

PART 1

No	Recommendation	Focus of work	Status	Comments
1.	The Police Service of Northern Ireland and the Northern Ireland Policing Board should review the Northern Ireland transitional allowance with a view to increasing the rate by 12.5% to £2,994 for September 2010/11.	Police Officer Pay and Conditions.	Complete.	Recommendation relates only to the Police Service of Northern Ireland and is a matter for the NI Justice Minister.
2.	Police constables, sergeants, inspectors and chief inspectors should receive an additional 10% of their basic pay, on an hourly basis, for hours worked between 8:00pm and 6:00am (non-pensionable).	Police Officer Pay and Conditions.	Complete.	Complete – implemented as the Unsocial Hours Allowance.
3.	Police staff should not receive additional shift premium (time and a half or double time) for weekend day working if it is part of their normal contracted hours. The rate for routinely working a public holiday should be reduced to double time only. This should be agreed in the Police Staff Council and incorporated into individual contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	The Home Office has no statutory remit to set police staff pay and conditions. The majority of Winsor recommendations were not accepted by the Police Staff Council. A Joint Police Staff Council Reform Working Party is currently negotiating new pay and conditions measures for police staff.
4.	The Office of National Statistics should consider disaggregating police staff in their Annual Survey of Hours and Earnings in the future, so that their pay can be more easily compared and understood.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	The ONS has since carried out analysis on the ASHE data, where it has been possible to identify those employees for work for police forces. After further disaggregating this data-set to look at the occupation breakdowns, it has become clear that for many occupations the sample sizes are problematic, if we wish to make estimates of average earnings for people in those occupations; break-downs for male/female or full-time/part-time would result in even smaller sample sizes. For these reasons, in addition to new complications added by the variety of employers in the new landscape, it is apparent that the disaggregation of police staff in the ONS data is not viable. In the absence of demand from employers for this information, the Home Secretary has agreed that this recommendation be closed for the purposes of this programme of work.
5.	Determination Annex E, made under Regulation 22 of the Police Regulations 2003, should be amended to require the chief officer to consult, rather than agree, with the local joint branch board and individual officers in connection with the bringing into operation of a variable shift arrangement. That consultation should take place over a period of at least 30 days. Before making his decision, the chief officer should be required to consult the affected officers and take full account of their individual circumstances, including the likely effects of the new arrangement on their personal circumstances. New shift arrangements should not be brought into effect earlier than 30 days after the communication of the decision of the chief officer.	Police Officer Pay and Conditions.	Complete.	Complete - implemented.
6.	Determination Annex G, made under Regulation 25 of the Police Regulations 2003, should be amended to replace time and a third premium pay for casual overtime with plain time. The minimum hours for being recalled between duty should be abolished and instead paid at plain time for the hours worked, with travelling time.	Police Officer Pay and Conditions.	Complete.	Complete. Modified by PAT and implemented as modified: "The premium rate of time and one third to be retained for casual overtime, with payment of travelling time for recalls between tours of duty. The minimum hours payment for being recalled to be abolished as proposed."
7.	Determination Annex H, made under Regulation 26 of the Police Regulations 2003, should be amended to remove double time premium pay and the notice period of five days for working on a rostered rest day. Time and a half premium pay should be payable for working on a rostered rest day with fewer than 15 days' notice.	Police Officer Pay and Conditions.	Complete.	Complete - implemented.
8.	Determination Annex H, made under Regulation 26 of the Police Regulations 2003, should be amended to allow the payment of overtime at double time for 25 December and seven other days chosen for the next financial year by the officer before 31 January. Cancellation with fewer than 15 days' notice should require the authority of an Assistant Chief Constable.	Police Officer Pay and Conditions.	Complete.	Complete - implemented.
9.	The Police Staff Council's handbook, Section 1, paragraph 6.1.2 should be amended to provide for the payment of additional hours of Sunday working at the rate of time and a half. This should be agreed in the Police Staff Council and incorporated into contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	As for recommendation 3 (Part 1) above.
10.	For working public holidays, police staff should receive double time for working on 25 December and on seven other days chosen for the next financial year by the employee in question before 31 January. Cancellation with fewer than 15 days' notice should require the authority of an Assistant Chief Constable. This should be agreed in the Police Staff Council and incorporated into contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	As for recommendation 3 (Part 1) above.

