always of specific interest as this can flag potential problems with officer retention.

Since April 2020, 1,860 officers left the service voluntarily prior to completing their full pensionable service (resignation). This is down by 1,023 officers (35.5%) on 2019/20. It is, again, highly likely that the wider job market has influenced this major downturn. Unsurprisingly, MPS had by far the highest number of officers leave, with 697, whilst Norfolk had the lowest number of officers leave with four. This can be seen on the graph below, please note a logarithmic scale has been used.



4.2.5 Resignations/ retirees – length of service

We asked forces to categorise how many officers left by length of service. The responses show that the highest number of officers left before 5 years' service (1,034) in 2020/1. This is highlighted in red in the table below.



Resignations in the 0-5 years' service band follow the same trend as last year (although overall numbers are again down). This represents considerable cost to the service, both financially and in terms of lost expertise. It has been one of the drivers for our pay reform ambition to shorten the constables' pay scale, so that officers reach the top of scale sooner. This would however require significant central funding and is not seen as affordable by forces in the current climate.

4.2.6 Transferees

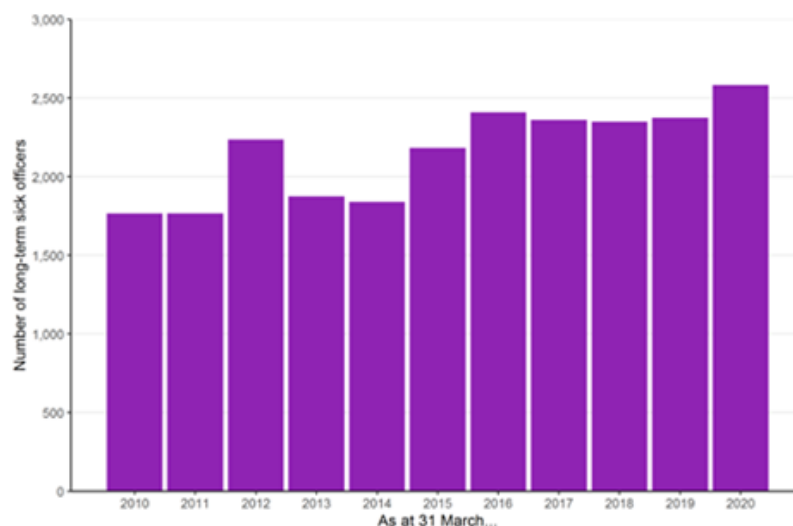
Forces reported that 764 officers transferred to another force in 2020/21. This has decreased by 239 (31.2%) on the previous year and shows that the churn within the police service, as a whole, has also slowed down. Data is incomplete but, where captured the mains reasons for moving force were cited as. ‘*greater career opportunities*’ and ‘*family issues e.g. quality of life*’.

4.3 Absence

Police absence data is published in Home Office statistics on the police workforce for England and Wales⁴³. The last publication was in March 2020 and data sets for 2020/21 were not available at the time of this submission. Information, data and graphs are, therefore, reproduced from the March 2020 publication.

Sickness information relates only to the number of police officers (FTE) on long-term sick leave, as at 31 March each year. Sickness in this category includes any recognised medical condition, physical or psychological, as reported by the officer or a medical practitioner, which has lasted for more than 28 calendar days. As at 31 March 2020, there were **2,578** full-time equivalent police officers on long-term sick leave in the 43 forces in England and Wales, an increase of **208** officers (FTE) when compared with the previous year, and accounting for 2% of police officers in England and Wales (a similar proportion to previous years). This is against an overall headcount of 129,110 officers. The Home Office table below shows the trend since 2010. In July 2010 there were 143,734 full-time equivalent (FTE) police officers⁴⁴, so the percentage on long-term sick has risen since then from circa. 1.28% to its March 2020 present rate.

Figure 7.1: Number of officers (FTE) on long-term sick leave, as at 31 March 2010 to 31 March 2020, England and Wales¹



Source: Home Office, [table W1](#)

⁴³ Police workforce, England and Wales, as at 31 March 2020 second edition

⁴⁴ Home Office Statistical bulletin July 2010

There was some variation in sickness levels across ranks, with officers at higher ranks generally having lower levels of sickness; 2.1% of constables were on long-term sick leave, compared with 1.1% of officers of Chief Inspector rank or above.

Adjusted/ restricted and recuperative duties

In addition to long-term sickness, and excluding one force who could not provide data, there were 4,815 police officers (headcount) on recuperative duties, accounting for 4% of officers. There were also a further 5,121 officers on adjusted/restricted duties, accounting for a further 4% of officers in these forces. There are three categories of adjusted/restricted duties:

- **Adjusted duty** – duties falling short of full deployment, in respect of which workplace adjustments (including reasonable adjustments under the Equality Act 2010) have been made to overcome barriers to working. For an officer to be placed on adjusted duties, he/she must be attending work on a regular basis and be working for the full number of hours for which he/she is paid (in either a full time or part time substantive role).
- **Recuperative duty** – duties falling short of full deployment, undertaken by a police officer following an injury, accident, illness or medical incident, during which the officer adapts to and prepares for a return to full duties and the full hours for which they are paid, and is assessed to determine whether he or she is capable of making such a return.
- **Management restricted duty** – duties falling short of full deployment to which an officer is allocated in circumstances in which: verifiable confidential or source sensitive information or intelligence has come to the notice of the force that questions the suitability of an officer to continue in his or her current post; and/or serious concerns are raised which require management actions.

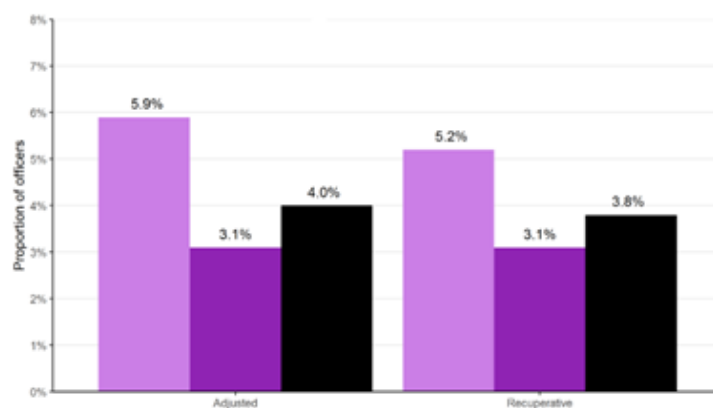
Of female officers in England and Wales (excluding those forces who could not provide data), 5% were on recuperative duties and 6% were on adjusted/restricted duties as at 31 March 2020. This was higher than the proportion of males on adjusted and recuperative restricted duties, which were each 3%.

The adjacent table shows the comparison by sex in relation to adjusted and restricted duties. The data is not broken down further by protected characteristics.

National figures for confirmed and suspected cases of COVID-19 infections were not available for this submission but the inclusion of this in the 2020/21 data returns could see an increase in reported sickness levels across the service.

The work of the Wellbeing and Organisational Development portfolio, led by Chief Constable Andy Rhodes, is aimed at longer-term strategies and interventions to improve the wellbeing of officers; a recent example being the 2020 CoP publication 'Responding to trauma in policing: a practical guide, referred to earlier in this report. The model is being taken on by many forces now and most recently the MPS.

