



Review Body on  
Senior Salaries

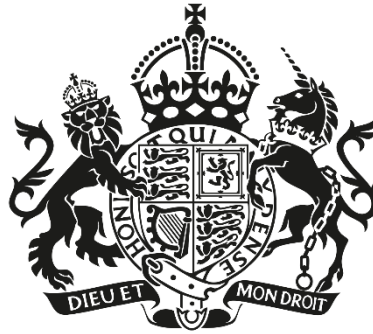
# Supplement to the Forty-Seventh Annual Report on Senior Salaries

Report no. 99

Chair: Lea Paterson CBE

February 2026

CP 1506



# **Review Body on Senior Salaries**

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Report on Senior Salaries

Chair: Lea Paterson CBE

**Presented to Parliament by the Secretary of State for the Home  
Department by Command of His Majesty**

February 2026



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ISBN 978-1-5286-5654-2

E03337935 02/2026

Printed on paper containing 40% recycled fibre content minimum

Printed in the UK by HH Associates Ltd. on behalf of the Controller of His Majesty's Stationery Office.

# Review Body on Senior Salaries

## Terms of reference

Our terms of reference are as follows:

*The Review Body on Senior Salaries provides independent advice to the Prime Minister, the Lord Chancellor, the Home Secretary, the Secretary of State for Defence, the Secretary of State for Health and Social Care and the Minister of Justice for Northern Ireland on the remuneration of holders of judicial office; senior civil servants; senior officers of the Armed Forces; all senior managers in the NHS,<sup>1</sup> Police and Crime Commissioners, chief police officers in England, Wales and Northern Ireland; and other such public appointments as may from time to time be specified.*

*The Review Body may, if requested, also advise the Prime Minister from time to time on Peers' allowances; and on the pay, pensions and allowances of Ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975. If asked to do so by the Presiding Officer and the First Minister of the Scottish Parliament jointly; or by the Speaker of the Northern Ireland Assembly; or by the Presiding Officer of the National Assembly for Wales; or by the Mayor of London and the Chair of the Greater London Assembly jointly; the Review Body also from time to time advises those bodies on the pay, pensions and allowances of their members and office holders.*

*In reaching its recommendations, the Review Body is to have regard to the following considerations:*

- *the need to recruit, retain, motivate and, where relevant, promote suitably able and qualified people to exercise their different responsibilities;*
- *regional/local variations in labour markets and their effects on the recruitment, retention and, where relevant, promotion of staff;*
- *Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services;*
- *the funds available to departments as set out in the Government's departmental expenditure limits; and*
- *the Government's inflation target.*

*In making recommendations, the Review Body shall consider any factors that the Government and other witnesses may draw to its attention. In particular, it shall have regard to:*

- *differences in terms and conditions of employment between the public and private sector and between the remit groups, taking account of relative job security and the value of benefits in kind;*
- *changes in national pay systems, including flexibility and the reward of success; and job weight in differentiating the remuneration of particular posts; and*
- *the relevant legal obligations, including anti-discrimination legislation regarding age, gender, race, sexual orientation, religion and belief and disability.*

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<sup>1</sup> Very Senior Managers (VSMs) working in the NHS and Executive and Senior Managers (ESMs) working in the Department of Health and Social Care (DHSC) Arm's Length Bodies (ALBs).

*The Review Body may make other recommendations as it sees fit:*

- *to ensure that, as appropriate, the remuneration of the remit groups relates coherently to that of their subordinates, encourages efficiency and effectiveness, and takes account of the different management and organisational structures that may be in place from time to time;*
- *to relate reward to performance where appropriate;*
- *to maintain the confidence of those covered by the Review Body's remit that its recommendations have been properly and fairly determined; and*
- *to ensure that the remuneration of those covered by the remit is consistent with the Government's equal opportunities policy.*

*The Review Body will take account of the evidence it receives about wider economic considerations and the affordability of its recommendations.*

Members of the Review Body submitting this Report are:

Lea Paterson CBE (*Chair*)

Pippa Greenslade

Ian McCafferty CBE

Dr Julian Miller CB (*ex-officio*)<sup>2</sup>

The Honourable Zoë Billingham CBE<sup>3</sup>

Mark Polin OBE QPM

The Reverend David Stanton

Mark Emerton

The Secretariat is provided by the Office for the Pay Review Bodies.

This Supplementary Report was submitted to the Government on 20 June 2025.

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<sup>2</sup> Chair, Armed Forces Pay Review Body.

<sup>3</sup> Chair, Police Remuneration Review Body and National Crime Agency Remuneration Review Body.

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## Chapter 7

### Introduction and Recommendations – Supplementary Report

- 7.1 This Supplementary Report sets out our analysis of the evidence and pay recommendations for chief police officers (CPOs) in the 43 territorial police forces of England and Wales and in the Police Service of Northern Ireland (PSNI), and for Police and Crime Commissioners (PCCs).
- 7.2 It should be read alongside our main Report, which was published on 22 May 2025.<sup>4</sup>

#### Recommendations in our 2025 Supplementary Report

- 7.3 In reaching our recommendations, we have considered information and feedback from numerous discussions with remit group members, together with written and oral evidence provided by a broad range of stakeholders. These were an invaluable part of our evidence base, and we are grateful to all involved for taking the time to contribute.
- 7.4 We also have considered a wide range of economic data, as set out in Chapter 2 of our main Report.
- 7.5 This Supplementary Report covers the remit groups whose pay year begins after 1 April 2025. Our recommendations for these groups are as below.

#### Recommendation 11

We recommend that all chief police officers in the 43 territorial police forces of England and Wales should receive a 3.9 per cent consolidated pay increase from 1 September 2025.

#### Recommendation 12

We recommend that the Police Remuneration Review Body (PRRB) determinations on appropriate motor vehicle allowances (the Essential User Allowance and the Mileage Rate) for the federated and superintending ranks in its 2025 Report are also applied to all eligible chief officers in the territorial police forces of England and Wales.

#### Recommendation 13

We recommend that the Police Remuneration Review Body (PRRB) determinations on appropriate arrangements for geographic allowances (the London Allowance, the London Weighting and the South East Allowance) for the federated and superintending ranks in its 2025 Report are also applied to all eligible chief officers in England and Wales – including any percentage uplift of allowance values that the PRRB recommends.

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<sup>4</sup> Review Body on Senior Salaries (May 2025) *Forty-Seventh Annual Report on Senior Salaries* (CP 1329) [SSRB 2025 main Report]. Available at <[www.gov.uk/government/publications/senior-salaries-review-body-report-2025](https://www.gov.uk/government/publications/senior-salaries-review-body-report-2025)>.



**Recommendation 14**

We recommend that all chief police officers in the Police Service of Northern Ireland should receive a 3.9 per cent consolidated pay increase from 1 September 2025.

**Recommendation 15**

We recommend that the Police Remuneration Review Body (PRRB) determination on the appropriate Northern Ireland Transitional Allowance (NITA) value for the federated and superintending ranks in its 2025 Report is also applied to all chief officers in the Police Service of Northern Ireland – including any percentage uplift of allowance value that the PRRB recommends.

**Recommendation 16**

We recommend that Police and Crime Commissioners (PCCs) and Police, Fire and Crime Commissioners (PFCCs) move to three salary bands, in line with the now-implemented three salary band structure for Chief Constables and Deputy Chief Constables. We recommend that this is introduced in two phases, taking effect on 1 May 2025 and 1 May 2026 respectively.

### **Recommendation 17**

We recommend that the following base salaries apply for PCCs (including PFCCs) from 1 May 2025:

- Group 1: £109,143  
(West Midlands)
- Group 1/2: £104,488  
(Thames Valley)
- Group 2: £94,696  
(Merseyside, Northumbria, Hampshire, Devon and Cornwall, Kent, Lancashire, Avon and Somerset, Essex, South Wales, Sussex)
- Group 3: £83,629  
(Nottinghamshire, Cheshire, Derbyshire, Hertfordshire, Humberside, Leicestershire, Staffordshire, West Mercia)
- Group 4: £81,844  
(Bedfordshire, Cambridgeshire, Cleveland, Dorset, Durham, Gwent, Norfolk, North Wales, Northamptonshire, Suffolk, Surrey, Wiltshire)
- Group 5: £80,059  
(Cumbria, Dyfed-Powys, Gloucestershire, Lincolnshire, Warwickshire)

We recommend that the following base salaries apply for PCCs (including PFCCs) from 1 May 2026:

- Group 1: £113,043  
(West Midlands, Thames Valley)
- Group 2: £97,978  
(Merseyside, Northumbria, Hampshire, Devon and Cornwall, Kent, Lancashire, Avon and Somerset, Essex, South Wales, Sussex)
- Group 3: £86,445  
(Nottinghamshire, Cheshire, Derbyshire, Hertfordshire, Humberside, Leicestershire, Staffordshire, West Mercia, Norfolk, Surrey, Bedfordshire, Cambridgeshire, Cleveland, Dorset, Durham, Gwent, North Wales, Northamptonshire, Suffolk, Wiltshire, Cumbria, Dyfed-Powys, Gloucestershire, Lincolnshire, Warwickshire)

### **Recommendation 18**

We recommend a pay supplement of 7.5 per cent for PCCs exercising responsibility for fire and rescue governance (PFCCs), on top of their base PCC salary. This replaces the current flat-rate supplement of £3,000. We recommend that this takes effect from 1 May 2025.

### **Recommendation 19**

We recommend that in each year that the Home Secretary does not remit this Review Body to formally review PCC pay and reward, PCC base pay is increased by the same percentage as the annual base pay increase for chief police officers in the territorial police forces of England and Wales. We also recommend that formal PCC pay reviews are aligned with the electoral cycle.

### **Recommendation 20**

We recommend a loss-of-office payment for PCCs, with the details of these arrangements to be developed as part of the wider policing reform programme. We recommend that this takes effect before the next PCC election in 2028.

### **Recommendation 21**

We recommend that PCCs receive parental leave entitlements, with the details of these arrangements to be developed and agreed between the Home Office and the APCC.

- 7.6 Our detailed rationale, and supporting data, are covered in the body of this Supplementary Report.
- 7.7 The estimated total cost of our recommendations is £2.9 million. Detailed costings are as below.

**Table 7.1: Cost estimate of SSRB's recommendations – Supplementary Report**

Remit group	Estimated cost
Chief police officers in the 43 territorial police forces of England and Wales	£2.1 million
Chief police officers in the Police Service of Northern Ireland	≤£0.1 million
Police and Crime Commissioners	£0.7 million

## **Response to recommendations in our 2025 main Report**

- 7.8 We submitted our main Report to the Prime Minister on 6 May 2025. We are pleased that the Government has responded swiftly, announcing to the House of Commons on 22 May 2025 that it had accepted most of our recommendations.<sup>5</sup> We are glad that the Government has found our independent evidence-based advice helpful, and has largely agreed with our conclusions.
- 7.9 We look forward to further announcements from the Government regarding the remaining recommendations from our 2025 main Report that have not yet been accepted or applied. These are:
- Changes to the pay band maxima for SCS pay bands 1 to 3 – which the Government has chosen to defer to form part of the fundamental review of the SCS pay and reward frameworks.
  - Recommendations applicable to permanent secretaries – which are still to be considered by the permanent secretary remuneration committee.
  - Withdrawal of the Executive Senior Manager (ESM) pay framework – which the Government plans to consider in light of the abolition of NHS England and the consolidation of arm's-length bodies.
- 7.10 We look forward also to receiving evidence regarding the fundamental review of the SCS pay and reward frameworks. As we stated in our main Report, this review should be advanced at pace.<sup>6</sup>

## **Our 2026 Report**

- 7.11 In our remit letters for the current pay round, ministers noted the importance of the public sector receiving timely pay awards. The Government's stated intention is to announce 2025-26 pay awards as close possible to the start of the pay year, and to reset the timeline more fully from 2026-27.
- 7.12 We agree on the importance of our remit group members receiving timely awards. The SSRB is committed to do its part to support this. We note that our ability to deliver our Report in keeping with this timeframe is dependent upon receipt of remit letters no later than July 2025, and by receipt of written evidence no later than September 2025.

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<sup>5</sup> HC Deb 22 May 2025 vol 767 col 39WS. Available at <<https://hansard.parliament.uk/commons/2025-05-22/debates/f98680d7-d853-4a4d-95f6-7e627d27502c/WrittenStatements>>.

<sup>6</sup> SSRB 2025 main Report, above n 4, at [3.84].



## Chapter 8

### Chief Police Officers

- 8.1 This is our second review of chief police officer (CPO) pay since this group was returned to our remit in 2024. CPOs were first added to our remit in 2014, and we made recommendations on their pay between 2015 and 2017, and in 2024. The Police Remuneration Review Body (PRRB) made recommendations on CPO pay between 2018 and 2023.
- 8.2 Our review this year covers all CPOs (officers above the rank of Chief Superintendent<sup>7</sup>) in the 43 territorial police forces of England and Wales (at [8.18]-[8.123]), as well as in the Police Service of Northern Ireland (PSNI) (at [8.124]-[8.180]).<sup>8</sup>
- 8.3 Chapters 1 and 2 of our main Report set out the context and the specific economic factors we take into account in recommending a pay award for CPOs in England and Wales, and in the PSNI.<sup>9</sup>

### Main themes and recommendations

- 8.4 The evidence we have received from policing stakeholders indicates that the job of chief officer is becoming more difficult over time. The changing nature and volume of policing demands, workforce size and inexperience, financial pressures, and other factors all contribute to the overall picture of chief officer recruitment, retention and morale.
- 8.5 Recruitment and retention difficulties are evident in varying degrees across police forces discussed in this Report.
- 8.6 In England and Wales, low numbers of applicants for chief officer posts and declining tenure in role raise concerns about the stability of the talent pipeline for policing leadership. We hear of disincentives to seeking promotion arising from a range of pay and non-pay factors, including workload and allowances. We were also concerned about reports of strains on mental health. We have heard that navigating the unique governance arrangement predicated on a one-to-one relationship with the Police and Crime Commissioner (PCC) can be particularly challenging, and that the perceived and actual difficulties arising from this governance arrangement are having a material impact upon the recruitment, retention and morale of current and prospective chief officers.

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<sup>7</sup> Police Regulations 2003, reg 11.

