

Appendix A – List of all recommendations from the Winsor Review

Winsor Part I

Chapter 1

Recommendation 1 – The Police Service of Northern Ireland and the Northern Ireland Policing Board should review the Northern Ireland transitional allowance with a view to increasing the rate by 12.5% to £2,994 for September 2010/11.

Chapter 2

Recommendation 2 – Police constables, sergeants, inspectors and chief inspectors should receive an additional 10% of their basic pay, on an hourly basis, for hours worked between 8:00pm and 6:00am (non-pensionable).

Recommendation 3 – Police staff should not receive additional shift premium (time and a half or double time) for weekend day working if it is part of their normal contracted hours. The rate for routinely working a public holiday should be reduced to double time only. This should be agreed in the Police Staff Council and incorporated into individual contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.

Recommendation 4 – The Office of National Statistics should consider disaggregating police staff in their Annual Survey of Hours and Earnings in the future, so that their pay can be more easily compared and understood.

Recommendation 5 – Determination Annex E, made under Regulation 22 of the Police Regulations 2003, should be amended to require the chief officer to consult, rather than agree, with the local joint branch board and individual officers in connection with the bringing into operation of a variable shift arrangement. That consultation should take place over a period of at least 30 days. Before making his decision, the chief officer should be required to consult the affected officers and take full account of their individual circumstances, including the likely effects of the new arrangement on their personal circumstances. New shift arrangements should not be brought into effect earlier than 30 days after the communication of the decision of the chief officer.

Recommendation 6 – Determination Annex G, made under Regulation 25 of the Police Regulations 2003, should be amended to replace time and a third premium pay for casual overtime with plain time. The minimum hours for being recalled between duty should be abolished and instead paid at plain time for the hours worked, with travelling time.

Recommendation 7 – Determination Annex H, made under Regulation 26 of the Police Regulations 2003, should be amended to remove double time premium pay and the notice period of five days for working on a rostered rest day. Time and a half premium pay should be payable for working on a rostered rest day with fewer than 15 days' notice.

Recommendation 8 – Determination Annex H, made under Regulation 26 of the Police Regulations 2003, should be amended to allow the payment of overtime at double time for 25 December and seven other days chosen for the next financial year by the officer before 31 January. Cancellation with fewer than 15 days' notice should require the authority of an Assistant Chief Constable.

Recommendation 9 – The Police Staff Council’s handbook, Section 1, paragraph 6.1.2 should be amended to provide for the payment of additional hours of Sunday working at the rate of time and a half. This should be agreed in the Police Staff Council and incorporated into contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.

Recommendation 10 – For working public holidays, police staff should receive double time for working on 25 December and on seven other days chosen for the next financial year by the employee in question before 31 January. Cancellation with fewer than 15 days’ notice should require the authority of an Assistant Chief Constable. This should be agreed in the Police Staff Council and incorporated into contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.

Recommendation 11 – Police officers on mutual aid service should be paid for the hours they are required to work each day, plus travelling time to and from the place of duty. Where those hours coincide with the unsocial hours period, or the duty has been required at short notice and they are eligible for the new overtime rates, the officer should be paid at the applicable premium rates.

Recommendation 12 – The definition of ‘proper accommodation’ should be revised to describe a single occupancy room with use of en suite bathroom facilities. Where such accommodation is not provided, the officer should receive a payment of £30 *per* night. The current definition of ‘higher standard accommodation’ should be removed and not replaced.

Recommendation 13 – Officers held in reserve on a day and who have not been paid for any mutual aid tour of duty that day, should receive the on-call allowance of £15 for that day.

Recommendation 14 – The Police Advisory Board should establish and publish improved guidance as to the types of outside jobs and business interests which are likely to lead to the rejection of applications in this respect. This should be done after consultation with potentially affected parties or their representatives.

Recommendation 15 – Regulation 7(5) of the Police Regulations 2003 should be amended to remove the Secretary of State from the appeals process.

Recommendation 16 – A medal should be awarded for five years’ service as a special constable.

Recommendation 17 – Special constables should be eligible for police team recognition awards alongside regular police officers and police staff.

Recommendation 18 – Special constables should be eligible for all new police medals.

Recommendation 19 – The Special Constables (Amendment) Regulations 2002 should continue to be used in connection with the provision of financial rewards for special constables, where police forces consider that they will be effective and represent value for money, but the role of the Home Secretary in approving those schemes should be removed.

Chapter 3

Recommendation 20 – Police officers and all members of police staff below the top of their pay scale should be suspended at that increment for a two-year period commencing September 2011.

Recommendation 21 – The current systems of performance-related pay should be suspended until September 2013.

Recommendation 22 – Forces reviewing their performance and development systems and training for managers should do so in the knowledge that they may be used in determining pay within the next two to three years.

Recommendation 23 – There should be no changes to the present basic pay arrangements for Chief Constables and Deputy Chief Constables.

