



Police
Remuneration Review Body

Police Remuneration Review Body

Eighth Report
England and Wales 2022

Executive Summary

Chair: Zoë Billingham CBE

Police Remuneration Review Body

Terms of reference¹

The Police Remuneration Review Body² (PRRB) provides independent recommendations to the Home Secretary and to the Northern Ireland Minister of Justice on the hours of duty, leave, pay, allowances and the issue, use and return of police clothing, personal equipment and accoutrements for police officers of or below the rank of chief superintendent and police cadets in England and Wales, and Northern Ireland respectively.

In reaching its recommendations the Review Body must have regard to the following considerations:

- the particular frontline role and nature of the office of constable in British policing;
- the prohibition on police officers being members of a trade union or withdrawing their labour;
- the need to recruit, retain and motivate suitably able and qualified officers;
- the funds available to the Home Office, as set out in the Government's departmental expenditure limits, and the representations of police and crime commissioners and the Northern Ireland Policing Board in respect of local funding issues;
- the Government's wider public sector pay policy;
- the Government's policies for improving public services;
- the work of the College of Policing;
- the work of police and crime commissioners;
- relevant legal obligations on the police service in England and Wales and Northern Ireland, including anti-discrimination legislation regarding age, gender, race, sexual orientation, religion and belief, and disability;
- the operating environments of different forces, including consideration of the specific challenges of policing in rural or large metropolitan areas and in Northern Ireland, as well as any specific national roles which forces may have;
- any relevant legislative changes to employment law which do not automatically apply to police officers;
- that the remuneration of the remit group relates coherently to that of chief officer ranks.

¹ The terms of reference were set by the Home Office following a public consultation – Implementing a Police Pay Review Body – The Government's Response, April 2013.

² The Police Remuneration Review Body was established by the Anti-social Behaviour, Crime and Policing Act 2014, and became operational in September 2014.

The Review Body should also be required to consider other specific issues as directed by the Home Secretary and/or the Northern Ireland Minister of Justice, and should be required to take account of the economic and other evidence submitted by the Government, professional representatives and others.

It is also important for the Review Body to be mindful of developments in police officer pensions to ensure that there is a consistent, strategic and holistic approach to police pay and conditions.

Reports and recommendations of the Review Body should be submitted to the Home Secretary, the Prime Minister and the Minister of Justice (Northern Ireland), and they should be published.

Members³ of the Review Body

Zoë Billingham CBE (Chair)

Andrew Bliss QPM

Professor Monojit Chatterji

Richard Childs QPM

Kathryn Gray

Mark Hoble JP

Patrick McCartan CBE

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The secretariat is provided by the Office of Manpower Economics.

³ Members of the Review Body are appointed through an open competition adhering to the Commissioner for Public Appointments' Code of Practice. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578090/Public_Appointments_Governance_Code_.pdf [Accessed on 26 May 2022]

Foreword

This is our Eighth Report to the Home Secretary. The Home Secretary's remit letter of 2 December 2021 asked us to make a formal recommendation on the police officer pay award for 2022/23 to all ranks including chief police officers.

In previous years, we have had the benefit of evidence from the Police Federation of England and Wales and the Police Superintendents' Association. We regret that these two important bodies withdrew from the Police Remuneration Review Body process in 2021. We hope to hear from them next year.

This is an extraordinary year in terms of the economic climate. Events in Ukraine and elsewhere have delivered further shocks to the economy as it fights to recover from the effects of the coronavirus (COVID-19) pandemic. During our visits programme in late 2021, where we heard from almost 400 officers, we were told about reports of lower paid officers in debt and of many struggling to meet basic fuel and food costs. The financial pressures they face have increased since then and energy prices are now at unprecedented levels.