Figure 7.2: Proportion of officers (headcount) on recuperative and adjusted/restricted duties, by sex, as at 31 March 2020, England and Wales^{1,2}



4.4 Progress to fill detective and investigative roles

PRRB will be aware of the ongoing shortage nationally of officers in these roles and the NPCC led action to improve detective numbers. Current data from HMICFRS does, however, indicate that progress continues to be made. As the table below shows, the issue is still a major concern but the total PIP2 staff (and trainees) currently in post is now at 89% of the target figure. This illustrates the amount of work undertaken by forces to reduce the shortage and the rate of progress reflects the fact that takes some 2 years for trainees to fully qualify to PIP level 2 accreditation.

PIP 2 investigators that should be assigned	PIP 2 investigators assigned	Shortfall of accredited staff	Trainee staff	% PIP 2 accredited investigators in post	% Total staff in post (PIP 2 accredited and Trainees)
24,435	19,524	-4945	2,232	80%	89%

Progress in this area reflects the work led by the National Investigators Working Group which is led by DCC Jason Hogg. This work is ongoing and the NRT will continue to monitor progress, and specifically the use of TVPs for these roles. This group has indicated that TVPs continue to be a useful pay lever to encourage more staff to follow these specialisms.

4.4.1 Standardised Workforce Data Implementation Project

The NPCC led, SWDIP is planned to go live from April 2021 and this will start to see improved workforce data captured at a national level, which will see greater insight into leavers at function level so we can start to see if particular functions are experiencing greater attrition. This will improve the range of the data we are able to present to PRRB.

5 THE WIDER PAY & CONDITIONS PORTFOLIO

This section covers pay and conditions items which do not form part of pay reform. It updates on other initiatives included in our 2020 submission and confirms progress on implementation, items noted by the PRRB in 2020 where an update was requested, and other changes initiated through the PCF.

5.1 Introduction

In 2020/21 the NRT has made strong progress in a number of areas on behalf of the NPCC. As well as progress in delivering Phase One of the Pay Reform Programme and developing proposals for the PPS and pay proposals for senior staff, the team has provided the resources to deliver the Retention workstream in the Uplift Programme. It has also developed and delivered guidance for forces during the pandemic:

- annual leave and rest days;
- overseas travel and quarantine;
- the extension of a minimal break in service for returners;
- a review of injury benefit regulations relating to death in service;
- provisions for pregnant officers; and
- guidance around the deployment of student officers on frontline duty.

There have been over 20 issues delivered and being progressed as part of the more normal pay and related conditions work, including:

- extending maternity and adoption leave from 18-26 weeks;
- agreeing policy and retrospective application for dog handlers travelling arrangements;
- agreeing an MoU on mileage with guidance for forces;
- producing an MoU on the Working Time Directive;
- revising allowances for special constables;
- superintendents' on-call allowance; and
- payment of overtime during temporary promotion to sergeant.

The NRT sought forces' views on the attractiveness of developing a range of future initiatives including:

- a review of wider parental leave;
- a voluntary exit scheme;
- extending the use of honorariums to federated ranks;
- developing proposals around the buy back of annual leave; and
- considering the impact of geographical allowances relating to the south-east.

5.2 Review of Geographical Allowances

In its 2020 PRRB report the PRRB asked the NPCC to review geographical allowances. The NPCC are currently of the view that no further changes to the current allowances are needed and that the allowances are now fit for purpose. Forces were surveyed as part of this year’s consultation process and no further requests or concerns have been received.

This issue remains a challenge within certain areas like the South East. However the matter is under ongoing review and, to improve the dialogue with neighbouring forces on recruitment and retention issues, a South-East Recruitment and Retention Forum has also been established. The Forum is chaired by the MPS’ Director of HR and allows HR professionals the opportunity to share relevant data, experiences and concerns and to brief members on any existing or intended initiatives. The forum held its first meeting in October 2020 and is scheduled to take place quarterly. The Chair has also agreed to keep the PCF updated on relevant matters.

5.3 London Weighting & Geographical Allowances

Under the current guidance forces in the south-east region pay a basic recruitment and retention allowance ranging between £1,000 and £2,000 (depending on proximity to London). The MPS pay combined allowances of £6,711 (of which £3,327 is London weighting). In addition, Chief Constables have the discretion to pay up to an extra £1,000.

In 2020, the Commissioners of the MPS and the City of London were granted similar flexibility to increase London allowances by up to £1,000, should the need arise. The Met has not exercised this discretion.

The southeast regional picture, concerning existing payments, is shown in the table below.

Force	South-East Allowance Paid ⁴⁵
Surrey	£2,500
Kent	£2,500
Thames Valley	£2,000
Essex	£2,000
Hertfordshire	£2,000
Hampshire	£1,100
Bedfordshire	£1,000

Three forces pay above the basic allowance, currently at amounts between £100 – £500. This decision is informed by existing issues or perceived risk in relation to local recruitment and retention. There is no designated funding

⁴⁵ As at January 2021

provided for London or south-east allowances and this expenditure has to come from force budgets. As an example, to increase the London allowances to the maximum permitted would cost the MPS circa. £30m per annum. We are of the clear view that decisions to raise the allowance to the permitted maximum must be business led, and remain at the discretion of the Chief Constable or Commissioner. We welcome, however, the improved coordination and discussion between the affected forces set out above.

Outside of the south-east allowance there is no desire within forces to move away from the current pay model. At present, we believe that the flexibilities secured through pay reform, in relation to starting pay and the more comprehensive arrangements provided by TVPs, are sufficient and do not therefore propose to revisit the issue of regional pay.

5.4 Pay & Related Conditions - NPCC Policy & Determination Changes

As highlighted above during 2019/20, work proceeded on a number of pay and related conditions issues outside the pay reform agenda. Three of the changes were agreed with PRRB, whereas others were business as usual matters involving changes to interpretation of payments of allowances or as a result of new circumstances arising from the pandemic. These items were discussed within PCF. The current status of items is listed below:

Policy area	Driver for change	Delivered	Contributes to	Issue date
Overtime payments	To pay sergeants overtime during temporary promotion, in line with other ranks	Determination change	Effective pay & related conditions	Expect end of 2020/21—subject to ministerial sign off
Bereavement leave	To update the policy in response to a change in parental bereavement regulation	Determination change	Effective pay & related conditions	Expect end of 2020/21
Mileage payments	To confirm the agreed arrangements for amendments to mileage payments	Memorandum of Understanding	Effective pay & related conditions	Expect end of 2020/21
Maternity & Adoption pay	To improve parental leave policies, to be seen as a more family friendly employer and attract and retain officers. The MPS celebration of 100 years of women in policing identified concern in this area.	Determination change <ul style="list-style-type: none"> Extend paid leave from 18 to 26 weeks. Enable officers to spread the final five weeks of pay over 10 weeks, at half their full pay. 	Operation Uplift Recruitment & Retention outcomes	January 2021
Working Time Regulation	Positive progress has been made to agreeing this between the PSA and NPCC ⁴⁶ .	Memorandum of Understanding	Effective pay & related conditions	See footnote
Overnight & Hardship	To clarify policy position on the payment of allowances for leading events, which involve mutual aid and NPoCC	A new decision-making process & guidance for the Overnight and Hardship Allowances	Effective pay & related conditions	December 20 Advice note 4

⁴⁶ Both parties recognise the importance of capturing the amount of time that officers work and the need to consider the wellbeing of all our staff. We are currently working on agreeing the final wording of the MOU and also to agree examples which illustrate the agreement to assist forces. It is expected that this will soon be resolved.