Recommendation 24 – Assistant Chief Constables should move from their current pay scales onto a single rate for the job based on the weight of what they do, in the same way as their Chief Constable and Deputy Chief Constable colleagues. Part 2 of this review will set out in more detail how such a scheme should be implemented.

Recommendation 25 – The chief officer bonus scheme should be suspended for a two-year period commencing September 2011.

Recommendation 26 – The post-related allowance for chief superintendents should be retained at its present level for the short-term, to reflect the different weights of jobs at the same rank.

Recommendation 27 – The bonus scheme for superintendents and chief superintendents should be suspended for a two-year period commencing September 2011.

Recommendation 28 – The higher basic pay for London inspectors and chief inspectors should be retained in the short term.

Recommendation 29 – Competence Related Threshold Payments should be abolished from 31 August 2011 and all outstanding CRTTP payments up to that date should be paid on a pro-rated basis.

Recommendation 30 – Chief officers should continue to be able to make *ex gratia* payments of £50 to £500 to any officer to recognise a piece of work which is outstandingly demanding, unpleasant or important.

Recommendation 31 – Chief officers should recognise whole teams, both officers and staff, with a team recognition award payment of £50 to £100 each for outstandingly demanding, unpleasant or important work, or outstanding work for the public.

Recommendation 32 – ACPO and the Police Federation of England and Wales, along with other interested parties, should convene a working group to establish a series of new national policing awards.

Chapter 4

Recommendation 33 – Special Priority Payments should be abolished from 31 August 2011 and all outstanding SPPs up to that date should be paid on a pro-rated basis.

Recommendation 34 – An interim Expertise and Professional Accreditation Allowance of £1,200 *per annum* should be introduced from September 2011 for officers meeting the skills or length of service criteria in the four stated priority functions. It should be paid monthly and pro-rated where an officer works part-time. It should be removed when an officer leaves the qualifying role.

Recommendation 35 – The Expertise and Professional Accreditation Allowance should be expanded or replaced when a more sophisticated system of job banding or professional accreditation is established and has been introduced.

Recommendation 36 – Arrangements for police forces to recognise the skills of police staff should remain unchanged in the short term.

Chapter 5

Recommendation 37 – Police Authorities should be required to pay all reasonable costs arising from the sale and purchase of a chief officer's house, and should pay all tax liabilities arising from any relocation packages, so that, for the chief officer concerned, there is no personal financial disadvantage.

Recommendation 38 – Police Authorities should publish details of all benefits for chief officers and their values in their annual reports, itemised by officer.

Recommendation 39 – Chief officers should provide receipts for all expenses, and information as to expenses above £50 paid to chief officers should be published quarterly on the Police Authority's website.

Recommendation 40 – The section on officer accommodation in the 'Guide to conditions of service for police officers seconded to central services' should be revised. The presumption should be that officers are accommodated in property owned by the relevant organisation or wider police service. Only when no such property is available should private rental property be used, and the cost of accommodation should be kept to a reasonable minimum, including an expectation of approximately 30 minutes' travelling time to work. Officers should only be reimbursed for actual accommodation or purchase of a property in exceptional circumstances.

Recommendation 41 – Receiving organisations should list where they have agreed exceptional accommodation charges with officers in their annual report on an anonymised basis.

Recommendation 42 – Regional allowances should remain unchanged in the short term.

Recommendation 43 – The replacement allowance for housing should remain. However, the amount an officer receives should not increase from 31 August 2011 with changes in personal circumstances, such as promotion. The existing framework, by which the amount an officer receives reduces when he lives with another officer also receiving the allowance, should remain.

Recommendation 44 – A national on-call allowance for the Federated ranks should be introduced from September 2011. The amount of the allowance should be £15 for each occasion of on-call after the officer in question has undertaken 12 on-call sessions in the year beginning on 1 September. An on-call occasion should be defined as the requirement to be on-call within any 24-hour period related to the start-of-the-police-day.

Recommendation 45 – The national on-call allowance should be reviewed by the Police Negotiating Board three years after its introduction in the context of better management data.

Recommendation 46 – The link between the Motor Vehicle Allowance for police officers and that for local authorities should be re-established from September 2011.

Recommendation 47 – First-class travel expenses for the ranks of superintendent and above should be published quarterly on the force's website.

Recommendation 48 – Officers' maternity entitlement should increase from 13 weeks at full pay to 18 weeks at full pay, with officers having the option, with the agreement of their chief officer, to spread the final five weeks of maternity pay over 10 weeks at reduced rate.

Recommendation 49 – Staff standby allowance should be reduced to £15 from September 2011.

Recommendation 50 – First-class travel expenses for police staff members should be published quarterly on the force’s website.

Chapter 6

Recommendation 51 – Regulation 13 of the Police Regulations 2003, which allows for the dismissal of officers, should be retained for probationary officers.

