

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 significant amount of work by the College of Policing looking at the reform of policing. The College of Policing published its Leadership Review in June 2015 and a Workforce Programme has been developed. This work will have a fundamental effect upon police pay and conditions.

The NPCC and the Association of Police and Crime Commissioners (“APCC”) have also issued Policing Vision 2025 which sets out our longer term plan for policing over the next ten years. This draws on the developing work by the Workforce Programme.

In this submission we bring the PRRB up to date with our progress and thinking, together with the issues that the NPCC and the other police representative bodies will need to agree and discuss with the PRRB.

Therefore in this submission we have set out:

- a) The Police Vision 2025 and Workforce Programme
- b) The reward framework principles agreed to date by the NPCC
- c) The College of Policing’s work which will require input from the NPCC reward team. This includes new roles, new qualifications and specialist or difficult to recruit roles. Specifically we will highlight the reforms that will affect remuneration.
- d) Our reasoning and recommendations for the 2017 annual pay review

Pay & Conditions Proposals for 2017

Our recommendations for 2017 are:

a) 2017 pay review for all officers

Our proposal for this year is that a 1% consolidated increase at each pay point should be applied to all ranks. This is in line with the Chief Secretary to the Treasury’s proposals.

b) A new policy of extending the bonus regulations

Allowing chief constables the flexibility to award bonuses beyond the current restricted framework. For example to allow short term payments to be applied to roles experiencing specific recruitment and retention issues

We discuss how we will use these within the requirements of the regulations. Further work with the PRRB, Home Office, APCC and staff associations, will continue to be needed on these items in 2017.

c) Weighting & allowances

We are also recommending that London weighting be increased by 1%. This is in line with the recommendations from the Metropolitan Police (Annex A).

We are not recommending that other regional allowances be increased.

We have not recommended the rate of salary to be paid to the new apprentice role being developed. This is because the timeline for the development of the role has lengthened and we do not currently anticipate that the first recruits will start before January 2018.

We do not recommend any other changes in this submission.

Our submission is complemented by information and data from the College of Policing and individual forces.

2. Background to 2017 Proposals

2.1 Impact of Outcome of 2016 Submission and PRRB Recommendations

Following the issue of the PRRB Second Report and subsequent discussions we have been able to gain a better understanding of the work that is needed to prepare and present our recommendations. In addition the PRRB have now been able to acquire a detailed understanding of the environment in which the police service operates. Consequently we have agreed with the PRRB that this report could be presented in a more concise manner, updating the PRRB on our progress on workforce reform, and then concentrating on the pay uplifts we are proposing, plus highlighting specific areas where we need to make changes in pay and conditions.

It has also been agreed that the bodies concerned with police pay and conditions who are preparing submissions to the PRRB need to adopt a more joined up and considered approach. Regular meetings have been held between representatives of the NPCC (representing the Chief Constables and individual forces), Home Office, the College of Policing, the Association of Police and Crime Commissioners, the Police Superintendents' Association and the Police Federation of England and Wales, so that all bodies are aware of each other's approach and views. In addition, where no change is deemed appropriate, we have sought to clarify why this is desirable.

So, this year, the Metropolitan Police has contributed to this submission (Annex A), rather than present a separate report. The NPCC has reviewed this submission and fully support its proposals. The College of Policing have also made a significant contribution in respect of their work on apprenticeships and the advanced practitioner programme, as discussed in 3.5 and 3.8 below. The Home Office, the Police Superintendents' Association, Association of Police and Crime Commissioners and Police Federation will continue to make submissions separately.

Consequently, where appropriate, we are able to provide more data and support to help the PRRB reach its conclusions.

2.2 Policing Vision 2025

The Policing Vision 2025 was published in November 2016. An integral part of the work needed to achieve this vision is the need to align our workforce. We set out in the published document how the NPCC and APCC intend to implement changes. It draws upon the work initiated by the Workforce Programme which has an earlier deadline of 2020, because to meet the deadline of 2025 we need to have already transformed the way we work.

The key extracts which are relevant to the PRRB are as follows:

- **Our challenges¹**
 - a) The service provided is critically reliant on the quality of its people. It needs to be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in the 21st century. It is also clear many individuals now have different work and career aspirations and needs. This has to be taken into account with the workforce model and supporting police education and professional development frameworks that are developed to ensure the police service attracts a

¹ Extract from the Policing Vision 2025, paragraph 4.5

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.
- d) Setting clear and consistent requirements for entry into policing and for accreditation to defined ranks and roles in the service.
- e) Supporting key aspects of police training and development through academic accreditation which recognises the skills and knowledge of our workforce.
- f) Creating independently validated frameworks of continuing professional development for all in policing, helping them gain recognition for their skills, progress their careers and fulfil their potential.
- g) Developing our staff and working with our statutory regulators to define a better balance between personal accountability and a bureaucratic fear of making mistakes.
- h) Developing a comprehensive understanding of demand on policing and matching it to knowledge, skills, and capability to meet that demand in a consistent and cost effective way.
- i) Exploring opportunities for police conditions of service to reflect flexibility, reward contribution, competence and skill levels using a model which is affordable.
- j) Consideration of a more consistent national framework for police staff terms and conditions to support collaboration while enabling appropriate local flexibility.
- k) Creating a leadership and management development model which equips leaders at all levels to meet the challenges of the future and, by empowering policing professionals, allows levels of supervision and checking to be reduced.
- l) Building an evidence base on staff wellbeing, procedural justice and maximising discretionary contribution so that those who work in policing can be supported and valued through change.
- m) Creating further opportunities for members of the community to volunteer (or take apprenticeships) within the service.

² Extract from the Policing Vision 2025, paragraphs 4.6

- 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, and agreement on how it is used, is seen as an absolute priority.