<sup>8</sup> The PRRB continues to make recommendations for police officers in the federated and superintending ranks (up to and including Chief Superintendent) in the 43 territorial police forces of England and Wales, and in the PSNI. In Scotland, recommendations on pay, terms and conditions of police officers at all ranks are made by the Police Negotiating Board for Scotland (PNBS) (see “Police Negotiating Board for Scotland (PNBS)” Scottish Government <[www.gov.scot/groups/police-negotiating-board-scotland](http://www.gov.scot/groups/police-negotiating-board-scotland)>). The three ‘special police forces’ – the British Transport Police, the Civil Nuclear Constabulary and the Ministry of Defence Police – and other non-territorial civilian and military police forces in the United Kingdom do not fall within in our remit. See further at [8.188].

<sup>9</sup> Review Body on Senior Salaries (May 2025) *Forty-Seventh Annual Report on Senior Salaries* (CP 1329) [SSRB 2025 main Report]. Available at <[www.gov.uk/government/publications/senior-salaries-review-body-report-2025](http://www.gov.uk/government/publications/senior-salaries-review-body-report-2025)>.

- 8.7 In the PSNI, chief officers continue to face a difficult operational landscape, with the historic challenges of policing in Northern Ireland still evident in the heightened security environment and intensity of public and media scrutiny. Tenure in post is short, as the permanent PSNI chief officer cohort has been fully refreshed over the past two years. The PSNI faces a significant challenge in rebuilding officer workforce numbers from a historic low, whilst maintaining leadership stability and building and retaining public trust and confidence in light of legacy issues and recent high-profile incidents.
- 8.8 Diversity, and in particular the aspiration that the policing workforce proportionately reflects the communities it serves, remains a concern across all of the police forces discussed in this Report.
- 8.9 The election of a new UK government in July last year has brought with it new and changed policing commitments and expectations. In November, the Home Secretary announced a significant policing reform programme in England and Wales, with a White Paper expected to be published later this year.<sup>10</sup>
- 8.10 In Northern Ireland, the conclusion of a two-year shutdown of the Stormont executive in February 2024 has brought with it the opportunity to advance solutions to operational pressures and progress policing priorities.
- 8.11 The policing stakeholders in each jurisdiction continue to consider and contribute to various proposals for future reforms. Some reforms, such as the College of Policing's new Executive Leadership Programme (ELP), have already been enacted. Each of these measures has the potential to impact upon chief officer recruitment, retention and morale.
- 8.12 Based on the evidence we have seen, we are recommending a pay award of 3.9 per cent for chief officers in England and Wales, and in the PSNI.
- 8.13 We are also recommending that:
- The PRRB's determinations on appropriate motor vehicle and geographical allowances for the federated and superintending ranks in its 2025 Report are also applied to all eligible chief officers in England and Wales.
  - The PRRB's determination on the appropriate Northern Ireland Transitional Allowance (NITA) value for the federated and superintending ranks in its 2025 Report is also applied to all chief officers in the PSNI.
- 8.14 In addition to our remit letters from the Home Secretary and the Northern Ireland Minister of Justice asking us to consider a baseline pay award, we received more than 20 separate requests from nine different policing stakeholders to consider particular elements of chief officer pay and reward. We discuss these at [8.84]-[8.119] for England and Wales and [8.162]-[8.178] for the PSNI.

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<sup>10</sup> Home Office "Home Secretary announces major policing reforms" (19 November 2024) GOV.UK <[www.gov.uk/government/news/home-secretary-announces-major-policing-reforms](https://www.gov.uk/government/news/home-secretary-announces-major-policing-reforms)>.

- 8.15 We acknowledge that the volume of supplementary requests we have received this year from a broad range of parties indicates that policing stakeholders place a high level of trust in this Review Body's standing and ability to address complex and long-standing issues associated with chief office pay and reward. However, some of these matters are not appropriate for the Review Body, because of their detail or because they are under consideration elsewhere.
- 8.16 We ask that, in future, any requests made to this Review Body on questions not explicitly asked of us in Ministers' remit letters are coordinated across all policing stakeholders and accompanied by evidence from all interested parties. Moreover, as a rule we would not expect to offer a view in support of one position or another on issues being addressed in other forums.
- 8.17 Our full recommendations are set out at [8.72]–[8.119] below for England and Wales, and at [8.149]–[8.178] below for the PSNI.

## England and Wales

### Our remit

- 8.18 In her remit letter, the Home Secretary asked us to conduct our usual annual review process and provide recommendations on pay for chief officers in England and Wales.<sup>11</sup> In making our recommendations, the Home Office has asked that we have regard to the views of the PRRB in respect of officers in the federated and superintending ranks.<sup>12</sup>
- 8.19 This year's remit letter also included a specific request to consider proposals arising from year one of the National Police Chiefs' Council (NPCC)'s review of allowances. These include:
- Motor vehicle allowances (see [8.87]–[8.89]).
  - Geographical allowances applicable in London and the South East (see [8.90]–[8.92]).
  - The NPCC's conclusion that Assistant Chief Constables (ACCs)/Commanders undertaking operational on-call duties should not receive a separate on-call allowance (see [8.93]–[8.95]).
- 8.20 We were subsequently asked by the Home Office to also consider whether the current salaries for the ranks of Commissioner and Deputy Commissioner in the City of London Police (CoLP) are appropriate, relative to comparable ranks in other police forces (see [8.96]–[8.103]).<sup>13</sup>

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<sup>11</sup> Letter from Yvette Cooper (Home Secretary) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding the Senior Salaries Review Body 2025/26 Remit for Chief Police Officers (30 September 2024) [CPO remit letter (England & Wales)]. Available at <[www.gov.uk/government/publications/remit-letter-to-the-senior-salaries-review-body-for-chief-police-officers-2025-to-2026](https://www.gov.uk/government/publications/remit-letter-to-the-senior-salaries-review-body-for-chief-police-officers-2025-to-2026)>. A copy of this letter is attached to this Report as Appendix B.

<sup>12</sup> Home Office *Home Office evidence to the Senior Salaries Review Body: Chief police officers – 2025/26 pay round* (February 2025) [Home Office CPO written evidence] at [4]. Available at <[www.gov.uk/government/publications/evidence-to-the-srb-2025-to-2026-chief-police-officers](https://www.gov.uk/government/publications/evidence-to-the-srb-2025-to-2026-chief-police-officers)>.

<sup>13</sup> The City of London Police rank of Deputy Commissioner was re-titled from Assistant Commissioner with effect from 1 January 2025.



### *Other requests*

8.21 We have also been asked by other policing stakeholders to consider making recommendations and/or observations regarding:

- A review of the ACC pay scale for England and Wales (see [8.105]-[8.107]).
- Fixed-term appointments for Deputy Chief Constables (DCCs) (see [8.108]-[8.109]).
- Police Pension opt in/out flexibility (see [8.110]-[8.111]).
- The NPCC's approach to workforce planning and reward strategy (see [8.112]-[8.113]).
- The NPCC's proposals following a review of the pay progression standard (see [8.114]-[8.115]).
- The withdrawal of PCC discretion to vary starting pay for Chief Constables (CCs) (see [8.116]-[8.117]).
- The Chief Police Officers' Staff Association (CPOSA)'s proposal for a severance package for CCs who have not yet reached retirement age and where actions have been taken to remove them from their post contrary to the established process under the Police Reform and Social Responsibility Act 2011 and the Policing Protocol Order 2023 (see [8.118]-[8.119]).

## Evidence

- 8.22 We received evidence from the Home Office,<sup>14</sup> the NPCC,<sup>15</sup> the CPOSA,<sup>16</sup> the Association of Police and Crime Commissioners (APCC),<sup>17</sup> the College of Policing<sup>18</sup> and the City of London Police Authority Board (CoLPAB)<sup>19</sup>.
- 8.23 The NPCC and the CPOSA also submitted a joint statement alongside the Police Superintendents' Association (PSA), addressed to both this Review Body and the PRRB.<sup>20</sup>
- 8.24 We also hosted discussion groups with CPOs and officers from the feeder ranks across England and Wales.<sup>21</sup>
- 8.25 We thank all who gave evidence for their contributions.
- 8.26 Detailed data and evidence can be found in the Annex to this Chapter.

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<sup>14</sup> Home Office CPO written evidence, above n 12. We also heard oral evidence from the Rt Hon Dame Diana Johnson DBE MP (Minister of State for Policing, Fire and Crime Prevention) and Home Office officials on 13 March 2025. The Home Office also provided supplementary written evidence regarding both PCCs and CPOs: Letter from Home Office senior official (Deputy Director, Police Workforce and Professionalism Unit) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding oral evidence session (28 March 2025) [Home Office post-oral evidence submission].

<sup>15</sup> National Police Chiefs' Council *Senior Salaries Review Body: NPCC Submission 2025* (31 January 2025) [NPCC written evidence]. Available at <<https://news.npcc.police.uk/releases/better-pay-crucial-to-recruiting-more-officers>>. We also heard oral evidence from Chief Constable Gavin Stephens QPM (Chair, NPCC) and other senior NPCC representatives and officials on 13 March 2025. The NPCC also made two supplementary written evidence submissions: Letter from Gavin Stephens (Chair, NPCC) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding chief police officers and Police and Crime Commissioners evidence request (7 March 2025) [NPCC PCC submission]; Letter from Gavin Stephens (Chair, NPCC) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding oral evidence session (4 April 2025) [NPCC post-oral evidence submission].

<sup>16</sup> Chief Police Officers' Staff Association *Submission to the Senior Salaries Review Body 2025* (31 January 2025) [CPOSA written evidence]. Available at <<https://cposa.uk/news>>. We also heard oral evidence from Chief Constable John Robins QPM DL (Chair, CPOSA) and other senior CPOSA representatives and officials on 13 March 2025. The CPOSA also provided two supplementary written evidence submissions: CPOSA *Supplementary Submission to the Senior Salaries Review Body 2025* (10 March 2025) [CPOSA PCC submission]; CPOSA *Supplementary Submission to the Senior Salaries Review Body 2025: On Call Allowance* (10 April 2025) [CPOSA post-oral evidence submission].

<sup>17</sup> Association of Police and Crime Commissioners *Submission to the Senior Salaries Remuneration Review Body from the Association of Police and Crime Commissioners* (7 February 2025) [APCC CPO written evidence]. We also heard oral evidence from APCC representatives and officials on 13 March 2025. The APCC also provided a supplementary written evidence submission: Letter from APCC Workforce Leads to SSRB Lead Member regarding oral evidence session (19 March 2025) [APCC CPO post-oral evidence submission].

<sup>18</sup> College of Policing *Review Body on Senior Salaries: Request for written evidence for 2025 annual review* (21 January 2025) [College of Policing written evidence].

<sup>19</sup> Letter from Tijs Broeke (Chair of the City of London Police Authority Board) to Yvette Cooper (Home Secretary) regarding City of London Police chief officer remuneration (22 August 2024) [CoLPAB letter to Home Secretary]; Letter from Tijs Broeke (Chair of the City of London Police Authority Board) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding City of London Police Commissioner and Deputy Commissioner Pay (31 January 2024) [CoLPAB letter to SSRB Chair].

<sup>20</sup> National Police Chiefs' Council, Chief Police Officers' Staff Association and Police Superintendents' Association *Joint statement to the Chairs of the PRRB and SSRB concerning the 2025 submissions on police officer pay and conditions in England & Wales by NPCC, CPOSA and PSA* (31 January 2025) [NPCC, CPOSA and PSA joint statement]. Available at <<https://news.npcc.police.uk/releases/better-pay-crucial-to-recruiting-more-officers>>.

<sup>21</sup> Chief Constables Discussion Group (19 November 2024); Deputy Chief Constables Discussion Group (19 November 2024); Assistant Chief Constables Discussion Group (19 November 2024); Executive Leadership Programme Attendees Discussion Group (21 January 2025); Bedfordshire Police Force Executive Team Discussion Group (7 February 2025). This is the first time that we have conducted a discussion group with ELP attendees, and with the force executive team of a single police force. We found this discussion format to be useful, and intend to repeat this format in future pay review rounds with different forces.

## Government response to our 2024 recommendations

8.27 Last year, the Government accepted our recommendations for CPOs in England and Wales:<sup>22</sup>

- A pay increase of 4.75 per cent for all CPOs in England and Wales from 1 September 2024.
- Withdrawal of the power of PCCs to vary a CC's starting pay.

### Context

8.28 In evidence, HM Treasury set out the fiscal position and its view of the economic climate in which we are making our recommendations.<sup>23</sup> Both HM Treasury and the Home Office said that a pay increase for CPOs should not exceed 2.8 per cent.<sup>24</sup> The Home Office emphasised the impact of previous pay awards above the Government's affordability figure between 2022-23 and 2024-25, and said that a higher award would require financial reprioritisation for both policing and the Government, with trade-offs including workforce numbers and composition (officers versus staff).<sup>25</sup>

8.29 The 2025-26 police funding settlement provided up to £19.6 billion for policing in England and Wales, an increase of up to £1.1 billion from the 2024-25 settlement, and includes £600 million to support underlying cost pressures.<sup>26</sup>

8.30 The evidence we have received from policing stakeholders indicates that the job of chief officer is becoming more difficult over time. There are a number of factors contributing to this shift, including:

- *Changing nature and volume of policing demands* – Although the overall amount of crime has shown little change over the past few years, the nature of crime is changing – including notable increases in online crime. Crime is now more complex, and police are also required to respond to more non-crime demands. Accordingly, police forces are having to adapt approaches to triaging calls and deploying limited resources. Ambitious targets have been set for policing as part of the Government's 'Safer Streets' mission, including halving instances of knife crime and violence against women and girls within a decade, and "*restoring public trust and confidence in the criminal justice system*".<sup>27</sup> CCs in particular carry national policing responsibilities alongside leadership of their own force. Policing roles carry increased personal and reputational risk, including risks to personal safety.

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<sup>22</sup> HC Deb 29 July 2024 vol 752 HCWS36. Available at <<https://hansard.parliament.uk/Commons/2024-07-29/debates/24072928000023/PoliceRemuneration>>.

<sup>23</sup> See detailed discussion in SSRB 2025 main Report, above n 9, at [2.26]. See also Home Office CPO written evidence, above n 12, at [5]-[11].

<sup>24</sup> Home Office CPO written evidence, above n 12, at [13]-[17].