Recommendation 52 – All police forces should take steps to learn from those police forces which have attained best practice in the area of the handling of poor performance and discipline, including in the training of supervisors who may have to use UPP procedures.

Recommendation 53 – Police forces should collaborate to identify a cadre of Assistant Chief Constables who specialise in unsatisfactory performance and attendance procedures and hear cases across police force boundaries.

Recommendation 54 – The Police (Performance) Regulations 2008 should be amended to provide that if a police officer has had two or more adverse determinations made against him, on substantive (rather than procedural) grounds, in concluded UPP proceedings within the past five years, subsequent UPP proceedings should begin at Stage 3.

Recommendation 55 – The Police Pension Regulations should be amended to allow chief officers to make a choice in relation to the time at which their pension benefits crystallise.

Recommendation 56 – The existing regime concerning the severance terms which may be provided to Chief Constables and Deputy Chief Constables should be retained in the short-term.

Recommendation 57 – The criteria for the use of the powers in Regulation A19 should be amended, with service-critical skills and performance being explicit considerations.

Recommendation 58 – As quickly as possible, police forces should be provided with the ability to offer voluntary exit terms to police officers, substantially on the terms contained in the Civil Service Compensation Scheme 2010.

Recommendation 59 – Regulation 5(4) of the Police Regulations 2003 should be amended so that an officer giving written notice to return from part-time to full-time working, must be appointed by the Police Authority within two months if the force has a suitable vacancy, and within four months of the notice being received.

Recommendation 60 – The current system of severance for police staff, with its local flexibility, is appropriate and should remain.

Chapter 7

Recommendation 61 – Forces and their occupational health departments should continue to develop and improve schemes to monitor the use of long-term sickness, recuperative duty and restricted duty, to improve the management of those on restricted duties and work with officers to bring them back to full duties as quickly as possible.

Recommendation 62 – Current sickness policies should remain unchanged in the short term.

Winsor Part 2

Chapter 2

Recommendation 1 – The terms and conditions of police officers and staff should remain separate for the foreseeable future.

Recommendation 2 – The new police pay review body (see Chapter 10) should undertake a periodic review of the development of the police workforce, and its increasing professionalisation and specialisation, and make an assessment and recommendation to the Home Secretary as to the feasibility of attaining a greater degree of harmonisation of the terms and conditions of police officers and those of police staff. Where it is feasible, it should be done. The period in question should be five years.

Chapter 3

Recommendation 3 – From April 2013, an additional qualification should be added to the list required for appointment to a police force in Regulation 10 of the Police Regulations 2003. Candidates eligible for appointment to a police force should have either a Level 3 qualification, or a police qualification which is recognised by the sector skills council, Skills for Justice, or service as a special constable or service as a PCSO (or another staff role which the chief officer is satisfied provides appropriate experience). The chief officer should have a discretion in relation to which of these criteria should apply to applicants for entry to his force.

Recommendation 4 – Forces should collaborate on the development of policing qualifications.

Recommendation 5 – The passmark for the 2013 SEARCH assessment process should be raised to at least 70%. This should be reviewed after five years to ensure that the academic threshold is sufficiently rigorous.

Recommendation 6 – The basic training of police officers should be improved so as more fully to cover the essential features of the place of the police in the criminal justice system.

Recommendation 7 – The police service should establish a programme of intensive promotion of itself, and all the advantages it has to offer, to young people in schools and universities throughout the country.

Recommendation 8 – From August 2013, a national Direct Entry (Inspector) scheme should be established with the objective of improving police leadership and offering rapid training and promotion to individuals of high ability and capacity. It should be run by the Police Professional Body with the co-operation of police forces. The intake should be set annually, with at least 80 participants in each intake. Around half of the scheme members should be external graduates and half in-service officers and police staff members. The scheme should be rigorous and highly selective.

Recommendation 9 – The Direct Entry (Inspector) scheme should last three years for external candidates and two years for internal candidates. Successful candidates should attain the rank of inspector at the end of the scheme. In the first year, external candidates should gain policing experience, and by the end of that year pass an intensive version of the diploma in policing. At the end of this year, participants who have met the requisite standard of achievement should be promoted to sergeant and begin a two-year course where they will be joined by in-service candidates who have also been promoted to sergeant. This course should have a residential element based at the national police college, and time spent in force. The course should focus on leadership, operational policing and management skills. Assessment should be rigorous and continuous. There should be two examinations a year which must be passed. Successful participants should be promoted to inspector on completion of the course.

Recommendation 10 – Paragraph 1 of Determination Annex C, made under Regulation 12 of the Police Regulations 2003, should be amended to allow those on an accelerated promotion scheme recognised by the Home Secretary to serve a one-year probationary period, or shorter as the relevant chief officer determines in the circumstances of a particular case.