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11.	Police officers on mutual aid service should be paid for the hours they are required to work each day, plus travelling time to and from the place of duty. Where those hours coincide with the unsocial hours period, or the duty has been required at short notice and they are eligible for the new overtime rates, the officer should be paid at the applicable premium rates.	Police Officer Pay and Conditions.	Complete.	Complete. Modified by PAT and implemented as modified: "Recommendation agreed. In addition, officers on mutual aid who are unable to return home are to receive a new 'Away from Home Overnight Allowance' of £50 per night.
12.	The definition of 'proper accommodation' should be revised to describe a single occupancy room with use of en suite bathroom facilities. Where such accommodation is not provided, the officer should receive a payment of £30 per night. The current definition of 'higher standard accommodation' should be removed and not replaced	Police Officer Pay and Conditions.	Complete.	Complete - implemented. Linked to recommendation 11, above.
13.	Officers held in reserve on a day and who have not been paid for any mutual aid tour of duty that day, should receive the on-call allowance of £15 for that day.	Police Officer Pay and Conditions.	Complete.	Complete. Modified by PAT and implemented as modified: "Officers held in reserve who are unable to return home are to receive the new 'Away from Home Overnight Allowance' of £50 per night."(ref rec. 11 (Part 1))
14.	The Police Advisory Board should establish and publish improved guidance as to the types of outside jobs and business interests which are likely to lead to the rejection of applications in this respect. This should be done after consultation with potentially interested parties or their representatives.	Police Officer Pay and Conditions.	Complete.	Complete - implemented.
15.	Regulation 7(5) of the Police Regulations 2003 should be amended to remove the Secretary of State from the appeals process	Police Officer Pay and Conditions.	Complete.	Complete - implemented.
16.	A medal should be awarded for five years' service as a special constable	Awards.	In progress.	The proposal has been sent to the Honours and Decorations Committee for consideration.
17.	Special constables should be eligible for police team recognition awards alongside regular police officers and police staff.	Awards.	In progress.	Subject to further consideration with policing partners.
18.	Special constables should be eligible for all new police medals.	Awards.	Complete.	Complete - no action required.
19.	The Special Constables (Amendment) Regulations 2002 should continue to be used in connection with the provision of financial rewards for special constables, where police forces consider that they will be effective and represent value for money, but the role of the Home Secretary in approving those schemes should be removed.	Awards.	In progress.	To be implemented as originally intended.
20.	Police officers and all members of police staff below the top of their pay scale should be suspended at that increment for a two-year period commencing September 2011.	Police Officer and Staff Pay and Conditions.	Complete.	Complete - implemented for police officers up until 31 March 2014, but not for police staff.
21.	The current systems of performance-related pay should be suspended until September 2013.	Police Officer Pay and Conditions.	Complete.	No action taken – superseded by implementation of recommendations in Winsor Part 2.
22.	Forces reviewing their performance and development systems and training for managers should do so in the knowledge that they may be used in determining pay within the next two to three years.	Police Officer Pay and Conditions.	Complete.	Complete – no action required.
23.	There should be no changes to the present basic pay arrangements for CC and DCC.	Police Officer Pay and Conditions.	Complete.	Complete - no action required.
24.	ACC should move from their current pay scales onto a single rate for the job based on the weight of what they do, in the same way as their CC and DCC colleagues. Part 2 of this review will set out in more detail how such a scheme should be implemented.	Police Officer Pay and Conditions.	Complete.	Covered in Part 2 - no action required.
25.	The chief officer bonus scheme should be suspended for a two-year period commencing September 2011.	Police Officer Pay and Conditions.	Complete.	Complete - implemented
26.	The post-related allowance for chief superintendents should be retained at its present level for the short-term, to reflect the different weights of jobs at the same rank.	Police Officer Pay and Conditions.	Complete.	Complete - no action required
27.	The bonus scheme for superintendents and chief superintendents should be suspended for a two-year period commencing September 2011.	Police Officer Pay and Conditions.	Complete.	Complete - implemented
28.	The higher basic pay for London inspectors and chief inspectors should be retained in the short term.	Police Officer Pay and Conditions.	Complete.	Complete - no action required.
29.	Competence Related Threshold Payments should be abolished from 31 August 2011 and all outstanding CRTP payments up to that date should be paid on a pro-rated basis.	Police Officer Pay and Conditions.	Complete.	Complete. Modified by PAT and implemented as modified: new applications were suspended for two years but payments to those already in receipt continued.
30.	Chief officers should continue to be able to make ex gratia payments of £50 to £500 to any officer to recognise a piece of work which is outstandingly demanding, unpleasant or important.	Police Officer Pay and Conditions.	Complete.	Complete - no action required.
31.	Chief officers should recognise whole teams, both officers and staff, with a team recognition award payment of £50 to £100 each for outstandingly demanding, unpleasant or important work, or outstanding work for the public.	Awards.	Complete.	Complete – Implemented. Since the recommendation applies to police staff as well as police officers, provision was not made for it in the Police Regulations 2003. The power to pay rewards for diligence under section 31 of the Police Act 1996 can be used to make these awards in the case of police officers.
32.	ACPO and the Police Federation of England and Wales, along with other interested parties, should convene a working group to establish a series of new national policing awards.	Awards.	Complete.	The Home Secretary wrote to ACPO and the Police Federation who responded that new awards were not necessary. This was re-recommended in Winsor Part 2 (Recommendation 85) and this recommendation has therefore been closed.
33.	Special Priority Payments should be abolished from 31 August 2011 and all outstanding SPPs up to that date should be paid on a pro-rated basis.	Police Officer Pay and Conditions.	Complete.	Complete – Implemented.
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34.	An interim Expertise and Professional Accreditation Allowance of £1,200 per annum should be introduced from September 2011 for officers meeting the skills or length of service criteria in the four stated priority functions. It should be paid monthly and pro-rated where an officer works part-time. It should be removed when an officer leaves the qualifying role.	Police Officer Pay and Conditions.	Complete.	Complete – no action required. PAT recommended that it be deferred and this was accepted by the Home Secretary. It was re-recommended in Winsor Part 2 (recommendation 94) and this recommendation has therefore been closed. See 94 for final decision.
35.	The Expertise and Professional Accreditation Allowance should be expanded or replaced when a more sophisticated system of job banding or professional accreditation is established and has been introduced	Police Officer Pay and Conditions.	Complete.	Complete – no action required. This allowance was aimed at rewarding officers for the skills they use in priority functions, linking pay to skills. However, this was only an interim measure pending a more comprehensive system being put in place. This has been considered by the College of Policing as part of its work on 'skills thresholds'.
36.	Arrangements for police forces to recognise the skills of police staff should remain unchanged in the short term.	Police Staff Pay and Conditions.	Complete.	Complete – no action required.
37.	Police Authorities should be required to pay all reasonable costs arising from the sale and purchase of a chief officer's house, and should pay all tax liabilities arising from any relocation packages, so that, for the chief officer concerned, there is no personal financial disadvantage.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
38.	Police Authorities should publish details of all benefits for chief officers and their values in their annual reports, itemised by officer.	Police Officer Pay and Conditions.	Complete.	Complete – implemented. PNB agreed guidance for police authorities. Police authorities were already obliged to publish remuneration by Accounting Regulations. This has been superseded by the introduction of Police and Crime Commissioners.
39.	Chief officers should provide receipts for all expenses, and information as to expenses above £50 paid to chief officers should be published quarterly on the Police Authority's website.	Data and Transparency.	In progress.	Related to recommendations 47 (Part 1), 50 (Part 1) and 65 (Part 2). Subject to further consideration.
40.	The section on officer accommodation in the 'Guide to conditions of service for police officers seconded to central services' should be revised. The presumption should be that officers are accommodated in property owned by the relevant organisation or wider police service. Only when no such property is available should private rental property be used, and the cost of accommodation should be kept to a reasonable minimum, including an expectation of approximately 30 minutes' travelling time to work. Officers should only be reimbursed for actual accommodation or purchase of a property in exceptional circumstances.	Police Officer Pay and Conditions.	Complete.	Complete – implemented. Linked to recommendation 41 (Part 1).
41.	Receiving organisations should list where they have agreed exceptional accommodation charges with officers in their annual report on an anonymised basis.	Data and Transparency.	Complete.	Complete – implemented. Progressed simultaneously with recommendation 40 (Part 1).
42.	Regional allowances should remain unchanged in the short term.	Police Officer Pay and Conditions.	Complete.	Complete – no action required.
43.	The replacement allowance for housing should remain. However, the amount an officer receives should not increase from 31 August 2011 with changes in personal circumstances, such as promotion. The existing framework, by which the amount an officer receives, reduces when he lives with another officer also receiving the allowance, should remain.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
44.	A national on-call allowance for the Federated ranks should be introduced from September 2011. The amount of the allowance should be £15 for each occasion of on-call after the officer in question has undertaken 12 on-call sessions in the year beginning on 1 September. An on-call occasion should be defined as the requirement to be on-call within any 24-hour period related to the start-of-the-police-day.	Police Officer Pay and Conditions.	Complete.	PAT recommended that it be deferred and this was accepted by the Home Secretary. It was re-recommended in Winsor Part 2 (recommendation 112).
45.	The national on-call allowance should be reviewed by the Police Negotiating Board three years after its introduction in the context of better management data.	Police Officer Pay and Conditions.	Complete.	Complete – no action required. This was dependent on recommendation 44.
46.	The link between the Motor Vehicle Allowance for police officers and that for local authorities should be re-established from September 2011.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
47.	First-class travel expenses for the ranks of superintendent and above should be published quarterly on the force's website.	Data and Transparency.	In progress.	Related to recommendations 39 (Part 1), 50 (Part 1) and 65 (Part 2). Subject to further consideration.
48.	Officers' maternity entitlement should increase from 13 weeks at full pay to 18 weeks at full pay, with officers having the option, with the agreement of their chief officer, to spread the final five weeks of maternity pay over 10 weeks at reduced rate.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
49.	Staff standby allowance should be reduced to £15 from September 2011.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	The Home Office has no statutory remit to set police staff pay and conditions. The majority of Winsor recommendations were not accepted by the Police Staff Council. A Joint Police Staff Council Reform Working Party is currently negotiating new pay and conditions measures for police staff.
50.	First-class travel expenses for police staff members should be published quarterly on the force's website.	Data and Transparency.	In progress.	Related to recommendations 39 (Part 1), 47 (Part 1) and 65 (Part 2). Subject to further consideration with policing partners
51.	Regulation 13 of the Police Regulations 2003, which allows for the dismissal of officers, should be retained for probationary officers.	Misconduct and Discipline.	Complete.	Complete – no action required.

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52.	All police forces should take steps to learn from those police forces which have attained best practice in the area of the handling of poor performance and discipline, including in the training of supervisors who may have to use UPP procedures.	Misconduct and Discipline.	In progress.	The independent review of the police disciplinary system undertaken by Maj-General (Retd.) Chip Chapman recommended merging the misconduct and unsatisfactory performance procedures into a streamlined and flexible system that is easier for the police to use effectively. Following a public consultation the Government has committed to implementing a new streamlined disciplinary system in the next Parliament that can deal with both misconduct and performance issues in the same system.
53.	Police forces should collaborate to identify a cadre of Assistant Chief Constables who specialise in unsatisfactory performance and attendance procedures and hear cases across police force boundaries	Misconduct and Discipline.	In progress.	The Government has committed to delivering a single streamlined conduct and performance system in the next Parliament that will enable greater collaboration across force boundaries.
54.	The Police (Performance) Regulations 2008 should be amended to provide that if a police officer has had two or more adverse determinations made against him, on substantive (rather than procedural) grounds, in concluded UPP proceedings within the past five years, subsequent UPP proceedings should begin at Stage 3.	Misconduct and Discipline.	In progress.	The Government has committed to delivering a new streamlined disciplinary system in the next Parliament that will allow a case to start straight at the dismissal stage if this is assessed as appropriate on the basis of the officers past disciplinary record. Adverse determinations from previous disciplinary processes will remain live on an officers record for longer (a minimum of 2 years in future) and there will be discretion for the panel to extend the time period (up to 5 years).
55.	The Police Pension Regulations should be amended to allow chief officers to make a choice in relation to the time at which their pension benefits crystallise.	Pensions.	Complete.	Complete – implemented.
56.	The existing regime concerning the severance terms which may be provided to Chief Constables and Deputy Chief Constables should be retained in the short-term.	Compulsory Severance and Exit.	Complete.	Complete – no action required.
57.	The criteria for the use of the powers in Regulation A19 should be amended, with service-critical skills and performance being explicit considerations.	Compulsory Severance and Exit.	Complete.	Complete – implemented.
58.	As quickly as possible, police forces should be provided with the ability to offer voluntary exit terms to police officers, substantially on the terms contained in the Civil Service Compensation Scheme 2010.	Compulsory Severance and Exit.	Complete.	Complete – implemented.
59.	Regulation 5(4) of the Police Regulations 2003 should be amended so that an officer giving written notice to return from part-time to full-time working, must be appointed by the Police Authority within two months if the force has a suitable vacancy, and within four months of the notice being received.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
60.	The current system of severance for police staff, with its local flexibility, is appropriate and should remain.	Police Staff Pay and Conditions.	Complete.	Complete – no action required.
61.	Forces and their occupational health departments should continue to develop and improve schemes to monitor the use of long-term sickness, recuperative duty and restricted duty, to improve the management of those on restricted duties and work with officers to bring them back to full duties as quickly as possible.	Police Officer Pay and Conditions.	Complete.	Complete – implemented. These issues have been reflected in legislation to implement Part 2 reforms of the management of officers on Restricted Duty (now called “limited duties”).
62.	Current sickness policies should remain unchanged in the short term.	Police Officer Pay and Conditions.	Complete.	Complete – no action required.