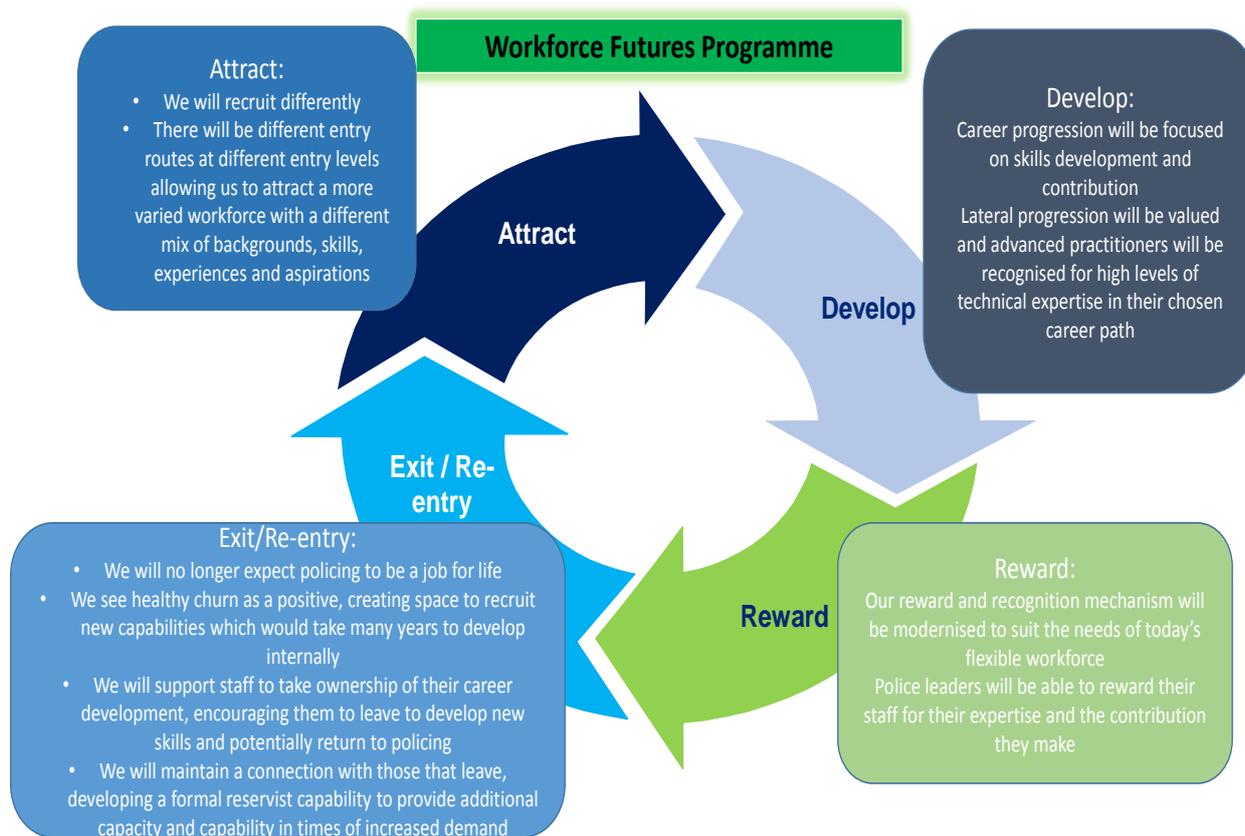
The need to link major reform to a nationally agreed plan is well understood and it is also appreciated that allowing change to take place in a piecemeal way can often have unintended consequences. It needs to be joined up and Workforce Futures addresses these issues by ensuring that all national work is properly overseen and co-ordinated.

A full project initiation document for Workforce Futures is in place along with a small team to support the Director of HR for the Metropolitan Police, who is the senior officer responsible for delivery. As part of the process any major reform work considered relevant has been captured and aligned to the programme to maintain strategic oversight. This should ensure that development and the sequencing of delivery is properly coordinated and duplication of effort avoided.

A distinction has been made between those areas of work considered business as usual and innovation projects. The latter have attracted innovation funding from the Home Office and are driven by the NPCC Reward Lead.

Much of the work relevant to pay and conditions carried out in the last 12 months has needed to be progressed by the College of Policing first, and it is at this point we are now moving into the phase where we can consider the appropriate level of remuneration to be applied to the new and revised roles.

The following descriptors against each area of the Workforce Framework shows what we are looking to achieve through each workstream.



Initiatives that have already been established and require on-going development include:

- a) Direct Entry – Superintendents
- b) Direct Entry Inspectors
- c) Specialist Entry – Community (Police Now)

Of the new initiatives, Advanced Practitioner is the most developed and described in more detail in 3.8.

As we are in the early stages of the reward work we are not able to give the PRRB recommendations as part of this submission. For example, we have started to look at what pay rates for new apprentices should be, but as the development of this role and the original deadlines laid down by Government have shifted, our first cohort are unlikely to start in before January 2018. At this stage there are still too many unknowns and so we will either come back with a recommendation next year or, if necessary, deal with this issue outside the normal timeline for PRRB.

2.4 Information and Update Requests by the PRRB

As part of this year's submission the PRRB asked us for specific information and updates. These are based on the findings in the PRRB 2016 report.

Much of the data the PRRB needs for general understanding and background is available from the annual data collection carried out by the Home Office. We have sought to ensure that as many of the data requests as possible are sourced through this main return to ensure quality and continuity of data. We acknowledge that the PRRB have a concern about the

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) Number of initial recruit applications
- c) Promotions
- d) Internal recruitment, specifically asking which posts or ranks have proved difficult to fill during 2015/16 and 2016/17 to date
- e) Leavers 2015/16 and 2016/17
- f) Morale and motivation (where the force conducted a survey in conjunction with the Durham Business School)
- g) The prevalence of business interests and secondary employment 2015/16 and 2016/17

Within this submission we have referenced the data where this supports some of our recommendations. The remaining data will be compiled and supplied separately to the PRRB.