Recommendation 11 – Regulation 7(2) of the Police (Promotion) Regulations 1996 should be amended to provide that officers on an accelerated promotion scheme, recognised by the Home Secretary, should be promoted from constable to sergeant if they have met the criteria to join a recognised accelerated promotion scheme course, have completed one year's service and have passed a one year probation period, subject to the discretion of their Chief Constable. Officers promoted in such a manner should be on probation until they have completed two years' service at that rank or a recognised accelerated promotion scheme course, whichever is later.

Recommendation 12 – Regulation 7(4) of the Police (Promotion) Regulations 1996 should be amended to provide that officers on an accelerated promotion scheme recognised by the Home Secretary should be automatically promoted from sergeant to inspector upon passing a recognised accelerated promotion scheme course.

Recommendation 13 – The Police Professional Body should develop a distance-learning version of the policing technical certificate designed as a pre-entry requirement for the Direct Entry (Inspector) scheme and Direct Entry (Superintendent) scheme, or work with an appropriate education provider to do so.

Recommendation 14 – The Police Professional Body should lengthen the current 'Foundation for Senior Leaders' course so that those taking it learn about leadership, management and operational skills in greater depth. The course should last six weeks instead of three weeks.

Recommendation 15 – Officers wishing to become eligible for promotion to superintendent should first be required successfully to complete an enhanced 'Foundation for Senior Leaders Course'.

Recommendation 16 – Provision should be made in police regulations to enable police officers to be seconded to organisations outside policing for a period not exceeding five years.

Recommendation 17 – The Police Regulations 2003 should be amended to provide for the return to the police service of former non-probationary officers at the rank they last held. There should be no right of return and there must be a suitable vacancy. Return after more than five years should not be allowed other than in exceptional circumstances.

Recommendation 18 – The Police Regulations 2003 should be amended to provide that returning officers should be subject to a probationary period of six months.

Recommendation 19 – A national scheme for recruitment directly to the rank of superintendent should be established and brought into operation from September 2013. Participation in the scheme should be at the discretion of the chief officer. The scheme should last 15 months. Participants on the scheme should be persons of exceptional achievement and ability who have been assessed as having the potential to be senior police officers. They should be paid as superintendents on the lowest pay point whilst on the course. The knowledge, skill and experience required for them to operate competently and confidently as full superintendents should be delivered through a mixture of in-force training and an 18-week course of instruction at the police college.

Recommendation 20 – The scheme should be operated by the Police Professional Body, which should also meet the costs of the scheme, other than the support provided to scheme members by forces. It should be the decision of each Chief Constable whether or not his force will

participate in the scheme. There should be an objective (but not a firm target) of there being 20% of superintendents recruited as direct entrants within ten years of the first superintendents completing the scheme in November 2015.

Recommendation 21 – Determination Annex C of Regulation 12 of the Police Regulations 2003 should be amended to provide that those entering above the rank of constable should serve a probationary period in accordance with the applicable direct entry scheme.

Recommendation 22 – The direct entry scheme for superintendents should be reviewed after a period of five years.

Recommendation 23 – From September 2013, the eligible experience for a Chief Constable set out in Determination Annex B, made under Regulation 11 of the Police Regulations 2003, should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent.

Recommendation 24 – The eligible experience for a Chief Constable set out in Schedule 8, Part 1, paragraph 2(1)(a) of the Police Reform and Social Responsibility Act 2011 should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent.

Recommendation 25 – The Police Professional Body should develop a flexible, tailored course of instruction for Chief Constables appointed from overseas.

Recommendation 26 – Determination Annex B, made under Regulation 11 of the Police Regulations 2003, should be amended to remove the requirement as to the length or place of service required to become a Chief Constable in the case only of officers to be appointed as Chief Constables from police forces outside the United Kingdom.

Chapter 4

Recommendation 27 – The sole criterion for the recruitment, advancement and promotion of police officers should be merit.

Recommendation 28 – All police forces should establish efficient methods for the active and constructive development of the careers of officers, irrespective of rank. The best candidates should be sought out and their potential developed and realised.

Recommendation 29 – Each force should establish a succession planning system which identifies projected vacancies and the people most likely to be best fitted to fill them, bearing in mind the long-term as well as the short-term needs of the individual, the force and the police service as a whole.

Recommendation 30 – Chief Constables should make greater use of ‘rank skipping’, so that an officer is not required to serve at every rank in his career if he is considered ready for promotion to a rank higher than the next.

Recommendation 31 – For each rank above constable, a core set of leadership, management and financing skills should be established by the new Police Professional Body. An officer should be trained and assessed in these before he is promoted.

Recommendation 32 – The responsibilities of the Police Promotions Examination Board for setting promotions standards should be subsumed into the Police Advisory Board of England and Wales so that recommendations on the standards required for entry and promotion are

considered by the same body. When this has been done, the PPEB should be abolished.

Chapter 5

Recommendation 33 – A fitness test should be introduced in September 2013 for all police officers and staff required to undertake personal safety training. Participants should be required to attain level 5:4 on a 15-metre shuttle run. From September 2014, those who fail the test three times should be subject to the appropriate disciplinary procedures.