Allowance				
Dog Handlers' Allowance	To clarify policy position on Regulation 34 in view of the 2019 Sewell High Court Judgement	Policy advice	Effective pay & related conditions	December 20 Advice note 4
Sergeant base pay scale	To encourage more constables to become sergeants and improve the incentive to encourage officers to apply. 2019/20 evidence showed forces had difficulty in recruiting quotas.	Determination change <ul style="list-style-type: none"> Remove first sergeant pay point (to increase differential between constable top pay and sergeant starting pay) - sergeant starting pay now £43,965. 	Operation Uplift Retention outcomes & Pay Reform	September 2020
Protection allowance	Provide a more consistent and accountable way of compensating Royal Protection Officers (MPS specific)	Determination change	Effective pay & related conditions	September 2020
Pay & related Conditions to support forces during their response to COVID-19 -19 pandemic	To provide a service wide response to; <ul style="list-style-type: none"> Officers accruing high amounts of outstanding leave during the pandemic Recording COVID-19 related sickness & isolation periods Delay in a return to work following cancellation of planned medical treatment Isolation for officers who have been abroad When medical certificates are required Death in Service & Injury on Duty 	<ul style="list-style-type: none"> Guidance Good practice Policy advice Seminar - to share good practice on Injury awards & ill health retirement 	Effective pay & related conditions during the COVID-19 pandemic	Reported wef March 2020 via Operation Talla
Rest days in Lieu	Provide Chief Constables with the discretion to extend the 12 month guillotine in 'exceptional circumstances' for Superintendents & Inspectors (response to PSA challenge)	Determination change	Effective pay & related conditions	April 2020
Flexible	For Superintendents, provide part time working with a		Effective pay &	April 2020

working	payment up to a 40 hour working week and days off in lieu with compressed working weeks who work on additional day(s) off.	Determination change	related conditions	
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5.4.1 NRT priorities for 2021/22

We will prioritise future work which will deliver the core elements of pay reform – notably around the successful implementation of the Pay Progression Standard and Targeted Variable Pay. The work will involve formal consultation with staff associations, as well as outward-facing work with forces to help them develop effective policies and practices which will ensure effective and fair implementation. However a number of other items will be addressed:

Change requirement	Overview
Review of Injury Awards and Ill Health Retirement policy	To improve current arrangements, suitable post COVID-19. A Core working group has been established to: <ul style="list-style-type: none"> • Update existing national guidance for forces • Improve existing determinations (based on 2013 proposals)
Review wider parental leave policy changes	A review led by the MPS, specifically looking at paternity & shared parental leave – this review is progressing and is expected to conclude in 2021/22.
Extend the principles of the Children and Families Act 2014 into Police Regulations	To incorporate the Families Act changes
Provide national oversight of MPS Flexible working review	In support of the MPS led review: <ul style="list-style-type: none"> • Review the Flexible working arrangements in regulations • To gather required workforce data
Revoke the X Factor determination	Once the P factor policy is confirmed, the X Factor determination is no longer required.
Following the 2020 force consultation period, the NRT will also assess if or how the following pieces of work will be taken forward: <ul style="list-style-type: none"> • Payment of Honorarium to federated ranks • Buy back of annual leave • Voluntary exit scheme 	

6 THE ECONOMIC CONTEXT

This section outlines the police funding for 2021/22, the effect of the current economic background on officers and their base pay

6.1 Police Funding Settlement 2021/22

6.1.1 Spending Review 2021/22

The government announced in the Spending Review 2020⁴⁷ (SR20) that it would temporarily pause headline pay awards for some workforces (including police officers and staff). Officers and staff earning less than £24,000 will receive a minimum £250 increase. Although there is a limited impact on forces, this will need to be funded from within current resources.

NPCC has recognised that austerity over the last nine years has suppressed pay in real terms for many officers and staff, and that these effects are still felt. Despite the funding for the Police Uplift Programme which is ring-fenced, 85% of forces responding to the NPCC survey revealed that they had concrete plans to make savings, both in-year and over the medium term. The NPCC noted that a flat cash settlement would leave forces with some very difficult decisions to make about where to find savings and how to ensure the uplift in officer numbers can be sustained.

Speaking at the time of Government's announcement on pay, the NPCC stated⁴⁸: "It is obviously disappointing for most officers and staff to learn that their pay will stand still in the year ahead, although this reflects the challenging financial position across the public and private sector. It is important to recognise that, throughout 2020, police officers and staff have made a very significant contribution to public safety and police leaders have continually highlighted their dedication, hard work and resilience. "As we have experienced in the past decade, sustained pay restraint can have wider impacts on the wellbeing of officers and staff, who work so hard to protect the public. We will continue to work with the Home Office and other partners to understand how today's announcements impact on the police pay review process, and on how we can return to pay progress in future years after this pause.

⁴⁷ www.gov.uk/government/publications/spending-review-2020-documents/spending-review-2020

⁴⁸ www.news.npcc.police.uk 25th November 2020

6.1.2 Police Grant for 2021/22

On 17 December the government published the Provisional Police Grant Report (England and Wales) 2021/22⁴⁹, setting out the Home Secretary's determination for 2021/22 of the aggregate amount of grants that she proposed to pay under section 46(2) of the Police Act 1996. Overall funding for the policing system was £15.8 billion, a £636 million increase on the 2020/21 funding settlement. Within this, available funding to Police and Crime Commissioners (PCCs) was increased for 2021/22 by up to an additional £703 million, assuming full take-up of precept flexibility. This represented a potential increase to PCC funding in cash terms of 5.4% on top of the 2020/21 police funding settlement. The estimated effect on each force, subject to precept changes is set out below:

Force	2020/21 Budget	Estimated 2021/22 Budget	Maximum cash increase	Year on Year Percentage Change
	£m	£m	£m	
Avon & Somerset	326.2	344.0	17.80	5.46%
Bedfordshire	122.4	129.3	6.90	5.64%
Cambridgeshire	156	164.5	8.50	5.45%
Cheshire	207.9	219.6	11.80	5.63%
City of London	66.9	71.1	4.20	6.28%
Cleveland	143.3	150.6	7.20	5.09%
Cumbria	117.7	123.7	6.00	5.10%
Derbyshire	193.7	204.3	10.50	5.47%
Devon & Cornwall	338.1	356.8	18.70	5.53%
Dorset	144.2	151.9	7.70	5.34%
Durham	133.2	140.4	7.20	5.41%
Dyfed-Powys	115.4	122.2	6.80	5.89%
Essex	319.9	338.7	18.80	5.88%
Gloucestershire	126.8	133.4	6.60	5.21%
Greater London Authority	2,936.6	3,075.6	138.90	4.73%
Greater Manchester	642.4	677.5	35.10	5.46%
Gwent	142	150.1	8.10	5.70%
Hampshire	366.1	387.0	21.00	5.71%
Hertfordshire	221.1	234.1	13.00	5.88%
Humberside	200.6	211.2	10.70	5.28%
Kent	338.2	357.7	19.50	5.77%
Lancashire	308.5	325.5	17.00	5.51%
Leicestershire	203.8	214.7	11.00	5.35%
Lincolnshire	131.5	138.4	6.80	5.25%
Merseyside	359.3	378.6	19.30	5.37%
Norfolk	177	186	9.00	5.08%
North Wales	167	176.4	9.40	5.63%
North Yorkshire	166.1	174.5	8.40	5.06%
Northamptonshire	146.1	153.7	7.60	5.20%
Northumbria	306.8	325.4	18.60	6.06%
Nottinghamshire	224.6	236.7	12.10	5.39%
South Wales	315.5	333.5	18.00	5.71%
South Yorkshire	281.8	297.5	15.70	5.57%
Staffordshire	210.9	222.3	11.40	5.41%
Suffolk	134.9	142.4	7.40	5.56%
Surrey	249.2	262.0	12.70	5.14%
Sussex	309.6	327.7	18.10	5.85%
Thames Valley	456.3	482.4	26.10	5.72%
Warwickshire	109.7	115.7	5.90	5.47%
West Mercia	236.3	249.3	13.00	5.50%
West Midlands	619.7	655.6	35.90	5.79%
West Yorkshire	484.5	511.9	27.30	5.66%
Wiltshire	127.6	134.9	7.30	5.72%
Total England & Wales	13,085.70	13,788.70	703.00	5.37%