Internal recruitment issues continue to be a problem for some forces. Section 4.3 outlines which forces have issues, what types of role are affected and how the NPCC recommends these are addressed.

Morale and motivation

Pay is often quoted as being a key factor in influencing the 'morale' of the police service and its members. However, the issues that actually affect morale have been less well understood. The workforce climate surveys carried out in an increasing number of forces by Durham Business School have started to provide a much better understanding of the motivation of the workforce and how different elements impact on each other.

Durham Business School carry out research projects to study the impact of workforce factors on employees and how this affects service delivery for the public. They developed a survey for police officers and staff 3 years ago. Twenty three forces currently participate. The surveys are carried out separately by Durham Business School for each force and a report is prepared for each. There are core questions but forces also add questions they specifically wish to consider. Recent surveys have included questions to measure pay satisfaction and its relationship with other issues. Although we do not have an overall summary report we have been able to review some of the reports to gain insights of what employees currently think and issues we need to take account of in our remuneration work.

Overall the aim of these surveys has been to:

- a) establish the key measures for work place factors, staff attitudes, motivation and wellbeing, tracking these over time (a specific question on pay was introduced at the request of the Reward Lead)
- b) to investigate factors having the largest impact on key measures to assist in the priorities for action, and

- 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 structure.

3. Workforce Reform and Reward

3.1 Overview of Work in 2016/17

Workforce reform and the establishment of policing as a profession is underpinned by a substantial programme of work which supports the APCC and NPCC's Policing Vision 2025 and aims to create the foundations for the professionalisation and transformation of policing.

In this section we have set out the work that has been carried out in the last 12 months and will continue into 2017.

3.2 Future Reward Framework

The NPCC Lead for Reward has agreed with all forces the draft principles for a future reward framework (which we listed last year). These were confirmed at a meeting of the Reward Futures Programme in October 2016 and were added to:

- a) A basic national pay structure – there is no desire to move away from a national pay structure for police officers
- b) Local supplements – policing needs a national framework with the flexibility to reflect local needs through market uplifts or supplements, reflecting cost of living factors, including flexibility to reward for accelerated progression, complexity of roles etc
- c) Link between pay and contribution – officers should only receive pay progression if they demonstrate satisfactory performance
- d) Link between pay and competence – officers should be rewarded for additional competence
- e) Link between risk, responsibility and scale of role (without this being a job evaluation)
- f) Link between pay and specialist and/or scarce skills – officers will require particular skills and qualifications relevant to a specific post that could attract remuneration to a higher level than the next rank
- g) Review of increments – the introduction of other changes as mentioned above would mean that a review of annual increment rises would be inevitable. This would allow a fairer and more appropriate pay structure to be introduced
- h) Consolidate allowances – review to consolidate into basic pay, to remove as a result of other changes or to remain to recognise the unpredictable, difficult or dangerous work of officers
- i) Consistency between police staff and officers where appropriate – as the police workforce becomes increasingly integrated and reform of the terms and conditions is explored for officers and staff, fairness and consistency (where appropriate) are guiding principles
- j) Considering total reward package (including changes made to the pension scheme)
- k) Overall reward should be just and fair

We now need to address the detail of following through these principles. A work programme will be developed and shared with the PRRB.

3.3 Organisational Structure Changes

The Leadership Review³ concluded that police rank structures and grades should be reviewed.

This has now been agreed by the National Police Chiefs' Council (NPCC).

It was concluded that a reduction to five levels was seen to be the optimum, in terms of organisational efficiency, but many organisational design issues would need to be overcome before a service-wide reduction in ranks could be supported.

Review the rank and grading structures in policing across warranted and staff roles.

Ranks and grades in policing may need to be reformed as we move towards policing based on greater levels of practitioner autonomy and expertise. While starting with police officer ranks, the same approach should be applied to police staff tiers and grades.

The College will support such a review, creating an evidence base for how reform to the rank structure might be achieved successfully and permanently. This recommendation will require the Home Office and forces to work with the College to ensure consistency.

To be delivered by: **The College, Home Office, forces.**

In their submission the Metropolitan Police has, however, signalled an intention to progress with the streamlining of the Commander and Chief Inspector ranks⁴.

The issue will remain under active consideration by NPCC but, as with the Metropolitan Police, this will not preclude individual forces from acting on the findings as they strive to rationalise shrinking budgets and/or preserve front-line services.

What can reasonably be anticipated is that future promotion opportunities will diminish. If the service is to avoid losing its most talented people, this makes the case for introducing credible alternative career pathways, such as the Advanced Practitioner Scheme described below, even more important.

There has been considerable work on current and new roles by the College of Policing. All of these developments will require to be considered from a reward perspective.

3.4 Policing Education Qualification Framework (“PEQF”)

The College of Policing has developed an education qualification framework for policing which sets education levels and qualifications by rank or organisational level. The PEQF is intended to raise education standards and formally recognise, via externally accredited qualifications, the increasing complexity of policing and the high level skills and professionalism required both now and in the future. The College of Policing Board formally approved the education levels and qualifications outlined in the table below at their meeting on the 28th September but agreed further modelling and consultation should take place with Chief Constables and Police and Crime Commissioners to determine a reasonable timeframe for mandatory implementation.