Recommendation 34 – From September 2018, an annual physical fitness test should be introduced for all police officers in England and Wales, equivalent to the test used for recruits in the Police Service of Northern Ireland.

Recommendation 35 – From September 2018, the national police recruitment test should be replaced by the more demanding physical assessment test used in the Police Service of Northern Ireland.

Recommendation 36 – From September 2018, probationers should have to prove their fitness against the more demanding physical assessment test of the Police Service of Northern Ireland.

Recommendation 37 – From September 2018, national fitness tests for specialist police officer roles should be introduced, designed most closely to test the physical capability of officers to discharge the responsibilities of the specialist police officers in the field.

Recommendation 38 – The Police Regulations 2003 should be amended to specify the procedure for determining the circumstances in which an officer may be placed on restricted duty, the arrangements which a Chief Constable may make for officers on restricted duty, and the adjustments to the pay of such officers.

Recommendation 39 – From September 2014, officers on restricted duty should have their deployability and capability to exercise police powers assessed one year after being placed on restricted duty. Officers who are not deployable and are not capable of work which requires the office of constable should sustain a reduction in pay equal to the value of the deployability element of the X-factor, namely the lower of eight *per cent* and £2,922 *per annum*. After a further year, appropriate proceedings should be initiated to dismiss or retire these officers from the police service on the grounds of incapability or poor attendance. Officers who are permanently disabled from working as police officers should be ill-health retired. Those who are not permanently disabled should be given the opportunity to resign as police officers and immediately take up a police staff job on police staff terms and conditions, if one is available.

Recommendation 40 – A former officer who resigns to take a police staff job or who is dismissed on the grounds of incapability or poor attendance following the restricted duty process, should be entitled to be considered for re-appointment if, following an assessment by an approved medical practitioner, the condition which previously compromised his capability is judged to have permanently changed so as to restore his ability to work as a police officer. Without the former officer having to go through the full selection process, the force should be required actively to consider whether a suitable vacancy at the former officer's rank exists or is likely to exist in the coming year. The force should have this duty for a period of five years after the officer has left.

Recommendation 41 – A returning officer should have an unblemished disciplinary record and be able to pass the fitness test. Forces should also assess carefully a record of poor attendance. Such former officers should be on probation for six months.

Recommendation 42 – The Police Act 1996 should be amended to give the Police Appeals Tribunal the same power as an employment tribunal in respect of the remedies it may order when it has found in favour of a claimant police officer.

Recommendation 43 – The normal pension age for police officers should be set at 60 in line with the implemented recommendations made by Lord Hutton of Furness.

Recommendation 44 – A future police pension scheme should retain the existing test which must be fulfilled for an officer to be considered for an ill-health retirement pension, that is that the officer should be permanently disabled for the ordinary duties of a police officer.

Recommendation 45 – A future police pension scheme should determine the size of a police officer's pension, when he is retiring on the grounds of ill-health, by considering both his length of service and his future capacity for regular employment.

Chapter 6

Recommendation 46 – The Police Regulations 2003 should be amended to create a system of compulsory severance for police officers with less than full pensionable service from April 2013.

Recommendation 47 – The Police Regulations 2003 should be amended to provide for the payment of financial compensation to police officers with less than full pensionable service who leave the police service by reason of compulsory severance. Forces should be empowered to offer financial compensation on the same terms as are available under the Civil Service Compensation Scheme 2010.

Recommendation 48 – Officers who have been subject to compulsory severance should have access to employment tribunals if they wish to allege that their severance has been unfair.

Recommendation 49 – HMIC, in consultation with police forces, the Police Professional Body and the Home Office, should establish a national template for a force management statement which should be published by each police force with its annual report. The force management statement should contain consistently presented, reliable data about the projected demands on the force in the short, medium and long terms, the force's plans for meeting those demands, including its financial plans, and the steps it intends to take to improve the efficiency and economy with which it will maintain and develop its workforce and other assets, and discharge its obligations to the public. Each force management statement should also contain a report, with reasons, on the force's performance in the last year against the projections made for that year in the last force management statement. Exclusions should be permitted on security grounds.

Recommendation 50 – Compensation payments for Chief Constables and Deputy Chief Constables whose fixed term appointments are not renewed should be fair and more generous than the compensation available to officers who leave the police service by reason of compulsory severance, taking into account any pension entitlements. The current scheme should therefore remain.

Recommendation 51 – Hearings under the Police (Conduct) Regulations 2008, which have the power to dismiss an officer, should also have the power to remove some or all of the compensation payment for the contract of appointment to which the chief officer is currently subject if there has been a violation of the mandatory standards of professional conduct under the Police (Conduct) Regulations 2008.

Recommendation 52 – Fixed term appointments for Chief Constables and Deputy Chief

Constables should remain in place.

Chapter 7

Recommendation 53 – The current maximum basic pay for constables should remain at £36,519.

