

The
National Police Chiefs' Council
Submission to the
Police Remuneration
Review Body

December 2016



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1. Executive Summary & Pay & Conditions Proposals for 2017

This is the third submission by the National Police Chief Constables (“NPCC”) to the Police Remuneration Review Body (“PRRB”) which provides proposals for uplifts to police pay with effect from 1st September 2017 and changes to conditions.

Since our last submission there has been

We have not recommended the rate of salary to be paid to the new apprentice role being

2. Background to 2017

representative mix of people with the right skills, knowledge and potential, behaviours and values to deliver the policing vision.

- b) Effective leadership and management is critical. The service needs to create a culture that values difference and diversity and which empowers individuals to maximise their contribution through continuous professional development and the encouragement of reflection and innovation.
- c) 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.
- d) Policing is built on our people. There is a need to add critical new skills to the service, get the right mix between officers and staff and be more representative of the communities we serve to achieve our vision.
- e) Changes to the culture and leadership of the service are vital if policing is to innovate at the pace required. 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.

We will do this by²:

- a) Continuing work to build a culture which values difference, openness and transparency, underpinned by the shared values and behaviours set out in the Code of Ethics.
- b) Establishing a methodology and framework which helps practitioners across policing contribute towards building knowledge and standards based on evidence.
- c) Creating routes to enter, leave and re-enter policing which are clear, flexible and consistently applied across the service.

- n) Implementing the College of Policing leadership review to equip leaders of the future with the skills and knowledge to succeed, and exploring opportunities to achieve efficiency and broaden leadership experience and perspective through integrating leadership development within and outside of the public sector.
- o) Supporting the workforce through change so that they feel valued and retain their commitment and sense of vocation while adapting to meet the new challenges.

2.3 The Workforce Futures Programme

Since our last submission the College of Policing published, in June 2015, the Workforce Futures Programme which builds on the Leadership Review. The programme seeks to deliver significant change by 2020 by developing a number of workstream change programmes.

This represents a real challenge as the remuneration of police officers will need to change.

This cuts across many of the workstreams and the development of a revised pay framework

quantum and quality of the data supplied and we appreciate that all forces need to contribute to ensure that the PRRB's decisions are made on a robust basis. We understand that all 43 forces have completed the Home Office data submission this year and that the Home Office are currently reviewing this.

In addition we have separately reviewed the PRRB requests and sought to ensure these have all been covered in respect of specific questions which have a remuneration element. We asked for the information from all 43 forces and of these 29 have been able to respond within the deadline. The information requested covers:

- a) External recruitment issues
- b)

- c) to establish a selection of measures that allow for comparison of police forces

So that the NPCC can better understand the specific issues affecting the police on these issues and pay we have commissioned Durham to do some further work for us reviewing the research around pay satisfaction and its relationship with other measures, such as Public Service Motivation, Perceived Organisational Support, etc. and identify which have a positive and negative impact from other studies, particularly those in other public sector organisations. Where further detail exists, the review will also identify specific elements (e.g. bonus payments, competence threshold payments etc.) and the relationship that they have on pay satisfaction. The report will be available to the PRRB in the early part of 2017.

2.5 The Financial Context

The 2015 Spending Review settlement was granted to enable the police to drive forward reforms. A new national board has been established to oversee long term plans for the service.

Additional funding has been also made available to the Chief Constable responsible for the reward work which will be used to design new reward structures aligned to new organisational levels and standards. This work has already started.

However from an annual pay and conditions perspective we continue to operate within the public sector pay constraints that have been set down for the four year period starting 2016/17 to 2019/20. This has restricted overall pay awards to 1% per annum. In the Home Secretary's remit letter to the PRRB for 2017/18 it has been asked to consider:

- a) how to apply a pay award overall and how best to apply short term targeted measures to address recruitment and retention pressures, both these costs to be within the 1%
- b) to provide observations on proposals to introduce police apprenticeships in 2018

As we are not yet in a position to positively identify changes we wish to support, the NPCC will continue, for the purposes of this submission, to support the current remuneration

3. Workforce Reform and Reward

3.1 Overview of Work in 2016/17

The levels are set out below:

implementation strategy to support forces to set up the necessary infrastructure, Higher Education collaborations and to make the regulatory changes required. It is anticipated that the first cohorts to enrol on the degree apprenticeship will be in April 2018.

The NPCC's current concerns are that the sums involved are significant:

- a) The introduction of the scheme will see the cost of training and, particularly abstraction, increase substantially over the next few years. The true costs are not yet known but early modelling suggests abstraction rates for off-the-job training could rise significantly against present levels. This will present considerable challenges for the service.
- b) In the case of the Metropolitan Police the levy amounts to circa. £12m per annum. This means to 'break even' they would need to be running over 1,000 apprenticeships annually.

A significant challenge remains in Wales where the Welsh Government are not permitting

The College is planning to extend ARC to include higher skilled assessments for Constables and Sergeants and defining the criteria and assessment methodology for the special constabulary. The timeframe for the introduction of the higher skilled assessment will be aligned to the introduction of the new pay structures.

3.8 Advanced Practitioners – Pilot 2016-2018

The development of an advanced practitioner pilot results from the police leadership review, published in 2015 in which a recommendation was made:

“to design and support opportunities for professional development to ensure professional expertise and leadership are rewarded and recognised. The College will set criteria for advanced practitioners within policing as a whole, not just in ‘traditional’ specialist roles. The criteria will be equally applicable to officers and staff, providing a lateral pathway that offers reward and recognition for advanced skills and knowledge, and for those who play a substantial role in developing the evidence base of policing and who help to develop others in their roles.....”

