

INDEPENDENT REVIEW OF
POLICE OFFICERS' & STAFF
REMUNERATION & CONDITIONS

18 March 2011

POLICE PAY REVIEW - EFFECT ON INDIVIDUAL OFFICERS AND STAFF

Following the publication of Part 1 of my review of police pay and conditions last week, I should like to provide you with more facts on the effect that it may have on your take-home pay. If the recommendations are implemented, there will be differing effects on officers and staff, depending on the natures of their jobs, the skills they use, the hours they work, and their particular circumstances.

It is true that some officers will earn less under my proposals. It is equally true that some officers will gain. Officers who regularly work unsocial hours and who are using especially critical skills will, in general, earn more under these proposals, some up to £2,000 more. However, many of the officers and staff who have contacted me are unnecessarily concerned; they believe that they will lose significant sums of money, up to £4,000, whereas actually they are likely to lose much less, or even be better off than they are now.

To ensure that this debate is focused on facts, rather than conjecture, I have placed a series of case studies and a simple summary of all the recommendations on the review's website www.review.police.uk. I would encourage each of you to read this to understand some of the benefits of the review. A simple to use 'ready reckoner' has also been developed for officers (Constable to Chief Inspector rank) to illustrate the effects of the review's recommendations compared to your earnings in 2010/11. This has the benefit of providing facts tailored to your specific circumstances. It also includes the effect of the likely increase in pension contributions, as I am acutely aware that the review's recommendations cannot be seen in isolation. Unfortunately it is not possible to produce a national ready reckoner for police staff because so many of the terms and conditions are decided at a local force level.

There will be a second part of my report to come later in the year, but in the interim I hope that these fact sheets and case studies will demonstrate that the review has been designed to bring a degree of fairness to police officer and staff pay and conditions.

Tom Winsor

1. CASE STUDIES

The following case studies illustrate the possible effects of the review's recommendations on constables in different roles and working different hours. The examples include the likely increases in pension contributions from April 2012:

24-hour Response

7 years' service Constable

The report is good news for frontline or operational officers. By 2012/13, a 24-hour response Constable with seven years' service and Level 2 public order training, working a standard shift pattern, may **receive approximately £1,770 more than in 2010/11**. That includes **an additional £1,320 for having to work unsocial hours**. This is despite the proposed progression freeze and likely increases in pension contributions.

10 to 30 years' service Constable

By 2012/13, a 24-hour response Constable with between 10 and 30 years' service and Level 2 public order training, working a standard shift pattern, may **receive approximately £790 more than in 2010/11**. That includes **an additional £1,470 for having to work unsocial hours**. This is despite the removal of the Competence-Related Threshold Payment (CRTP) and the likely increases in their pension contributions.

Sergeant

By 2012/13, a 24-hour response Sergeant at the mid-point of his or her pay scale and Level 2 public order training, working a standard shift pattern, may **receive approximately £1,940 more than in 2010/11**. That includes **an additional £1,500 for having to work unsocial hours**. This is despite the proposed progression freeze and likely increases in pension contributions.

Inspector

By 2012/13, a 24-hour response Inspector at the mid-point of their pay scale and Level 2 public order training, working a standard shift pattern, may **receive approximately £2,540 more than in 2010/11**. That includes **an additional £1,900 for having to work unsocial hours**. This is despite the proposed progression freeze and likely increases in pension contributions.

Detectives

7 years' service Constable

By 2012/13, a skilled Detective Constable with seven years' service who regularly works late shifts and is frequently on-call may **receive approximately £1,860 more than in 2010/11**. That includes **an additional £375 for having to work unsocial hours** and **£1,020 for being placed on-call**. This is despite the proposed progression freeze and likely increases in pension contributions.

10 to 30 years' service Constable

By 2012/13, a skilled Detective Constable with between 10 and 30 years' service who regularly works late shifts and is frequently on-call **may receive approximately £760 more than in 2010/11**. That includes **an additional £420 for having to work unsocial hours** and **£1,020 for being placed on-call**. This is despite the removal of his or her Competence-Related Threshold Payment (CRTP) and the likely increases in his or her pension contributions.