<sup>25</sup> At [14]-[15]. CPOs received awards of 0.6 to 1.8 per cent in 2022-23, 7 per cent in 2023-24 and 4.75 per cent in 2024-24.

<sup>26</sup> At [12].

<sup>27</sup> NPCC, CPOSA and PSA joint statement, above n 20, at 1.

- *Workforce size and experience* – The total officer workforce is currently at the highest level on record. However, one-third of officers have less than five years of service, and one in five officers leave policing within their first three years of service.<sup>28</sup> Despite national growth objectives for policing, there are now 29 police forces in England and Wales that have fewer officers-per-capita than in 2010.<sup>29</sup> Changes over time to the officer-to-staff ratio indicate a concerning trend of ‘reverse civilianisation’ (whereby officers are assigned to functions previously performed by non-sworn staff), attributed to a combination of constrained policing budgets and funding conditional on officer numbers.<sup>30</sup>
- *Financial pressures* – Chief officers administer policing budgets that are under significant strain, with a number of unfunded cost pressures (such as inflation, debt repayments and interest charges, employer national insurance, and new legislation and major inquiries).<sup>31</sup> Approximately 61 per cent of police budgets are attributed to officer pay, and 28 per cent to staff pay – with an estimated pay bill across all ranks of £14.6 billion in 2024-25.<sup>32</sup> In oral evidence we heard that cost savings are being sought both nationally and locally, including via collaboration on procurement. However, most efficiencies have already been made and there is still a deficit of around £500 million across budgets, with one-third of forces carrying in-year deficits. We heard also that targets for a certain number of police officers in each force, and financial penalties for not meeting these targets, are material factors in forces’ ability to balance their budgets.<sup>33</sup>
- *Public trust and confidence* – We heard in oral evidence that the impact of low public trust and confidence in policing is felt by chief officers. We also heard that in the face of broader expectations, increased public scrutiny and forthcoming policing reform, high-quality leadership across policing is more important now than ever before.
- *Governance arrangements* – Policing governance is heavily influenced by the one-to-one relationship between the CC and the PCC. We have heard that the perceived and actual health and functioning of these individual relationships is having a material impact upon recruitment, retention and morale at all chief officer ranks.

8.31 The election of a new UK government has brought with it new and changed policing commitments and expectations. On 19 November 2024, the Home Secretary announced a significant reform programme, including a Neighbourhood Policing Guarantee and 13,000 new neighbourhood police officers, an enhanced role for PCCs to prevent crime, investment in national policing capabilities, and a new Police Performance Framework.<sup>34</sup>

8.32 A Policing White Paper is expected to be published later this year outlining comprehensive reforms, including addressing structural challenges and rebalancing responsibilities.<sup>35</sup> We were informed that this White Paper will specifically cover workforce planning and policing leadership, including a general review of the role of PCCs.

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<sup>28</sup> NPCC, CPOSA and PSA joint statement, above n 20, at 1; NPCC written evidence, above n 15, at 11.

<sup>29</sup> NPCC written evidence, above n 15, at 20. The NPCC attributes this to disproportionate investment due to flaws in the Policing Funding Formula.

<sup>30</sup> NPCC written evidence, above n 15, at 20-21.

<sup>31</sup> At 16.

<sup>32</sup> At 14.

<sup>33</sup> See generally National Audit Office (25 March 2022) *The Police Uplift Programme* (HC 1147). Available at <[www.nao.org.uk/wp-content/uploads/2022/01/The-Police-uplift-programme-Summary.pdf](http://www.nao.org.uk/wp-content/uploads/2022/01/The-Police-uplift-programme-Summary.pdf)>.

<sup>34</sup> Home Office CPO written evidence, above n 12, at [32]-[36].

<sup>35</sup> At [37]-[38].

- 8.33 These forthcoming reforms follow key changes enacted under the previous government. These included the launch in June 2023 of a refreshed leadership training programme for prospective chief officers (the ELP), and changes to chief officer pay scales.
- 8.34 In July 2023, the Government accepted the PRRB's recommendation to revise the pay scale for CCs and DCCs in England and Wales.<sup>36</sup> The revised pay scale, comprising three pay groups rather than twelve, was introduced in a phased approach over two years, and was fully implemented from 1 June 2025. This change resulted in significant pay uplifts for re-banded CPO posts.

## Key points from the evidence

### *Recruitment*

- 8.35 The number of applications per chief officer role in England and Wales is low:
- Between April and September 2024, there were, on average, 2.5 candidates for each ACC vacancy and 1 candidate for each DCC vacancy.<sup>37</sup>
  - In 2023, there were, on average, 3.2 applicants per CC vacancy, with 2.7 shortlisted candidates per role. For DCCs, there were, on average, 2.1 applicants and 1.6 shortlisted candidates per vacancy, and for ACC vacancies there were, on average, 2.0 applicants and 1.8 shortlisted candidates.<sup>38</sup>
  - The application-to-hire ratio for ACCs from 1 April 2024 (based on 17 vacancies) was 5:2, with 66 per cent of applications from a different force.<sup>39</sup> There is no useful data available for the other chief officer ranks.
- 8.36 We have limited data on longer-term recruitment trends.
- 8.37 In our 2024 report we commented on the lack of data on quality of applicants and appointees to CPO positions.<sup>40</sup> This remains the case, and should be addressed. We heard in oral evidence that limitations in candidate quality generally relate to an individual's breadth of policing experience, rather than shortfalls in skills and potential. This issue is compounded by low applicant numbers.
- 8.38 Many chief officer vacancies continue to be filled on a temporary basis. Data from the College of Policing shows that between April and October 2024, at least 70 vacancies were filled on a temporary basis.<sup>41</sup> This may be indicative of a training shortfall or shortage (i.e. the candidate is not eligible for permanent appointment as they have not yet completed the ELP), or of an intentional preference for providing prospective candidates with the chance to act in a chief officer role on a temporary basis before commencing permanent recruitment.<sup>42</sup> It may also be an indication of a lack of candidates willing to take on roles on a permanent basis.

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<sup>36</sup> HC Deb 13 July 2023 vol 736 Col 27WS HCWS945. Available at <<https://hansard.parliament.uk/commons/2023-07-13/debates/23071347000024/PoliceUpdate>>.

<sup>37</sup> CPOSA written evidence, above n 16, at 24. There was no recruitment at CC rank during this period.

<sup>38</sup> At 25.

<sup>39</sup> NPCC written evidence, above n 15, at 47.

<sup>40</sup> Review Body on Senior Salaries (July 2024) *Forty-Sixth Annual Report on Senior Salaries* (CP 1120) [SSRB 2024 Report] at [7.49]. Available at <[www.gov.uk/government/publications/senior-salaries-review-body-report-2024](http://www.gov.uk/government/publications/senior-salaries-review-body-report-2024)>.

<sup>41</sup> College of Policing written evidence, above n 18, at 12. This figure is based on voluntarily provided data and may be incomplete.

<sup>42</sup> See NPCC written evidence, above n 15, at 47.

- 8.39 In oral evidence, we heard that the number of applicants is being driven down by the pressures of these roles, including the impact on non-working time and family life. These concerns were particularly acute at ACC/Commander rank, where the relatively small uplift in pay from Chief Superintendent was felt to be disproportionate to the increased level of responsibility. The potential for a fixed-term appointment to conclude before reaching the pension milestone and implications of promotion on pension tax bills were also cited as factors. We also heard about specific disincentives to seeking appointment at CC rank arising from the perceived and actual challenges in navigating the unique one-to-one governance relationship with PCCs (discussed further at [8.68]-[8.71] below).
- 8.40 The number of officers eligible for appointment as a CPO is dependent upon completion of mandatory training at the College of Policing. In June 2023, the College launched the ELP, replacing the former mandatory training programmes (the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC)). The ELP aims to improve both the diversity and volume of the talent pipeline, with a focus on early talent identification and development of future CPOs. National guidance on fair and appropriate chief officer appointment processes was also updated in February 2024.<sup>43</sup>
- 8.41 Two intakes have since graduated from the ELP. Of these graduates, 49 per cent were at Chief Superintendent rank, 6 per cent at Superintendent rank, and 32 per cent were temporary CPOs.<sup>44</sup> We heard that the ELP currently caters for a 20 per cent turnover rate amongst the chief officer cohort and has been sufficient to meet current vacancy levels (as the current attrition rate for chief officers is 15.6 per cent).<sup>45</sup>
- 8.42 It is too early to assess the impact of the ELP on the overall talent pipeline. We heard that policing stakeholders are hopeful that the ELP, combined with efforts to identify talent early and encourage progression through the ranks via the 'Fast Track' and 'Aspire' initiatives, will broaden the future candidate pool at chief officer level. There are early indications this is the case. We also heard broad consensus from policing stakeholders on a long-term aspiration to enable more flexible policing careers, including direct entry at senior ranks and more freedom of career movement across the public sector.
- 8.43 We heard from ELP attendees that the new programme had drawn in candidates who had not applied or were not selected for its predecessors, and the modular approach made it more accessible for those with caring responsibilities. However, we were also told that the ELP comes with a high workload, and balancing this alongside existing responsibilities was a source of strain. Several said that if they had known the extent of the workload beforehand, they would not have enrolled.
- 8.44 It is similarly too early to assess the impact of changes to the CC and DCC pay scales that took full effect from 1 June 2025.<sup>46</sup> In oral evidence, we heard concerns from some groups that these changes would disincentivise DCCs in the top two pay groups from considering appointment as CC of a force in the bottom pay group, as well as disincentivising movement of CCs to forces in a lower pay group. However, it is too soon for a trend of this nature to be apparent in the data.

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<sup>43</sup> College of Policing written evidence, above n 18, at 3; Home Office CPO written evidence, above n 12, at [41].

<sup>44</sup> College of Policing written evidence, above n 18, at 13.

<sup>45</sup> NPCC written evidence, above n 15, at 25 and 33.

<sup>46</sup> See NPCC written evidence, above n 15, at 43.

## Retention

8.45 CPOs are generally appointed in the later stages of their policing careers, and many are approaching retirement age or pensionable service milestones:

- Across the remit group, average time in post at March 2024 was 1.4 years. For CCs, the average was 2.1 years (same as in 2022) and for ACCs, 1.2 years (down from 1.6 years in 2022). These figures may, to some extent, be impacted by extended temporary appointments. We have limited data on longer-term trends.<sup>47</sup>
- The average total service length for chief officers at March 2024 was 25.9 years, which has remained stable compared to an average of 25.4 years in 2022. For CCs, the average has increased slightly, which the NPCC suggests is attributable to changes to lifetime allowances/pension conditions.<sup>48</sup>
- Based on length of service, 24 per cent of chief officers could retire in the next 12 months, including 24 CCs – a slight increase from 22 per cent last year. Retire and rehire policies are in place to help mitigate the impact of this service profile.<sup>49</sup>

8.46 In the CPOSA's member survey, 42 per cent of respondents stated that they intend to leave within three years, and 65 per cent within five years. This is a slight decrease from last year's survey figures of 43 and 71 per cent respectively.<sup>50</sup>

8.47 In oral evidence, we heard that there has been a 74 per cent turnover of the CPO cohort in the last four years. Declining levels of experience at chief officer rank is a byproduct of this level of churn. We heard that tenure at rank for CCs is lower than it has been in many years.<sup>51</sup> Departure before the end of fixed-term contracts is not unusual, with suggestions that this is in part due to a lack of resource flexibility and an 'always-on' culture. Chief officers report that turnover is affecting functionality, and that continuity of leadership is essential.

8.48 Despite these figures, the NPCC suggest that retention is not a major issue for the chief officer cohort, as most turnover is driven by promotion or retirement and most departures are at the point of pensionable service or end of contract. This is in contrast to the retention issues present at the early-career (Constable rank) stage. It notes that CCs in particular appear to be staying in forces longer, likely as a result of pension access rule changes.<sup>52</sup>

8.49 Data on the exact reasons for leaving is limited. The National Leavers Framework introduced in 2022 shows 55 per cent of departures as 'reason unknown'.<sup>53</sup> The CPOSA's member survey shows that only 42 per cent of respondents describe their base pay as satisfactory or very satisfactory.<sup>54</sup> In oral evidence, we also heard that risk and reputational factors play a significant part in chief officer turnover, sometimes directly related to the relationship between the CC and the PCC (discussed further at [8.68]-[8.71] below).

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<sup>47</sup> NPCC written evidence, above n 15, at 26.

<sup>48</sup> At 26.

<sup>49</sup> At 33.

<sup>50</sup> CPOSA written evidence, above n 16, at 22.

<sup>51</sup> National Police Chiefs' Council *Chief Constable preparation, selection, tenure and retirement in the 'New Landscape of Policing'* (June 2018). Available at <[www.npcc.police.uk/SysSiteAssets/media/downloads/publications/disclosure-logs/npcc-central-office/2023/127-2023-chief-constable-preparation-selection-tenure-and-retirement-2018.pdf](https://www.npcc.police.uk/SysSiteAssets/media/downloads/publications/disclosure-logs/npcc-central-office/2023/127-2023-chief-constable-preparation-selection-tenure-and-retirement-2018.pdf)>.

<sup>52</sup> NPCC written evidence, above n 15, at 26.

<sup>53</sup> At 32.

<sup>54</sup> CPOSA written evidence, above n 16, at 20.

8.50 We also heard that, as with chief officer recruitment, taxation and pensions are a factor in chief officer retention and there are persuasive financial incentives to retire at the point of pensionable service. A retire and rehire scheme for CCs is in place to mitigate this. However, we heard that most who take up this option do so on the basis of personal investment in the success of their police force, rather than financial reward, with pension payments helping to justify continued sacrifices to family life.

### *Morale*

8.51 The evidence we have received on chief officer morale indicates high levels of motivation, but discontent with pay, pensions, and workload. Governance issues and intensity of scrutiny are also cited as factors impacting chief officer morale.