At the same time, unemployment rates and levels are the lowest for nearly fifty years. The Uplift Programme was on track at the end of its second year, but the evidence we have received about the prospects for meeting its third-year targets has been mixed. The police service needs a workforce equipped with the skills to meet the challenges of the 21st century and to restore and retain public trust and serve our diverse communities effectively. The next generation of officers must have the capabilities and attitudes to deal with the changing nature of the increasing complexity of demand driven by both technology and changing social attitudes. The need to be able to recruit and retain in policing high calibre individuals who are insightful, diverse, digitally competent and have the right motivation has never been greater. A coherent pay and reward structure is a key part of this. There are concerns about securing and retaining recruits with the skills and qualities the police service needs, and that police starting salaries are too low.

Given the exceptional economic circumstances this year, there are very strong arguments in favour of a sharply differentiated approach that provides those at the bottom of the pay scale with some protection against rising household bills. We explored options that delivered a substantial uplift to the lowest paid officers in the police service. Given affordability considerations, our analysis of recruitment, retention, motivation and morale, and developments in private sector pay, we concluded that a pay uplift with an overall cost of 5% was appropriate. We recommend that this should take the form of a consolidated increase of £1,900 for all officers which has the effect of giving the lowest paid police officers an uplift close to the rising cost of living. Part-time officers will receive a pro-rated award.

We judge this will address some of the immediate issues facing officers but further action is needed on entry level starting salaries. The proposals we have seen so far lack ambition. Changes to pay structures should be part of a

coherent national programme of reform that considers the whole pay and reward package for the police service. Our report highlights the risks of a fragmented approach. The Metropolitan Police Service's proposal to use Targeted Variable Pay to enhance this year's pay award to its officers, while suggested for understandable reasons, has implications for the police service as a whole.

Our report makes it clear that the recent pay reform programme did not grasp the opportunity to fully address some of the issues facing the police service. Systems to assess performance should be robust, rigorous and challenging. Once the Uplift Programme is completed, a framework for a fresh programme of pay reform is needed to sustain the drive for improved policing through the quality and commitment of its people and to enable the service to deliver the Policing Vision 2025 and meet the challenges beyond. We look forward to receiving evidence on this and a strategic workforce plan in the years ahead.

In advance of that, any proposals we receive for changes to the pay structures of those who lead the police service must have been considered by a process that is truly independent. Proposals for changes to pay for the highest earners have to be seen to have been considered by an open and transparent process.

Zoë Billingham (Chair)

Andrew Bliss

Monojit Chatterji

Richard Childs

Kathryn Gray

Mark Hoble

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31 May 2022

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Our 2022/23 recommendations (from 1 September 2022):

- A one-year award for police officers in 2022/23.
- A consolidated increase of £1,900 to all police officer pay points for all ranks.
- The Police Constable Degree Apprentice (PCDA) minimum should be raised to pay point 0 (£23,556 from 1 September 2022).
- London Weighting and the Dog Handlers' Allowance should be uplifted by 5%.
- Parties should review the requirement and appropriate level for the Dog Handlers' Allowance.

1. The Police Remuneration Review Body (PRRB) became operational in September 2014 and our terms of reference relate to pay, allowances and certain other conditions of service of police officers in England and Wales.
2. We would like to offer our thanks to all those parties who have contributed during the pay round, either by the submission of written evidence, attendance at oral evidence sessions, or by participation at our various visits. In previous years, we have had the benefit of evidence from the Police Federation of England and Wales (PFEW) and the Police Superintendents' Association (PSA). We regret that these two important bodies withdrew from the PRRB process in 2021. We hope to hear from them next year.
3. As at 31 March 2022, there were around 142,526 police officers in England and Wales in our remit group⁴ spread over 43 independent police forces.