Sergeant

By 2012/13, a skilled Detective Sergeant at the mid-point of his or her pay scale who regularly works late shifts and is frequently on-call **may receive approximately £1,835 more than in 2010/11**. That includes **an additional £450 for having to work unsocial hours** and **£1,020 for being placed on-call**. This is despite the proposed progression freeze and likely increases in pension contributions.

Inspector

By 2012/13, a skilled Detective Inspector at the mid-point of his or her pay scale who regularly works late shifts and is frequently on-call **may receive approximately £2,140 more than in 2010/11**. That includes **an additional £570 for having to work unsocial hours** and **£1,020 for being placed on-call**. This is despite the proposed progression freeze and likely increases in pension contributions.

Chief Inspector

By 2012/13, a skilled Detective Chief Inspector at the mid-point of his or her pay scale who regularly works late shifts and is frequently on-call **may receive approximately £2,130 more than in 2010/11**. That includes **an additional £610 for having to work unsocial hours** and **£1,020 for being placed on-call**. This is despite the proposed progression freeze and likely increases in pension contributions.

Neighbourhood Police

7 years' service Constable

By 2012/13, a neighbourhood police Constable with seven years' service and who has been in the same team for more than three years is likely to **receive approximately £455 more than in 2010/11**. This is despite the proposed progression freeze and likely increases in pension contributions.

10 to 30 years' service Constable

By 2012/13, a neighbourhood police Constable with between 10 and 30 years' service and who has been in the same team for more than three years is likely to **receive approximately £675 less than in 2010/11**, however this is still substantially more than roles that do not attract any additional expertise payments and also reflects the removal of his or her CRTP and likely increases in pension contributions.

Middle or back-office

7 years' service Constable

By contrast, officers who work in what are sometimes called the middle- and back-office functions, such as criminal justice units, training or human resources, should expect to receive comparatively much less money, especially if they previously received CRTPs or Special Priority Payments. A Constable with seven years' service who **previously received a SPP of £1,500 may earn approximately £1,960 less than in 2010/11**. This includes the proposed progression freeze and likely increases in pension contributions.

10 to 30 years' service Constable

By 2012/13, a Constable with 25 years' service who **previously received a CRTP and SPP of £1,500 may earn approximately £3,090 less than in 2010/11**. This includes the likely increases in pension contributions.

Police staff

It is more difficult to provide meaningful illustrations of the likely effects of these proposed reforms on the take-home pay of police staff because of their localised nature. Nonetheless, police staff will be affected by the suspension of progression increments and performance-related pay, but they are unlikely to receive substantial reductions in their cash-earnings because they will stay on the same pay scale increments they occupied in 2010/11.

THE REVIEW'S MAIN POINTS

OFFICERS

Unsocial Hours Payment (*see pages 58 to 59 of the report*)

In 1978, the Edmund-Davies review stated that 9% of an officer's basic pay was compensation for working unsocial hours. However, the review's data indicate that approximately 43% of officers do not regularly work unsocial hours, despite being paid the same as those working shifts. This is unfair.

Removing this 9% from those not working shifts would be a sudden and substantial reduction of basic pay. A long-serving constable would see his or her pay drop by £3,287 *per annum*. Instead it has been recommended that officers in the federated ranks (Constable to Chief Inspector) should receive a premium of 10% of basic pay for working unsocial hours, defined as the hours between 8.00pm and 6.00am. This will be paid on an hourly basis for the hours actually worked. It is hoped that this premium will encourage more experienced officers to remain in front line, public facing jobs.

For constables on a standard three-shift rotating system of early, late and night shifts within a four-team pattern, it is estimated that an officer at the mid-point of his or her pay scale will receive the following additional payments:

- **Constables:** **£1,200 per annum**
- **Sergeants:** **£1,500 per annum**
- **Inspectors:** **£1,900 per annum**
- **Chief Inspectors:** **£2,100 per annum**

Expertise and Professional Accreditation Allowance (*see page 145-148*)

The acquisition and use of certain professional policing skills should be rewarded across the police service.