³ Recommendation 2 of the Leadership Review -

⁴ See Annex A

The levels are set out below:

Police Community Support Officer (PCSO)	L4 qualification to be delivered via an apprenticeship
Police Constable (PC)	L6 qualification to be delivered via: <ul style="list-style-type: none"> • a degree apprenticeship • pre-join degree • graduate entry scheme
Sergeant	L6 police leadership-focused qualification to be delivered via an apprenticeship
Inspector / Chief Inspector	L7 post-graduate certificate
Superintendent / Chief Superintendent	L7 Master's degree to be delivered via an apprenticeship
Chief Officers: <ul style="list-style-type: none"> • Assistant Chief Constable • Deputy Chief Constable • Chief Constable 	L7 Master's degree will be a pre-entry requirement for the Strategic Command Course. The SCC will be reviewed with potential to have L8 credits towards a professional doctorate.

The qualifications are planned to be developed over the next 2 to 3 years with a number being ready for early adopters in 2018. Mandatory adoption is unlikely to be before 2020 but will be determined following further modelling and consultation. The initial focus has been on establishing the education levels and qualification by rank but qualifications related to specialist and/or policing-specific staff roles will be considered and developed in due course.

3.5 Apprenticeships

The planned introduction of the Government Apprenticeship Levy from April 2017 carries implications for the effective use of police funds and resources. Apprenticeships, therefore, feature heavily in the PEQF as the apprenticeship model not only offers a sound educational approach but also an attractive funding mechanism. The English government's 'co-investment' funding of 90% of the capped amount, for additional apprenticeships once an organisation's levy pot is spent, will effectively enable forces to train individuals at only 10% of the cost. Enhanced use of apprenticeships will help address concerns surrounding costs to individuals gaining qualifications impacting on the ability of policing to secure a diverse and representative workforce. Each respective qualification now represents the learning programme that will support individuals to gain the knowledge, skills and competencies required to perform the new role. The qualifications are no longer pre-requisites to appointment or promotion but will be required for confirmation in post.

The College, working closely with a trailblazer employer group has prioritised the development of the Police Constable degree apprenticeship. At the time of writing the apprenticeship standard has been provisionally approved by the Department of Education ("DfE") and has been provisionally allocated the top funding band which will enable forces to draw down the maximum £27,000 from their apprenticeship levy pots per candidate. The resulting End Point Assessment Plan is currently being consulted upon and will be submitted to the DfE for approval in January. Formal approval and sign off of the apprenticeship from the DfE is expected in March. Work is also underway to develop the curriculum specification, the

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 organisations (including the 4 Welsh Forces) to draw down their apprenticeship levy (as in England). The Welsh Forces would therefore have major financial difficulty in funding the apprenticeships if a solution cannot be found. Options are being explored.

The College are also creating the mechanisms to facilitate opportunities for existing officers and staff to gain accredited and publicly recognised qualifications equivalent to their level of practice or rank. These opportunities will be available from April 2017.

3.6 New Role Profiles for Policing

The College will be undertaking a substantial programme of work to redevelop the current Police Professional Framework ("PPF") following a successful Police Transformation Bid. The content was last reviewed in 2009 and since then the policing landscape and strategic vision has changed significantly. New role profiles underpinned by professional standards are being created for all officers and staff including core and specialist roles to support the workforce reform and transformation agenda. This project commenced in November 2016 and will be completed by the summer of 2017.

These new role profiles will be fundamental to the reward work to provide a solid basis for the NPCC to benchmark roles and start to create a process for validating a new reward framework.

3.7 Assessment and Recognition of Competence ("ARC")

The new ARC (formerly Defining and Assessing Competence) process is now active having formally launched on the 30 September 2016. It introduces foundation threshold assessments for all police constables approaching pay point 4. From 1st January 2017 Constables will be assessed against:

- a) Initial Learning Assessment Units;
- b) Relevant behaviours from the Policing Professional Framework (to be updated in due course); and
- c) Their own Continuing Professional Development

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. For the ARC work (higher skilled assessments for sergeants and inspectors) definitive timeframes are not agreed but we are proposing:

- development work now to September 2017
- pilot Sept 2017 – April 2018
- evaluation / revisions May-August 2018
- potential national launch- September 2018 with assessments starting from January 2019

A new overall organisational structure incorporating ARC is being developed and could look like this:

Organisational Structure - Incorporating Assessment & Recognition of Competence ("ARC")		
Future Structure	Current Rank Structure & Subsidiary Levels	Notes
Force Leader	Chief Constables	Development will include implications of the development of Fire Service Chief Officer roles
	Force led selection and promotion process(subject to force advertising)	
	Deputy Chief Constable	
	Force led selection and promotion process(subject to force advertising)	
	Assistant Chief Constable	
	Senior PNAC & Strategic Command Course	
Service/Function Leader	Chief Superintendent	"Chief" effectively equates to Higher Skilled
	Force led selection and promotion process(subject to force advertising)	Could become an ARC Higher Skilled Assessment once new organisational structure is embedded
	Inspector (Core)	Currently two distinct ranks exist - ideally just need two subsidiary bands within main level
	National Police Promotions Framework Process (subject to force advertising)	NPPF already exists for police officer promotion from sergeant to inspector
Team Leader/ Technical Lead	Sergeant (Higher Skilled)	
	Higher Skilled Assessment (ARC)	
	Sergeant (Core)	
	National Police Promotions Framework Process (subject to force advertising)	NPPF already exists for police officer promotion from PC to sergeant
Service Deliverer	Police Constable (Advanced Practitioner)	Model in development and piloting. Distinct role with specific criteria - not to be confused with Higher Skilled Assessment
	AP is a specific role - only available if advertised by forces	
	Police Constable (Higher Skilled)	
	Higher Skilled Assessment (ARC)	
	Police Constable (Core)	
	Probation	
Apprentice/Trainee Police Constable		
Key		
	Force led process	
	ARC assessment	
	National Promotion Process and/or Course attendance	

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
1st National conference	All advanced practitioners and support personnel from forces participate in a launch conference. Advanced practitioner handbook issued	March 2017
2nd National conference	To share learning and practice, to provide ongoing evaluation of the pilot, build networks and to be exposed to a range of professional development opportunities provided at a national level.	June/July 2017 tbc
3rd National conference		January 2018 tbc
4th National conference		June/July 2018 tbc
Evaluation report	Report reviewed and published with recommendations	September 2018
Preparation for national roll out	Subject to the outcomes of the evaluation of the pilot	September to December 2018

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.