Our remit

4. This is our Eighth Report to the Home Secretary. The Home Secretary's remit letter of 2 December asked us to make a formal recommendation on the police officer pay award for 2022/23 to all ranks including chief police officers. The Home Secretary asked us to consider our recommendations in the context of the Government's commitment to an increase of 20,000 officers over three years. (Paragraphs 1.1 and 1.4)
5. The letter also asked us to provide commentary and observations on the National Police Chiefs' Council's (NPCC) reference document providing a detailed explanation of: the methodologies used for benchmarking the

⁴ Home Office (April 2022), *Police officer uplift, quarterly update to March 2022*. Available at <https://www.gov.uk/government/statistics/police-officer-uplift-quarterly-update-to-march-2022> [Accessed on 26 May 2022]

pay of all ranks including chief officers; the factors used to determine the P-factor and the methodology used to value it; the interaction of benchmarking and the P-factor; its overall purpose; and example calculations, addressing the points raised in our last report. (Paragraph 1.5)

Response to last year's report

6. Our Seventh Report was submitted to the Home Secretary in June 2021. The Home Secretary responded to this on 21 July 2021 by accepting our recommendations in full. (Paragraphs 1.2 to 1.3)

The environment for this year's report

7. This is our third report that has been completed during the coronavirus (COVID-19) pandemic. The work of police officers is important, difficult, complex and often dangerous in the ordinary course of events. As one of the groups working on the frontline of the response, the pandemic has continued to add further pressures and personal risk to their challenging role. Therefore, we would again like to acknowledge our remit group for their particular contribution this year. (Paragraphs 1.17 to 1.18)
8. The ongoing Uplift Programme, launched in 2019, to recruit 20,000 extra police officers by March 2023 has again provided an important context for our deliberations this year. The need for forces to implement workforce uplift alongside pay reform, and the importance of recruitment and retention to enable the programme, continued to be important factors this year. (Paragraph 1.19)

Pay reform

Strategy for pay reform

9. The achievement of a modernised police service able to meet the challenges it faces needs to be a high priority for police reform. We wish to express disappointment that the recent workforce and pay reform programme did not achieve all that it could and that the opportunity to support police transformation was not fully grasped. Instead, our expectation is that we will receive in evidence next year the overarching strategy, purpose and objectives for the next phase of police workforce and pay reform. (Paragraphs 2.8 and 2.9)

Reform proposals and implementation

10. The Home Secretary's remit letter requests our updated views on force readiness to implement the Pay Progression Standard (PPS). We have found it difficult to judge forces' readiness for this on the basis of the limited evidence received. We were encouraged by the National Reward Team's autumn 2021 survey findings that all forces were confident of implementing a robust and fair PPS by the timescales set. However, we were also concerned by the results on perceptions of force readiness from the PSA members' survey. (Paragraph 2.30)

11. We are concerned about the lack of rigour or challenge in the criteria set for achieving the PPS in its current form. We request in next year's evidence a detailed update on what an officer is required to have achieved in order to attain the PPS. (Paragraphs 2.31 to 2.32)
12. The Home Office observed that the police service now prefers the use of Targeted Variable Pay (TVP) to the benchmarking proposals set out in 2018 which looked to vary base pay according to competence and skills. We therefore request clarification on how exactly pay benchmarking is to be used in the pay-setting process for the police and a definition of its ultimate purpose. Furthermore, we seek reassurance that pay benchmarking will have an indicative role rather than provide exact numerical answers or drive demand on pay levels. This is important in the context of both the high-level police reward policy that the NPCC tells us is under consideration this year and the ongoing review of chief officer remuneration. (Paragraph 2.43)
13. Last year we said it was vital for the methodology for reaching the 13% valuation of the P-factor to be fully evidenced and to demonstrate that it was sound and robust. These aspects have not been adequately addressed. (Paragraph 2.53)
14. As we stated last year, the chosen NPCC methodology on the interaction of the P-factor with the benchmarking process varies from the widely accepted approach to calculating a pay premium. The NPCC methodology has the effect of artificially depressing the underlying police salary used for making comparisons, meaning that a bigger pay uplift would be required in order to match comparators' salaries. We therefore seek clarity on how the P-factor will be applied across the ranks in future. It is vital that this is done before further proposals from the review of chief officer remuneration are submitted for consideration. Furthermore, it remains important to publish a clear and transparent statement of the methodology adopted and example calculations for the interaction of benchmarking with the P-factor. This is so parties can refer back to an authoritative source document in future. (Paragraphs 2.55 and 2.56)
15. We are not convinced that the arrangements at national level for monitoring of the use of TVP are adequate, particularly in the context of oversight on equality and diversity. We seek further evidence on this matter next year. (Paragraph 2.75)
16. If the Metropolitan Police Service (MPS) was to apply TVP to supplement the 2022/23 pay award in the widespread and unconditional way that it seems to be considering, this would appear to be outwith the stated purpose and intention of TVP. Our concern is that the MPS' plan on TVP not only has implications for neighbouring forces but could also lead to geographically differentiated pay and the unravelling of the national system for police pay and reward. (Paragraph 2.76)
17. We observe that a complicated and fragmented decision-making infrastructure containing both statutory and non-statutory bodies surrounds police workforce and pay reform. We ask for this wider