The recommendation makes reference to pay and remuneration but at this stage for the pilot it has been agreed through the programme governance that there will be no remuneration awarded to participants.

The pilot will gather evidence to inform a decision whether to roll out the advanced practitioner model nationally from autumn 2018, for whom and in what way.

For the purposes of the pilot the role of the advanced practitioner is described as aiming to provide a lateral career opportunity for constables that recognises professional expertise and independent of seniority.

Forces involved in the pilot include Avon and Somerset, Cheshire, Lancashire, Metropolitan Police Service, North Wales, South Yorkshire, Humberside and Thames Valley Police.

The timetable started in 2016:

Activity	Description	Date(s)
Advanced Practitioners commence role	Formal start of advanced practitioners	February 2017

3.9 Licence to Practise

The College is developing its approach to the introduction of a licence to practise in high risk/high harm roles in policing. For specific roles the College will establish nationally consistent standards of knowledge, skill and competency, which officers and staff will have to demonstrate before a licence can be issued. Once issued, practitioners would be required to register their licence with the College, undertake regular refresher training and continuing professional development to maintain their competency. Only licensed and competent individuals would be deployed in these high risk roles unless defined exceptional circumstances applied. Implementation is unlikely to be before 2019 as substantial work will be required to further develop the concept, the content of the licence and the regulations to support the primary legislation.

the remuneration structure for officers, the NPCC have agreed current pay levels and
relativity

We have a number of circumstances when this can be used immediately.

As part of our data collection exercise this year we asked forces to confirm where they were having difficulty in filling vacancies⁸. The table below lists the forces and type of post with which they are currently experiencing issues. If this is a specific need we have highlighted

We understand rightly that any change like this should be agreed between all parties and therefore we would propose that a set of guidelines is drafted and agreed which would give Chief Constables discretion to make additional payments. Any budgetary provision would need to be agreed by the relevant Police and Crime Commissioner, or in the case of the Metropolitan Police Service, the Mayor of London.

Annex A

The proposed rank structure will be as follows:

Today		Proposed 2018	
AC		AC	
DAC		DAC	
Commander			
Chief Superintendent		Chief Superintendent	
Superintendent		Superintendent	
Chief Inspector		Inspector	
Inspector			

2.3 Enablers

Statutory

The Police and Crime Bill, which is currently passing through Parliament, introduces an order making power into the Police „(ce Qq2.4 0 0 0.48004 258.29 550.51 cm/Image104.47 550.51 cm/Image12

always be a challenge, particularly in a financially constrained environment. We therefore encourage the PRRB to consider what steps they can take to lay some of the foundations for future reform, such as those described above; the MPS consider the propositions within this

Apprentices, the MPS looks forward to playing a lead role in the development of a suitable remunerative package to support the scheme.

5. London Pay and Allowances R

Annex B

PRRB 2016 Report, Information and Update Requests		
Paragraph	Chapters 2 & 3	Current Status and/or Cross Reference in this Report
2.63	Policing reform updates, specifically on the review of the rank structure, new employment model and Policing Education Qualifications Framework	<i>The College of Policing have reviewed the rank structure and this has been agreed by the NPCC. The agreed changes are discussed in 3.3. To date this has been adopted by the Metropolitan Police and Wiltshire. Section 3 on Workforce reform discusses work in the last year and what we anticipate will be ready for 2018 submission.</i>
2.64	Basis for a new pay structure, including the evidence base, appropriate engagement with the staff associations, detailed pay and allowances proposals, equality impact assessments (also in para 2.80) and robust implementation plans	<i>We have not proposed a new pay structure this year, either on an individual role or overall basis. We will be developing structures for new roles in 2017 and we will share these with the PRRB next year, 2017. We will also be developing a new project plan of reward work which is described in 3.2 and 5.</i>
2.68	Further evidence on how different policing environments might require specific pay flexibilities	<i>We have currently have a number of specific requests set out in 4.3 concerning detectives and fire arms officers. However we require some clearer guidance from the PRRB and Home Office as to how to apply any specific pay flexibility.</i>
2.73	Further evidence on the extent of shortage groups, e.g. detectives, including the underlying causes such as sufficiency of supply, impact of the nature of the work (e.g. risk, demand and accountability) and any pay implications	<i>We asked all constabularies to complete a data survey for the 2017 submission. 29 forces completed the returns and some of the relevant results are used in 4.3. A further data submission will be provided separately to the PRRB.</i>
2.74	Any monitoring information on recruitment from implementing national recruitment standards	<i>The College of Policing collate results of all candidates who attend the national Police SEARCH RAC. The College can provide data summarizing when requested - these generally include an overview of number of candidates who attended, percentage pass rates of successful candidates and comparisons of pass rates by protected characteristics. For example, our current data indicates that 12,073 candidates from 37 forces were assessed between 31.08.15 and 03.09.16. At this time 75.3% of candidates met the minimum national standard. 77.3% of White candidates met the national minimum standard vs. 61.6% of BME candidates.</i>
2.75	The requirement for a national survey of police officers (see para 4.20 below)	<i>Durham Business School conducts a number of similar employee surveys for forces. They now work with 23 out of 43 constabularies and we expect this to increase year on year. See 2.4 for details of our current work with them on individual force surveys and the further work we have commissioned concerning employee perceptions on pay and conditions.</i>
2.81	Further updates on changes to employment law applying to police officers	<i>None referred to in this submission</i>