4. Annual Pay Review and Changes to Conditions 2017

4.1 Annual Pay Review 2017

The NPCC have continually supported an annual pay review for all ranks of officers so that all officers can potentially benefit from an annual increase. We continue to believe this should be applied in this year's submission. Any increase would have effect from 1st September 2017.

A number of alternative scenarios were considered in respect of this year:

- a) A consolidated increase of 1% increase for all ranks
- b) An unconsolidated increase of 1% for all ranks
- c) An alternative percentage increase between 0% and 1%, which may or may not be consolidated
- d) No increase

Given the constraints that the current Government are working within, and that this will be the second year of a four year policy of pay restraint, we do not believe we should this year be requesting a higher percentage than 1%. Neither have we any specific evidence from a budgetary perspective that a greater percentage would be justified given the need for affordability for individual forces.

However compared to the external market an increase of over 1% would be justifiable. We looked at current market practice for organisation's annual pay review for the past 12 months and we observe that the public sector continues to follow the 1% pay guideline, except for some county and local councils. All other sectors exceed 1% per annum, the median pay uplift for the not for profit sector being 1.5%, manufacturing median being 2.0%, the private sector median being 2.16%, bringing the overall median for all sectors to 2%⁵.

We know that officers believe that they are losing out compared to those employed outside the public sector and this must be a contributing factor to their view on pay and conditions. Survey results from Police Federation clearly show that officers do not believe they are fairly paid⁶.

In addition we are very aware that officers have experienced a number of years of pay restraint and that if we wish to argue for a lower percentage than 1%, and use money other than for a general increase, we must give all officers a clear message of where and how the additional pay budget is being spent and why we believe an alternative approach is the right answer.

As the remuneration structure of police pay and conditions will not change from 2016/17 to 2017/2018 we are recommending a traditional, across the board annual increase.

Last year we asked that the PRRB recommend that the pay increase should be restricted to a non-consolidated increase of 1% to enable forces to build up a contingency to support budgets during transition to a new reward framework. The PRRB did not believe that we were able to substantiate this argument sufficiently and recommended a consolidated uplift.

Although a non-consolidated approach is attractive for all forces for the 2017/18 budget, particularly those who are most challenged by budgetary pressures all Chief Constables are aware that further change is coming and until we see the outcome of structural changes of

⁵ IDR pay settlements for the last 12 months to 1st December 2016

⁶ Police Federation employee survey, PFEW Pay and Morale Survey 2016. The survey

the remuneration structure for officers, the NPCC have agreed current pay levels and relativity should be maintained.

Therefore the NPCC recommends that there should be an uplift at 1 September 2017 for all officers of 1% on a consolidated basis. This is justifiable on the basis that:

- a) At a time of pay restraint a 1% increase is affordable
- b) The increase preserves current pay levels and relativity
- c) We are in line with market practice in the public sector

For the purposes of clarity we have interpreted the Government's pay policy as excluding incremental pay progression.

4.2 London Weighting and Allowances Update

Forces have the ability to offer a number of regional allowances. These were increased last year by the PRRB:

- a) London Weighting was increased by 1%
- b) The South East Allowances were increased to £2,000 for Bedfordshire, Hampshire and Sussex forces and to £3,000 for Essex, Hertfordshire, Kent, Surrey and Thames Valley

The Metropolitan Police have recommended that there be an increase in London weighting this year.

Forces where officers are in receipt of the South East Allowance have recently made decisions as to whether they will increase payments in line with the greater flexibility offered by PRRB. At this stage only Surrey and Sussex have decided to increase the South East Allowance for each officer by £500. Therefore we have not recommended that any uplift is applied to this allowance.

4.3 Applying Bonus Payments

Bonus payments are allowed within the regulations according to certain criteria and up to a cap of £500 per payment. The current restrictions on the criteria do not allow sufficient flexibility to chief constables to deal with current issues. There are some examples where the current regulations are being stretched to address local issues, for example detectives in training might be given a number of staged payments as they are recruited and then pass exams.

However this year we would like to agree with the PRRB to provide clearer guidance on how we might use these within the regulations. The bonus payment mechanism provides some possibilities but in our view is too narrow. There are differences of view amongst forces of the extent that the current arrangements can be utilised (specifically the Metropolitan Police have concerns⁷) and the NPCC would therefore like to create a more certain mechanism and wording so that all Chief Constables may use this without challenge in terms of amount and regularity of payment. At this point this would be particularly useful for our hard to fill posts and for other reasons that we have outlined below.

We recommend that new categories for bonus payments be included. This would have the advantage of being attractive to recruits now and provide a short term measure that would either be incorporated or fall away, subject to future changes in the reward framework.

⁷ See Annex A

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 this.

This data shows that nearly half of all forces are having an issue recruiting detectives and this issue appears to be a countrywide issue rather than in a specific area. Overall 14 of the 19 responding forces has more than one recruitment issue to contend with. There are also issues recruiting armed officers⁹ and custody officers.