architecture to be clarified and simplified and the need for coherence in decision-making processes at the national level on police workforce and pay reform to be prioritised. (Paragraph 2.85)

18. Once the Uplift Programme has concluded in March 2023, an opportunity will arise for the police pay reform agenda to be refreshed. We encourage the policing parties in England and Wales to start preparing now the overarching strategy, purpose and objectives for the next phase of police pay reform. We suggest that this should focus on encouraging police forces to embrace pay reform as a lever for achieving the transformation of policing as set out in the Policing Vision 2025. We also support the work of the College of Policing in developing leadership at every level and strategic capability, as well as its intent to associate the professionalism of police officers closely with workforce and pay reform. (Paragraph 2.86)

The evidence

19. The main points relating to our standing terms of reference that we noted from the evidence are as follows:
 - *Policing Environment* – Public confidence in the police service has been undermined recently by a series of tragic and highly concerning incidents including, but not limited to: the murder of Sarah Everard by a serving police officer; the misconduct of officers and shortcomings in the handling of the case following the murders of Bibaa Henry and Nicole Smallman; significant concerns across England and Wales about abuse of power by some police officers for sexual gain; and the Independent Office for Police Conduct’s (IOPC) publication of a report on a toxic culture in the MPS. We are concerned about the declining levels of public trust and recognise the challenges that forces across the country face in rebuilding that trust among their communities. Having the right pay and reward structures will play an important role in attracting recruits with the right motivations, and in creating a strong ethical culture within forces. These incidents have in many ways overshadowed the good work done by the vast majority of police officers in difficult circumstances. The police service has played a crucial role during the pandemic, but we heard on our visits to forces that officers do not feel the challenges they faced have been fully recognised. The demand on the police has changed significantly over the last decade and the complexity of demand has increased as a result of technological advancements and changing social attitudes. (Paragraphs 3.16 to 3.18)
 - *Government pay policy and affordability* – Our remit letter asks us to make affordability a major consideration so that police forces are, in addition to other priorities, able to maximise the number of additional officers they can recruit in order to meet the targets set by the Uplift Programme. This is not straightforward – if recruitment targets are at risk, a competitive level of pay is an important tool at forces’ disposal for attracting and retaining new officers. Pay issues

are often expressed in the form of a balanced choice between increasing pay or increasing the number of officers, but in practice there are degrees of flexibility at every level in how budgets can be constructed or how money is spent. Overall police funding for 2022/23 has increased by up to 5.8%, although the size of individual force budgets is determined by a number of factors, and spending decisions in each force are affected by local priorities. We do not make overall recommendations based upon an individual assessment of affordability in each of the 43 forces as it is neither realistic nor feasible for us to take account of the range of flexibilities and priorities which each force will assign to police pay. There is a tension for any Review Body between determining pay uplifts based upon workforce-related factors, such as morale, motivation, recruitment and retention, and taking a strictly budget-based approach. We would not properly discharge our remit if we were to base our recommendations on pre-determined budgetary considerations alone rather than the needs of the police service, including the other, sometimes competing, factors set out in our terms of reference. (Paragraphs 3.30 to 3.34)