Recommendation 54 – A new, shorter pay scale for constables should be introduced for new entrants from April 2013 as outlined in Table 7.12 of this report. It should have a lower starting salary than the current scale, but should allow constables to move to the maximum more quickly.

Recommendation 55 – Pay points 6, 7, and 9 should be removed from the existing constables' pay scale in April 2014, 2015, and 2016 respectively. This will allow constables to move to the maximum more quickly and ensure that the current and new pay scales merge in 2016.

Recommendation 56 – Pay point 0 of the current sergeants' pay scale should be removed from April 2014 to ensure that sergeants are always paid more than constables, consistent with the greater responsibilities of the job.

Recommendation 57 – The London lead for the inspecting ranks in the London forces should be maintained in the short-term. The police pay review body should consider the London lead in its first review. Unless the pay review body is satisfied that the inspecting ranks in London do indeed have greater responsibilities and workloads than their counterparts elsewhere, the London lead should be abolished.

Recommendation 58 – The police pay review body should, in its first triennial review, consider further increasing the gap between the constable and sergeant pay scales, and between the inspector and chief inspector pay scales, to ensure that good candidates are incentivised to seek promotion.

Recommendation 59 – The national spend on bonuses and double increments for superintendents should be reinvested into a revised three-point pay scale for superintendents, with a starting salary of £60,094 and a maximum of £72,585 from April 2014.
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Recommendation 60 – The post-related allowance for chief superintendents should be abolished. The cost of the post-related allowance, bonus payments and double increments, should be reinvested into a revised basic pay scale for chief superintendents with a starting salary of £77,215 and a maximum of £81,457 from April 2014.

Recommendation 61 – Assistant Chief Constables should remain on a single national pay scale.

Recommendation 62 – The pay scale for Assistant Chief Constables should be replaced with a three-point pay scale. It should start at £93,753 have a second pay point at £99,798 and a maximum of £105,849. Existing pay points 1, 3 and 5 should be removed in April 2014, 2015 and 2016 respectively.

Recommendation 63 – The pay of Deputy Chief Constables should remain unchanged in the short-term.

Recommendation 64 – Police and crime commissioners should have the power to set the Chief Constable's basic pay at any level which is up to ten *per cent* above or below the national rate for a Chief Constable in the force in question.

Recommendation 65 – Each police and crime commissioner should publish in his annual report the rate of basic pay agreed with the Chief Constable, and the reasons why it was set at that level, together with the details and value of all benefits received by chief officers.

Recommendation 66 – All police forces should review, and if necessary amend, their pay grading structures to ensure that they are fully compliant with the requirements of the Equality Act 2010.

Recommendation 67 – Police forces should review pay grading structures at the earliest opportunity, and in any case not later than April 2013. Where they establish that pay scales are excessively long, they should be shortened as fairly and quickly as possible, consistently with the need for efficiency and economy.

Recommendation 68 – Police staff pay grading should continue to be undertaken by individual police forces.

Recommendation 69 – Police forces should review and, if necessary, amend their pay grading systems in relation to local pay rates to ensure that they are paying no more than is required to recruit and retain individuals of the requisite quality. Any necessary adjustments to grading systems should be made with sensitivity to the personal financial circumstances of the police staff affected, who should be provided with an appropriate degree of pay protection as any necessary changes are brought into effect over time.

Recommendation 70 – Forces should undertake this review as part of their normal salary determination processes. The review should begin not later than April 2013.

Recommendation 71 – The deployment component of the police officer X-factor should be established to be 8% of basic pay for constables. For other ranks, it should be expressed in cash terms, benchmarked at 8% of the maximum of constables' basic pay.

Recommendation 72 – The value of the deployment component of the X-factor should be reviewed every five years. The new police pay review body, recommended in Chapter 10, should conduct the review.

Recommendation 73 – The new police pay review body should review the level and scope of regional allowances for police officers. The national rate of basic pay should only be raised if justified by recruitment and retention problems in force areas with the least competitive labour markets. Local recruitment and retention problems should be solved through an enhanced system of regional allowances. The pay review body should begin this work in its first review.

Recommendation 74 – Chief Constables should be given discretion to pay regional allowances up to the current maximum level, as set out in Determination Annex U made under Regulation 34 of the Police Regulations 2003, and the discretion to apply eligibility criteria based on location and performance.

Recommendation 75 – Forces that recruit constables in the first five years of their service should pay compensation to the force from which they have recruited the constable, to ensure that training costs are fairly shared amongst all forces.

Recommendation 76 – The new police pay review body should consider the case for the extension of a system to reimburse the training costs of specialist police officer roles, such as firearms, in its first triennial review.

Recommendation 77 – Police staff pay grading should continue to be determined at force level.

Recommendation 78 – Police forces should examine how their police staff salaries relate to the local labour market, and adjust them if they are found to be paying rates that are above or below the level necessary to recruit and retain individuals of the right calibre.