Police Force	Armed Officers	Detectives	Custody	Surveillance	Specific issues
Cumbria	Yes	Yes			
Devon and Cornwall	Yes	Yes			
Dorset	Yes		Yes		
Durham		Yes	Yes		Detectives - Sergeant/Inspector
Essex	Yes	Yes	Yes		
GMP	Yes	Yes		Yes	
Humberside	Yes	Yes	Yes		
Kent	Yes	Yes			
Lancashire	Yes	Yes	Yes		
Leicestershire		Yes			
Lincolnshire		Yes			
Metropolitan	Yes	Yes			
Norfolk		Yes	Yes		Child abuse
Northamptonshire		Yes			
Northumbria		Yes	Yes		
South Wales	Yes	Yes			
South Yorkshire		Yes	Yes		
Suffolk		Yes	Yes		
Surrey	Yes	Yes	Yes		
Thames Valley		Yes			
Total	11	19	10	1	

Another example is where an extended bonus payment might be beneficial would be for Superintendents. The Superintendents' Association has expressed concern regarding some of their members who might have a significant increase in their individual responsibilities/workload. Although we need to be careful not to reintroduce the 'big job' allowance removed in the Winsor review, greater flexibility for Chief Officers would allow them to consider whether further remuneration was paid, especially at a time of change. Currently such roles are not able to receive these types of payments but allowing this to be extended to superintending ranks would be appropriate.

⁸ Out of 43 forces 29 responded to data requests. Of these 29, 19 confirmed they are having issues in recruiting detectives. Last year 14 forces confirmed they were having difficulties with recruiting for certain roles.

⁹ In the public sector there are precedents for giving additional pay for being armed. The Armed Forces receive an "X- Factor" of 14% of base pay. This pay supplement recognises the important and difficult job armed forces carry out compared to civilians.

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.

5. Planning for the PRRB Report 2017/18

The PRRB commented last year on the supporting processes and the NPCC now have extra resources to fulfil its requirements.

A new National Co-ordinator for Police Pay and Conditions was appointed in early November 2016. The purpose of this role is to liaise between all the parties involved in the PRRB process and provide an expert resource on the reward issues for the NPCC.

A plan of reward work for 2017/18 will be drafted and agreed with all parties. This will be dovetailed with the Workforce Futures programme of works. Some of the reward work will address specific immediate issues which have been discussed in this submission, e.g. what to pay apprenticeship recruits.

Other work will look at longer terms issues about the ways we should research and produce recommendations:

- a) We wish to start to produce regular comparator pay and conditions data analysis of our current roles. This will mean that as new roles are defined or roles change we are more easily able to assemble evidence and follow this through in a timely manner.
- b) We also would like to have an agreed methodology and policy of how we link roles to data, i.e. what point or range are we seeking to match? Many policies seek to match to median. What is appropriate for us at this point given the need for affordability? What are our longer term intentions?
- c) We will look to follow good practice exercised by other pay bodies. This may mean that we need to commission external data analysis.
- d) We intend to draw on our internal expertise and resource across the forces.

Annex A

Submission by the Metropolitan Police Service

Introduction

1.1 Context

The Metropolitan Police Service (“MPS”) welcomes this opportunity to provide evidence to inform the work of the Police Remuneration Review Body (PRRB). Our 2017 submission reflects the current needs of the Met, but is also future focussed and aligned with work led by the NPCC, the College of Policing and the Workforce Futures project.

The MPS fully supports the NPCC submission and our intention is to provide greater granularity, as relevant from a London perspective, to the NPCC content.

As we explained in our submission last year there remains an underpinning theme that the current Police Regulations are highly prescriptive, expressing entitlements and specifying detailed circumstances, whereas modern employment practices require flexibility and agility. Similarly there is a requirement to recognise regional differences through delegated authority to apply such flexibility in different ways to address local issues. These normal discretions should be available to Chief Constables, as is available to Chief Executives in almost all other employments, whether private sector or public.

1.2 MPS Budgetary Context

Even with the welcome announcements in the 2015 Comprehensive Spending Review to protect Policing Budgets, London policing has received no additional funding and there is still a £440m budget gap through to 2020/21. Whilst we have deliverable plans to close this funding gap this means that the MPS, in common with other Forces and Public sector employers, still need to find considerable savings, and we will need to reduce officer numbers considerably over this period. It should be noted that a 1% pay award results in a cost of circa £25 million per annum to the MPS; with no increase in budget this equates to the cost of circa 1000 police officers over four years. This underlies the scale of the financial challenge facing the Met and other forces at a time of changing demand for policing services, with growing demand in complex areas (such as protecting vulnerable people).

The MPS response to this financial challenge is the One Met Model programme which will deliver fundamental and far reaching changes in the way we recruit, train, and develop our officers and how we organise ourselves operationally. With a focus on demand management and significant work to improve efficiency (in part through our significant technology investment programme), we will be able to maintain policing services whilst at the same time reducing officer numbers to meet the expected budget gap. Nevertheless, the impact on our officers and managers in delivering such wide scale change should not be underestimated.

The decision on streamlining leadership taken by the MPS and which is set out more fully at Section 2 is part of our response to the organisational and financial challenges that we face.

1.3 Internal Policing Market

In previous years the PRRB has looked at entry and exit data into Policing as prime indicators of the health of policing as a profession and for the MPS these continue to remain healthy. However we argue that whilst these traditional measures are important they do not reflect the

true story of policing today. A better indicator maybe the inability of forces to attract and retain serving officers into specialist cohorts.

Over recent years there has been welcome statutory developments to allow direct entry into Policing at Inspector and Superintendent ranks and the development of Constable recruitment through Police Now and in the future through Apprenticeships. However the reality is that policing remains a vocation with the vast majority of officers entering as constables and then progressing through the ranks.

Within Regulations the Commissioner has the ability to compel an officer to move to a particular location and/or to take up a role. Nonetheless, with societal changes and the balancing of work and home life, this provision for compellability has become progressively less enforceable.

The practical impact is that police officers 'voluntarily elect' to follow particular career paths in policing – Detectives in child abuse; Firearms; Response and so on. Therefore our officers today reflect our recruitment practises over c. 20 years, together with the officer's chosen career path.