- *The economy and labour market* – Inflation has risen sharply over the last year as a result of rising energy and petrol prices and shortages of some traded goods. The Consumer Prices Index measure of inflation was 9.0% in the year to April 2022 and the Bank of England’s May 2022 Monetary Policy Report⁵ expected it to peak at slightly over 10% in the fourth quarter of 2022. Gross domestic product was estimated to have grown by 7.4% in 2021, but the Bank of England’s May 2022 Monetary Policy Report expected growth to slow during 2022 and to fall in the fourth quarter of 2022. The number of employees on payrolls in March 2022 was 29.5 million, 1.9% higher than the pre-pandemic peak, and the unemployment rate in the three months to March 2022 was the lowest since 1974 (3.7%).
- Annual growth in average weekly earnings excluding bonuses was 4.2% in the whole economy and 4.8% in the private sector in the three months to March 2022, and median pay settlements ranged from 3.5% to 4% in the three months to April 2022. (Paragraphs 3.46 and 3.47)
- *Policing earnings* – We used data from the Annual Survey of Hours and Earnings to compare the earnings of police officers with those of: the whole economy; associate professional and technical occupations; and professional occupations. This showed that the differentials between median police earnings and the median earnings of these comparator groups have generally been decreasing since 2011. Decreasing pay differentials over the long term with a comparator group, such as professional occupations, has potentially negative implications for the morale and motivation of officers and for recruitment and retention as the aspirations of the workforce increasingly mirror those of graduate professions. (Paragraph 3.57)

⁵ Bank of England (May 2022), *Monetary Policy Report*. Available at <https://www.bankofengland.co.uk/monetary-policy-report/2022/may-2022> [Accessed on 26 May 2022]

- *Recruitment* – Recruitment during the second year of the Uplift Programme was on track overall. However, the evidence we have received about the prospects for the final year of the Uplift Programme, in which the recruitment challenge is steeper, has been mixed. Some forces are already close to meeting their final targets, but we are concerned by the evidence from the MPS and the NPCC showing that recruitment pipelines to meet the targets are under pressure as the economy has become more buoyant. (Paragraphs 3.85 and 3.86)
- *Retention* – Retention of officers is as much a feature of the Uplift Programme as recruitment. The number of officers leaving the service fell sharply in the financial year ending 2021. This is likely to be a temporary effect driven by a variety of factors relating to the pandemic and the MPS has reported that attrition was starting to climb back towards pre-pandemic levels. Overall voluntary resignation rates are low, but one-third occur in the first twelve months of service and half within the first two years. (Paragraph 3.87)
- *Workforce diversity* – The proportions of female and ethnic minority officers have continued to increase but remain below levels representative of the communities served by police forces. We are particularly concerned by the evidence we have seen that ethnic minority officers and females have consistently higher rates of voluntary resignation than their white and male counterparts especially in the first five years of service. (Paragraph 3.88)
- *Overall workforce* – Support for new officers is crucial both in terms of managing increasing levels of inexperience within the service and to maximise retention. The ratio of constables to sergeants increased over the year to March 2021 as sergeant numbers increased by a lower rate than constables. We remain concerned by the potential for the increase in officer numbers under the Uplift Programme, combined with budgetary pressures, to lead to a reversal of recent trends which have seen many police roles civilianised. (Paragraphs 3.89 and 3.90)
- *Police officer motivation and morale* – We are concerned by the low levels of morale compared with previous years shown in staff association surveys. The combination of COVID-19, the public sector pay pause, intense media interest, and declining levels of public trust and confidence in the police have adversely affected police morale. (Paragraphs 3.101 to 3.104)
- *Pensions* – We remain concerned by the number of officers opting out of the police pension schemes despite a fall in the opt-out rate. By doing so officers are forfeiting their right to deferred pay, significant employer pension contributions (31%), and death-in-service benefits. The 2015 pension scheme continues to compare favourably with many other public sector schemes. We welcome the NPCC work to improve communication with forces to help officers understand

the implications of the remedy to the McCloud/Sargeant ruling and ask parties to keep us updated on the impact of the remedy's implementation. (Paragraphs 3.109 to 3.112)