Chapter 8

Recommendation 79 – The Police Professional Body should amend the current NPIA PDR model to make it fit for use as the basis of contribution-related pay in the police service. This will involve: (a) reducing the number of box markings to three and giving clear definitions of each; (b) taking account of continuous professional development in the final box-marking; (c) including a record of attendance in the PDR; (d) taking account of whether the officer has passed the new fitness test; (e) developing guidance for the use of moderation panels to ensure force-level consistency, and forced distribution to identify the least effective 10% of officers and staff.

Recommendation 80 – The amended NPIA PDR template, and its accompanying guidance, should be established as the minimum standard for appraisal in the police service. Forces should be at liberty to develop and improve the PDR system thus established, but they should not disturb or eliminate its essential features. Forces should abide by its guidance, particularly in relation to (a) minimising bureaucracy; and (b) working on the assumption of competence.

Recommendation 81 – The amended NPIA PDR should be used in all forces in England and Wales beginning in 2014/15. Training should be given in advance to all line managers to ensure that they can use the PDR efficiently and effectively, so as to inspire confidence in the system and its operation.

Recommendation 82 – Forced distribution should be used to identify the least effective 10% of officers and staff. The forced distribution should be decided upon in moderation panels. Line managers of officers and staff who are the least effective 10% of performers must consider the use of unsatisfactory performance procedures for officers and the equivalent procedures for police staff. A written note must be made explaining what action was taken, and why, in the case of each individual.

Recommendation 83 – Competence Related Threshold Payments should be abolished by April 2013 at the latest, and all accrued CRTP payments up to that date should be made on a prorated basis.

Recommendation 84 – Pay progression for officers in the Federated ranks should be subject to a satisfactory box marking in the annual appraisal. Those officers who receive a box marking of ‘satisfactory contribution’ or above should advance by one pay increment; those who receive an ‘unsatisfactory contribution’ box marking should remain on the same pay point for a further year. This should be introduced for sergeants, inspectors and chief inspectors in 2014/15 and for constables in 2015/16.

Recommendation 85 – ACPO, and the Police Federation and police staff trade unions, along with other interested parties, should establish a series of new national policing awards for police officers and staff.

Recommendation 86 – Pay progression for officers in the superintending and ACC ranks should be subject to at least a satisfactory box marking in the annual appraisal. Those officers whose contribution is marked as satisfactory or above should advance by one pay increment; those who receive an ‘unsatisfactory contribution’ box marking should remain on the same pay point for a further year.

Recommendation 87 – Double increment pay progression should be abolished in April 2013.

Recommendation 88 – Individual bonus schemes for officers in the superintending, ACC and DCC ranks should be abolished in April 2013.

Recommendation 89 – The bonus scheme for Chief Constables should be abolished with effect from April 2013.

Recommendation 90 – Contribution-related pay progression should be extended so as to apply to all police staff.

Recommendation 91 – Performance-related bonus schemes for police staff, of all grades, should be abolished with effect from April 2013.

Recommendation 92 – Chief officer bonuses which are awarded to police officers for performing outstandingly demanding, unpleasant, or important work should be maintained, and police staff in all forces should be eligible to receive these payments on the same terms as officers.

Chapter 9

Recommendation 93 – The present implementation of the Policing Professional Framework (PPF) for police staff roles should continue.

Recommendation 94 – An interim Expertise and Professional Accreditation Allowance (EPAA) should be introduced from April 2013. It should reward qualifying officers for the skills they use in the four stated priority functions: neighbourhood policing; public order; investigation; and firearms. The EPAA should be £600 *per annum*, and should be paid monthly. It should be removed when an officer leaves the qualifying role. The EPAA should be abolished when the Specialist Skills Threshold is introduced.

Recommendation 95 – A Foundation Skills Threshold should be introduced at the fourth point of the constables' pay scale by 2016 at the latest. It should test the officer's knowledge and understanding of the fundamentals and essential details of the criminal law, including the rules of evidence and procedure, the constitutional position of the police, including their accountability, and the rights of witnesses, victims and suspects, and other citizens. The Police Professional Body should be remitted to devise the test.

Recommendation 96 – Every constable should attempt the Foundation Skills Threshold, and only those who pass the test should be allowed to move up the pay scale. Constables should be re-tested every five years. Repeated failures to pass the test should lead to the constable being entered into the force's unsatisfactory performance procedures.

Recommendation 97 – A Specialist Skills Threshold should be introduced at the final pay point of all police officer pay scales up to and including chief superintendent, by 2016 at the latest. It should consist of a rigorous test of the specialist knowledge and skills required in each role and rank. The Police Professional Body should be remitted to devise the test.

Recommendation 98 – Officers who pass the Specialist Skills Threshold test should move up to the pay maximum for their rank, and receive an accredited qualification. The test should be re-taken every three years. Failure to pass the re-test should result in the officer reverting to the highest non-threshold pay point.