In most areas, in the short term, the structures, skills accreditation or evaluation processes are not in place to do this effectively. The review has therefore recommended that officers with certain specific skills, or in posts in strategically critical areas, should receive an additional payment of £1,200 *per annum*. This is to be called the Expertise and Professional Accreditation Allowance (EPAA). It is designed as an interim measure, to come in from September 2011, and should last until a more comprehensive process for recognising skills in pay for both officers and staff has been developed.

The review has recommended that an officer should only receive the EPAA once, even if he or she has more than one skill.

The review has recommended that police officers possessing and using the following qualifications at the following levels should receive an additional £1,200 *per annum*, paid monthly:

- **Detectives** – those at Level 2 or 3 of the Professionalising Investigation Programme (PIP);
- **Public order** - Level 1 or 2;
- **Authorised firearms officers**; and
- **Neighbourhood police officers** - who have been in the same neighbourhood policing team for at least three years.

Team Recognition Awards *(see page 132 of the report)*

Successful policing is predominantly the achievement of a team, and so chief officers should be able to recognise successful teams collectively.

Payments should apply to staff and officers equally. They should be of amounts between £50 and £100, awarded for outstanding, unpleasant or important work.

On-call allowance *(see pages 169 to 170 of the report)*

The review has said that the disruption which police officers and their families experience when an officer is on-call should be recognised in a way which, in the present conditions of significant national financial pressure, is affordable. However, the review does not consider it unreasonable that officers should expect to be on-call for the equivalent of once a month as part of their jobs.

The new national on-call allowance would therefore pay officers in the federated ranks £15 for each period of on-call they undertake, after the first 12 sessions each year.

Maternity Pay *(see pages 177 to 178 of the report)*

The review considers that 13 weeks of full-time pay is insufficient for a police officer to recover from childbirth and be ready to return to full duties.

The review has recommended that officers should have their maternity leave extended to 18 weeks, the same period as staff, but on full pay. With the agreement of their chief officer, officers should be able to choose to take this extra five weeks spread over ten weeks, phasing the reduction in maternity pay more gradually.

A Constable on the mid-point of her pay scale would receive approximately £2,360 more as a result of this recommendation.

Motor Vehicle Allowance *(see pages 172 to 173 of the report)*

After concerns were raised that freezing the motor vehicle allowance at 2009 rates would significantly disadvantage officers, the review concluded that those using their cars on official duty should be fully reimbursed. The review has therefore recommended that, with effect from September 2011, the link between the motor vehicle allowance for police officers and the allowance which applies in local authorities should be re-established.

Replacement Allowance (Housing Allowance) *(see page 166 of the report)*

The review considers that subsidised officer housing could be seen as an anomaly in the modern age. However, it has concluded that housing allowances have been part of

the pay settlement for many years, and removing them now from those eligible, a declining number of officers, would be unduly onerous.

In the interests of economy, however, the review has recommended that housing allowances should no longer rise with a change in an officer's personal circumstances, for instance when an officer is promoted above Chief Inspector.

Overtime changes (see pages 83 to 84 of the report)

Overtime should remain for the foreseeable future. The goodwill of officers who work beyond their core hours needs to be recognised, and officers need protection from any shortcomings in management practices. However, the current system is far from ideal: it is complex, it pays a premium for both casual overtime on a day when an officer is already expected to work, and additional hours or shift disturbance on a day when an officer could reasonably expect not to work, such as a rest day or annual leave. It also pays for some minimum periods, rather than only for time actually worked.

The review has recommended that there is a fundamental difference between working overtime on a day when you expect to work, such as before or after a shift, and having to work on a planned rest day or public holiday. Casual overtime should therefore be paid at plain time for the hours worked, whereas the rates of time and a half and double time are still available for working on a rest day and a public holiday respectively.

It is estimated that implementation of this recommendation will cause the average overtime earned per officer to be reduced from £2,751 to £2,418, a reduction of approximately £333 over the year.