⁴⁹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/945405/PPFS_-_PGR.pdf

6.1.3 Recruitment Funding

The additional funding for PCCs included an increase of £415 million to government grants for the recruitment of a further 6,000 additional officers by the end of March 2022, the second year of the PUP. This investment for year 2 will allow PCCs and their forces to continue building on the strong progress made so far in year 1 of the PUP, where the year 1 target of 6,000 officers has been surpassed.

6.1.4 Precept Funding

As set out as part of the SR20, PCCs will also be able to raise further funding through precept flexibility, subject to confirmation at the final Local Government Finance Settlement. PCCs will be empowered to increase their Band D precept by up to £15 in 2021/22, without the need to call a local referendum. If all PCCs decided to maximise their flexibility, this would result in up to an additional £288 million of funding for local policing next year. It is for locally accountable PCCs to take decisions on local precept.

In addition to this, PCCs will receive a portion of the £670 million of additional grant funding announced for local council tax support as part of the Spending Review 2020. This funding will help local authorities to continue reducing council tax bills for those least able to pay, including households financially hard-hit by the pandemic. Further details on the proposed allocation methodology has been announced as part of the policy paper on COVID-19 support in 2021/22.

6.1.5 Capital Funding

The settlement provided PCCs with £12.3 million funding for capital expenditure. (A further £52.3 million capital funding will be spent on national priorities and infrastructure including police technology programmes, the College of Policing and Serious Organised Crime programmes).

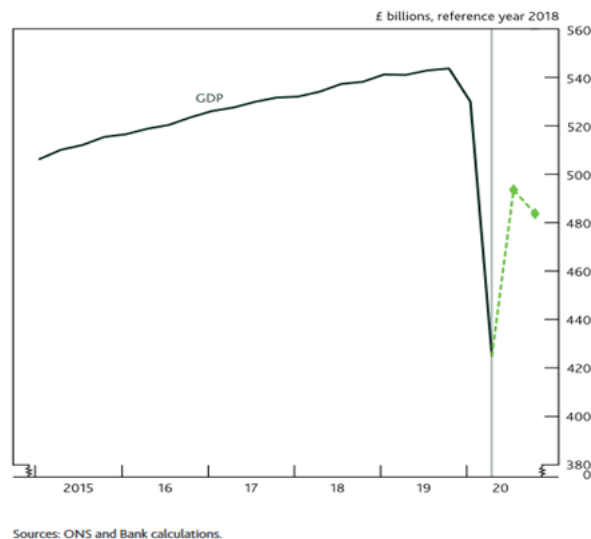
The service welcomes the continued funding for the PUP, and also the addition precept flexibility given to PCCs. However, there continues to be underlying cost pressures for Forces moving forward in terms of increasing service demand costs, ICT costs, employment related costs such as pensions, and also the need to adequately fund capital programmes. The service remains committed to working collectively and imaginatively to increase both efficiency and effectiveness, as a way to address these pressures.

6.2 The economic background

The impact of the global pandemic on the UK “has had its resilience tested in the broadest sense possible in the face of what has been a truly extraordinary and unprecedented shock”⁵⁰.

⁵⁰ David Ramsden Bank of England “The potential long-term effects of COVID-19” 17 November 2020

This is clearly evident in the economic data. The scale of the effect on Gross Domestic Product is such that the UK has seen its deepest downturn in nearly 400 years in terms of Gross Domestic Product. ONS data shows that there has been a significant shrinkage.



Inflation is lower than originally anticipated at present, the Consumer Price Index (CPI) for November 20 was at 0.7% (up from 0.5%) which will be helpful for our officers. For the same month, the CPIH (including owner occupiers' housing costs) was at 0.9% (up from 0.7%) and the Retail Price Index (RPI) is at 1.3%⁵¹. The Chancellor predicts CPI to average around 2.2% in 2020⁵².

The table below shows HM Treasury January 2021 forecasts for the year end 2021 based on forecasts from 12 independent forecasters covering CPI (estimated to be slightly lower than the government), together with GDP growth, RPI and unemployment rate:

	Forecasts for 2021	
	Averages	
	January	December
GDP growth	4.5%	5.4%
Inflation rate Q4:		
CPI	1.9%	1.9%
RPI	2.7%	2.6%
Unemployment rate Q4	6.6%	6.8%

If this is the case then inflationary pressures will again impact on officers later this year as the absence of an annual uplift takes effect.

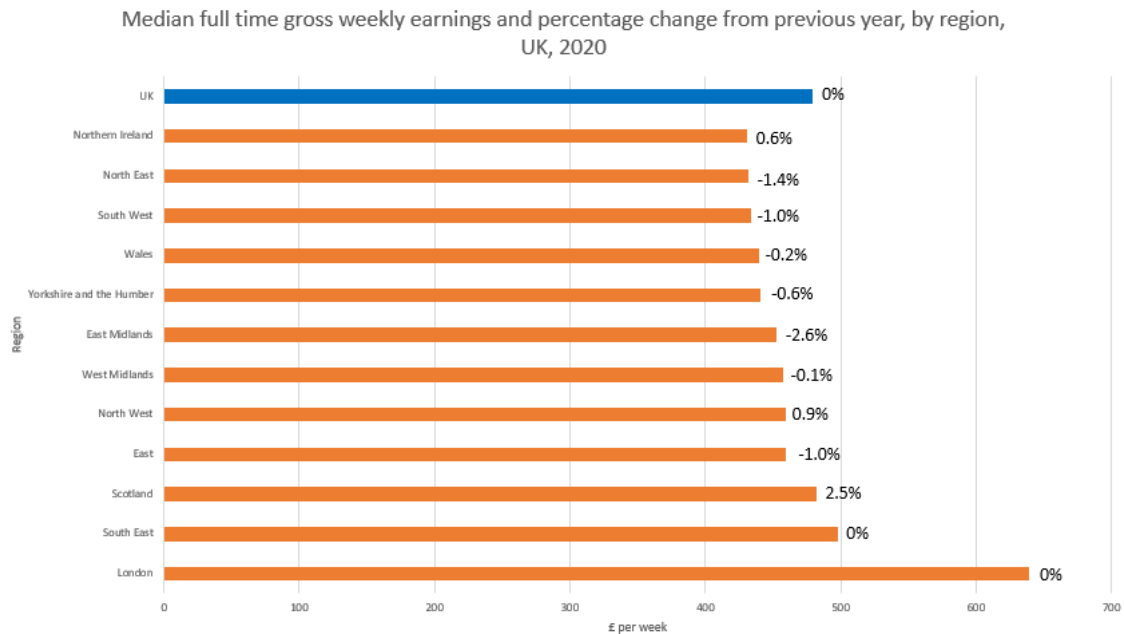
⁵¹ ONS data release 18th November 2020

⁵² HR Magazine October 2020

6.3 Growth in Earnings

About half of organisations⁵³ may not expect to give an annual pay uplift as normal and impose a pay freeze. However despite the pandemic and the rising of unemployment, earnings in some sectors still continue to grow. Some organisations have prospered as the economic activity has switched online, whilst others have been able to continue, largely unaffected by employees shifting to home working. The range of rises therefore spans from 0% to 2%+⁵⁴.