8.52 The most comprehensive information on chief officer morale comes from the CPOSA's annual member survey, and from an independent resilience survey of the CPOSA's members conducted by Affinity Health.<sup>55</sup> Insights from these two surveys include:

- *Sustained high levels of motivation* – with 93 per cent of respondents scoring 'motivated to do a good job' at 8, 9 or 10/10. This is up from 89 per cent last year but down from 95 per cent the year before.<sup>56</sup>
- *Dissatisfaction with working hours* – with 35 per cent of respondents reporting they were satisfied/very satisfied, up from 31 per cent last year but below 2017-22 scores. Additionally, 83 per cent of respondents reported that they work 50+ hours per week. The top three areas of concern were increased job demands, impact of external influences such as inspection regimes or political interference, and decreases in pension provision.<sup>57</sup>
- *Shifts in satisfaction with base pay* – with 42 per cent of respondents reporting that they are satisfied or very satisfied with base pay, up from 36 per cent last year but down from 67-69 per cent in 2017-19. Similarly, 37 per cent report they are satisfied with the overall package, up from 35 per cent last year but down from the preceding six years (peaking at 60 per cent in 2019 and 2020).<sup>58</sup>
- *Low satisfaction with pension benefits* – with only 16 per cent of respondents reporting that they are satisfied. The CPOSA attributes this low score in part to a lack of clarity as to the final impact of the McCloud Remedy. It notes that one-third of its members still await clarification on the value of their pension at retirement, and some have not been able to submit accurate tax returns before the deadline because information has not been supplied by pension administrators.<sup>59</sup>
- *Concerning mental health indicators* – with levels of anxiety and depression among members that are higher than during the pandemic. From this, plus survey results showing that 89 per cent of respondents have taken no sick leave, the CPOSA infers that chief officers are remaining in roles/workplaces that are affecting their mental health.<sup>60</sup>

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<sup>55</sup> CPOSA written evidence, above n 16, at 15.

<sup>56</sup> At 36.

<sup>57</sup> At 37-39.

<sup>58</sup> At 26-27 and 32-35.

<sup>59</sup> At 29-32.

<sup>60</sup> At 40-42.



- 8.53 The NPCC plans to launch a National Workforce Survey across policing to quantify morale and other workforce insights such as wellbeing at all ranks.<sup>61</sup>
- 8.54 The Home Office notes the Government's commitment to supporting the wellbeing of current and former police officers. It funds the National Police Wellbeing Service, and has launched a new wellbeing strategy. We are advised that all forces now meet occupational health foundation level standards – however, we have not received any data on wellbeing metrics and on regional and local variation for the chief officer cohort, or the wider policing workforce.<sup>62</sup>
- 8.55 In oral evidence, we heard that CCs' morale is being impacted by increasing levels of responsibility and risk, and that this has not been matched by reward. This is also being observed by DCCs, who are subsequently disincentivised from seeking promotion.
- 8.56 We heard that in small forces, particularly those in close proximity to large urban centres, chief officers feel they are subject to the same operational risk factors as metropolitan police forces, but without the commensurate resources or reward.
- 8.57 We also heard that perceived and actual difficulties in relationships with PCCs are having an acute impact upon chief officer morale (discussed further at [8.68]-[8.71] below).

#### *Future policing reforms*

- 8.58 The Home Secretary announced an ambitious reform programme in November 2024, intended to reset the Government/police relationship, respond to issues related to technology and future workforce needs and fast-changing crime, and address *"issues within the current system such as a lack of efficiency, a lack of data, the absence of an agreed performance framework, a lack of coordination and national strategic centre and a weak focus on crime prevention"*.<sup>63</sup>
- 8.59 Announced details include investments in neighbourhood policing, new powers and capabilities for police and PCCs, and a new National Centre for Policing. Also announced was the intent for a new Police Performance Framework and force-level performance tracking. It is unclear at this early stage whether these two initiatives will have any relationship to CPO pay.
- 8.60 The Government is currently developing a White Paper exploring the issues and setting out its proposals. In oral evidence, we heard that this White Paper will specifically cover workforce planning and policing leadership, including a general review of the role of PCCs.
- 8.61 These and other policing reforms signal an environment of structural change and uncertainty, and have the potential to affect – positively or negatively – CPO recruitment, retention and morale in coming years. We look forward to the release of the White Paper and receiving evidence on the impact of reform programmes in future.

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<sup>61</sup> NPCC written evidence, above n 15, at 33.

<sup>62</sup> Home Office CPO written evidence, above n 12, at [56].

<sup>63</sup> At [38].

## Diversity

- 8.62 Diversity statistics for the chief officer ranks are not reflective of the overall police officer workforce, or wider society. In the chief officer cohort, 28.6 per cent were identified as female at March 2024, compared to 35.4 per cent across all policing ranks and approximately 51 per cent of the total population of England and Wales. Only 4.4 per cent of chief officers were identified as from an ethnic minority background, compared to 8.4 per cent across all policing ranks and approximately 18.3 per cent of the England and Wales population.<sup>64</sup>
- 8.63 These percentages have dropped compared with the year before, where 30.0 per cent of chief officers were identified as female and 5.2 per cent from an ethnic minority background. During the same period, the percentage of officers across all ranks identified as female increased (from 34.7 per cent) and the percentage identified as from an ethnic minority background remained the same. Trend data for chief officers shows improvements in diversity metrics over the long term. We note with concern, however, that data indicates a higher resignation rate among officers with an ethnic minority background across all ranks.<sup>65</sup>
- 8.64 Low figures are also evident in the feeder group. College of Policing data shows that of the 118 graduates of the ELP (a pre-requisite for appointment as a chief officer), 32 per cent are identified as female and 8 per cent are identified as from an ethnic minority background.<sup>66</sup>
- 8.65 We have not been provided with reliable data for chief officers or the wider policing workforce on disability, sexual orientation or other protected characteristics.
- 8.66 We heard in oral evidence that improved gender and ethnic diversity amongst the chief officer cohort would bring different and valuable perspectives to policing leadership. Policing stakeholders indicated that lack of diversity at the CPO level is a symptom of wider issues with recruitment and retention at the junior ranks, and with the talent pipeline. There was strong support for a policing workforce that reflects the communities it serves, at all levels.
- 8.67 We remain concerned that policing leadership is not sufficiently diverse. This is in part explained by the rank progression model. However, we would expect the chief officer cohort to more closely reflect the diversity figures for all ranks. The drivers of this disparity are not clear – but we encourage all policing stakeholders to collaborate on improving the diversity of the chief officer group in tandem with objectives for a diverse policing workforce. Consideration of initiatives to encourage interest in future leadership opportunities, and of the chief officer application and selection process in partnership with PCCs, will be of particular relevance.

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<sup>64</sup> Home Office CPO written evidence, above n 12, at [54]-[55]; “Male and female populations” (2 August 2023) GOV.UK <[www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/demographics/male-and-female-populations/latest](https://www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/demographics/male-and-female-populations/latest)>; “Ethnic group, England and Wales: Census 2021” (29 November 2022) Office for National Statistics <[www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/ethnicity/bulletins/ethnicgroupenglandandwales/census2021](https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/ethnicity/bulletins/ethnicgroupenglandandwales/census2021)>.

<sup>65</sup> SSRB 2024 report, above n 40, at [7.105]; NPCC written evidence, above n 15, at 38.

<sup>66</sup> College of Policing written evidence, above n 18, at 12.

## Governance

- 8.68 Since 2012, PCCs have played a significant role in policing governance, arising from the powers and duties laid out in the Police Reform and Social Responsibility Act 2011 and the Policing Protocol Order 2023. These include setting policing budgets and precepts, issuing a police and crime plan, and appointing the CC and holding them to account.
- 8.69 The relationship between a CC and PCC is a cornerstone of effective local policing. We have heard that, for the most part, individual relationships between PCCs and CCs appear to be constructive and effective. But we have also heard of both isolated and systemic challenges with the current governance model.<sup>67</sup> These include:
- The level of authority and influence concentrated in a single position, and the outsized impact that variations in the health of a one-to-one relationship can have upon local policing outcomes.
  - A perceived lack of clarity, and shortfalls in the training and support provided to PCCs, to help them understand the boundaries of their role and responsibilities.
  - The absence of a formal and consistent code of conduct for PCCs, effective and transparent inspection and oversight mechanisms, and a structured programme for continuing professional development.
  - Reports of agreed processes and legislative requirements for suspending or removing a CC from their post not being adhered to, including the use of public declarations of no confidence.
  - The relatively poor financial incentives to seek appointment as a PCC.
- 8.70 Overall, the evidence we have reviewed suggests that perceived (and, in some cases, actual) difficulties in the PCC/CC relationship have negatively impacted on the incentives to seek promotion to CC, as well as on officer morale. This is an area of concern.
- 8.71 We have been informed that the forthcoming Policing White Paper (discussed at [8.58]-[8.60]) will include a general review of the role of PCCs. We are also aware that the Devolution White Paper, published on 16 December 2024, sets out the Government's commitment to increase the number of Mayors who take on Police and Crime Commissioner and Fire and Rescue Authority responsibilities.<sup>68</sup> We look forward to the release of the Policing White Paper, and to seeing how the combination of these two reform programmes will address the issues discussed and shape the future of the CC/PCC relationship.

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<sup>67</sup> NPCC PCC submission, above n 15; CPOSA written evidence, above n 16, at 44-46; CPOSA PCC submission, above n 16. We also received oral evidence on this topic.

<sup>68</sup> Ministry of Housing, Communities and Local Government (December 2024) *English Devolution White Paper – Power and partnership: Foundations for growth* (CP 1218) at 83. Available at <[www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth](https://www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth)>.

## Pay recommendation

### *Government's proposal*

- 8.72 In evidence, the Home Office and HM Treasury have submitted that a 2.8 per cent award is appropriate for CPOs, and consistent with the wider economic climate. In its written evidence submitted in February, the Home Office says this figure would ensure pay remains competitive, while also delivering a real-terms pay rise in the context of CPI forecasts at the time. It comments that the impact of recent changes to the CC and DCC pay scales on recruitment, retention and morale is not yet evident. It also notes that there will be no additional funding to departments for pay awards in 2025-26.<sup>69</sup>

### *Proposals from other policing stakeholders*

- 8.73 The NPCC and the APCC recommend that CPOs should receive a 3.8 per cent pay award, with 2 per cent funded by each police force and the remaining amount funded centrally. The APCC adds that extra funding should be provided on a headcount basis, not in line with the Police Funding Formula. In oral evidence, we heard that the trade-offs in the absence of additional central funding would affect budgets for police staff, including frontline roles, and investment in technology and modernisation.<sup>70</sup>
- 8.74 The NPCC has provided benchmarking data from 2024 for chief officers against various pay comparators. It also provided evidence on the importance of the P-Factor – the specific characteristics unique to policing which support a percentage uplift for policing salaries compared to the market rate paid to other comparator groups. This data underpins the NPCC's view that chief officer salaries are below their pay comparators once the P-Factor is accounted for – with a significant difference evident for ACCs.<sup>71</sup>
- 8.75 The CPOSA recommends a 4.8 per cent pay award, with funding provided centrally for the entire award.<sup>72</sup> It stresses the impact of pay deterioration in real terms, with CPI inflation since 2010 not matched by pay awards.<sup>73</sup> In their joint statement, the NPCC, the CPOSA and the PSA state that decisions on police officer pay levels should be based on service, demands of the role and responsibilities they hold, and not unduly constrained by financial difficulties.<sup>74</sup>
- 8.76 The CoLPAB recommends a separate 7.5 per cent increase in pay for its Commissioner and Deputy Commissioner ranks, funded by the City of London Corporation.<sup>75</sup>

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<sup>69</sup> Home Office CPO written evidence, above n 12, at [13]-[19].

<sup>70</sup> NPCC written evidence, above n 15, at 56; APCC CPO written evidence, above n 17, at [24]; APCC CPO post-oral evidence submission, above n 17, at 2.

<sup>71</sup> NPCC written evidence, above n 15, at 48-51. The P-Factor is conceptually similar to the X-Factor paid to officers in the Armed Forces (see Chapter 4 at [4.82]).

<sup>72</sup> CPOSA written evidence, above n 16, at 12.

<sup>73</sup> At 17-19.

<sup>74</sup> NPCC, CPOSA and PSA joint statement, above n 20, at 1.

<sup>75</sup> CoLPAB Letter to SSRB Chair, above n 19, at 2-3.

### *Our recommendation*

- 8.77 The evidence we have received this year suggests some current and prospective recruitment difficulties among chief officers. We have observed low applicant numbers for chief officer vacancies, and heard concerns that the number of applicants is decreasing over time. We have also received evidence of low tenure in post. We have been told that there are a number of disincentives to seeking promotion into the chief officer cohort, including a shrinking differential between ACC/Commander and Chief Superintendent salaries that is not seen to be commensurate with the increase in responsibility and job pressure upon promotion. We also note with concern the indications of poor mental health amongst chief officers.
- 8.78 Set against that, we have also been told that low application numbers and short tenure are an expected feature of this remit group, and that the new ELP is providing a pipeline of future chief officer candidates that exceeds current turnover rates. In addition, we have heard that the recruitment and retention situation is more concerning for the federated and superintending ranks than it is for chief officers. Shortcomings in the data we have received has made it difficult to discern the scale of recruitment difficulties. We discuss this further at [8.120] and note that these shortcomings have significantly complicated our deliberations.
- 8.79 Our assessment is that although low applications and short tenure may be expected for this cohort, the current figures indicate a need to monitor the situation closely. We do not have sufficient trend data on recruitment and retention, particularly in light of the introduction of the new ELP, to say with certainty that there is a sufficient talent pipeline to meet future workforce needs. Challenges in chief officer recruitment and retention may be a partly a symptom of the more acute issues affecting the junior workforce, but they are also suggestive of decreasing attractiveness of chief officer roles. Disincentives related to pay and to the governance relationship with PCCs are also likely contributing factors.
- 8.80 Alongside the fragility of the talent pipeline and disincentives to seek promotion, chief officers face forthcoming change and pressures arising from the various policing reform and modernisation proposals. Leading through an environment of change presents an additional set of challenges, and has the potential to further increase job pressures and public scrutiny.
- 8.81 We are aware of evidence presented to the PRRB, including on the pressures on recruitment and retention, and cost of living impacts, for those in the federated and superintending ranks. We have had regard to these factors in our deliberations.<sup>76</sup> We recognise that an erosion of the 'all-of-one-company' ethos risks disincentivising officers from seeking promotion to senior ranks, and negatively impacting the morale of those senior officers already in post. We consider these factors alongside our assessment of the broader evidence on recruitment and retention and other matters in relation to chief officers, who face distinctive pressures on pay and non-pay considerations.
- 8.82 As indicated at [8.12] above, and for the reasons set out across this chapter, we recommend a consolidated pay award of 3.9 per cent for all chief police officers in the 43 territorial police forces of England and Wales.