- *Legal obligations* – We remain in favour of changes that encourage retention and diversity, and are grateful to the parties for updating us on work that has been progressed on pay and conditions of service. (Paragraph 3.116)

Chief police officers

20. We have again been invited by the Home Secretary to consider matters relating to chief police officers as part of our pay round. (Paragraph 4.1)
21. The evidence we received highlighted the intense public and media scrutiny chief officers have experienced this year and the challenges they face across the country in rebuilding the trust among their communities. In previous reports we highlighted the leadership issues posed by COVID-19; those restrictions have now eased but the evidence highlights the challenges that ongoing changes to workforce trends and expectations for increased flexibility continue to present to the senior leadership of the service. That, combined with concerns around declining public trust, the need to deliver pay reform, the Uplift Programme and the growing complexity of policing as a result of social change and technology have placed pressure on chief officers to deliver significant change in a difficult environment. (Paragraphs 4.7 to 4.9)
22. Our analysis shows that between March 2020 and March 2021 the gap between the proportion of female chief officers and the overall proportion of female officers has almost closed, but the proportion of ethnic minority chief officers remains substantially lower than the overall proportion of ethnic minority officers. This remains of concern and we will monitor these trends with interest. (Paragraph 4.16)
23. We recognise the concerns expressed by parties about the number of experienced officers leaving the service and the small number of applicants for some chief officer roles. The evidence we have seen identifies a number of barriers to recruitment at chief officer rank. We anticipate that some of these might be addressed by the implementation of the recommendations from the 2021 review of chief officer remuneration. (Paragraph 4.17)
24. We have been updated on the work to take forward recommendations on pay groups and base pay from the review of chief officer remuneration and understand that proposals will be brought forward to us in 2023. The evidence we have seen suggests that the increases to some chief officers' pay could be substantial. Therefore, we reiterate that increasing chief officer pay could have a negative effect on the morale of lower ranks especially given increases in the cost of living. We again ask that parties be mindful of this when planning the implementation of such changes. (Paragraphs 4.45 to 4.48)

25. We are concerned about the current governance arrangements for taking forward the proposals on chief officer remuneration. We acknowledge the independence of the chair of the steering group but urge parties to consider whether there are other steps they can take to increase the independence of the steering group and the transparency of the process. Our strong view is that the majority of members should be independent of policing. Once the pay proposals have been drafted by this independent group, they should be submitted to us as part of the pay review process. (Paragraph 4.49)
26. We remain concerned by the continued lack of consensus around both the removal of fixed-term appointments for deputy chief constables and the extension of relocation allowances. There is a strong argument for reviewing the current relocation allowances to reduce the barriers to recruitment and progression in chief officer ranks. There would be advantages in such an exercise including the relocation allowances available to chief superintendents to ensure they support mobility and recruitment to chief officer ranks. Any proposals for change to relocation allowances should be reviewed by the restructured steering group on chief officer remuneration before being submitted to us for consideration. (Paragraph 4.50 and 4.51)