Annual Survey of Hours and Earnings⁵⁵ (ASHE) data, shown below, reports median gross weekly earnings for full-time employees in the UK, is showing that, overall, wage growth remains flat across the UK at 0%. This is also the position in London (down from 3.3% growth in 2019). It should be noted that this data relates to the period April 2019-March 2020, and so does not fully reflect the effect of the pandemic.



6.3.1 Effect on base pay

The current economic indicators overall effect on pay are set out below:

- The CPI including owner occupiers' housing costs (CPIH) 12-month inflation rate was 0.8% in December 2020, up from 0.6% in November.
- The largest contribution to the CPIH 12-month inflation rate came from recreation and culture (0.35 percentage points).

⁵⁴ Expert HR

⁵⁵ ONS ASHE Data release 3rd November 2020

- Rising transport costs contributed 0.11 percentage points to the monthly change, while increasing prices for clothing, and recreation and culture items both contributed 0.10 percentage points to help increase inflation; these were partially offset by a downward contribution from falling food and non-alcoholic beverage prices.
- On a monthly basis, the CPIH grew by 0.2% in December 2020, following a 0.1% fall in November.
- As a result of restrictions caused by the coronavirus (COVID-19) pandemic easing in some areas in December 2020, the number of CPIH items identified as unavailable was nine, accounting for 2.0% of the basket by weight; this number had decreased from 72 in November; for the December collection (which took place on or around 15 December 2020), we collected a weighted total of 81.5% of comparable coverage collected before the first lockdown (excluding unavailable items).

6.3.2 Comparison of current base pay rates

As explained, the NPCC are not putting forward a request for an annual uplift for 2021/22, which otherwise would take effect 1st September 2020. This applies to all ranks, and also dog handlers' allowance.. Appendix E shows the current placing of ranks against the Korn Ferry data and this will be updated later this year.

7 POLICE PENSION INITIATIVES & ISSUES

Pensions are not formally part of the PRRB remit. However it is important that the PRRB understands the current pension considerations facing forces and officers as a result of the recent adjudication, and how pensions affect total remuneration

7.1 Background

In April 2015 most of the main public service pension schemes were reformed to ensure greater fairness between lower and higher earners, future sustainability and affordability. These reforms introduced career average pension accrual as opposed to final salary linked benefits and increased normal pension ages. The police normal pension age increased to age 60, with actuarially reduced benefits payable from 55. In many other public service schemes, normal pension age moved to state pension age.

The Coalition Government negotiated with trade unions and other member representative bodies that those closer to retirement age would be fully or partially excluded from the reforms. The group identified were those up to 14 years from their normal pension age in their current scheme as at April 2022. Those with up to 10 years from their normal pension age remained in their current, 1987 or 2006 'legacy' scheme. Those between 10 and 14 years away from their normal pension age moved to the new 'reformed' scheme, but later than April 2015. The last members in this group will move to the reformed scheme on 31 March 2022.

The Courts subsequently found this difference in treatment to particularly discriminate against younger members. Please note that the discrimination concerned only the transitional arrangements, not the 2015 career average scheme itself.

In July 2020, the government published a consultation requesting views on proposals to address this unlawful discrimination. The changes were proposed as a 'Remedy' to the unlawful discrimination concerning the transition arrangements. For further information on Remedy, please see the Home Office information published in September 2020⁵⁶.

⁵⁶<https://www.gov.uk/government/publications/public-service-pension-schemes-guidance/guidance-on-the-public-service-pension-schemes-consultation>

7.2 Pension Remedy

The main points of the Remedy proposed in the consultation are that:

- Eligible members who joined schemes prior to April 2012 will now have a choice of benefits for the Remedy Period of 1 April 2015 (the date reformed schemes were introduced) until 1 April 2022: members may elect either to be members of the 'legacy' final salary schemes (1987 and 2006 in policing) or to be members of the reformed 2015 career average (CARE) scheme.
- The consultation identifies two options for when this choice should be made: either immediate, soon after April 2022 when all members will be placed in the reformed scheme, or deferred to the individual retirement date in future years. Most responses to the consultation favoured the latter, deferred choice as better for members to assess and understand their benefit options for the Remedy period.
- Following the end of the Remedy Period, from April 2022 all members will be placed in the reformed CARE scheme for all future membership, regardless of age or former scheme. This will end the discrimination identified in the courts.
- So eligible members will have a combination of benefits: final salary until April 2015, a choice of benefits between 2015 and April 2022 and career average benefit accrual from 2022 onwards.

7.3 Workforce Impact

These changes have been highly controversial and adversarial: the claims were led initially by the judges and firefighters' trade union. Within policing, the independent lawyers Leigh Day took forward claims from around 13,000 individual officers, comprising claims for pension Remedy together with separate claims for pecuniary losses and injury to feelings. These separate claims are still progressing through the tribunal and will not be heard until late 2021.

The Superintendents' Association and Federation have recently (late 2020) submitted separate individual claims for pecuniary losses and injury to feelings from around 40,000 officers who had not submitted claims through the Leigh Day action. They propose that these claims be dealt with alongside similar claims submitted by Leigh Day.

The workforce impacts are therefore pervasive and perverse:

- Together there are over 50,000 officers with claims against their employer and around 100,000 potentially

in scope for Remedy, including pensioners and deferred members. This has created a climate of mistrust and suspicion around pension reform and had a negative impact on morale.