#### **Recommendation 11**

We recommend that all chief police officers in the 43 territorial police forces of England and Wales should receive a 3.9 per cent consolidated pay increase from 1 September 2025.

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<sup>76</sup> Home Office CPO written evidence, above n 12, at [4].

8.83 If our recommendation is accepted, the revised salaries for CPOs will be as outlined in Table 8.1 to Table 8.5:

**Table 8.1: Revised Chief Constable salaries if SSRB recommendation accepted, England and Wales**

Pay band	Police force	At 1 September 2024	At 1 June 2025	From 1 September 2025
Band 1	Greater Manchester Police	£231,198	£231,198	£240,215
	West Midlands Police			
	West Yorkshire Police	£223,563		
	Thames Valley Police	£217,839		
Band 2	Merseyside Police	£200,652	£200,652	£208,477
	Northumbria Police			
	Hampshire and Isle of Wight Constabulary	£198,744		
	Devon and Cornwall Police	£196,839		
	Kent Police			
	Lancashire Constabulary			
	Avon and Somerset Constabulary	£194,931		
	Essex Police			
	South Wales Police			
	South Yorkshire Police			
	Sussex Police			
Band 3	Nottinghamshire Police	£181,575	£181,575	£188,656
	Cheshire Constabulary	£179,667		
	Derbyshire Constabulary			
	Hertfordshire Constabulary			
	Humberside Police			
	Leicestershire Police			
	Staffordshire Police			
	West Mercia Police			
	Norfolk Constabulary	£177,753		
	Surrey Police			
	Bedfordshire Police	£175,851		
	Cambridgeshire Constabulary			
	Cleveland Police			
	Dorset Police			
	Durham Constabulary			
	Gwent Police			
	North Yorkshire Police			
	North Wales Police			
	Northamptonshire Police			
	Suffolk Constabulary			
	Wiltshire Police			

Pay band	Police force	At 1 September 2024	At 1 June 2025	From 1 September 2025
Band 3	Cumbria Constabulary	£173,937	£181,575	£188,656
	Dyfed-Powys Police			
	Gloucestershire Constabulary			
	Lincolnshire Police			
	Warwickshire Police			

Note: Excludes geographic and other allowances.

**Table 8.2: Revised Deputy Chief Constable salaries if SSRB recommendation accepted, England and Wales**

Pay band	Police force	At 1 September 2024	At 1 June 2025	From 1 September 2025
Band 1	Greater Manchester Police	£184,248	£190,737	£198,176
	West Midlands Police			
	West Yorkshire Police	£181,953		
	Thames Valley Police	£179,904		
Band 2	Merseyside Police	£165,537	£165,537	£171,993
	Northumbria Police			
	Hampshire and Isle of Wight Constabulary	£164,151		
	Devon and Cornwall Police	£162,573		
	Kent Police			
	Lancashire Constabulary			
	Avon and Somerset Constabulary	£161,004		
	Essex Police			
	South Wales Police			
	South Yorkshire Police			
	Sussex Police			
Band 3	Nottinghamshire Police	£149,799	£149,799	£155,641
	Cheshire Constabulary	£148,407		
	Derbyshire Constabulary			
	Hertfordshire Constabulary			
	Humberside Police			
	Leicestershire Police			
	Staffordshire Police			
	West Mercia Police			
	Norfolk Constabulary	£146,835		
	Surrey Police			

Pay band	Police force	At 1 September 2024	At 1 June 2025	From 1 September 2025
Band 3	Bedfordshire Police	£145,260	£149,799	£155,641
	Cambridgeshire Constabulary			
	Cleveland Police			
	Dorset Police			
	Durham Constabulary			
	Gwent Police			
	North Yorkshire Police			
	North Wales Police			
	Northamptonshire Police			
	Suffolk Constabulary			
	Wiltshire Police			
	Cumbria Constabulary	£144,687		
	Dyfed-Powys Police			
	Gloucestershire Constabulary			
	Lincolnshire Police			
	Warwickshire Police			

Note: Excludes geographic and other allowances.

**Table 8.3: Revised Assistant Chief Constable/Commander salaries if SSRB recommendation accepted, England and Wales**

Pay point	At 1 September 2024	At 1 June 2025	From 1 September 2025
1	£120,489	Unchanged	£125,188
2	£128,118	Unchanged	£133,115
3	£135,756	Unchanged	£141,050

Note: Excludes geographic and other allowances.

**Table 8.4: Revised Metropolitan Police Service salaries if SSRB recommendation accepted**

Rank	At 1 September 2024	At 1 June 2025	From 1 September 2025
Commissioner	£330,465	Unchanged	£343,353
Deputy Commissioner	£273,192	Unchanged	£283,846
Assistant Commissioner	£231,198	Unchanged	£240,215
Deputy Assistant Commissioner	£184,248	£190,737	£198,176

Note: Excludes geographic and other allowances.

**Table 8.5: Revised City of London Police salaries if SSRB recommendation accepted**

Rank	At 1 September 2024	At 1 June 2025	From 1 September 2025
Commissioner	£205,248	Unchanged	£213,253
Deputy Commissioner	£169,668	Unchanged	£176,285

Note: Excludes geographic and other allowances. The City of London Police rank of Deputy Commissioner was re-titled from Assistant Commissioner with effect from 1 January 2025.



## National Police Chiefs' Council review of allowances

- 8.84 Our remit letter this year included a specific request to consider proposals arising from year one of the NPCC's review of allowances.<sup>77</sup> This request was repeated in the written evidence from the Home Office.<sup>78</sup> The allowances concerned are:
- Two motor vehicle allowances – the Essential User Allowance and the Mileage rate (see [8.87]-[8.89] below).
  - Three geographical allowances – the London Allowance, the London Weighting and the South East Allowance (see [8.90]-[8.92] below).
  - On-call allowances – specifically, the NPCC's conclusion that Assistant Chief Constables (ACCs)/Commanders undertaking operational on-call duties should not receive a separate on-call allowance (see [8.93]-[8.95] below).
- 8.85 Each review was governed by separate terms of reference, and considered the definition, purpose and application of the current allowance policy, the value of the payments relative to when the allowance was last reviewed, the wider impact of any changes, and the future review mechanism.<sup>79</sup> We were also provided with copies of the business case developed for each allowance review.
- 8.86 The Home Office has not expressed a view on any of these allowances. It asks, however, that this Review Body considers the impact that any decision may have on the federated and superintending ranks.<sup>80</sup>

### *Motor vehicle allowances*

- 8.87 The NPCC has conducted a thorough review of the two separate motor vehicle allowances payable to police officers of all ranks in England and Wales – the Essential User Allowance (a lump-sum paid to officers who are required to use their personal vehicle for work purposes) and the Mileage Rate.
- 8.88 It proposes that the Essential User Allowance is consolidated from the current three-band structure (based upon engine size) into a single flat-rate allowance of £1,239 per annum, equivalent to the top rate under the current structure. It proposes no change to the current Mileage Rate of £0.45 per mile up to 10,000 miles, and £0.25 per mile thereafter. This Mileage Rate aligns with the current HMRC rate.<sup>81</sup> The NPCC's proposal is supported by the APCC.<sup>82</sup>
- 8.89 We note that CPOs are eligible to receive the same motor vehicle allowances as the federated and superintending ranks, whose pay and allowances are overseen by the PRRB. We see no reason why the value of these allowances should differ for the CPO cohort compared to other ranks, which constitute the vast majority of allowance recipients. Accordingly, we recommend that the PRRB's determinations on appropriate motor vehicle allowances (the Essential User Allowance and the Mileage Rate) for the federated and superintending ranks in its 2025 Report are also applied to all eligible chief officers in the territorial police forces of England and Wales.

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<sup>77</sup> CPO remit letter (England & Wales), above n 11, at 1.

<sup>78</sup> Home Office CPO written evidence, above n 12, at [20]-[23].

<sup>79</sup> NPCC written evidence, above n 15, at 57.

<sup>80</sup> Home Office CPO written evidence, above n 12, at [20]-[23].

<sup>81</sup> NPCC written evidence, above n 15, at 58-60.

<sup>82</sup> APCC CPO written evidence, above n 17, at [25]-[26].

## **Recommendation 12**

We recommend that the Police Remuneration Review Body (PRRB) determinations on appropriate motor vehicle allowances (the Essential User Allowance and the Mileage Rate) for the federated and superintending ranks in its 2025 Report are also applied to all eligible chief officers in the territorial police forces of England and Wales.

### *Geographical allowances*

8.90 The NPCC has reviewed each of the three geographical allowances payable to police officers of all ranks in England and Wales – the London Weighting (a pensionable fixed sum accounting for cost of living for officers in London, introduced in the 1940s), the London Allowance (a variable, non-pensionable percentage of base pay accounting for market conditions in recruiting officers in London, introduced in the 1970s) and the South East Allowance (a non-pensionable fixed sum for all ranks payable to officers of seven police forces located in close proximity to Greater London, last increased in 2016).<sup>83</sup>

8.91 It proposes that:

- The current value and policy on uplift in relation to the London Weighting are retained.<sup>84</sup>
- The maximum limit for the London Allowance is uplifted annually from September 2025, in line with the annual pay award.<sup>85</sup>
- The current rates and eligibility for the South East Allowance are maintained, but that from September 2026, the maximum limit for the South East Allowance is uplifted annually in line with the annual pay award.<sup>86</sup>

8.92 As with motor vehicle allowances above, CPOs are eligible to receive the same geographical allowances as the federated and superintending ranks. Again, we see no reason why the value of geographical allowances for CPOs should be different to other ranks, which constitute the vast majority of allowance recipients. Accordingly, we recommend that the PRRB's determinations on appropriate arrangements for geographic allowance for the federated and superintending ranks in its 2025 Report are also applied to all eligible chief officers in England and Wales – including any percentage uplift of allowance values that the PRRB recommends.

## **Recommendation 13**

We recommend that the Police Remuneration Review Body (PRRB) determinations on appropriate arrangements for geographic allowances (the London Allowance, the London Weighting and the South East Allowance) for the federated and superintending ranks in its 2025 Report are also applied to all eligible chief officers in England and Wales – including any percentage uplift of allowance values that the PRRB recommends.

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<sup>83</sup> Bedfordshire Police, Essex Police, Hampshire Constabulary, Hertfordshire Constabulary, Kent Police, Surrey Police, Sussex Police and Thames Valley Police.

<sup>84</sup> NPCC written evidence, above n 15, at 75.

<sup>85</sup> At 76.

<sup>86</sup> At 70-71.

### *Extension of on-call allowance eligibility to Assistant Chief Constables*

- 8.93 The NPCC has, in response to a request from the CPOSA, brought forward a planned review of the current arrangements regarding compensation for ACCs/Commanders undertaking operational on-call duties.<sup>87</sup> Currently, these ranks do not receive a separate on-call allowance of the kind paid to Chief Superintendents and below – instead, it is understood that the requirement to undertake on-call duties is accounted for within the base salary figure.
- 8.94 The NPCC and APCC do not support payment of a separate on-call allowance to chief officer ranks.<sup>88</sup> The CPOSA favours making ACCs/Commanders eligible for on-call allowance on an interim basis, pending a review of ACC pay. It says that the ACC salary is not high enough to treat on-call duties as covered by base pay.<sup>89</sup>
- 8.95 It is important that ACC/Commander pay is set at a level to remunerate such duties, and to differentiate sufficiently from Chief Superintendent pay. However, we do not favour the use of temporary allowances as a stop-gap intervention to address this. Our comments on the NPCC's proposal for a wider review of the ACC pay scale are set out at [8.105]-[8.107] below.

### **Chief officer salaries in the City of London Police**

- 8.96 In its written evidence, the Home Office has asked us to consider whether the current salary for the ranks of Commissioner and Deputy Commissioner in the CoLP are appropriate, relative to comparable ranks in other police forces.<sup>90</sup>
- 8.97 We have received a copy of correspondence from the CoLPAB to the Home Secretary.<sup>91</sup> The CoLPAB has also written to us directly, and sent us copies of the evidence and analysis which underpins its view, including a 2025 job evaluation report from organisational consulting firm Korn Ferry.<sup>92</sup> We have also received a submission from the NPCC, including copies of its own evidence and analysis.<sup>93</sup>
- 8.98 The CoLP has three ranks at chief officer level – Commissioner, Deputy Commissioner and Commander.<sup>94</sup> The Commissioner and Deputy Commissioner ranks receive spot rate salaries, as do ranks above Commander in the Metropolitan Police Service (MPS).<sup>95</sup> Like the MPS, the CoLP chief officer pay bands are on a separate salary scale to the 41 other territorial police forces in England and Wales. Until recently, there had been broad alignment (and in the case of ACC/Commander ranks, a direct linkage) between the separate chief officer salary scales for the CoLP, the MPS, and the other territorial police forces of England and Wales.

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<sup>87</sup> Such as Strategic Firearms Commander, Chemical Biological, Radiological, Nuclear Commanders, Public Order Commander and Force Gold.

<sup>88</sup> NPCC written evidence, above n 15, at 64; APCC CPO written evidence, above n 17, at [27].

<sup>89</sup> CPOSA written evidence, above n 16, at 59; CPOSA post-oral evidence submission, above n 16.

<sup>90</sup> Home Office CPO written evidence, above n 12, at [64]-[66].

<sup>91</sup> CoLPAB letter to Home Secretary, above n 19.

<sup>92</sup> CoLPAB Letter to SSRB Chair, above n 19; Korn Ferry *City of London Police: Review of senior roles and remuneration* (January 2025) [Korn Ferry 2025 report].

<sup>93</sup> NPCC post-oral evidence submission, above n 15.

<sup>94</sup> The rank of Deputy Commissioner was re-titled from Assistant Commissioner with effect from 1 January 2025.

<sup>95</sup> Home Office CPO written evidence, above n 12, at [64].