Basic pay recommendations for 2022/23

27. We received a number of base pay proposals from the parties this year. Our remit letter asked us to make a pay award for 2022/23, but the NPCC and the Association of Police and Crime Commissioners both proposed slightly different three-year awards. We can see the benefits of such awards in principle including the certainty it gives to forces in terms of financial planning and they can be a useful component of a modernisation plan. However, the proposal for a pay award covering 2022/23 to 2024/25 does not appear to be supporting a modernisation programme and the economic situation has changed considerably since the proposals were formulated. Throughout our report, we have drawn attention to the volatility of the economic situation and the uncertainty surrounding medium-term economic forecasts. In addition, we have not been able to explore with the PFEW and the PSA their views on a three-year agreement. (Paragraphs 5.19 to 5.21)
28. We are conscious that a key driver behind the proposal for a three-year award giving police officers 8% over three years is a desire to boost morale and recognise the contribution officers made on the frontline during the COVID-19 pandemic. However, given the scale of the economic instability it would be unwise to enter an agreement that seeks now to lock the service into specific uplifts for 2023/24 and 2024/25. Therefore, **we recommend a one-year pay award for police officers in 2022/23.** (Paragraph 5.22)
29. The key factors we took into account in reaching our main pay award recommendation were:

- The continued high demand on the police service and the increasing complexity of cases and the additional challenges the service faced in the pandemic. (Paragraphs 5.23 to 5.25)
- The priority being given to the Uplift Programme and the need for pay to facilitate both recruitment and the retention of experienced officers in support of this, especially given some evidence we have seen suggesting that targets for the final year of the programme are at risk. (Paragraphs 5.26 and 5.27)
- Starting salaries and the need to recognise the responsibilities and risks faced by new officers on the front line and attract individuals of the right calibre. (Paragraph 5.28)
- The state of police morale, and that a long-term decline in morale will eventually impact on recruitment and retention. (Paragraph 5.29)
- The evidence provided on affordability noting that overall police funding for 2022/23 has increased by up to 5.8% and that within individual police force budgets there will be some flexibility as to how any award is funded. (Paragraphs 5.32 and 5.33)
- The state of the wider economy, including inflation and indicators of pay settlements. Given HM Treasury guidance, we have given particular weight to median pay settlements which are ranging from 3.5% to 4% in the three months to April 2022 and annual growth in average weekly earnings, excluding bonuses, which was 4.8% in the private sector in the three months to March 2022. (Paragraphs 5.30 and 5.31)
- Targeting: in our view this is an extraordinary year in terms of the economic climate. We are deeply concerned about the impact on the lowest paid police officers of the substantial increase in the cost of living and the ongoing economic volatility. A rise in the cost of living has a greater impact on the lower paid than those on higher salaries. Therefore, there are very strong arguments in favour of a sharply differentiated approach that provides those at the bottom of the pay scale with some protection against the cost of basic necessities and the unprecedented increases in energy prices. Given this, we concluded that a consolidated flat award which has the effect of giving the lowest paid police officers an uplift close to the rising cost of living was most appropriate. We note the Government's announcements on 26 May 2022 regarding a package of support to help the most vulnerable households with the rising cost of living. There is no exact data available, but it is likely that the majority of police officers will only benefit from the universal payments to help with energy bills. While this provision is welcome, we judge from the evidence we have heard that those at the bottom of the police pay scale will still struggle to meet rising household bills. (Paragraphs 5.34 to 5.35)

30. After taking the above factors into account and in particular affordability considerations, our analysis of recruitment, retention, motivation and morale, and pay developments in the private sector, we concluded that a

pay uplift with an overall cost of 5% was appropriate. Given our concerns about the lowest paid police officers **we recommend that this should take the form of a consolidated increase of £1,900 to all police officer pay points for all ranks from 1 September 2022.** (Paragraph 5.36)

31. The table below sets out the implications of the consolidated increase in percentage terms for each rank.

Table 1: Percentage value of £1,900 award, by rank.

Rank	FTE officers (at 31 March 2021)	Percentage award at minimum	Percentage award at maximum
Constable	106,790	8.8%	4.6%
Sergeant	19,211	4.3%	4.1%
Inspector	5,941	3.6%	3.3%
Chief Inspector	1,846	3.3%	3.1%
Superintendent	970	2.7%	2.3%
Chief Superintendent	307	2.2%	2.1%
Chief Police Officers	236	1.8%	0.6%

Note: Constable minimum excludes the PCDA minimum.