- There is already a lack of understanding of the structure and value of pension within the overall reward package. The Scheme Advisory Board has evidence of opt out rates of around 10% among early-mid career officers with 7 – 10 years' service. Further data is being sought on the impact of auto re-enrolment of officers, which took place in most forces during 2020, to determine whether this has improved the position.
- Remedy is potentially positive news for the 76,000 officers transitioned in 2015 or subsequently into the CARE arrangements, who now will have access to final salary membership for up to 7 years. Final salary schemes provide earlier access to pension and have better lump sum benefits than CARE.
- For those with access to the 1987 scheme (pre-2006 joiners), there are valuable features of weighted accrual and a final salary link which means actual service is enhanced to reflect in part the potential to accrue at a higher rate in the last 10 years of service. The 1987 scheme has accrual at 1/60 for the initial 20 years of service, followed by accrual at 2/60. A member transitioning in 2022 with 19 years' service in the 1987 scheme has accrued 19/60 of their final salary. If they continue to serve in membership of the 2015 scheme until completing 30 years' service, they will have a 1987 pension of 19/45 final salary and the 'final' salary will be the one they are receiving in 2033. This feature is currently little understood and communicated, since most retirees have had full protection and this feature is not relevant to them.
- Many officers, especially those with long service over 25 years, may see the transition to CARE in April 2022 as a negative step and may consider leaving earlier than they would have done, taking their additional final salary benefits under Remedy and leaving in order to avoid perceived negative impact of transferring to the CARE arrangements. NPCC has already identified this as a risk to uplift and intend to put in place a communication campaign to ensure officers understand the changes and are clear about the benefits outlined above available to them.
- There will also be a financial impact for many; while member contributions for CARE are higher than those of the 2006 scheme, so members electing for 2006 scheme membership will receive a refund of contributions, the 1987 scheme requires higher contributions. Over the Remedy Period, these would amount to around £2,000 for a constable to around £8,000 for a Chief Superintendent. These are gross figures and details of how additional contributions will be collected have yet to be worked out, but this will have a depressive impact on take home pay for some time for all those choosing membership of the 1987 scheme, which is likely to be 99% of those eligible, around 54,000 officers.

- As context, a constable might see their gross contributions reduce in 2015 membership by around £300 per year. If outstanding contributions were recovered at the same rate, this would require repayment over 7 years, equivalent to the Remedy period. If these were recovered over a shorter time, there would be a negative impact on gross earnings.
- For Superintending ranks, reversion to the final salary scheme is likely trigger additional pension tax charges, especially for those reverting to the 1987 scheme and accruing benefits at a rate of 2/60 per year. Whilst this tax can in many cases be discharged through 'scheme pays' arrangements and be deducted from pension benefits, in some cases members may have to pay the tax charge themselves from their taxed income.

7.4 Recent developments

The legal case is now progressing to the test case stage with evidence and submissions relating to 'injury to feelings' being developed for the next hearing at the end of 2021. Separately, the staff associations have advised of 40,000 such claims to be submitted to forces. The team is working in collaboration with the claimant legal representatives to minimise administration for force legal departments. With regard to claims for financial loss, it is anticipated that any claims will be submitted once government has issued its response to the consultation exercise.

The team is in confidential discussions with HMT and Home Office on the likely outcome to the consultation and Remedy implementation issues. The outcome is expected in January 2021.

A readiness assessment by Forces is shaping how the NPCC Team engages with Home Office on governance, project management and co-ordination across the 43 forces. Based on the local force responses, proposals were shared with Force Leads in the Remedy Working Group. Force/ collaborated groups of forces are being advised to put in place a dedicated Remedy lead post and plan for a 50% increase in pension administration costs in 2021/22. This will be shortly communicated to Force CFOs alongside writing out to advise forces of contributions to the expanded NPCC Pensions Team.

The NPCC Pensions team is also engaging with software suppliers, the large outsourced pensions administrators and in-house providers to both understand and shape their approach, plans, and progress to delivery of Remedy against the timescales set out in the consultation.

7.5 Future action

The team is also working on improving communication, both with forces and with individual members. It is hoped to launch a web-based communication in spring 2021, which will provide content and updates for force communication and intranet. The intention is that this will be a broader based tool which also allows for communication about the pay framework, so potentially allowing for a longer term solution to the need to communicate with officers and forces on pay and conditions from the perspective of total reward.

Dialogue continues with Home Office officials on the medium-term funding and resourcing requirements to deliver Remedy. Recruitment activity has commenced to strengthen the NPCC pensions team, initially to provide some programme management and co-ordination activity and subsequently to put in place a full-time NPCC Head of Pensions and increased Pension Advisor capacity.

8 DELIVERY & GOVERNANCE

This section outlines the governance of the pay reform programme and the strengthened structure for the continuation of the whole NPCC pay and conditions portfolio

8.1 Governance of change

Pay Reform is managed as a 'programme of change' with the appropriate programme disciplines in place. This includes ensuring any risks are appropriately identified and managed. Up to now, the National Reward Programme Board, chaired by the Programme Director, has overseen its delivery. The Programme Director reports progress to the National Pay and Conditions lead, currently CC Matt Jukes, who is the Senior Responsible Owner (SRO) for Pay Reform and ultimately accountable for its delivery. The SRO is accountable to the NPCC and Workforce Co-ordination Committee (the sponsoring group for this programme). Any recommendations for investment and required policy changes are made to the Home Office.

There has also been a Steering Group made up of chief officer representatives, providing senior operational and HR advice to the Programme Director, testing and challenging the proposals prior to CCC. The CoP and the APCC have been included in this group, facilitating strategic alignment between the different policing bodies. In addition to this, a Design Working Group (DWG), made up of senior HR and Reward practitioners has assisted the NRT in the development and testing of the proposals prior to taking them to the Steering Group.

This employer governance feeds into the PCF, a joint forum independently chaired to discuss pay and conditions related matters. Pay reform proposals are discussed and taken forward at this forum prior to making a recommendation to CCC and the PRRB. The PCF is made up of police representative bodies (NPCC, APCC) and staff associations (PFEW, PSA, CPOSA), with the College being represented at the quarterly meetings.

However, going forward from the 1st April 2021 the governance for Pay Reform will change, it will be aligned to the new governance structure of the wider Pay and Conditions Portfolio. The intention is to provide the NPCC Pay and Conditions lead with clear oversight of the complete portfolio in one governance board, recognising the synergies and interdependencies. The five strands/ programmes feeding into the portfolio board will be as follows:

1. Pay Reform Programme
2. Pay & Related Conditions (an ongoing delivery strand of the portfolio)

3. Retention Programme (to deliver the retention strand of PUP – oversight only, responsibility for its delivery sits with the Uplift Programme)
4. Pay and Reward evidence (an ongoing delivery strand of the portfolio)
5. Pensions (an ongoing delivery strand of the portfolio)