- 8.99 However, these salary relationships have altered with the shift from a twelve-band salary scale for CCs and DCCs in 41 of the 43 territorial police forces of England and Wales to three bands.<sup>96</sup> Salaries were adjusted separately for the MPS, leaving the CoLP as the only force where CC and DCC-equivalent salaries remain unchanged. The CoLPAB submits that this should be rectified through an increase to the CoLP Commissioner and Deputy Commissioner salaries.
- 8.100 The 2025 Korn Ferry job evaluation report, commissioned by the CoLPAB to examine the case for pay parity between the equivalent chief officer ranks of the CoLP and the MPS, did not find a case for parity between the CoLP Commissioner and Deputy Commissioner ranks, and the equivalent ranks of Assistant Commissioner and Deputy Assistant Commissioner in the MPS, as these roles are “*not equivalent in size*”.<sup>97</sup> The Korn Ferry report also did not find a case for pay parity between the CoLP Commissioner rank and “*the biggest Chief Constable jobs outside London*” for the same reason.<sup>98</sup>
- 8.101 We note, and broadly agree in principle, with Korn Ferry’s view that job size should be of primary consideration in determining appropriate salary levels (as opposed to rank equivalency), although it is not the only factor at play in the context of policing pay.
- 8.102 Since Korn Ferry produced their report, we have received further views from the CoLPAB and the NPCC. In light of Korn Ferry’s report, the CoLPAB has proposed a 7.5 per cent increase in pay for its Commissioner and Deputy Commissioner ranks, citing in part the requirement for these roles to undertake a wide range of civic duties in the City of London.<sup>99</sup> The NPCC notes that it is not unusual for chief officers in other forces to take on additional civic or national responsibilities, for which they receive no additional remuneration – although the requirement for this may be higher in the CoLP.<sup>100</sup>
- 8.103 We recognise that differences of view among stakeholders remain and that there are also questions of historical background and operational judgement which may affect an assessment of the issue.<sup>101</sup> Given this context, we do not consider that we currently have sufficient evidence to determine whether the salaries of the CoLP Commissioner and Deputy Commissioner are appropriate. These are matters best considered by a joint steering group convened by the NPCC and comprised of representatives of all relevant policing stakeholders. If a proposal for change is developed by policing stakeholders, and the Home Secretary would like us to consider it, we will do so.

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<sup>96</sup> Police Remuneration Review Body (July 2023) *Ninth Report: England and Wales 2023* (Cp 883) [PRRB 2023 Report] at [5.17]. Available at <[www.gov.uk/government/publications/police-remuneration-review-body-report-2023-england-and-wales](https://www.gov.uk/government/publications/police-remuneration-review-body-report-2023-england-and-wales)>.

<sup>97</sup> Korn Ferry 2025 report, above n 92, at 1.

<sup>98</sup> At 1.

<sup>99</sup> CoLPAB Letter to SSRB Chair, above n 19, at 2.

<sup>100</sup> NPCC post-oral evidence submission, above n 15, at 2.

<sup>101</sup> Some of this history is outlined in the 2025 Korn Ferry report, including the national ‘pay levels check’ undertaken following the Sheehy Report in 1993, and relative rates of pay for chief officers before the disestablishment of the Police Negotiating Board and after the establishment of the PRRB. See further in Korn Ferry 2025 report, above n 92, at 4-5.

## Other requests

8.104 This year, we have received requests from a range of policing stakeholders regarding various elements of CPO pay and reward. We comment briefly on these matters below – however, most concern matters which this Review Body is not able to respond to without further evidence and/or a specific remit.

### *Review of Assistant Chief Constable pay scale*

8.105 The NPCC has proposed that a review of the ACC pay scale, similar to that recently completed for CCs and DCCs, is undertaken alongside its submission to the Government on the Comprehensive Spending Review. It asks us to endorse this proposal.<sup>102</sup> Related to this is the question of compensation for on-call duties (see [8.93]-[8.95] above).

8.106 In its written evidence the CPOSA said that, taking account of the introduction of Pay Point 3 for Chief Superintendents and the ability for those on that pay point to benefit from temporary variable pay and on-call allowance, the differential between Chief Superintendent and ACC pay is now marginal.<sup>103</sup>

8.107 We support a review of ACC/Commander pay similar to the CC/DCC review, to address pay and reward issues for ACCs, and in particular the relationship between ACC pay and that of the ranks above and below. We encourage policing stakeholders jointly to undertake this review.

### *Fixed-term appointments for Deputy Chief Constables*

8.108 The CPOSA has asked us to comment on a proposal seeking a review of the practice of appointing DCCs on fixed-term contracts.<sup>104</sup>

8.109 We recognise that use of fixed-term contracts can impact upon career decisions. However, the Police Advisory Board for England and Wales (PABEW) is the intended recipient of this proposal and the relevant decision-maker.

### *Police pension opt-in/out*

8.110 The NPCC has asked us to comment on its proposal to amend the Police Regulations to allow officers to opt in or out of their police pension scheme more than once every twelve months.<sup>105</sup>

8.111 This is a detailed matter on which we do not have sufficient evidence to give a view. Moreover, the vast majority of those affected would be members of the federated and superintending ranks, who fall under the PRRB's remit. This is therefore a matter for the PRRB in the first instance.

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<sup>102</sup> NPCC written evidence, above n 15, at 50.

<sup>103</sup> CPOSA written evidence, above n 16, at 49.

<sup>104</sup> At 60-63.

<sup>105</sup> NPCC written evidence, above n 15, at 36.

### *Workforce planning and reward strategy*

8.112 The NPCC has asked for our observations on information regarding its long-term workforce and reward strategy planning, intended to form part of its recommendations to the Government on the Comprehensive Spending Review and the Policing White Paper.<sup>106</sup>

8.113 We support the development of robust long-term workforce plans and reward strategies. However, at this stage of development of the NPCC's work – and given the forthcoming Policing White Paper – it is too early for this Review Body to provide comment.

### *Review of pay progression standard*

8.114 The NPCC has asked us to comment on its proposals for developing the pay progression standard.<sup>107</sup>

8.115 We note that the vast majority of those potentially affected by changes are members of the PRRB's remit group, as only ACCs/Commanders are subject to pay progression in the chief officer cohort.<sup>108</sup> This is therefore a matter for the PRRB in the first instance.

### *Power to vary starting pay for Chief Constables*

8.116 The APCC and the CPOSA have both asked us to reverse the recommendation made in our 2024 Report (and implemented by the Government) that PCC discretion to vary a CC's starting salary by up to 10 per cent is withdrawn.<sup>109</sup> The CoLPAB has asked that it is extended the same discretion to vary CoLP chief officer salaries.<sup>110</sup>

8.117 We note the views of stakeholders on this matter, but have not received any material new evidence that affects the basis for our earlier recommendation.<sup>111</sup>

### *Severance package for Chief Constables*

8.118 The CPOSA has asked us to comment on its proposal, intended for the PABEW, that a severance package is developed and implemented for CCs who have not yet reached retirement age and where actions have been taken to remove them from their post contrary to the established process under the Police Reform and Social Responsibility Act 2011 and the Policing Protocol Order 2023.<sup>112</sup>

8.119 We are content to leave the matter for the PABEW, as it is the intended recipient of this proposal. We note, however, that such suggestions are worrying, and that there would be an argument for addressing the occurrence of these concerning behaviours at the source, rather than developing a proposal for secondary compensation.

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<sup>106</sup> NPCC written evidence, above n 15, at 42; NPCC post-oral evidence submission, above n 15, at 2-3.

<sup>107</sup> NPCC written evidence, above n 15, at 46.

<sup>108</sup> NPCC post-oral evidence submission, above n 15, at 3.

<sup>109</sup> APCC CPO written evidence, above n 17, at [28]-[45]; CPOSA written evidence, above n 16, at 28-29.

<sup>110</sup> CoLPAB letter to SSRB Chair, above n 19, at 2.

<sup>111</sup> SSRB 2024 Report, above n 40, at [7.41]. See also PRRB 2023 Report, above n 96, at [5.62]-[5.65]

<sup>112</sup> CPOSA written evidence, above n 16, at 46.

## Looking ahead

- 8.120 This year, our work was hampered by limitations in the written evidence submitted by some policing stakeholders in England and Wales. For our next round, we would welcome well-structured submissions which clearly outline the rationale behind the proposed pay award, deal concisely with issues of secondary relevance and avoid content which is at best peripheral to our work.
- 8.121 There was also a lack of trend data— particularly in terms of numbers of applicants, shortlisted candidates, and appointments by rank, and tenure in rank and in post (on a permanent or temporary basis). We would like, wherever practical, for annual statistics to be accompanied by comments or data on longer-term trends. We would also like evidence on how quality of applicants and appointees is assessed and monitored and to see data on this, as was requested in our 2024 Report.<sup>113</sup> This is a longstanding and unaddressed issue, for which no party seems to be taking responsibility. We underscore our strong concerns on this matter.
- 8.122 We would also like to receive evidence on:
- *Policing reforms* – Further proposals, outcomes and implementation plans for the various reform initiatives, including those arising from the Policing White Paper, and their impact upon chief officer recruitment, retention and morale.
  - *Impact of CC/DCC pay review* – The impact that the review of CC and DCC pay and reward has had upon chief officer recruitment, retention and morale.
  - *Proposed ACC/Commander review* – An agreed position across policing stakeholders, and if ready, a change proposal arising from a review of the ACC/Commander pay and reward framework.
  - *Leaver data* – Improved data on chief officers’ reasons for leaving policing.
  - *Diversity data* – Reliable data for chief officers and the wider policing workforce, including on metrics not currently reported such as disability and sexual orientation.
  - *Morale and wellbeing data* – Results from the NPCC’s planned National Workforce Survey quantifying morale and other insights such as wellbeing across all ranks. We are particularly interested in further wellbeing metrics, including on mental health and variations by rank and region/force weighting. We are also interested in receiving updated information on public trust and confidence in policing, and on navigating the governance relationship between PCCs and CCs.
  - *National portfolios* – The spread and demands of national responsibilities across forces.
  - *Retire and rehire scheme* – Evaluation of the effectiveness of retire and rehire arrangements, and whether there are plans to expand this scheme to other chief officer ranks.

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<sup>113</sup> SSRB 2024 Report, above n 40, at [7.49].

- *Pension information and support* – We would like to understand whether the reduction in satisfaction with pension benefits to an all-time low – with only 16 per cent reporting they were satisfied or very satisfied – is related to a lack of clarity or understanding of pension arrangements, as is indicated in some of our other remit groups.<sup>114</sup>

8.123 As we noted at the beginning of this Chapter, any future requests made to this Review Body to take positions on questions not explicitly asked of us in Ministers’ remit letters should be coordinated across all policing stakeholders and accompanied by evidence from all interested parties.

## Northern Ireland

### Our remit

8.124 In her remit letter, the Northern Ireland Minister of Justice asked us to conduct our usual annual review process and provide recommendations on pay for PSNI chief officers.<sup>115</sup> As part of our recommendations, we were asked to consider:<sup>116</sup>

- How to apply the pay award for PSNI chief officers taking into account the principle of broad alignment with chief officers in England and Wales.
- The regular element of the Northern Ireland Transitional Allowance (NITA) which will also be considered by the PRRB for the ranks of Chief Superintendent and below in relation to the Northern Ireland security threat level for police officers.

8.125 We were subsequently asked by the Northern Ireland Department of Justice (NIDJ) to consider the rates of pay for the PSNI CC and DCC in light of the recent review of pay scales for CCs and DCCs in England and Wales (see [8.167]-[8.169]).

### Other requests

8.126 We have also been asked by the CPOSA Northern Ireland representative (CPOSA-NI) to consider making recommendations and/or observations regarding:

- A review of base pay rate for PSNI ACCs in light of the recent review of ACC pay in Police Scotland and the anticipated review of ACC pay for forces in England and Wales (see [8.171]-[8.172]).
- Payment of on-call allowances to PSNI ACCs who undertake operational on-call duties, on a temporary basis until pay reform work has concluded and been implemented for ACCs (see [8.173]-[8.174]).
- A review of the current allowances package available to CPOs in the PSNI (see [8.175]-[8.178]).

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<sup>114</sup> CPOSA written evidence, above n 16, at 29.

<sup>115</sup> Letter from Naomi Long (Minister of Justice) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding the Senior Salaries Review Body Remit 2025/26 for PSNI Chief Officers (10 January 2025) [CPO remit letter (Northern Ireland)]. A copy of this letter is attached to this Report as Appendix D.

<sup>116</sup> CPO remit letter (Northern Ireland), above n 115, at 1-2.



## Evidence

8.127 We received evidence from the NIDOJ,<sup>117</sup> the Northern Ireland Policing Board (NIPB)<sup>118</sup> and the CPOSA-NI<sup>119</sup>. We thank all who gave evidence for their contributions.

8.128 Detailed data and evidence can be found in the Annex to this Chapter.

## Government response to our 2024 recommendations

8.129 The Minister of Justice accepted our 2024 recommendation of a pay increase of 4.75 per cent for all chief police officers in Northern Ireland from 1 September 2024.<sup>120</sup>

8.130 We submitted our recommendation to the Minister of Justice on 17 June 2024. However, it was not formally accepted until 19 November 2024, and was not implemented until 6 May 2025. We understand that this was due to a considerable delay in confirming funding was available before the Minister was able to formally accept the recommendation, and further delays in receiving the necessary approvals from the Department of Finance for payment to be made to chief officers.<sup>121</sup>

8.131 We are disappointed that it has taken almost eleven months for our 2024 recommendation to be considered and implemented by the Northern Ireland Executive. We discuss this further at [8.160]-[8.161] below.

## Context

8.132 Historic challenges and ongoing societal tensions (including those giving rise to recent disorder) continue to weigh heavily upon policing leadership in Northern Ireland. Chief officers in the PSNI operate in a heightened security environment. There remains a long-standing threat of terrorism, impacting the work of policing and the safety of officers themselves. The PSNI, and chief officers in particular, continue to face intense public and media scrutiny.

8.133 Critical financial pressures are affecting the policing budget, workforce numbers and stretching the PSNI operating model. The PSNI has received a £60 million funding injection following several years of financial uncertainty, but still carries a £14 million shortfall against projected spending for 2025-26.<sup>122</sup> Workforce numbers in the PSNI have fallen to their lowest-ever level (6,358 officers and 2,341 staff as of 31 March 2024).<sup>123</sup>

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<sup>117</sup> Northern Ireland Department of Justice *Written Evidence to the Senior Salaries Review Body from the Department of Justice: Annual Review for 2025/26* (7 March 2025) [NIDOJ written evidence] at 3. We also heard oral evidence from Naomi Long MLA (Minister of Justice for Northern Ireland) and Northern Ireland Department of Justice officials on 27 May 2025.