Public Holidays (see page 82 of the report)

Other than Christmas Day, when most services remain closed, officers should no longer be confined by set public holidays, but should instead be able to nominate their own, should they so wish. Before 31 January, officers who wish to change from the normal public holidays should nominate seven other days as ones which will count as public holidays in the next financial year. Once nominated, these will be that officer's public holidays, and they should only be cancelled as a last resort. As these 'public holidays' will be spread throughout the year – i.e. fewer officers will have chosen those specific days as their public holidays – they are less likely to be cancelled at short notice because other officers will be working on those days anyway.

The table below summarises these changes:

Type of overtime	Eligibility	Existing rate per hour	Recommended rate per hour
Casual	Remaining on duty after a tour of duty ends	Time and a third (no payment for the first 15 or 30 minutes depending on the notice given)	Time (no payment for the first 15 or 30 minutes depending on the notice given)
	Recalled between two rostered tours of duty	Time and a third (minimum of four	Time Plus travelling time

		hours) plus travelling time.	
	Begin earlier than the rostered time without due notice and on a day when they have already completed their normal daily duty	Time and a third	Time
Planned	Rest day	Double time with fewer than five clear days notice has been given; time and a half if more than five but fewer than 15 days notice has been given	Time and a half with fewer than 15 days' notice
	Public holiday	Double time and a day off in lieu (with fewer than eight days notice). Otherwise Double time only.	Double time applies to 25 December and 7 other days chosen by the officer. Cancellation with fewer than 15 days' notice needs ACC authority
	Annual leave	Minimum of eight hours at double time plus one day's annual leave , or two days' annual leave (at the option of the police officer concerned)	Unchanged – Minimum of 8 hours at double time plus 1 day's annual leave or 2 days' annual leave (at the officer's option). Cancellation requires ACC authority

Mutual aid (*see pages 94 and 95 of the report*)

The current arrangements are not fair. Officers who have to work longer tours of duty are paid the same as those who only work for shorter periods. Officers should be paid for the hours that they work, plus travelling time to and from their place of work, and they should not receive payment for a minimum number of hours as at present.

The review has also recommended that better accommodation should be provided. If forces cannot provide single occupancy *en suite* rooms then officers should receive an additional hardship payment of £30 per night. At present, the standard of accommodation is the equivalent of large army-style barracks.

Alternatively, where an officer is 'held in reserve' and unable to return home, he or she should receive the non-pensionable on-call allowance of £15.

No compulsory redundancy - Progression freeze, CRTPs, SPPs and bonuses for senior ranks

In the short term, the review has recommended that there should not be compulsory redundancy for officers. This makes police officers unique, and this protection comes at a price. The review has said that all officers must take their share of the freezing or removal of allowances:

- Officers below the top of their pay scale should be frozen at their 2010/11 pay increments for two years. This means that they receive the same cash earnings;
- Abolition of Competence-Related Threshold Payments for those at the top of their pay scales;
- Abolition of Special Priority Payments; and
- Bonuses for the senior ranks should be suspended for two years.

Progression freeze *(see page 107 of the report)*

While the current system of progression based on the length of time an individual has served in his or her rank or grade is simple and relatively easy to administer, it does not take account of the quality of an individual's work. This means that individuals are rewarded without consideration of the contribution they make to the police service. This does not provide value for money for the taxpayer. Such a system can also frustrate high performers, it does not encourage individual improvement, and it does not recognise that some jobs are more challenging than others at the same rank or grade.

A new system of pay will be set out in Part 2 of the review, but in the light of the spending constraints across the public sector, the review has recommended that there should be a two-year suspension of progression for both officers and staff. The savings created should enable police forces to avoid some reductions in their workforces.

This suspension in progression would mean officers and staff stay at their 2010/11 pay levels for two years starting from September 2011.

Competence Related Threshold Payments *(see pages 128 to 129 of the report)*

Most officers are competent. However, the review does not believe that individuals should be paid more for doing what would be already expected of them in return for their salaries. The review also found that CRTPs have not worked as intended. While the original intention was that CRTPs would go to around 75% of officers, any officer who applies is now almost certain to receive it. There is little management scrutiny or application of the national standards.

CRTPs should therefore be abolished from September 2011.