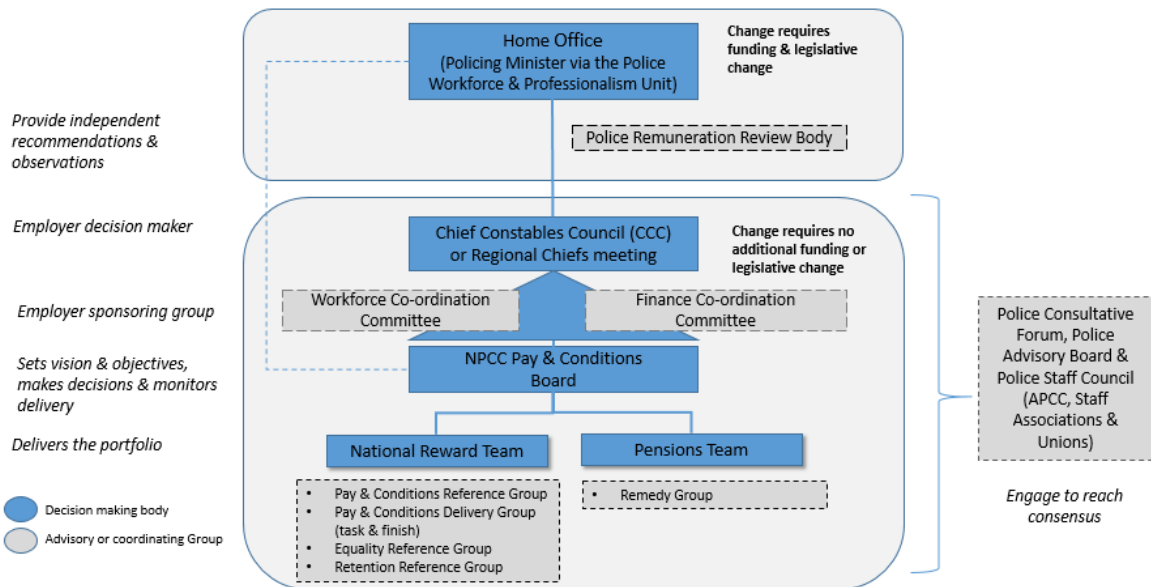
PAY AND CONDITIONS PORTFOLIO				
<p>CURRENT: To lead and co-ordinate issues relating to the pay and conditions of all officers and staff on behalf of chief constables in their role as employers. To ensure pay and conditions are aligned to the broader changes impacting on the Service. (WFCC)</p> <p>REVISED: To deliver a reformed pay and reward framework, on behalf of chief constables in their role as employers, which provides an evidence-based and sustainable approach to reward, including the pay, pension, and related conditions of all officers and staff. This needs to be sufficient to attract, motivate, and retain officers and staff, and help to ensure that the service is well placed to achieve NPV 2025, deliver the Uplift Programme successfully, and achieve a managed resolution to the issue of police pensions.</p>				
1. PAY REFORM	2. PAY & RELATED CONDITIONS	3. RETENTION	4. PAY & REWARD EVIDENCE	5. PENSIONS
To reform the pay and reward framework focusing on linking progression to performance, and incentivising skills and roles which are hard to fill and critical to retain.	To work with forces and staff associations through the Police Consultative Forum to develop and implement policies and guidance which assist in retaining and motivating officers and staff.	To work with forces to build understanding of retention figures (particularly in terms of diversity and equality) and factors which could reduce attrition (both at force level and nationally). To encourage innovation and the sharing of good practice.	To set up and maintain a robust and sustainable evidence base to inform pay recommendations and pay policies.	Represent NPCC to achieve resolution of McCloud ET process with Counsel, NPCC Steering Group, Govt Legal. Co-ordinate across the 43 forces the impact of ET judgment on remedy implementation and individual compensation.

The NRT is responsible for delivering strands 1 to 4 and a separate NPCC Pensions team is responsible for the 5th strand. The two teams work together closely to ensure alignment (eg working towards total reward statements for officers and staff).

For the Pay Reform Programme, the resultant changes from the 1st April 2021 will be as follows:

- The delivery of Pay Reform will report into the NPCC Pay and Conditions Board
- Steering Group members will attend the Board and the Steering Group will close
- The Design Reference Group will be modified into a Pay and Conditions Reference Group – to reflect the move to the delivery phase and the scope of work within the portfolio. This group will continue to be made up of senior HR and Reward practitioners assisting the NRT in developing its proposals prior to taking them to the Pay and Conditions Board.

The governance structure for the Pay and Conditions Portfolio from 1st April 2021 is shown below.



8.2 The National Reward Team & Transition to the HR Strategic Hub

The NRT is responsible for police remuneration, on behalf of the National NPCC lead, delivering four of the five Pay and Conditions strands.

The team currently comprises of five core members seconded from different forces, supported by two additional contractors. The team includes a wide spread of specialists, with extensive knowledge of the policing sector, HR, Reward and Change Management. The team also continue to rely on specialist professionals brought in to deliver specific programme deliverables, as well as the retention elements of the PUP.

The NRT continues to be a non-permanent team funded through the Police Transformation Fund and more recently in 2019/20 through a Home Office grant. This arrangement has been in place since 2014/15, when the Home Office handed responsibility for 'police reward' to the service. For 2021/22 the Home Office will not fund the NRT.

The NPCC acknowledges policing needs access to specialist resources on pay and reward and will be integrated within the workforce elements of the NPCC Strategic Hub. This will ensure a coordinated approach, with specialists working on: pay reform; pay and reward evidence; wider pay and conditions work; retention; and pensions, alongside those with a wider focus on development and wellbeing. The majority of funding for 2021/22 will come directly from Chief Constables and an agreed allocation from the NPCC operating model. Funding thereafter will be subject to a business case being developed in 2021.

In 2021/22, the NRT will continue to deliver and embed the national reward capability in the context of the development of the central HR Strategic Hub. From 2022/23 it is anticipated there will be a clearer integration between the NRT, wider workforce coordination and the strategic hub.

8.3 Stakeholder Management - Engagement and Consultation in 2020

Significant steps have been taken in 2020 to continue to improve stakeholder engagement and the NPCC remains committed to ensuring that as much consensus is reached as possible on its pay reform proposals and pay and related conditions.

We have continued to seek to achieve this through a process of 'continuous engagement' which is the ongoing involvement of staff associations and other key stakeholders in the development of the changes. This type of engagement is intended to ensure concerns and views are raised as the design is developed, providing an opportunity for police representative bodies to influence decisions or changes in direction prior to employer approval and formal Home Office led consultation on determination changes. We have initiated continuous engagement both inside and outside of PCF. This approach is reliant on a willingness of police representatives to participate in the process and, if embraced, will prove beneficial once formal Home Office led consultation begins. We recognise that the statutory requirement to consult on policy changes will only take place once the employer has approved the proposals and intends to proceed. We are, however, committed to doing all they can to have reached a consensus on the policy changes prior to this formal stage.

To facilitate this, we have embedded weekly informal one to one meetings with staff associations outside of PCF and arranged several task and finish groups to discuss and develop specific elements of pay reform and the wider pay and conditions proposals.

We recognise that it has sometimes been difficult to provide staff associations with sufficient notice to consider NPCC proposals. Particularly in the development of the pay and conditions related COVID-19 policies. Under Operational Talla, there was a need to develop and prioritise at pace.

In November 2020, we entered a period of 'employer led consultation' following the same process as it did in 2019. The consultation period built upon the continuous engagement that had taken place in 2020 and is, separate and in addition to the Home Office led process on determination changes. It is intended as a formal employer led process, to seek views from forces, staff associations and other key stakeholders on the NPCC proposals. It also seeks feedback not just on the content of the proposals but also how the individual elements should be prioritised. In terms of scope, views were sought on both pay reform proposals and a range of pay and related conditions.

The consultation product, Appendix H, was issued to all forces, staff associations and other stakeholders (including the APCC and the CoP) between November and December 2020, providing sufficient time to allow for the proposals to be properly considered. Force responses were collated via a survey and staff associations provided feedback. The consultation feedback influenced the final recommendations presented to CCC in January 2021.

In addition to this, throughout 2020 we arranged dedicated meetings with other stakeholders and attended a number of finance, workforce and CoP meetings to ensure proposals aligned. We also regularly met with the APCC and the NPCC lead on Police Staff pay.

A series of working groups were also established to develop the chief officer and superintending proposals, reporting into a separate steering group. All relevant stakeholders were represented.

Following the publication of the 2020 PRRB report, we produced a consolidated table of the actions and led a prioritisation exercise with PCF members to determine the high and medium priorities. This exercise identified where there was consensus between members (in terms of priority) and where focus needed to be applied. All PCF members felt this was a useful exercise and will replicate it in 2021. The table of actions and agreed priority is shown in Appendix B.