Recommendation 99 – The Specialist Skills Threshold should apply only to those roles that require the warranted powers or expertise of a police officer. A suggested list for the Federated

ranks is provided in Table 9.6. The Police Professional Body should be remitted to determine which roles are eligible for the Specialist Skills Threshold. When established, the prescribed skill areas should be determined by the police pay review body with the advice of the Police Professional Body, which should accredit them and set the standards to be attained.

Recommendation 100 – A Specialist Skills Threshold should be introduced at the final pay point of police staff pay scales, and should operate in the same way as for police officers. It should be for police forces to determine which of their police staff roles are eligible for the Specialist Skills Threshold, using implementation of the Policing Professional Framework and Authorised Professional Practice as the basis for establishing which roles require specialist skills.

Recommendation 101 – A Public Order Allowance (POA) should be established when the EPAA is removed. It should be paid to those officers who have attained Level 1 or 2 public order accreditation and who have been deployed to at least six public order operations during a 12-month period in which the ‘Gold, Silver, Bronze’ Command Structure was activated. The POA should be £600 *per annum*.

Recommendation 102 – The continued eligibility of the qualifying group of public order officers to receive the Public Order Allowance should be considered every five years by the new police pay review body. The police pay review body should consider whether, and by how much, it should be uprated each year.

Recommendation 103 – The Police Regulations 2003 should be amended to provide the Commissioners of the Metropolitan Police with the authority to determine an appropriate level of buy-out of the casual overtime of specialist protection officers.

Recommendation 104 – The Commissioner of the Metropolitan Police should determine an appropriate buy-out of the casual overtime of specialist protection officers which results in a greater harmonisation of the pay of specialist and royalty protection officers, and which takes appropriate account of the unique requirements of specialist protection officers.

Recommendation 105 – In 2017, the recommended police officer pay review body should reconsider the buy-out of sergeants’ casual overtime.

Recommendation 106 – Annual Data Returns from forces should include separate breakdowns of overtime hours worked, and total overtime spend for constables and sergeants.

Recommendation 107 – The Police Staff Council’s Handbook, Section 1, paragraph 6.1.2 should be amended to provide for the payment of additional hours of Sunday working at the rate of plain time. This should be agreed with the Police Staff Council and incorporated into contracts of employment. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.

Recommendation 108 – For working public holidays, police staff should receive double time for 25 December and seven other days chosen by the individual before 31 January for the next financial year. Managers should have the right to refuse requests if a date proves too popular and force resilience becomes questionable. Cancellation with fewer than 15 days’ notice should require the authorisation of an Assistant Chief Constable.

Recommendation 109 – Changes to police staff overtime payments should take effect from April 2016, in conjunction with recommendations 107 and 108 relating to the payment of police staff unsocial hours. The Police Staff Council and other negotiating forums should spend the period before implementation determining how to mitigate any undue detrimental effects that changes to overtime payments may have on some police staff.

Recommendation 110 – The definition of unsocial hours for police officers and staff should be harmonised. For both officers and staff, it should be defined as work which takes place between the hours of 8:00pm and 6:00am, with all days of the week being of equal weight.

Recommendation 111 – By April 2016, Section 1, Subsection 8 of the Police Staff Council Handbook should be replaced with a provision for the payment of police staff at the rate of 100% uplift in pay (double time) for each unsocial hour worked. The PSC should conduct further research to ensure this recommendation is affordable.

Recommendation 112 – A national on-call allowance for the Federated ranks should be introduced from April 2013. The amount of the allowance should be £15 for each daily occasion of on-call after the officer in question has undertaken 12 on-call sessions in the year beginning on 1 April.

Recommendation 113 – The national on-call allowance should be reviewed by the new police pay review body in its first triennial review when better management data are available.

Recommendation 114 – Forces should compile clear management data on the voluntary deployment of officers on-call.

Chapter 10

Recommendation 115 – The Police Negotiating Board should be abolished and replaced by an independent police officer pay review body by late 2014.

Recommendation 116 – The membership and terms of reference for the new police pay review body should be as specified in Chapter 10 of this report.

Recommendation 117 – Once the police pay review body has been established, police pensions should be handled by the Police Advisory Boards of England and Wales, Scotland and Northern Ireland.

Recommendation 118 – The Senior Salaries Review Body should take responsibility for setting the pay of Chief Constables, Deputy Chief Constables and Assistant Chief Constables by 2014.

Recommendation 119 – The Police Staff Council should receive approximately £50,000 *per annum* from police forces to fund regular data surveys of the remuneration and conditions of police staff.

Recommendation 120 – All police forces should negotiate a strike resolution procedure for police staff which is similar to that used by Surrey Police.

Recommendation 121 – The chair of the PABEW should ensure issues for its consideration are discussed with greater despatch and efficiency, and that as far as reasonably practicable they are disposed of within six months of being raised.