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PART 2

No	Recommendation	Focus of work	Status	Comments
1	The terms and conditions of police officers and staff should remain separate for the foreseeable future.	Police Officer and Staff Pay and Conditions.	Complete.	Complete – no action required.(Linked to Part 2 recommendations 2 and 115)
2	The new police pay review body (see Chapter 10) should undertake a periodic review of the development of the police workforce, and its increasing professionalisation and specialisation, and make an assessment and recommendation to the Home Secretary as to the feasibility of attaining a greater degree of harmonisation of the terms and conditions of police officers and those of police staff. Where it is feasible, it should be done. The period in question should be five years.	Police Officer and Staff Pay and Conditions.	Complete.	Referred to the PRRB on 1 September 2014. (Linked to Part 2 recommendation 115)
3	From April 2013, an additional qualification should be added to the list required for appointment to a police force in Regulation 10 of the Police Regulations 2003. Candidates eligible for appointment to a police force should have either a Level 3 qualification, or a police qualification which is recognised by the sector skills council, Skills for Justice, or service as a special constable or service as a PCSO (or another staff role which the chief officer is satisfied provides appropriate experience). The chief officer should have a discretion in relation to which of these criteria should apply to applicants for entry to his force.	Recruitment.	Complete.	Complete – implemented. PABEW agreed that a Level 3 achievement is appropriate to the demands of modern policing, and should be introduced as a qualification for new entrants.
4	Forces should collaborate on the development of policing qualifications.	Training and Development.	Complete.	Closed - alternative course of action taken. (Linked to Part 2 recommendation 3).
5	The pass mark for the 2013 SEARCH assessment process should be raised to at least 70%. This should be reviewed after five years to ensure that the academic threshold is sufficiently rigorous.	Recruitment.	Complete.	Closed - alternative course of action taken as set out in the next row down. The PABEW recommended that this recommendation be rejected. SEARCH is a psychometric assessment and is not designed to monitor academic thresholds. Furthermore, insufficient consideration had been given to the consequences of the proposal, in particular the effect it would have on the pass rate, which would result in only 2.8% of candidates passing, together with significant increases in the costs.
	<i>This is new course of action in place of Winsor Part 2, Recommendation 5.</i>	Recruitment.	Referred to the College of Policing (CoP).	Policy on police recruitment now is now the responsibility of the College of Policing. Work in ongoing within the College to ensure that the SEARCH assessment centre can be used to increase the calibre of recruits.
6	The basic training of police officers should be improved so as more fully to cover the essential features of the place of the police in the criminal justice system.	Training and Development.	Referred to the College of Policing (CoP).	Referred to the College of Policing. The National Policing Curriculum for Initial Learning (i.e. basic training for police officers) has been reviewed to cover in greater clarity the Criminal Justice System. This learning and its relevance to policing is subject to regular, ongoing development and improvement. (Linked to Part 2 recommendations 96 – 99 on skills thresholds.)
7	The police service should establish a programme of intensive promotion of itself, and all the advantages it has to offer, to young people in schools and universities throughout the country.	Recruitment.	Referred to the College of Policing (CoP).	The Home Secretary originally referred this to ACPO. It now falls to the College of Policing. Schemes such as Fast Track and Police Now have been supported by marketing strategies among young people and university campuses. The interim leadership review published by the College of Policing on 20 March 2015 considers what the future workforce would look like and what the next generation will want from their career. Recommendations include flexible entry and exit acknowledging the shift away from the culture of a “job for life” and a shift to more national advertising for all jobs.
8	From August 2013, a national Direct Entry (Inspector) scheme should be established with the objective of improving police leadership and offering rapid training and promotion to individuals of high ability and capacity. It should be run by the Police Professional Body with the co-operation of police forces. The intake should be set annually, with at least 80 participants in each intake. Around half of the scheme members should be external graduates and half in-service officers and police staff members. The scheme should be rigorous and highly selective.	Direct Entry.	Complete.	Complete- implemented. A Fast Track programme for officers to move from constable to Inspector within 3 years has been designed and implemented with the first cohort made up of graduates, police staff and specials attested in September 2014 following a robust selection process. A recruitment process is currently underway to select the internal cohort who will join the programme in September 2015. Changes have been made to police regulations (promotion and probationary) to facilitate the Fast Track programme. The first external cohort is made up of 42 officers across 15 forces. (Linked to Part 2 recommendations 10, 11 and 12).

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9	The Direct Entry (Inspector) scheme should last three years for external candidates and two years for internal candidates. Successful candidates should attain the rank of inspector at the end of the scheme. In the first year, external candidates should gain policing experience, and by the end of that year pass an intensive version of the diploma in policing. At the end of this year, participants who have met the requisite standard of achievement should be promoted to sergeant and begin a two-year course where they will be joined by in-service candidates who have also been promoted to sergeant. This course should have a residential element based at the national police college, and time spent in force. The course should focus on leadership, operational policing and management skills. Assessment should be rigorous and continuous. There should be two examinations a year which must be passed. Successful participants should be promoted to inspector on completion of the course.	Direct Entry.	Complete.	Complete - implemented. As for Recommendation 8, above,
10	Paragraph 1 of Determination Annex C, made under Regulation 12 of the Police Regulations 2003, should be amended to allow those on an accelerated promotion scheme recognised by the Home Secretary to serve a one-year probationary period, or shorter as the relevant chief officer determines in the circumstances of a particular case.	Training and Development.	Complete.	Complete – implemented.
11	Regulation 7(2) of the Police (Promotion) Regulations 1996 should be amended to provide that officers on an accelerated promotion scheme, recognised by the Home Secretary, should be promoted from constable to sergeant if they have met the criteria to join a recognised accelerated promotion scheme course, have completed one year’s service and have passed a one year probation period, subject to the discretion of their Chief Constable. Officers promoted in such a manner should be on probation until they have completed two years’ service at that rank or a recognised accelerated promotion scheme course, whichever is later.	Training and Development.	Complete.	Complete – implemented.
12	Regulation 7(4) of the Police (Promotion) Regulations 1996 should be amended to provide that officers on an accelerated promotion scheme recognised by the Home Secretary should be automatically promoted from sergeant to inspector upon passing a recognised accelerated promotion scheme course.	Training and Development.	Complete.	Complete – implemented.
13	The Police Professional Body should develop a distance-learning version of the policing technical certificate designed as a pre-entry requirement for the Direct Entry (Inspector) scheme and Direct Entry (Superintendent) scheme, or work with an appropriate education provider to do so.	Training and Development.	Complete.	The 'Certificate of Knowledge in Policing' is offered as a distance learning option. (Linked to Part 2 recommendations 10, 11, 12 and 21.)
14	The Police Professional Body should lengthen the current 'Foundation for Senior Leaders' course so that those taking it learn about leadership, management and operational skills in greater depth. The course should last six weeks instead of three weeks.	Training and Development.	Referred to the College of Policing (CoP).	The interim leadership review published by the College of Policing on 20 March 2015 includes a recommendation that the College will create a leadership development model consisting of a coherent series of leadership and management training and development opportunities that will run in conjunction with the technical and managerial development required of officers and staff, and be available at all roles and levels. This will incorporate the particular development requirements of each of the ranks including those aspiring to superintending ranks. More details around the implementation will be included in the final report expected to be published in June.
15	Officers wishing to become eligible for promotion to superintendent should first be required successfully to complete an enhanced 'Foundation for Senior Leaders Course'.	Training and Development.	Referred to the College of Policing (CoP).	The interim leadership review published by the College of Policing on 20 March 2015 includes a recommendation that the College will introduce national standards for recruitment and promotion into all roles, ranks and grades. More details around the implementation will be included in the final report expected to be published in June.
16	Provision should be made in police regulations to enable police officers to be seconded to organisations outside policing for a period not exceeding five years.	Training and Development.	Complete.	Complete – implemented.
17	The Police Regulations 2003 should be amended to provide for the return to the police service of former non-probationary officers at the rank they last held. There should be no right of return and there must be a suitable vacancy. Return after more than five years should not be allowed other than in exceptional circumstances.	Return of Police Officers.	Complete.	Complete – implemented.
18	The Police Regulations 2003 should be amended to provide that returning officers should be subject to a probationary period of six months.	Return of Police Officers.	Complete.	Complete – implemented.