<sup>118</sup> Letter from Mukesh Sharma (Chair, NIPB) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding the Northern Ireland Policing Board Submission to 47<sup>th</sup> Report of the Senior Salaries Review Body (10 March 2025) [NIPB written evidence]. We also heard oral evidence from Mukesh Sharma MBE DL (Chair of the Northern Ireland Policing Board) and Northern Ireland Policing Board officials on 24 April 2025.

<sup>119</sup> CPOSA *Supplementary Submission to the Senior Salaries Review Body 2025: Police Service of Northern Ireland* (9 May 2025) [CPOSA-NI written evidence]. We also heard oral evidence from senior CPOSA representatives on 20 May 2025.

<sup>120</sup> NIDOJ written evidence, above n 117, at 3.

<sup>121</sup> At 3.

<sup>122</sup> NIPB written evidence, above n 118, at 4.

<sup>123</sup> At 4.

- 8.134 The challenges of policing in a post-conflict environment, and in particular the need for a policing workforce that appropriately reflects communities that it serves, also remains front-of-mind. The conclusion of the Stormont shutdown has brought with it the opportunity to advance solutions to operational pressures and progress policing priorities, including a workforce recovery plan to increase numbers over the next three years to 7,000 officers and 2,572 staff.<sup>124</sup> A five-year Policing Plan and annual Performance Plan have recently been published, and the findings of an independent review of the NIPB are also currently being considered by the Minister of Justice.<sup>125</sup>
- 8.135 There is a strong consensus among all policing stakeholders of the paramount importance of pay alignment with the police forces of England and Wales.

### Key points from the evidence

#### *Recruitment*

- 8.136 The CPO team in PSNI consists of six uniformed officers – the CC, one DCC and four ACCs.<sup>126</sup> The general recruitment factors for PSNI CPOs broadly align with those discussed in relation to police forces in England and Wales (see [8.35]-[8.44] above), as all candidates are drawn from the same pool of graduates from the College of Policing’s ELP, or predecessor Senior PNAC and SCC programmes.
- 8.137 All stakeholders stressed that pay alignment with England and Wales police forces is critical to the PSNI’s ongoing ability to remain competitive in recruiting future candidates to chief officer positions.<sup>127</sup> We heard from some that the PSNI faces further competition for candidates with the neighbouring forces of Police Scotland and An Garda Síochána in the Republic of Ireland, driven in part by higher pay – although we have not received data that quantifies this issue. The unique context and challenges of policing in Northern Ireland are also an influential factor.
- 8.138 The written and oral evidence we have received indicates no particular recruitment issues at CPO level – but major workforce shortages in the junior ranks, as discussed earlier at [8.133]-[8.134]. The NIPB states that resourcing pressures being managed by chief officers are “*beyond a critical point*”.<sup>128</sup> Recruitment at junior ranks for 2024-25 is sufficient to cover current officer departures, and there is a recovery plan in place to increase numbers over the next three years to 7,000 officers and 2,572 staff.<sup>129</sup>

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<sup>124</sup> NIPB written evidence, above n 118, at 4.

<sup>125</sup> “Policing Board and PSNI Publish Plan for the next Five Years of Policing” Northern Ireland Policing Board (3 April 2025) <[www.nipolicingboard.org.uk/news-centre/policing-board-and-psni-publish-plan-next-five-years-policing](http://www.nipolicingboard.org.uk/news-centre/policing-board-and-psni-publish-plan-next-five-years-policing)>; “Minister Long receives Policing Board independent review” Department of Justice (30 January 2025) <[www.justice-ni.gov.uk/news/minister-long-receives-policing-board-independent-review](http://www.justice-ni.gov.uk/news/minister-long-receives-policing-board-independent-review)>.

<sup>126</sup> “Leadership team” Police Service of Northern Ireland <[www.psni.police.uk/about-us/leadership-team](http://www.psni.police.uk/about-us/leadership-team)>. The PSNI leadership team also includes a Chief Operating Officer and three non-sworn Assistant Chief Officers.

<sup>127</sup> NIDOJ written evidence, above n 117, at 15; NIPB written evidence, above n 118, at 1; CPOSA-NI written evidence, above n 119, at 2. We also received oral evidence on this topic.

<sup>128</sup> NIPB written evidence, above n 118, at 4.

<sup>129</sup> At 4.

- 8.139 New permanent appointments have been made to all PSNI CPO roles in the last two years. Applicants came from inside and outside Northern Ireland and exceeded the number of vacancies. As a result of these new appointments, tenure in post on a permanent basis is low – although the PSNI’s CPOs all have extensive experience across policing at other ranks, and many as temporary chief officers. The NIDOJ and the NIPB both indicate that this period of change is expected to bring with it longer-term stability of leadership and support “*the ongoing need to rebuild confidence*” following recent operational challenges.<sup>130</sup>
- 8.140 In written evidence, the NIPB states that they have a healthy pipeline of future talent for leadership positions. They highlight that officers from the feeder ranks have been actively supported in accessing leadership training courses including the College of Policing’s ELP.<sup>131</sup> The CPOSA-NI notes that in the short term there is a potential shortfall in the talent pipeline.<sup>132</sup> We heard in oral evidence that, in recent years, the PSNI has shifted from being a ‘net importer’ of CPOs from other forces to being a ‘net exporter’.

#### *Retention*

- 8.141 The general retention factors for PSNI CPOs are also broadly aligned with those discussed in relation to England and Wales (see [8.45]-[8.50] above). Foremost among these is the linear rank progression model, meaning that chief officers are generally nearing pensionable service or retirement age. The evidence we have received indicates no current concerns regarding retention across the chief officer cohort in the PSNI, all of whom are recently appointed.
- 8.142 The policing environment in Northern Ireland carries with it the possibility of unexpected turnover at the leadership level, as was observed through the events that led to the appointment of the current chief officer cohort. Similarly, there is a risk of retention issues from the cumulative impact of the various factors weighing on morale (discussed further at [8.143] below).

#### *Morale*

- 8.143 The PSNI’s CPOs currently face a significant challenge in rebuilding officer workforce numbers from a historic low, whilst ensuring that diversity across policing reflects the communities that it serves, maintaining leadership stability, and building and retaining public trust and confidence in light of legacy issues and recent high-profile incidents. This is a sizable task, and at times, a heavy burden.
- 8.144 The NIPB notes that the current operational pressures are having an impact upon the wider PSNI workforce, as measured through demand for Occupational Health and Welfare Support services and police sickness levels. As of March 2024, an average of 782 officers per day were on sick leave – equating to 12.3 per cent of total officer workforce.<sup>133</sup> The PSNI also continues to address the aftermath of a major data breach.<sup>134</sup>

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<sup>130</sup> NIDOJ written evidence, above n 117, at 10.

<sup>131</sup> NIPB written evidence, above n 118, at 2-3.

<sup>132</sup> CPOSA-NI written evidence, above n 119, at 3.

<sup>133</sup> NIPB written evidence, above n 118, at 3.

<sup>134</sup> At 4.

8.145 However, despite these challenges, we have heard that morale amongst PSNI's CPOs is significantly improved of late. We have been told that contrary to the trend across the wider PSNI workforce, there is a feeling of resilience amongst this cohort. The NIPB suggest that this is likely a result of the recent period of stability in leadership appointments.<sup>135</sup>

#### *Diversity*

8.146 We recognise the prominence and sensitivity of representation by community in Northern Ireland, particularly by religious and political background. We welcome and encourage the continued efforts by policing stakeholders on this important issue.

8.147 The evidence we have received regarding the candidate pool for recent chief officer recruitment campaigns indicates a reasonable spread in terms of gender, and between internal/external candidates.<sup>136</sup>

8.148 We have not received evidence on other diversity metrics – such as ethnic background, disability, or sexual orientation. We heard in oral evidence that the PSNI does not have any individuals from ethnic minority backgrounds at the rank of Inspector or above.

#### **Pay recommendation**

##### *Government's proposal*

8.149 In evidence, the NIDJ submitted that consideration of a pay award for PSNI officers should be guided by three principles:<sup>137</sup>

- Adherence to the Northern Ireland Public Sector Pay Policy.
- Maintaining broad alignment with police forces in England and Wales.
- Ensuring affordability within budgetary constraints.

8.150 It did not provide a specific figure as to what award would be appropriate or affordable.

8.151 In oral evidence, we heard that the PSNI has budgeted 3.8 per cent for the pay award. Affordability trade-offs are a matter for the PSNI's CC, as the Accounting Officer, to consider and balance against other policing priorities – although as noted earlier, the PSNI budget remains in deficit, meaning some savings will need to be made during the financial year.

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<sup>135</sup> NIPB written evidence, above n 118, at 3.

<sup>136</sup> At 2.

<sup>137</sup> NIDJ written evidence, above n 117, at 3.

### *Proposals from other policing stakeholders*

- 8.152 The NIPB recommends that “overall pay and conditions for chief officers should be attractive and comparable to other similar police forces and professionals operating at a senior level”.<sup>138</sup> It does not suggest a specific figure in written evidence, but advises that parity in basic pay should be maintained with police forces in England and Wales.<sup>139</sup>
- 8.153 The CPOSA-NI recommends a 4.8 per cent pay uplift, or the same award as the federated and superintending ranks.<sup>140</sup> This is the same figure recommended by the CPOSA for England and Wales.<sup>141</sup>

### *Our recommendation*

- 8.154 We recognise, and agree with, the view of policing stakeholders that the principle of pay parity is of paramount importance, given the unique context of Northern Ireland. With reference to the pay award specifically, we consider that this principle means that annual pay awards should result in the same relative rate of pay for both PSNI chief officers and their counterparts in England and Wales, unless there is a compelling reason for differentiation.
- 8.155 We accept that the PSNI clearly needs to be able to compete for, and retain, chief officer candidates who are also in demand in England and Wales. Recruitment and retention considerations for the PSNI are also to a lesser extent coloured by the rates of pay for equivalent ranks in Police Scotland and An Garda Síochána in the Republic of Ireland. Remuneration in the PSNI also needs to take account of the high degree of personal risk, including from sectarian violence and terrorism.
- 8.156 Almost all of the recruitment, retention and morale factors discussed earlier in relation to England and Wales are also applicable for chief officers in the PSNI. Small candidate pools, low tenure in post, and a range of other pay and non-pay factors are further compounded by the unique policing environment in Northern Ireland, historic challenges and long-standing societal tensions, as well as the ongoing threat of terrorism. As in England and Wales, recruitment, retention and morale concerns are more acute at the junior ranks. In the PSNI chief officers are overseeing a significantly depleted workforce, and continue to be subject to intense public and media scrutiny.
- 8.157 Despite these strong headwinds, we have heard that chief officer morale in the PSNI is improved of late. There are plans in place to address the historic low in workforce numbers, and chief officers are firmly focused on building and maintaining public trust and confidence amid ongoing operational challenges and unforeseen events. This level of resilience and positivity is an encouraging sign for future chief officer retention.
- 8.158 As indicated at [8.12] above, and for the reasons set out across this chapter, we recommend a consolidated pay award of 3.9 per cent for all chief police officers in the PSNI.

#### **Recommendation 14**

We recommend that all chief police officers in the Police Service of Northern Ireland should receive a 3.9 per cent consolidated pay increase from 1 September 2025.

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<sup>138</sup> NIPB written evidence, above n 118, at 2-3.

<sup>139</sup> At 2.

<sup>140</sup> CPOSA-NI written evidence, above n 119, at 2.

<sup>141</sup> CPOSA written evidence, above n 16, at 12.

8.159 If our recommendation is accepted, the revised salaries for CPOs in the PSNI will be as outlined in Table 8.6 below:

**Table 8.6: Revised Police Service of Northern Ireland salaries if SSRB recommendation accepted**

Rank	Pay point	At 1 September 2024	From 1 September 2025
Chief Constable	N/A	£241,857	£251,289
Deputy Chief Constable	N/A	£199,524	£207,305
Assistant Chief Constable	1	£120,489	£125,188
	2	£128,118	£133,115
	3	£135,756	£141,050

Note: Excludes the Northern Ireland Transitional Allowance (NITA) and other allowances.

8.160 If the Minister of Justice accepts our recommendation, we expect that the requisite approvals will be promptly given by the Department of Finance and others, and that the award is fully implemented and paid to PSNI chief officers in a timely manner. As noted earlier (at [8.130]-[8.131] above), we are particularly concerned by the lengthy delay between the Minister's decision and payment of any award arising from challenges in confirming affordability and obtaining the requisite approvals from the Department of Finance.

8.161 We encourage the Minister of Justice to explore how the potential for delays in implementing future pay awards can be mitigated. We suggest some mechanism or agreement between the Department of Justice and the Department of Finance whereby future pay awards for PSNI CPOs are implemented automatically, or with minimal further bureaucracy, once the Minister of Justice's endorsement has been given.

#### *Northern Ireland Transitional Allowance*

8.162 In her remit letter, the Minister of Justice asked us to consider the regular element of the NITA in relation to the Northern Ireland security threat level for police officers, noting that this will also be considered by the PRRB for the ranks of Chief Superintendent and below.<sup>142</sup>

8.163 The NITA is a special allowance payable to police officers in recognition of the extraordinary circumstances under which they serve in Northern Ireland. It has been paid since 1978, originally to recognise the special difficulties faced by the Royal Ulster Constabulary. The allowance – currently £4,110 – is taxable and non-pensionable fixed sum, paid to all officers up to and including CC rank.<sup>143</sup>

8.164 In the absence of evidence supporting a different approach to the NITA for chief officers compared to the federated and superintending ranks, we believe the current arrangement should continue. Accordingly, we recommend that the PRRB's determination on the appropriate NITA value for the federated and superintending ranks in its 2025 Report is also applied to all chief officers in the PSNI – including any percentage uplift of allowance values.

<sup>142</sup> CPO remit letter (Northern Ireland), above n 115, at 1-2.

<sup>143</sup> NI Assembly, AQW 13641/11-15. Available at <https://aims.niassembly.gov.uk/questions/printquestionsummary.aspx?docid=141010>.

### **Recommendation 15**

We recommend that the Police Remuneration Review Body (PRRB) determination on the appropriate Northern Ireland Transitional Allowance (NITA) value for the federated and superintending ranks in its 2025 Report is also applied to all chief officers in the Police Service of Northern Ireland – including any percentage uplift of allowance value that the PRRB recommends.