Chief superintendent pay scales

32. We remain concerned about requests to look at individual pay reform measures, such as increasing the top pay point of chief superintendents, in isolation. Targeted interventions of this kind, particularly for senior ranks have to be seen to have been considered by an open and transparent process. Moreover, we have not been able to discuss the proposal with the PSA this year, but we would hope to do so in 2023/24. We invite the steering group overseeing the work on chief officer remuneration to consider an uplift to pay point 3 of the chief superintendent pay scale alongside its proposals for chief officer pay. (Paragraphs 5.44 to 5.48)

Entry level pay

33. Following a proposal we received from the NPCC, **we recommend that the PCDA minimum should be raised to pay point 0.** However, given the changing nature of policing and the new skills officers will need, we question whether this proposal is sufficiently ambitious. The police service needs officers with the right skills and aptitude to meet the challenges of the next decades. Therefore, we invite parties to consider further measures to improve entry level starting salaries. (Paragraphs 5.54 to 5.58)

Allowances

34. **We recommend that London Weighting and the Dog Handlers' Allowance should be uplifted by 5% from 1 September 2022.** The Dog Handlers' Allowance is to compensate dog handlers for looking after their dog on their rest days and public holidays. We observe that we have not received any substantive evidence in recent years in support of an increase to the Dog Handlers' Allowance. Therefore, **we recommend that the parties review the requirement and appropriate level for**

this allowance. We do not plan to make any further increases to the Dog Handlers' Allowance until we have received the conclusions of such a review. (Paragraphs 5.64 to 5.68)

Forward look

35. We will continue to monitor the longer-term effects of COVID-19 on our remit group, as data becomes available. We will be interested to receive updates on the Uplift Programme over its final year. We would also like next year's evidence to set out thinking on building the police workforce in the years beyond the Uplift Programme and in particular the use of direct entry and the competitiveness of entry level pay. (Paragraphs 6.2 to 6.4)
36. The architecture for decision-making on police workforce and pay reform is complex and seems fragmented and incoherent. We would like to hear from the parties next time on how this can be streamlined. (Paragraph 6.5)
37. We consider that multi-year pay agreements are most beneficial during periods of economic stability. If we were to be asked again to consider a multi-year award then we would prefer for it to have been something already considered by all the parties and for it to be set out in our remit letter. In a climate where officers are facing unprecedented cost-of-living pressures, it is vital that pay awards are thought about imaginatively. Next year, we would like evidence from parties on their consideration of different approaches to pay awards. (Paragraphs 6.6 and 6.7)
38. It would be better for us to consider policing remuneration in the round. We invite the Home Office to provide evidence next year that will enable us to consider police allowances more broadly. We have also asked for a review of the Dog Handlers' Allowance. (Paragraph 6.8)
39. This year we were again invited by the Home Secretary to consider matters relating to chief police officers as part of our pay round. We note that chief police officers are formally part of the standing terms of reference of the Senior Salaries Review Body. In the interests of ensuring the overall coherence of the pay structure, our view is that we should continue to deal with all ranks of the police service including chief police officers. Progress towards the implementation of recommendations from the review of chief officer remuneration will be a key topic for next year's review. Any proposals must be accompanied by assurances that the recommending body formulating the proposals has been sufficiently independent, and has considered robust evidence to justify the proposals, alongside a clear explanation of how they will be funded and how the changes will be communicated to the police service. (Paragraph 6.12)
40. The Uplift Programme will conclude in March 2023 and this will bring an opportunity to refresh the police pay reform agenda. We encourage the policing parties in England and Wales to be ready by that point with the overarching strategy, purpose and objectives for the next phase of police pay reform. We also request in next year's evidence a detailed update on what an officer is required to have achieved in order to attain the PPS. (Paragraphs 6.9 and 6.10)

41. We continue to highlight the importance of a robust evidence base to inform and enable the evaluation of pay and workforce reform. Where we have identified gaps in evidence, we encourage those responsible for gathering data to consider what improvements can be made to facilitate the provision of data. (Paragraphs 6.13 and 6.14)