As demonstrated in the individual sections in this report, our approach to engagement and consultation has helped achieve a level of consensus on the pay reform proposals being taking forward.

8.4 Equality Impact Assessments

The Cabinet Office has reminded government departments, and by extension public sector organisations and private providers exercising public functions, of their Public Sector Equality Duty (Equality Act 2010) i.e. to show due regard to equality in every part of our work. So, when we are developing new ways of working, consideration of equality must be at the forefront and influence our thinking from the start. As indicated above, Under the Equality Duty, employers must have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- Advance equal opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

We fully recognise the need to comply with the duty imposed by the Equality Act (2010). Our guidance to forces presents EIAs as an essential and positive process, which ensures that officers are treated fairly as changes to working conditions are introduced.

Legal advice has been sought on a regular basis to confirm that the proposals detailed in this submission are valid and are in line with our requirement that all new NPCC policies and proposed determinations constitute legitimate aims.

In practice, there will be both a high level EIA at national level, which we will assist the Home Office in formulating, which provides both an overview and recommendations. Forces will then be required, as individual employers, to fulfil their own requirements, which will each depend upon local requirements, workforce profiles and other issues. This approach reflects best practice across other public sector bodies.

To ensure the high level EIA is as thorough as possible, The NRT has established an Equality Reference Group (ERG). This group was instigated by the National Pay and Conditions Lead in order to provide stakeholder feedback and advice on equality matters for proposals of change being developed by the NRT. The group comprises of stakeholders in the protected characteristics groups in policing. Staff associations are not members of the ERG to avoid a potential conflict of interest with respect to their members. Instead, they are kept up to date at PCF.

The NRT has also developed an equality assessment process, which is completed for all proposals of change, both in terms of pay reform and pay and related conditions. This process determines the level of risk and its mitigations. Section 3 explains the completed Targeted Variable Payment assessment in more detail and Appendix F outlines the process.

The NRT believe EIAs produced by the NRT coupled with ongoing legal advice, will assist individual forces and ensure compliance with the equality duty. The NRT are confident the action taken to date is appropriate and will continue to be developed prior to the finalisation of any regulatory change.

The NRT will seek to assist forces in completing their own assessments. The NRT will also produce guidance and monitor the implementation of the framework elements to ensure compliance with the principles of the EIA.

8.5 Communication Strategy

The NRT's overarching strategic approach to all reward communication is as follows:

- To inform - to let forces and other key stakeholders know when pay and conditions policies and national advice is changing. It is for forces to cascade this out as required, using national messaging, advice and guidance documents (where issued).
- To involve - to give all stakeholders the opportunity to feed in to the process and feel that they have had the chance to help shape it.
- To persuade - to land reform and other changes smoothly and effectively, avoiding conflict where possible and convincing audiences that it is necessary, beneficial and deliverable.
- To support wider policing reform - to position reform and other changes as an enabler of the 20,000 uplift and wider workforce modernisation which will improve outcomes for the public.

- To build confidence - to build stakeholder trust and confidence in the NPCC as an effective enabler and deliverer of change, paving the way for further reform as needed.

In terms of pay reform, for officers there is still minimal awareness of what it is and how it might impact on them. With an incremental approach to delivery having now been taken and with no large base pay scale changes due, we agreed it was not necessary for forces to communicate pay reform in 2020.

Going forward, the intention is that national communication on pay reform will dovetail into national communication on pension reform, to bring together all messaging on the total remuneration package. As explained in section 7, in 2021/22 we will be communicating the pension changes to ensure officers understand the benefits to enable them to make an informed choice. We intend to use the same vehicle of communication to deliver clear, consistent national messaging, educating officers to better understand how their pay is made up – including the P Factor and the use of benchmarking. Knowing if you are fairly paid relative to the market and understanding how your pay is determined can help build trust and acceptance. High level messaging on Targeted Variable Payments and the Pay Progression Standard will also be included. Although, as these elements of pay reform require local process change, it will be necessary for forces to use national messaging and guidance documents to communicate the respective local changes to their officers and teams.

We have issued regular advice notes to forces, communicating the pay and conditions related changes, including the service-wide response to Uplift and COVID-19.

8.6 Pay Reform work plan and delivery timeline

As explained in the 2020 PRRB submission, the NPCC refocused the Pay Reform Programme priorities to take account of changing political priorities, operational pressures, and organisational capacity and an incremental approach to delivery was adopted. The phases of the programme are as follows;

- Phase 1 – To develop and produce the outline design of the National Reward Framework (delivered in 2018/19).
- Phase 2 – To develop and produce the detailed design of the National Reward Framework and the case for delivery (delivered in 2019/20).
- Phase 3 – To implement the National Reward Framework
 - Strand 1 (delivered in 2020/21)
 - Strand 2 (to be delivered in 2021/22)
- Phase 4 – Review

The delivery phase has been split into two, to reflect the incremental approach taken to delivery. Strand 1 was delivered in 2020/21 and strand 2 will be delivered in 2021/22, subject to PRRB comments on the NPCC proposals

outlined in this report.

Once the strand deliverables have been implemented, ongoing monitoring and reporting will be absorbed into the ongoing activities of the National Reward Team. The NRT will also evaluate the expected benefits and outcomes against the original change proposals. The expected benefits and outcomes of the Chief/Superintending and Chief Officer proposals as well as the Pay Progression Standard are outlined in the individual pay reform sections in this report.

Once the implementation phase is delivered, the NPCC will have delivered pay reform and the programme will move to closure.

Any further changes to fixed pay will be developed by the NRT as business as usual activity and taken forward via the Pay & Conditions governance structure, prior to being presented to the PRRB. This includes the delivery of the agreed C/Supt and the proposed Chief Officer remuneration changes. The timeline for this is subject to a change in the Governments public sector pay policy.

The overarching delivery timeline (phase 3) is shown in the table below:

The Reward Framework	2020/21 (strand 1)	2021/22 (strand 2)	2022/23 (business as usual)
Fixed Pay New base pay scale	Change in Sgt. pay scale	No base pay changes to be delivered, due to the current public sector pay policy.	Once the public sector pay policy changes, the implementation of C/Supt & DCC/ACC proposals will be taken forward by the NRT under Pay & Conditions governance, along with any proposed base pay changes to other ranks
Benchmarking Incorporated into base pay policy	The use of market benchmarking incorporated into NPCC pay policy		
P Factor Incorporated into base pay policy		The P Factor incorporated into NPCC pay policy (at 13%) & X Factor revoked	
Pay Progression Model for all ranks		New pay progression model linked to competency (PDR)	
Targeted Variable Pay		Targeted variable payments introduced & temporary arrangements revoked	

The timeline for the individual framework elements is shown in section 3.2.

APPENDICES

A – POLICING MINISTER LETTER

B – 2019 PRRB ACTIONS AND PCF PRIORITISATION

C – WORKFORCE COORDINATION

D – P FACTOR VALUATION PAPER AND DESCRIPTORS

E – KORN FERRY DOCUMENTS

F – EQUALITY IMPACT PROCESS

**G – CHIEF OFFICER STEERING GROUP REPORT &
RECOMMENDATIONS**

H – 2020 CONSULTATION SURVEY