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19	A national scheme for recruitment directly to the rank of superintendent should be established and brought into operation from September 2013. Participation in the scheme should be at the discretion of the chief officer. The scheme should last 15 months. Participants on the scheme should be persons of exceptional achievement and ability who have been assessed as having the potential to be senior police officers. They should be paid as superintendents on the lowest pay point whilst on the course. The knowledge, skill and experience required for them to operate competently and confidently as full superintendents should be delivered through a mixture of in-force training and an 18-week course of instruction at the police college.	Direct Entry.	Complete.	Complete – implemented as modified by the College. The College of Policing have implemented the direct entry at superintendent rank. Nine people started their 18 month training programme in November 2014 and a recruitment process is underway for the second intake.
20	The scheme should be operated by the Police Professional Body, which should also meet the costs of the scheme, other than the support provided to scheme members by forces. It should be the decision of each Chief Constable whether or not his force will participate in the scheme. There should be an objective (but not a firm target) of there being 20% of superintendents recruited as direct entrants within ten years of the first superintendents completing the scheme in November 2015.	Direct Entry.	Complete.	Complete – as for recommendation 19 above. (Linked to recommendation 21)
21	Determination Annex C of Regulation 12 of the Police Regulations 2003 should be amended to provide that those entering above the rank of constable should serve a probationary period in accordance with the applicable direct entry scheme.	Direct Entry.	Complete.	Complete – implemented.
22	The direct entry scheme for superintendents should be reviewed after a period of five years.	Direct Entry.	Referred to the College of Policing (CoP).	Referred to the College of Policing. The College is currently developing plans to evaluate the scheme. (Linked to recommendation 21.)
23	From September 2013, the eligible experience for a Chief Constable set out in Determination Annex B, made under Regulation 11 of the Police Regulations 2003, should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent.	Direct Entry.	Complete.	Complete – implemented. Eligibility experience requirement has been removed from the Police Regulations.
24	The eligible experience for a Chief Constable set out in Schedule 8, Part 1, paragraph 2(1)(a) of the Police Reform and Social Responsibility Act 2011 should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent.	Direct Entry.	Complete.	Complete – as for recommendation 23, above.
25	The Police Professional Body should develop a flexible, tailored course of instruction for Chief Constables appointed from overseas.	Training and Development.	Referred to the College of Policing (CoP).	Referred to the College of Policing. In line with section 140 of the Anti Social Behaviour, Crime and Policing Act, the College has recommended a list of countries, forces and ranks to be designated as eligible for application under Direct Entry (overseas Chief Constable). A bespoke training package will be designed upon appointment.
26	Determination Annex B, made under Regulation 11 of the Police Regulations 2003, should be amended to remove the requirement as to the length or place of service required to become a Chief Constable in the case only of officers to be appointed as Chief Constables from police forces outside the United Kingdom.	Direct Entry.	Complete.	Complete – implemented. Eligibility experience requirement has been removed from the Police Regulations.
27	The sole criterion for the recruitment, advancement and promotion of police officers should be merit.	Training and Development.	Complete.	No change required. Linked to recommendation 28.
28	All police forces should establish efficient methods for the active and constructive development of the careers of officers, irrespective of rank. The best candidates should be sought out and their potential developed and realised.	Training and Development.	Referred to the College of Policing (CoP).	Referred to the College of Policing– now included as part of the College of Policing's 'Defining and Assessing Competence Project. Linked to recommendation 14.
29	Each force should establish a succession planning system which identifies projected vacancies and the people most likely to be best fitted to fill them, bearing in mind the long-term as well as the short-term needs of the individual, the force and the police service as a whole.	Recruitment	Closed for the purposes of this programme of work.	The Home Secretary initially referred this recommendation to the Association of Chief Police Officers (ACPO), who agreed that forces should identify future skills gaps, but felt that, in practice, national job selection processes and pressures on budgets will direct individuals' future development. The High Potential Development Scheme (HPDS), run by the College of Policing, will also assist in providing national perspective to fast-tracking those with the potential to become senior leaders. For these reasons, the Home Secretary has agreed to close this recommendation for the purposes of this programme of work.
30	Chief Constables should make greater use of 'rank skipping', so that an officer is not required to serve at every rank in his career if he is considered ready for promotion to a rank higher than the next.	Training and Development.	Closed for the purposes of this programme of work.	The Home Secretary referred this recommendation to ACPO, who considered this but concluded that it is a matter for individual forces. The Home Secretary has agreed to close this recommendation for the purposes of this programme of work on the basis that this is already possible under the current structures and is for forces to implement as appropriate.
31	For each rank above constable, a core set of leadership, management and financing skills should be established by the new Police Professional Body. An officer should be trained and assessed in these before he is promoted.	Training and Development.	Referred to the College of Policing (CoP).	Referred to the College of Policing– now included as part of the College of Policing's 'Defining and Assessing Competence Project. Linked to recommendations 14 and 15.