Special Priority Payments *(see page 143 of the report)*

SPPs recognise that some jobs are more challenging than others. For the longer term, the review concluded that variable pay based on contribution to the police service, including those holding the most demanding jobs or responsibilities, should be the way forward.

However, SPPs have significant shortcomings, particularly the annual uncertainty over which posts will receive the payment. This has led to SPPs being widely considered to be divisive. There is also a marked discrepancy between the numbers of male and female recipients. The review has therefore concluded that SPPs should be abolished from September 2011, and an interim Expertise and Professional Accreditation Allowance of £1,200 *per annum* should be introduced.

It should be remembered that the decision as to which roles qualify for SPPs has always been one for the discretion of the Chief Constable. It is within his or her power from year to year to change the SPP-qualifying roles, and to change the amounts of SPPs. This means that officers who have received SPPs, or SPPs at particular levels, have always faced the possibility that in a subsequent year they will lose their SPPs, or have them reduced in value. SPPs were therefore always susceptible to change or withdrawal from one year to the next.

By contrast, the review has recommended that the roles which qualify for the EPAA, and the amount of the EPAA, should be set in national regulations, and will not be subject to change at the discretion of the chief officer.

Bonuses for senior ranks *(see pages 116 to 120 of the report)*

The review has recommended that Superintendents and chief officers should also shoulder their shares of the savings needed to avoid compulsory redundancy for officers. Therefore, their bonus schemes should be suspended for two years commencing in September 2011. For Chief Constables, this could amount to 15% of their basic pay.

Voluntary exit terms *(see pages 192 to 193 of the report)*

At present, there is no mechanism for forces to offer officers voluntary exit or early retirement. The review has concluded that forces should be given the ability to offer severance and early retirement to officers, and proposes that the terms of the new Civil Service Compensation Scheme are followed.

This would allow forces to offer two months' pay for every year worked (up to 21 years' service). Those retiring early could choose to sacrifice their lump sum for an unreduced pension, a significant benefit given they would be receiving the pension earlier than expected.

STAFF

Weekend shift premia *(see page 61 of the report)*

Staff working shifts should continue to be paid a premium for working unsocial hours, including up to 20% of basic pay for rotating shifts. However, the review has recommended that certain aspects of the current system should be changed. In particular, staff should no longer receive additional shift payments for working on a weekend during the day, if such working is part of their normal contracted hours. This is to bring staff in line with officers, who do not receive additional payments for working during the day. Work on public holidays should also attract double time only, rather than double time and a day off *in lieu*.

Weekend overtime *(see page 90 of the report)*

The review has concluded that the current double time overtime rate for working overtime on a Sunday, set out in the Police Staff Council handbook, is out of line with other parts of the public sector. It has therefore recommended that this should be revised to time and a half.

Public Holidays *(see page 90 of the report)*

Other than Christmas Day, on which most services remain closed, staff should no longer be confined by set public holidays, but should instead be able to nominate their own, should they so wish. Before the beginning of each financial year, staff who wish to deviate from the normal public holidays should nominate seven alternative public holidays for that year, which should only be cancelled as a last resort. As a staff member's nominated public holidays will be spread throughout the year, it is anticipated that cancellation will be rarer than now, to the benefit of staff and their families.

Progression freeze *(see page 107 of the report)*

The review has recommended that all staff should be frozen on their 2010/11 incremental pay scales for two years, starting from September 2011. This will generate significant savings which should be used to safeguard some police staff jobs.

While the current system of progression based on the length of time an individual has served in his or her rank or grade is simple and relatively easy to administer, it does not take account of the quality of an individual's work. This means that individuals are rewarded without consideration of the contribution they make to the police service. This does not provide value for money for the taxpayer. The system can also frustrate high performers, does not encourage individual improvement and does not recognise that some jobs are more challenging than others at the same grade.

A new system of pay will be set out in Part 2 of the review, but in the light of the spending constraints across the public sector, the review has recommended that there

should be a two-year suspension of progression for both officers and staff. The savings created should enable police forces to avoid some reductions in their workforces.