We know that some of these roles carry higher risk and may be deeply unpleasant however our officers put themselves forward to do this for no additional reward and unsurprisingly these roles are proving harder to fill. We know that monetary reward is not the only lever available but to have no reward options to attract officers into a particular career path remains deeply problematic, particularly as the operational structure becomes flatter with decreased opportunity for rank progression. The ability to provide a short term, time-limited, financial incentive (perhaps, initially, through widening the scope of Bonus Payments) would allow emerging concerns to be addressed before they become significant issues and could lead to the development of better evidence to support the consideration of options for longer term solutions. In London the lack of such financial incentives is likely to limit the take up of pilot schemes and skew resulting evidence.

One area where the MPS would like the flexibility to consider the use Bonus Payments immediately is to address our deepening concerns with Detective resourcing levels. A number of measures have been taken to address the issue including the use of ex-officers in Police staff roles, the conversion of Police Special Constables into trained, full-time detectives and initiatives to address concerns with location, personal liability risk or career progression, but these will take time to deliver. A short term financial incentive could allow the time for these longer term measures to take effect. The use of Bonus Payments in their current form is not considered a viable option for a force such as the MPS given the scrutiny applied to London issues (even though used in similar circumstances by other forces). Similarly, support from the Federation for such an approach cannot be assumed within the overly restrictive framework currently in place. Equally, there will rarely be a neat and unarguable case for all reforms; some will require the application of judgement to assess their long-term value. In a cost neutral environment any change that includes financial measures will have both winners and losers. As such unconditional support from all stakeholders is unlikely. Some trials, therefore, must be conducted with only a consensus from *most* stakeholders rather than *all* stakeholders. Evidence from such trials will add to the arguments to support, or challenge, longer-term commitments which can subsequently be agreed by all.

1.4 Content

Using this introductory information as a backdrop, the MPS submission has four substantive sections where the MPS wishes to provide additional evidence in support of the NPCC submission to the PRRB:

- Rank Review and Streamlining Leadership
- Advanced Practitioners
- Apprenticeships
- London Pay and Allowances reform

2. Rank Review and Streamlining Leadership

2.1. Introduction

The NPCC has had a programme of work to look at Recommendation 2 of the Leadership Review. After eight months of reviewing the recommendation and undertaking modelling work with nine forces, the working group found a growing evidence base in policing, building on the evidence base from other sectors, to support a continuing application of the 5 level model where the focus is on the role and levels of responsibility rather than rank/grade.

The NPCC at its meeting in July considered next steps from the working groups and concluded that the 5 level model was appropriate and fit for purpose as the basis for future thinking around organisational design, development and reward.

2.2 MPS Decision

During the NPCC working group phase the MPS Management Board announced earlier in 2016 that it was looking at streamlining our inspecting and chief officer ranks to reduce management layers in the organisation.

In October MPS Management Board took the decision to proceed with a programme of streamlining leadership. All officers and Staff associations have been informed of this decision in principle (effectively we have set a key design principle for the whole organisational redesign process to follow) and we are now entering into a period of consultation about the new organisational design. Full consultation will be undertaken on this redesign.

The MPS has been very clear that this is a process of organisational design, and we are not removing the ranks from those who currently hold them.

The rationale for this decision to streamline supports a number of important principles which cut across the One Met Model transformation programme and which include:

- Trust and empowerment
- Speed to decision making
- Organisational agility
- Better communication

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 Act 1996 to enable the Secretary of State to make regulations specifying the ranks to be held by members of police forces.

Reward linked to the Rank Review

The NPCC work, which has identified the 5 Levels, now needs to be enabled with a national pay spine. If the MPS is to deliver on its ambition articulated through the One Met Model then the work to develop a new national pay structure with local flexibility is absolutely fundamental. This should recognise the continued importance of the lead for London inspecting ranks, something which we have strongly defended in previous reports to the PRRB and this remains our very strong position.

The NPCC has started to create a framework of reward principles from which it expects to develop a new Reward framework. The MPS supports these principles and has made observations into the NPCC both as an employer and as the lead of the Workforce Futures programme.

The development of this new pay structure will be challenging as there is no new money to pay for this reform so it must be cost neutral. To enable any change, and fund any transitional arrangements, we believe that the PRRB will need to re-consider the possibility of a non-consolidated pay rise, which we explored in our submission last year. We believe that there is merit in revisiting our proposals with the caveat that if the PRRB were to agree to a non-consolidated payment and then the Service did not deliver the new reward framework within a specified period that the non-consolidated payment would then be consolidated into base pay. Similarly, we believe there will at some point have to be a cap on pay for new joiners at pay point 6 on the constable scale, effectively ring fencing pay point 7 for reform (e.g. to recognise additional capability and expertise for designated 'advanced practitioners'. This would allow up to six years to develop the case for future pay reform and allow the reinstatement of pay point 7 if the case is not made. We recognise the challenges involved here, and the challenges of securing broad agreement to reform. Nevertheless, that process will

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 submission key to enabling the transformation we want to achieve in our service to the public.

3. Advanced Practitioners

As part of the Leadership Review the College of Policing is rolling out an Advanced Practitioner pilot of which the MPS is a trailblazer.

The College has proposed that the pilot should be run with no financial recognition and whilst the MPS accepts that this is valid we also believe that there is merit in running two concurrent pilots, one with a financial incentive and one without, to add to the value of any evidence. The Advanced Practitioner role will be fundamental to officer career paths as the opportunities for rank progression decrease and we wish to signal the value that we organisationally place on these 'go to' people.

There is however no practical way in Regulations to even test a reward lever for this initiative. The only option is to use Bonuses and we strongly support the aspiration of the NPCC to add flexibility to their use. Whilst it is accepted that this would not receive unequivocal support from MetFed, the value in exploring the possible effect of financial recognition of the role during any trial is potentially significant.