KEY	Complete	Closed for the purposes of this programme of work	In progress	Referred to the College of Policing
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No	Recommendation	Focus of work	Status	Comments
32	The responsibilities of the Police Promotions Examination Board for setting promotions standards should be subsumed into the Police Advisory Board of England and Wales so that recommendations on the standards required for entry and promotion are considered by the same body. When this has been done, the PPEB should be abolished.	Promotion.	Complete.	Closed – implemented in a modified form: PPEB will not be subsumed into PABEW. Instead, it has been subsumed into the College of Policing. This reflects the increased clarity over the role, purpose and power of the College of Policing since the publication of Winsor Part 2.
33	A fitness test should be introduced in September 2013 for all police officers and staff required to undertake personal safety training. Participants should be required to attain level 5:4 on a 15-metre shuttle run. From September 2014, those who fail the test three times should be subject to the appropriate disciplinary procedures.	Fitness Testing.	Complete.	Closed – implemented. The College published fitness testing guidance for forces on 14 August 2014.
34	From September 2018, an annual physical fitness test should be introduced for all police officers in England and Wales, equivalent to the test used for recruits in the Police Service of Northern Ireland.	Fitness Testing.	In progress.	The Police Advisory Board recommended that annual fitness tests should be implemented and evaluated before consideration of this recommendation. Advice expected in 2016.
35	From September 2018, the national police recruitment test should be replaced by the more demanding physical assessment test used in the Police Service of Northern Ireland.	Fitness Testing.	In progress.	As for recommendation 34, above.
36	From September 2018, probationers should have to prove their fitness against the more demanding physical assessment test of the Police Service of Northern Ireland.	Fitness Testing.	In progress.	As for recommendation 34, above.
37	From September 2018, national fitness tests for specialist police officer roles should be introduced, designed most closely to test the physical capability of officers to discharge the responsibilities of the specialist police officers in the field.	Fitness Testing.	In progress.	As for recommendation 34, above.
38	The Police Regulations 2003 should be amended to specify the procedure for determining the circumstances in which an officer may be placed on restricted duty, the arrangements which a Chief Constable may make for officers on restricted duty, and the adjustments to the pay of such officers.	Limited Duties	Complete	Complete – implemented.
39	From September 2014, officers on restricted duty should have their deployability and capability to exercise police powers assessed one year after being placed on restricted duty. Officers who are not deployable and are not capable of work which requires the office of constable should sustain a reduction in pay equal to the value of the deployability element of the X-factor, namely the lower of eight <i>per cent</i> and £2,922 <i>per annum</i> . After a further year, appropriate proceedings should be initiated to dismiss or retire these officers from the police service on the grounds of incapability or poor attendance. Officers who are permanently disabled from working as police officers should be ill-health retired. Those who are not permanently disabled should be given the opportunity to resign as police officers and immediately take up a police staff job on police staff terms and conditions, if one is available.	Limited Duties	In progress. (Partially complete - the capability dismissal provisions are in progress)	First half of recommendation complete and implemented in a modified form as recommended by the Police Arbitration Tribunal in December 2013 and agreed by the Home Secretary. The new process varies from the recommendation in that pay deductions are not automatic and at the discretion of chief constables; and the new category of “adjusted duties” is broader in that it does not include in the words “capable of work which requires the office of constable” Second half of recommendation is in progress - (from 'After a further year...'): Following further consideration, PAB have advised that capability dismissal provisions should be introduced and this has been accepted by the Home Secretary in the modified form proposed by PAB. This removes a) the link to performance regulations; and b) automaticity of timescales for dismissal and conditions for reemployment in order to better comply with equalities legislation and increase fairness to police staff. The proposals are subject to further development before legislative changes are implemented.
40	A former officer who resigns to take a police staff job or who is dismissed on the grounds of incapability or poor attendance following the restricted duty process, should be entitled to be considered for re-appointment if, following an assessment by an approved medical practitioner, the condition which previously compromised his capability is judged to have permanently changed so as to restore his ability to work as a police officer. Without the former officer having to go through the full selection process, the force should be required actively to consider whether a suitable vacancy at the former officer's rank exists or is likely to exist in the coming year. The force should have this duty for a period of five years after the officer has left.	Limited Duties	In progress.	As for the second half of recommendation 39, above.
41	A returning officer should have an unblemished disciplinary record and be able to pass the fitness test. Forces should also assess carefully a record of poor attendance. Such former officers should be on probation for six months.	Limited Duties	Referred to the College of Policing (CoP).	PABEW consider this to be a matter for the College & the Chair is writing to the College of Policing to that effect. (Linked to recommendations 38 and 39.)
42	The Police Act 1996 should be amended to give the Police Appeals Tribunal the same power as an employment tribunal in respect of the remedies it may order when it has found in favour of a claimant police officer.	Misconduct and Discipline	In progress.	The Home Office ran a consultation on this recommendation with stakeholders between July and August 2013; there was mixed support for the proposal. A Cabinet Office Triennial review of Appeals Tribunals will be undertaken in the next Parliament – this will inform more widely on what could be done to reform the Police Appeals Tribunal, building on the Chapman Review of the disciplinary system.
43	The normal pension age for police officers should be set at 60 in line with the implemented recommendations made by Lord Hutton of Furness.	Pensions.	Complete.	Complete – this is reflected within the 2015 Police Pension Scheme.
44	A future police pension scheme should retain the existing test which must be fulfilled for an officer to be considered for an ill-health retirement pension, that is that the officer should be permanently disabled for the ordinary duties of a police officer.	Pensions.	Complete.	Complete – as for recommendation 43, above.

KEY	Complete	Closed for the purposes of this programme of work	In progress	Referred to the College of Policing
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No	Recommendation	Focus of work	Status	Comments
45	A future police pension scheme should determine the size of a police officer's pension, when he is retiring on the grounds of ill-health, by considering both his length of service and his future capacity for regular employment.	Pensions.	Complete.	Complete – as for recommendations 43 and 44, above.
46	The Police Regulations 2003 should be amended to create a system of compulsory severance for police officers with less than full pensionable service from April 2013.	Compulsory Severance.	Complete.	Not implemented. Following the Police Arbitration Tribunal recommendation of December 2013, the Home Secretary agreed that compulsory severance would not be introduced at this time. Recommendations 46-48 have been closed on the basis that this remains a reform that government and the police should continue to consider in future,
47	The Police Regulations 2003 should be amended to provide for the payment of financial compensation to police officers with less than full pensionable service who leave the police service by reason of compulsory severance. Forces should be empowered to offer financial compensation on the same terms as are available under the Civil Service Compensation Scheme 2010.	Compulsory Severance.	Complete.	As for recommendation 46, above.
48	Officers who have been subject to compulsory severance should have access to employment tribunals if they wish to allege that their severance has been unfair.	Compulsory Severance.	Complete.	As for recommendation 46, above.
49	HMIC, in consultation with police forces, the Police Professional Body and the Home Office, should establish a national template for a force management statement which should be published by each police force with its annual report. The force management statement should contain consistently presented, reliable data about the projected demands on the force in the short, medium and long terms, the force's plans for meeting those demands, including its financial plans, and the steps it intends to take to improve the efficiency and economy with which it will maintain and develop its workforce and other assets, and discharge its obligations to the public. Each force management statement should also contain a report, with reasons, on the force's performance in the last year against the projections made for that year in the last force management statement. Exclusions should be permitted on security grounds.	Data and Transparency.	In progress.	Referred to HMIC. HMIC consulted on force management statements as part of its wider public consultation on the PEEL inspection programme and will work over the next few months to develop a template for these statements. The aim is for the statements to provide a significant amount of the factual information that will underpin PEEL inspections (the new annual all force inspection programme looking at force efficiency, effectiveness and legitimacy), thereby reducing the demands on forces as the force management statement matures. HMIC will complement force management statements by developing a system that minimises the number of requests for data.
50	Compensation payments for Chief Constables and Deputy Chief Constables whose fixed term appointments are not renewed should be fair and more generous than the compensation available to officers who leave the police service by reason of compulsory severance, taking into account any pension entitlements. The current scheme should therefore remain.	Compulsory Severance.	Complete.	Complete - no action required unless compulsory severance is introduced in future.
51	Hearings under the Police (Conduct) Regulations 2008, which have the power to dismiss an officer, should also have the power to remove some or all of the compensation payment for the contract of appointment to which the chief officer is currently subject if there has been a violation of the mandatory standards of professional conduct under the Police (Conduct) Regulations 2008.	Misconduct and Discipline.	Complete.	Complete – implemented as part of the Police (Conduct) (Amendment) Regulations 2015.
52	Fixed term appointments for Chief Constables and Deputy Chief Constables should remain in place.	Police Officer Pay and Conditions.	Complete.	Complete – no action required. (Linked to recommendations 50 and 51.)
53	The current maximum basic pay for constables should remain at £36,519.	Police Officer Pay and Conditions.	Complete.	Complete – no action required. (Linked to recommendations 50 and 51.)
54	A new, shorter pay scale for constables should be introduced for new entrants from April 2013 as outlined in Table 7.12 of this report. It should have a lower starting salary than the current scale, but should allow constables to move to the maximum more quickly.	Police Officer Pay and Conditions.	Complete.	Complete – implemented as modified: "A new, shorter pay scale for constables will be introduced for new entrants from April 2013. It will have a lower starting salary than the current scale, but will allow constables to move to the maximum more quickly. The starting salary is between £19,000 and £22,000 based on qualifications, experience and local recruitment needs, as opposed to £19,000 to £21,000 proposed by Winsor."
55	Pay points 6, 7, and 9 should be removed from the existing constables' pay scale in April 2014, 2015, and 2016 respectively. This will allow constables to move to the maximum more quickly and ensure that the current and new pay scales merge in 2016.	Police Officer Pay and Conditions.	Complete.	As for recommendation 54, above.
56	Pay point 0 of the current sergeants' pay scale should be removed from April 2014 to ensure that sergeants are always paid more than constables, consistent with the greater responsibilities of the job.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
57	The London lead for the inspecting ranks in the London forces should be maintained in the short-term. The police pay review body should consider the London lead in its first review. Unless the pay review body is satisfied that the inspecting ranks in London do indeed have greater responsibilities and workloads than their counterparts elsewhere, the London lead should be abolished.	Police Officer Pay and Conditions.	Complete.	Referred to the PRRB on 1 September 2014.

KEY	Complete	Closed for the purposes of this programme of work	In progress	Referred to the College of Policing
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No	Recommendation	Focus of work	Status	Comments
58	The police pay review body should, in its first triennial review, consider further increasing the gap between the constable and sergeant pay scales, and between the inspector and chief inspector pay scales, to ensure that good candidates are incentivised to seek promotion.	Police Officer Pay and Conditions.	Complete.	Referred to the PRRB on 1 September 2014.
59	The national spend on bonuses and double increments for superintendents should be reinvested into a revised three-point pay scale for superintendents with a starting salary of £60,094 and a maximum of £72,585 from April 2014.	Police Officer Pay and Conditions.	Complete.	Complete – implemented. (Linked to recommendations 60, 86, 88.)
60	The post-related allowance for chief superintendents should be abolished. The cost of the post-related allowance, bonus payments and double increments, should be reinvested into a revised basic pay scale for chief superintendents with a starting salary of £77,215 and a maximum of £81,457 from April 2014.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
61	Assistant Chief Constables should remain on a single national pay scale.	Police Officer Pay and Conditions.	Complete.	Complete – no action required.
62	The pay scale for Assistant Chief Constables should be replaced with a three-point pay scale. It should start at £93,753 have a second pay point at £99,798 and a maximum of £105,849. Existing pay points 1, 3 and 5 should be removed in April 2014, 2015 and 2016 respectively.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
63	The pay of Deputy Chief Constables should remain unchanged in the short-term.	Police Officer Pay and Conditions.	Complete.	Complete – no action required.
64	Police and crime commissioners should have the power to set the Chief Constable's basic pay at any level which is up to ten <i>per cent</i> above or below the national rate for a Chief Constable in the force in question.	Police Officer Pay and Conditions.	Complete.	Closed – implemented as modified. The Home Secretary agreed the PNB's additional conditions that: <ul style="list-style-type: none"> • "the PCC may only vary the chief constable's salary on appointment • it is the responsibility of the PCC to stipulate the maximum or minimum that the chief constable might be paid when advertising the vacancy • the PCC will not have power to vary deputy chief constables' (DCC) salary. DCC salaries will continue to be determined nationally, and will be linked to the nationally determined rates for chief constables' pay (not to the salaries determined by PCCs). "
65	Each police and crime commissioner should publish in his annual report the rate of basic pay agreed with the Chief Constable, and the reasons why it was set at that level, together with the details and value of all benefits received by chief officers.	Data and Transparency.	In progress.	Related to recommendations 39 (Part 1), 47 (Part 1) and 50 (Part 1). Subject to further consideration.
66	All police forces should review, and if necessary amend, their pay grading structures to ensure that they are fully compliant with the requirements of the Equality Act 2010.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	The Home Secretary referred this recommendation to ACPO who responded that all forces are conscious of their responsibilities under Equality Act 2010 and may already have carried out reviews with EIAs over the last few years. Those who have not yet done so are carrying out more substantial job & pay evaluations as part of making efficiency savings. The recommendation relates to police staff and any further consideration should be undertaken by chief constables and PCCs, involving Police Staff Council where necessary.
67	Police forces should review pay grading structures at the earliest opportunity and in any case not later than April 2013. Where they establish that pay scales are excessively long, they should be shortened as fairly and quickly as possible, consistently with the need for efficiency and economy.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	Related to recommendation 67, above. The Home Secretary referred this recommendation to ACPO who responded that all forces will have done some form of review of their pay & grading structures but if it is a major review that may not yet be concluded. In general, ACPO accepted that scales have been too long and it should not take that long for individuals to be fully competent. They committed to remind forces of this recommendation through the CIPD forum. The recommendation relates to police staff and any further consideration should be undertaken by chief constables and PCCs, involving Police Staff Council where necessary.
68	Police staff pay grading should continue to be undertaken by individual police forces.	Police Staff Pay and Conditions.	Complete.	Complete – no action required.
69	Police forces should review and, if necessary, amend their pay grading systems in relation to local pay rates to ensure that they are paying no more than is required to recruit and retain individuals of the requisite quality. Any necessary adjustments to grading systems should be made with sensitivity to the personal financial circumstances of the police staff affected, who should be provided with an appropriate degree of pay protection as any necessary changes are brought into effect over time.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	This was referred to the Police Staff Council (PSC). Status of reforms of police staff pay and conditions more widely is as set out in recommendation 66, above.
70	Forces should undertake this review as part of their normal salary determination processes. The review should begin not later than April 2013.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	This was referred to the Police Staff Council (PSC). Status of reforms of police staff pay and conditions more widely is as set out in recommendation 66, above.
71	The deployment component of the police officer X-factor should be established to be 8% of basic pay for constables. For other ranks, it should be expressed in cash terms, benchmarked at 8% of the maximum of constables' basic pay.	Police Officer Pay and Conditions.	Complete.	Complete – implemented as for recommendation 38.

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No	Recommendation	Focus of work	Status	Comments
72	The value of the deployment component of the X-factor should be reviewed every five years. The new police pay review body, recommended in Chapter 10, should conduct the review.	Police Officer Pay and Conditions.	Complete.	Referred to the PRRB on 1 September 2014. The recommendation has therefore been closed, but we will continue to review for future PRRB remits.
73	The new police pay review body should review the level and scope of regional allowances for police officers. The national rate of basic pay should only be raised if justified by recruitment and retention problems in force areas with the least competitive labour markets. Local recruitment and retention problems should be solved through an enhanced system of regional allowances. The pay review body should begin this work in its first review.	Police Officer Pay and Conditions.	Complete.	Referred to the PRRB on 1 September 2014.
74	Chief Constables should be given discretion to pay regional allowances up to the current maximum level, as set out in Determination Annex U made under Regulation 34 of the Police Regulations 2003, and the discretion to apply eligibility criteria based on location and performance.	Police Officer Pay and Conditions.	Complete.	Complete – implemented as modified by PAT: “Chief Constables will be given discretion to pay regional allowances up to the current maximum level, as set out in Determination Annex U made under Regulation 34 of the Police Regulations 2003, and the discretion to apply eligibility criteria based on location only.” (Linked to recommendation 73, above).
75	Forces that recruit constables in the first five years of their service should pay compensation to the force from which they have recruited the constable, to ensure that training costs are fairly shared amongst all forces.	Recruitment.	Closed for the purposes of this programme of work.	The Home Secretary referred this recommendation to ACPO who responded that this could create additional bureaucracy and, in their view, would not improve the efficiency of current practices which they feel work well. Over the long term, it is estimated that the impact on police forces evens out as officers transfer in and out. On the basis that this recommendation may inadvertently prevent the movement of officers between forces, we proposed that no further action be taken and the Home Secretary agreed that this recommendation be closed for the purposes of this programme of work.
76	The new police pay review body should consider the case for the extension of a system to reimburse the training costs of specialist police officer roles, such as firearms, in its first triennial review.	Training and Development.	Complete.	Referred to the PRRB on 1 September 2014.
77	Police staff pay grading should continue to be determined at force level.	Police Staff Pay and Conditions.	Complete.	No action required.
78	Police forces should examine how their police staff salaries relate to the local labour market, and adjust them if they are found to be paying rates that are above or below the level necessary to recruit and retain individuals of the right calibre.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	Status of reforms of police staff pay and conditions is as set out in recommendation 66, above.
79	The Police Professional Body should amend the current NPIA PDR model to make it fit for use as the basis of contribution-related pay in the police service. This will involve: (a) reducing the number of box markings to three and giving clear definitions of each; (b) taking account of continuous professional development in the final box-marking; (c) including a record of attendance in the PDR; (d) taking account of whether the officer has passed the new fitness test; (e) developing guidance for the use of moderation panels to ensure force-level consistency, and forced distribution to identify the least effective 10% of officers and staff.	Training and Development.	Complete	Complete – implemented in a modified form according to the model designed by the College of Policing. The new PDR standards and assessment standards operate on an assumption of competence unless there is evidence to the contrary. A national PDR form has not been proposed or developed by the College of Policing. It is for each Chief Officer to manage and develop their workforce in accordance with the local policing requirement. At the July 2014 meeting of Chief Constable’s Council it was agreed that a PDR or assessment model would be utilised in every force. College guidance advocates the minimum requirements of an effective PDR / Assessment process. However, where a PDR is not used, forces must develop a suitable assessment process to enable an officer to be assessed against performance and for a progression or otherwise through the pay scale. In the absence of such a process officers will be assumed to be competent and automatically progress to the next pay point. Further decisions about performance assessment standards will rest with the College.
80	The amended NPIA PDR template, and its accompanying guidance, should be established as the minimum standard for appraisal in the police service. Forces should be at liberty to develop and improve the PDR system thus established, but they should not disturb or eliminate its essential features. Forces should abide by its guidance, particularly in relation to (a) minimising bureaucracy; and (b) working on the assumption of competence.	Training and Development.	Complete	Complete – implemented as for recommendation 79, above. As part of the design of the new model, the College decided not to prescribe forms, but rather to put in place robust assessee and assessor standards.
81	The amended NPIA PDR should be used in all forces in England and Wales beginning in 2014/15. Training should be given in advance to all line managers to ensure that they can use the PDR efficiently and effectively, so as to inspire confidence in the system and its operation.	Training and Development.	Complete	Complete – implemented as for Recommendation 79, above. The College has implemented new line manager training
82	Forced distribution should be used to identify the least effective 10% of officers and staff. The forced distribution should be decided upon in moderation panels. Line Managers of officers and staff who are the least effective 10% of performers must consider the use of unsatisfactory performance procedures for officers and the equivalent procedures for police staff. A written note must be made explaining what action was taken, and why, in the case of each individual.	Training and Development.	Closed for the purposes of this programme of work.	The Police Negotiating Board (PNB) recommended that this was a matter for the College of Policing. The College has decided to not use forced distribution as it felt that it could lead to perverse decision making. The Home Secretary has accepted the College’s view and has agreed that this recommendation be closed for the purposes of this programme of work and that further decisions about performance assessment standards should rest with the College.