As we set out in the introductory section, over and above any change in the use of Bonus payments, we would urge the PRRB to explore with the Home Office how pay flexibility can be introduced in the longer-term so that pilots and innovation projects can be properly tested pending a full evidence base.

We are optimistic that the Pilot will conclude that Advanced Practitioners are a positive and welcome development that should be rolled out across the Service, and on that basis we have started to consider how we might pay for this role. We know that there is no new money and that the current consensus employer view is that the constable pay point 7 is probably the most appropriate pay point in the longer term. One option might be to ring fence this now (for new starters) to signal the importance of this role. Similarly, the MPS would value the support of the PRRB in the establishment of London pilots on Advanced Practitioners, BCU and streamlining leadership at the inspecting ranks by stressing the opportunity to fund workforce reform through the transformation fund. This would support the development of fully evidenced future submissions to the PRRB.

4. Constable Recruitment Apprenticeship

The introduction of the Higher Level Apprenticeship will be the most significant reform ever of Constable recruitment and training - by 2019 all constables will be degree qualified either on entry (as many already are) or will receive a degree qualification through a three year policing degree apprenticeship.

This new entry route will require an appropriate reward structure and the MPS supports the NPCC proposals for a modified application of the constable pay scale. Equally we must recognise the significant non-remunerative attractions of the scheme. Pay must be balanced against affordability and the value to the individual of a degree without the associated high levels of student debt. Similarly high abstraction levels, location allowances and benchmarking against other employers must be taken into account. As the largest user of

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 Reform

In our 2016 submission the MPS proposed an ambitious programme of allowance reform so that we could appropriately target our paybill to those areas within our officer workforce where we face the greatest organisational challenges. We argued that non pensionable London Allowances and Housing Allowance should be frozen and consolidated over the next 2 to 4 years to provide, by 2020, a single payment, but with discretion for the Commissioner to vary the level of payments to officers to meet the MPS's requirements or respond to market or other external pressures (up or down). In the longer term we proposed to create similar flexibility for London Weighting and London Inspecting Lead.

During this coming year the MPS will also enter negotiations to renew the current Association of Train Operating Companies ("ATOC") scheme contract. Subsidised and free travel in and around London is an important addition to the MPS reward package. As all officers benefit from Transport for London ("TfL") travel concessions and new recruits are taken from the Metropolitan area, the existing ATOC scheme (allowing subsidized travel some considerable distances from London) is no longer accessible to new recruits. However, in recognition of the recruiting and retention benefits coupled with the increasing difficulties with securing housing in London our intent is to seek a new ATOC option for new recruits within a smaller radius than the old scheme. Ultimately these are issues for ATOC to decide, but we will do all we can to achieve this new option.

Given the emergent and significant national pay reform agenda that will accompany the Levels work the MPS believes that any review of London Allowance, weighting or pay leads should be wrapped up as part of that work. In the meantime the MPS supports the national recommendation for a 1% uplift for all allowances and payments within the PRRB remit including those linked to service in London.

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>

PRRB 2016 Report, Information and Update Requests		
Paragraph	Chapters 3 & 4	Current Status and/or Cross Reference in this Report
Chapter 3		
3.12	Any further evidence on the effect of changing economic and labour market circumstances on police officer recruitment, retention and morale	<i>We asked all constabularies to complete a data survey for the 2017 submission. 29 constabularies completed the returns and the relevant results will be provided separately to the PRRB.</i>
3.22-3.24	Identification of the reasons for shortage groups and the levers to alleviate. Development of local allowances or other mechanisms within the programme of reforms underway	<i>These are discussed in 4.3 and Annex A.</i>
3.27	Scope for varying remuneration for superintending ranks in the light of proposed reforms	<i>No changes are proposed for the 2017 submission.</i>
3.28	Further evidence on the rationalisation of allowances under the reforms and links to the PRRB's proposed rolling programme for review	<i>No changes are proposed for the 2017 submission.</i>
3.35	MPS review of London package for 2017 evidence	<i>No changes are proposed for the 2017 submission.</i>
3.37	Clear statement needed on parties' positions on uprating London Weighting	<i>MPS have suggested uplifting London Weighting and the NPCC have supported.</i>
3.44	Regular review of South East Allowances and monitoring data required on values of allowances in payment, recruitment and retention issues, and transfers between the MPS and surrounding forces	<i>The South East allowances. Surrey and Sussex intend to start using these allowances with effect from April 2017. Therefore at this stage no data is available.</i>
3.58-3.60	Any further development of proposals for public holiday compensation and Away from Home Overnight Allowance, including any evidence on numbers of officers affected, options for change, costs of change, and mechanisms for effective implementation	<i>No changes are proposed for the 2017 submission.</i>
Chapter 4		
4.6-4.10	Progress on reforms including vision, leadership and consensus, funding and resources, and effective engagement	<i>We have commented on the progress of reforms in Sections 2 and 3.</i>
4.11	Review consideration of themes for pay design (see list in para 4.11)	<i>We have commented on the progress in 3.2 and 5.</i>
4.13-4.18	Update on supporting processes	<i>We have commented on the progress in 2.1 and 5.</i>
4.20	Progress on establishing a national survey of police officers to enable a comprehensive assessment of attitudes to work, views on remuneration, and trends in morale and motivation	<i>We continue to extend the use of the Durham Business School surveys to monitor police officers. This year DBS surveyed 23 Forces</i>
Evidence gaps		
4.21	o Police Earnings Census – more timely earnings data	<i>This data is being collected by the Home Office.</i>
	o Recruitment data – impact of national standards and data on constable entry salaries	<i>This data was collected by the NPCC and will be supplied separately</i>
	o Retention data on intentions to leave and reasons for leaving	
	o Pension scheme membership	
	o Update on wellbeing and welfare initiatives	
	o Police officer business interests, second jobs and levels of debt	
o Equality impact assessments of any pay proposals		