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No	Recommendation	Focus of work	Status	Comments
83	Competence Related Threshold Payments should be abolished by April 2013 at the latest, and all accrued CRTP payments up to that date should be made on a prorated basis.	Police Officer Pay and Conditions.	Complete.	Complete – implemented as modified: “Competence Related Threshold Payments will be phased out by April 2016 and all accrued CRTP payments up to that date will be made on a prorated basis. The rate will drop to £900 for 2013, £600 for 2014, £300 for 2015 and £0 in 2016.”
84	Pay progression for officers in the Federated ranks should be subject to a satisfactory box marking in the annual appraisal. Those officers who receive a box marking of ‘satisfactory contribution’ or above should advance by one pay increment; those who receive an ‘unsatisfactory contribution’ box marking should remain on the same pay point for a further year. This should be introduced for sergeants, inspectors and chief inspectors in 2014/15 and for constables in 2015/16.	Police Officer Pay and Conditions.	Complete	Complete – implemented as for recommendation 79, above, to include conditions agreed by PNB on recommendation 84 that: <ul style="list-style-type: none"> “should forced distribution be introduced to the PDR system, placing an officer in the bottom 10 per cent of the distribution would not result in the automatic denial of incremental progression. In the absence of a PDR, progression will be automatic any denial of progression will be based on unsatisfactory performance in relation to the standards required for the role. Denial of progression will only occur if an officer is subject to formal unsatisfactory performance procedures (UPPs) at the time of their appraisal. This is to ensure that a consistent approach and consistent standards are applied to unsatisfactory performance in respect to both UPPs and incremental progression.”
85	ACPO, and the Police Federation and police staff trade unions, along with other interested parties, should establish a series of new national policing awards for police officers and staff.	Awards.	Closed for the purposes of this programme of work.	(Originally Recommendation 37 in Winsor Part 1). This was referred to ACPO and the Police Federation; both rejected it. It is the Home Office’s view that the current set of policing awards is sufficient and that no additional awards are needed (which includes eligibility for civilian awards for gallantry). The Home Secretary has therefore agreed that this recommendation be closed for the purposes of this programme of work.
86	Pay progression for officers in the superintending and ACC ranks should be subject to at least a satisfactory box marking in the annual appraisal. Those officers whose contribution is marked as satisfactory or above should advance by one pay increment; those who receive an ‘unsatisfactory contribution’ box marking should remain on the same pay point for a further year.	Police Officer Pay and Conditions.	Complete.	Complete – implemented as modified: <ul style="list-style-type: none"> For Superintendents, agreed subject to the removal of ‘at least’ in the first sentence.
87	Double increment pay progression should be abolished in April 2013.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
88	Individual bonus schemes for officers in the superintending, ACC and DCC ranks should be abolished in April 2013.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
89	The bonus scheme for Chief Constables should be abolished with effect from April 2013.	Police Officer Pay and Conditions.	Complete.	Complete – implemented.
90	Contribution-related pay progression should be extended so as to apply to all police staff.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	Many forces already operate on this basis and the College of Policing is designing threshold tests for staff from 2018. The status of reforms of staff pay is as set out at recommendation 66 (Part 2).
91	Performance-related bonus schemes for police staff, of all grades, should be abolished with effect from April 2013.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	As for recommendation 78 (Part 2).
92	Chief officer bonuses which are awarded to police officers for performing outstandingly demanding, unpleasant, or important work should be maintained, and police staff in all forces should be eligible to receive these payments on the same terms as officers.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	No action required - police officer bonuses maintained. For staff, this is a matter for local employers.
93	The present implementation of the Policing Professional Framework (PPF) for police staff roles should continue.	Training and Development.	In progress.	The College of Policing has accepted this recommendation is for them to consider, but work is not yet underway. Work on implementation is dependent on agreement being reached with the Police Staff Council on standardisation of roles, career pathways and terms and conditions.
94	An interim Expertise and Professional Accreditation Allowance (EPAA) should be introduced from April 2013. It should reward qualifying officers for the skills they use in the four stated priority functions: neighbourhood policing; public order; investigation; and firearms. The EPAA should be £600 <i>per annum</i> , and should be paid monthly. It should be removed when an officer leaves the qualifying role. The EPAA should be abolished when the Specialist Skills Threshold is introduced.	Police Officer Pay and Conditions.	Complete.	Complete – not implemented. Following Police Arbitration Tribunal recommendations in 2012, the Home Secretary agreed that this recommendation would not be implemented.

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No	Recommendation	Focus of work	Status	Comments
95	A Foundation Skills Threshold should be introduced at the fourth point of the constables' pay scale by 2016 at the latest. It should test the officer's knowledge and understanding of the fundamentals and essential details of the criminal law, including the rules of evidence and procedure, the constitutional position of the police, including their accountability, and the rights of witnesses, victims and suspects, and other citizens. The Police Professional Body should be remitted to devise the test.	Training and Development.	Referred to the College of Policing (CoP).	<p>In progress - In July 2014, PNB reached agreement (subject to caveats) on the proposed model designed by the College of Policing. The model constitutes a comprehensive scheme of continuing professional development which builds on and goes beyond the original recommendations.</p> <p>From September 2016, there will be a Foundation Threshold assessment for constables at year 4 of their service (with re-assessment every 5 years thereafter) which must be passed before they can progress to the next pay point. All officers should be able to pass the Foundation test and subsequent re-assessments; if they fail, they should be put on formal poor performance measures before potentially being required to leave the service</p> <p>There will also be an Advanced Skills Threshold assessment (replacing recommendation 97)</p> <p>This work is being taken forward under the banner of the College of Policing's 'Defining and Assessing Competence' project. Pilots are now underway in forces and these will be subject to full evaluation and an equalities impact assessment.</p> <p>Legislative amendments to take account of pay elements will be taken forward outside of pay review body mechanisms as agreed at PNB.</p>
96	Every constable should attempt the Foundation Skills Threshold, and only those who pass the test should be allowed to move up the pay scale. Constables should be re-tested every five years. Repeated failures to pass the test should lead to the constable being entered into the force's unsatisfactory performance procedures.	Training and Development.	Referred to the College of Policing (CoP).	As for recommendation 95, above.
97	A Specialist Skills Threshold should be introduced at the final pay point of all police officer pay scales up to and including chief superintendent, by 2016 at the latest. It should consist of a rigorous test of the specialist knowledge and skills required in each role and rank. The Police Professional Body should be remitted to devise the test.	Training and Development.	Referred to the College of Policing (CoP).	<p>As for recommendation 95, above.</p> <p>The College of Policing has modified the original recommendation – it now constitutes an 'Advanced Skills Threshold Assessment' which must be passed before progression to the top pay point, against criteria based primarily on behaviours (decision-making, problem solving, leadership etc). The tests will be replicated at other ranks up to chief superintendent level. Although the Advanced Threshold criteria should be accessible to all, it is expected that not all officers will attain that level.</p> <p>PNB agreed this on the conditions that:</p> <ul style="list-style-type: none"> • following failure at re-assessment at the Advanced level, officers should revert to the previous pay point. In some cases this could amount to a significant amount, so a 12 month period of grace is proposed in which the officer would retain the increment whilst working to an agreed action plan leading to a further assessment. Withdrawal of pay would occur only if an officer fails this second assessment. And • there should be transitional measures for officers already at the top of their pay scale to protect them until 2022 from pay consequences sanctions of failing the assessment (on the condition that they must still undergo the assessment).
98	Officers who pass the Specialist Skills Threshold test should move up to the pay maximum for their rank, and receive an accredited qualification. The test should be re-taken every three years. Failure to pass the re-test should result in the officer reverting to the highest non-threshold pay point.	Training and Development.	Referred to the College of Policing (CoP).	As for recommendation 97, above
99	The Specialist Skills Threshold should apply only to those roles that require the warranted powers or expertise of a police officer. A suggested list for the Federated ranks is provided in Table 9.6. The Police Professional Body should be remitted to determine which roles are eligible for the Specialist Skills Threshold. When established, the prescribed skill areas should be determined by the police pay review body with the advice of the Police Professional Body, which should accredit them and set the standards to be attained.	Training and Development.	Referred to the College of Policing (CoP).	As for recommendation 97, above.

KEY	Complete	Closed for the purposes of this programme of work	In progress	Referred to the College of Policing
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No	Recommendation	Focus of work	Status	Comments
100	A Specialist Skills Threshold should be introduced at the final pay point of police staff pay scales, and should operate in the same way as for police officers. It should be for police forces to determine which of their police staff roles are eligible for the Specialist Skills Threshold, using implementation of the Policing Professional Framework and Authorised Professional Practice as the basis for establishing which roles require specialist skills.	Police Staff Pay and Conditions.	Referred to the College of Policing (CoP).	As for recommendation 97, above. The College are working to implement proposals for police staff from 2018.
101	A Public Order Allowance (POA) should be established when the EPAA is removed. It should be paid to those officers who have attained Level 1 or 2 public order accreditation and who have been deployed to at least six public order operations during a 12-month period in which the 'Gold, Silver, Bronze' Command Structure was activated. The POA should be £600 <i>per annum</i> .	Police Officer Pay and Conditions.	Complete.	The Home Secretary agreed PNB's recommendation that the POA should not be implemented. Instead, the money saved by not introducing POA was reinvested in removing anomalies resulting from the transition to new constables' pay-scales (recommendation 94).
102	The continued eligibility of the qualifying group of public order officers to receive the Public Order Allowance should be considered every five years by the new police pay review body. The police pay review body should consider whether, and by how much, it should be uprated each year.	Police Officer Pay and Conditions.	Complete.	As for 101, above.
103	The Police Regulations 2003 should be amended to provide the Commissioners of the Metropolitan Police with the authority to determine an appropriate level of buy-out of the casual overtime of specialist protection officers.	Police Officer Pay and Conditions.	Closed for the purposes of this programme of work.	Recommendations 103 and 104 were referred by the Police Negotiating Board to the Metropolitan Police Service (MPS) for local resolution.
104	The Commissioner of the Metropolitan Police should determine an appropriate buy-out of the casual overtime of specialist protection officers which results in a greater harmonisation of the pay of specialist and royalty protection officers, and which takes appropriate account of the unique requirements of specialist protection officers.	Police Officer Pay and Conditions.	Closed for the purposes of this programme of work.	As for 103, above.
105	In 2017, the recommended police officer pay review body should reconsider the buy-out of sergeants' casual overtime.	Police Officer Pay and Conditions.	Complete.	Referred to the PRRB on 1 September 2014. We will continue to review this for future PRRB remits.
106	Annual Data Returns from forces should include separate breakdowns of overtime hours worked, and total overtime spend for constables and sergeants.	Data and Transparency.	Complete.	Complete – no action required. All CIPFA data can be published via the designated website; this already includes a break-down of overtime hours and spend by rank. Also included in the police census data collected annually for PRRB.
107	The Police Staff Council's Handbook, Section 1, paragraph 6.1.2 should be amended to provide for the payment of additional hours of Sunday working at the rate of plain time. This should be agreed with the Police Staff Council and incorporated into contracts of employment. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	The Home Office has no statutory remit to set police staff pay and conditions. The majority of Winsor recommendations were not accepted by the Police Staff Council. A Joint Police Staff Council Reform Working Party is currently negotiating new pay and conditions measures for police staff.
108	For working public holidays, police staff should receive double time for 25 December and seven other days chosen by the individual before 31 January for the next financial year. Managers should have the right to refuse requests if a date proves too popular and force resilience becomes questionable. Cancellation with fewer than 15 days' notice should require the authorisation of an Assistant Chief Constable.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	As for recommendation 107, above.
109	Changes to police staff overtime payments should take effect from April 2016, in conjunction with recommendations 107 and 108 relating to the payment of police staff unsocial hours. The Police Staff Council and other negotiating forums should spend the period before implementation determining how to mitigate any undue detrimental effects that changes to overtime payments may have on some police staff.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	As for recommendation 107, above.
110	The definition of unsocial hours for police officers and staff should be harmonised. For both officers and staff, it should be defined as work which takes place between the hours of 8:00pm and 6:00am, with all days of the week being of equal weight.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	As for recommendation 107, above.
111	By April 2016, Section 1, Subsection 8 of the Police Staff Council Handbook should be replaced with a provision for the payment of police staff at the rate of 100% uplift in pay (double time) for each unsocial hour worked. The PSC should conduct further research to ensure this recommendation is affordable.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	As for recommendation 107, above.
112	A national on-call allowance for the Federated ranks should be introduced from April 2013. The amount of the allowance should be £15 for each daily occasion of on-call after the officer in question has undertaken 12 on-call sessions in the year beginning on 1 April.	Police Officer Pay and Conditions.	Complete.	Complete – implemented as modified by PAT: "A national on-call allowance for the Federated ranks will be introduced from April 2013. The amount of the allowance should be £15 for each daily occasion of on-call in the year beginning on 1 April."
113	The national on-call allowance should be reviewed by the new police pay review body in its first triennial review when better management data are available.	Police Officer Pay and Conditions.	Complete.	Referred to the PRRB on 1 September 2014. Recommendation therefore closed, but we will continue to review for future PRRB remits. (Linked to recommendation 112.)

KEY	Complete	Closed for the purposes of this programme of work	In progress	Referred to the College of Policing
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No	Recommendation	Focus of work	Status	Comments
114	Forces should compile clear management data on the voluntary deployment of officers' "on-call".	Data and Transparency.	Closed for the purposes of this programme of work.	We referred this to ACPO who responded that it could potentially involve expensive software changes and should be a matter for individual forces. We accept that position and this recommendation has been closed for the purposes of this programme of work. On-call allowance data will be added to future PRRB data collection exercises.
115	The Police Negotiating Board should be abolished and replaced by an independent police officer pay review body by late 2014.	Negotiating Machinery	Complete.	Complete – implemented. The Police Remuneration Review Body replaced the PNB in September 2014 and responsibility for chief officer remuneration passed to the Senior Salaries Review Body.
116	The membership and terms of reference for the new police pay review body should be as specified in Chapter 10 of this report.	Negotiating Machinery	Complete.	Complete – implemented. Provision made within the Anti-social Behaviour, Crime and Policing Act 2014.
117	Once the police pay review body has been established, police pensions should be handled by the Police Advisory Boards of England and Wales, Scotland and Northern Ireland.	Negotiating Machinery	Complete.	As for recommendation 117, above.
118	The Senior Salaries Review Body should take responsibility for setting the pay of Chief Constables, Deputy Chief Constables and Assistant Chief Constables by 2014.	Negotiating Machinery	Complete.	As for recommendation 117, above.
119	The Police Staff Council should receive approximately £50,000 <i>per annum</i> from police forces to fund regular data surveys of the remuneration and conditions of police staff.	Negotiating Machinery	Closed for the purposes of this programme of work.	We consider that it is the PSC's decision to take forward implementation, if agreed.
120	All police forces should negotiate a strike resolution procedure for police staff which is similar to that used by Surrey Police.	Police Staff Pay and Conditions.	Closed for the purposes of this programme of work.	As for recommendation 107, above.
121	The chair of the PABEW should ensure issues for its consideration are discussed with greater despatch and efficiency, and that as far as reasonably practicable they are disposed of within six months of being raised.	Negotiating Machinery	Complete.	Complete – implemented. This was agreed by the independent chair of PABEW.

Overall Status	Number
Completed	120
Closed for the purposes of this programme of work.	28
In progress	19
Referred to the College of Policing	16
Total	183

KEY	Complete	Closed for the purposes of this programme of work	In progress	Referred to the College of Policing
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