#### *Other allowances*

8.165 This year, we were asked to consider proposals arising from year one of the NPCC’s review of allowances for the territorial police forces of England and Wales (see [8.84]-[8.95] above).<sup>144</sup> We were not asked, however, to consider the same allowances for the PSNI.

8.166 Policing stakeholders in Northern Ireland may wish to consider whether and to what extent these allowances should be mirrored or reviewed concurrently with those payable in England and Wales (in particular, the motor vehicle allowances). The PSNI may also wish to join in future stages of the NPCC’s review process.

#### **Chief Constable and Deputy Chief Constable base pay relativity**

8.167 In its written evidence, the NIDOF have asked us to consider the rates of pay for the PSNI CC and DCC in light of the recent review of pay scales for CCs and DCCs in England and Wales.<sup>145</sup> However, we have not received evidence of any detail, either in support or against this proposal, from any of the policing stakeholders in Northern Ireland.

8.168 The PSNI was not included in the review process for CC and DCC salaries in England and Wales that took effect from 1 July 2024. We note the broad consensus across all policing stakeholders in Northern Ireland that pay parity with comparable roles in the police forces of England and Wales must be maintained.

8.169 We recognise that this is a complex and sensitive issue. Recommendations for change need to take into account the unique operating context of Northern Ireland, and have the support of a strong evidence base and the endorsement of key policing stakeholders. These are matters best considered by a joint steering group comprised of representatives of all relevant policing stakeholders. This may include some or all of the stakeholders involved in the joint steering group that we suggested is convened earlier in this chapter (at [8.103]) to consider similar issues related to the positioning of specific chief officer salaries relative to other police forces in England and Wales. If a proposal for changes to the PSNI CC and DCC pay scales is subsequently developed, and the Minister of Justice would like us to consider it, we will do so.

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<sup>144</sup> CPO remit letter (England & Wales), above n 11, at 1.

<sup>145</sup> NIDOF written evidence, above n 117, at 14. See also discussion at [8.96]-[8.103] above regarding CoLP chief officer salaries.

## Other requests

8.170 This year, we have received several additional requests from the CPOSA-NI regarding various elements of PSNI CPO pay and reward. We comment briefly on each below – however, as with similar requests made for England and Wales, this Review Body is not able to comment further without additional evidence and/or a specific remit.

### *Assistant Chief Constable base pay relativity*

8.171 On a similar basis to the NIDOF's request regarding CC and DCC pay, the CPOSA-NI has queried the base pay rate for PSNI ACCs in light of recent increases to ACC pay in Police Scotland and an anticipated review of ACC pay for forces in England and Wales. The latter may result in changes that discontinue pay parity at this rank. Related to this is a separate request from the CPOSA-NI regarding ACC compensation for on-call duties (see [8.173] below).<sup>146</sup>

8.172 We recognise the primacy of maintaining pay parity between the PSNI and police forces in England and Wales. We note the CPOSA-NI's evidence regarding ACC pay in Police Scotland, but consider maintaining parity with ACC pay in England and Wales to be the more pertinent issue. We suggest that, if a proposal for changes to the PSNI CC and DCC pay scales is developed in the way mentioned above, stakeholders also jointly consider whether ACC pay should be reviewed in light of whether the proposed review of ACC pay in England and Wales does indeed occur.

### *Temporary on-call allowance for Assistant Chief Constables*

8.173 The CPOSA-NI has also asked that PSNI ACCs are made eligible for on-call allowance on a temporary basis, until ACC base pay has been reviewed (as discussed above at [8.171]).<sup>147</sup> The same request has also been made for ACCs in England and Wales by the CPOSA (see [8.93]).

8.174 We consider that the principle of pay parity in terms of base salaries between the PSNI and police forces in England and Wales should also apply with respect to allowances, unless there is a compelling reason for different arrangements (for example, the NITA or the London Weighting). We are of the view, therefore, that the ranks which are eligible for on-call allowances should be the same in the PSNI as in England and Wales.

### *Review of chief officer allowances package*

8.175 We have also been asked by the CPOSA-NI to consider the need for a further review of the allowances package available to PSNI CPOs. The package was last revised in December 2024, at which time several components of the package were devalued or withdrawn. The NIDOF and NIPB note this revision, but do not indicate that any further changes are warranted.<sup>148</sup>

8.176 As stated at [8.174] above, we consider that the principle of pay parity between the PSNI and forces in England and Wales should also apply with respect to allowances, unless there is a compelling reason for different arrangements.

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<sup>146</sup> CPOSA-NI written evidence, above n 119, at 2.

<sup>147</sup> At 3.

<sup>148</sup> CPOSA-NI written evidence, above n 119, at 4; NIDOF written evidence, above n 117, at 12-13; NIPB written evidence, above n 118, at 3.



8.177 However, we have not received sufficient evidence to be able to comment on the extent to which the PSNI's CPO allowances package is or is not aligned with other forces. We suggest that it is for policing stakeholders jointly to consider whether a further review of these allowances is necessary.

8.178 We note also that if parity in allowances is to be maintained, policing stakeholders in Northern Ireland need to take account of (or participate in) the NPCC's phased review of allowances in England and Wales.

### Looking ahead

8.179 Ahead of our 2026 Report, we would like to receive evidence on:

- *Mitigating delays in future pay awards* – Details of the steps taken to prevent delays in implementing future pay awards for PSNI CPOs.
- *Competition for chief officer candidates* – Data quantifying the assertion that the PSNI faces further competition with the neighbouring forces of Police Scotland and An Garda Síochána in the Republic of Ireland for chief officer candidates, and the extent to which this is driven by pay and/or non-pay factors.
- *Changes to the talent pipeline* – Trend data outlining the PSNI's shift from being a 'net importer' of CPOs to a 'net exporter'. We are also interested in information on the viability of, and possible options for, direct entry to the chief officer cohort from other career backgrounds.
- *Diversity data* – Reliable data for chief officers and the wider policing workforce, including on metrics not currently reported such as ethnic background, disability and sexual orientation.
- *Workforce recovery* – Details of progress under the workforce recovery plan to restore PSNI officer numbers.
- *NIPB review* – Information on the outcome of the independent review of the NIPB.
- *Morale and wellbeing data* – Results for the PSNI from the NPCC's planned National Workforce Survey quantifying morale and other insights such as wellbeing across all ranks. We are particularly interested in further wellbeing metrics, including on mental health and variations by rank and in comparison to forces in England and Wales. We are also interested in receiving updated information on public trust and confidence in policing in Northern Ireland.

8.180 As we noted at the beginning of this Chapter, any future requests made to this Review Body to take positions on questions not explicitly asked of us in Ministers' remit letters should be coordinated across all policing stakeholders and accompanied by evidence from all interested parties.

## Annex: Data and evidence

8.181 We received written evidence from:

- The Home Office.<sup>149</sup>
- The National Police Chiefs' Council (NPCC).<sup>150</sup>
- The Chief Police Officers' Staff Association (CPOSA).<sup>151</sup>
- The Association of Police and Crime Commissioners (APCC).<sup>152</sup>
- The College of Policing.<sup>153</sup>
- The City of London Police Authority Board (CoLPAB).<sup>154</sup>
- The Northern Ireland Department of Justice (NIDOJ).<sup>155</sup>
- The Northern Ireland Policing Board (NIPB).<sup>156</sup>
- The CPOSA Northern Ireland representative (CPOSA-NI).<sup>157</sup>

8.182 We received oral evidence from the Minister of State for Policing, Fire and Crime Prevention, the Northern Ireland Minister of Justice, the Chairs of the NPCC, the CPOSA and the NIPB, the APCC's Workforce Leads, and the CPOSA-NI.<sup>158</sup>

8.183 We also conducted five discussion groups with members of the remit group.<sup>159</sup>

- Chief Constables (CCs) across England and Wales.
- Deputy Chief Constables (DCCs) across England and Wales.
- Assistant Chief Constables (ACCs) across England and Wales.
- Attendees of the College of Policing's Executive Leadership Programme (ELP).
- The force executive team at Bedfordshire Police.

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<sup>149</sup> Home Office CPO written evidence, above n 12; Home Office post-oral evidence submission, above n 14.

<sup>150</sup> NPCC written evidence, above n 15; NPCC PCC submission, above n 15; NPCC post-oral evidence submission, above n 15.

<sup>151</sup> CPOSA written evidence, above n 16; CPOSA PCC submission, above n 16; CPOSA post-oral evidence submission, above n 16.

<sup>152</sup> APCC CPO written evidence, above n 17; APCC CPO post-oral evidence submission, above n 17.

<sup>153</sup> College of Policing written evidence, above n 18.

<sup>154</sup> CoLPAB letter to Home Secretary, above n 19; CoLPAB letter to SSRB Chair, above n 19.

<sup>155</sup> NIDOJ written evidence, above n 117.

<sup>156</sup> NIPB written evidence, above n 118.

<sup>157</sup> CPOSA-NI written evidence, above n 119.

<sup>158</sup> See above n 14-17 and n 117-119.

<sup>159</sup> See above n 21.

8.184 We have also utilised data from:

- The Police Workforce Statistics from March 2024, published by the Home Office.<sup>160</sup>
- The CPOSA’s member survey and focus groups on pay and morale from Autumn 2024.<sup>161</sup>
- The CPOSA’s 2024 triennial wellbeing survey, conducted by Affinity Health at Work.<sup>162</sup>
- The NPCC’s unpublished vacancy and application statistics.

## The remit group

### *Police forces*

8.185 Our remit covers the chief police officers (CPOs) of 44 separate territorial police forces – 39 police forces in England (incl. the Metropolitan Police Service (MPS) and the City of London Police (CoLP) in London) four police forces in Wales, and the Police Service of Northern Ireland (PSNI). The 44 police forces included in our remit are set out in Table 8.7 below.

**Table 8.7: Police forces included in the SSRB’s remit, by nation.**

England	Wales	Northern Ireland
Avon and Somerset Constabulary	Dyfed-Powys Police	Police Service of Northern Ireland
Bedfordshire Police	Gwent Police	
Cambridgeshire Constabulary	North Wales Police	
Cheshire Constabulary	South Wales Police	
City of London Police		
Cleveland Police		
Cumbria Constabulary		
Derbyshire Constabulary		
Devon & Cornwall Police		
Dorset Police		
Durham Constabulary		
Essex Police		
Gloucestershire Constabulary		
Greater Manchester Police		
Hampshire and Isle of Wight Constabulary		
Hertfordshire Constabulary		
Humberside Police		
Kent Police		
Lancashire Constabulary		
Leicestershire Police		
Lincolnshire Police		
Merseyside Police		

<sup>160</sup> Home Office “Police workforce, England and Wales: 30 September 2024” (24 July 2024) GOV.UK <<https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2024>> [Police Workforce Statistics March 2024].

<sup>161</sup> CPOSA written evidence, above n 16.

<sup>162</sup> CPOSA written evidence, above n 16.

England	Wales	Northern Ireland
Metropolitan Police Service		
Norfolk Constabulary		
North Yorkshire Police		
Northamptonshire Police		
Northumbria Police		
Nottinghamshire Police		
South Yorkshire Police		
Staffordshire Police		
Suffolk Constabulary		
Surrey Police		
Sussex Police		
Thames Valley Police		
Warwickshire Police		
West Mercia Police		
West Midlands Police		
West Yorkshire Police		
Wiltshire Police		

Source: Home Office

8.186 The territory covered by each of the 43 forces in England and Wales largely follows the same geographical boundaries of the administrative counties used for the purposes of local government from 1974 to 1989, with some notable exceptions.<sup>163</sup> The territory covered by the PSNI aligns with Northern Ireland’s national borders.

8.187 The operating environment of different forces can vary significantly. His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) publishes detailed information about each force through its Value for Money profiles, police efficiency, effectiveness and legitimacy (PEEL) assessments, and other inspection publications.<sup>164</sup>

8.188 There are also a number of other civilian police forces across the United Kingdom which do not fall within our remit. These are sometimes referred to as ‘non-Home Office forces’. This includes Police Scotland (which falls under the remit of the Police Negotiating Board for Scotland (PNBS)), the three nationwide ‘special police forces’ (the British Transport Police, the Civil Nuclear Constabulary, and the Ministry of Defence Police) and other non-territorial forces and specialist constabularies. The military police forces are also excluded from our remit. A non-exhaustive list of these police forces is set out in Table 8.8.

<sup>163</sup> Home Office CPO written evidence, above n 12, at [24].

<sup>164</sup> At [24]. For the 43 territorial police forces of England and Wales, see “Police forces” HMICFRS <<https://hmicfrs.justiceinspectorates.gov.uk/police-forces/>>. For the PSNI, see “Police Service of Northern Ireland” HMICFRS <<https://hmicfrs.justiceinspectorates.gov.uk/police-forces/forces-organisations/police-service-northern-ireland>>. In Scotland, similar information is published by His Majesty’s Inspectorate of Constabulary in Scotland (HMICS), who are the independent oversight body for Police Scotland, the Scottish Police Authority and other UK police forces that operate in Scotland (see “What we do” HMICS <[www.hmics.scot/about-us/what-we-do](http://www.hmics.scot/about-us/what-we-do)>).

**Table 8.8: Other police forces in the United Kingdom outside SSRB remit**

Type	Force	Jurisdiction	Relevant Authority
Territorial force	Police Scotland	Whole of Scotland	Scottish Police Authority
Special police force	British Transport Police	Rail network of England, Wales and Scotland and other specified public transport networks	British Transport Police Authority
	Civil Nuclear Constabulary	Non-military nuclear installations and non-military nuclear material when on-site or in transit in Great Britain	Civil Nuclear Police Authority
	Ministry of Defence Police	Ministry of Defence property and personnel, and nuclear weapons and nuclear material in the United Kingdom	Ministry of Defence Police Committee
Ports police force	Belfast Harbour Police	Land owned by the Belfast Harbour, and up to one mile from boundary	Belfast Harbour
	Falmouth Docks Police	Land owned by the Falmouth Docks and Engineering Company, and up to one mile from boundary	Falmouth Docks and Engineering Company
	Port of Bristol Police	Port complexes and community situated at the mouth of the River Avon on the border between Bristol and Somerset	The Bristol Port Company
	Port of Dover Police	Land owned by the Dover Harbour Board, and up to one mile from boundary	Dover Harbour Board
	Port of Felixstowe Police	Land owned by the Felixstowe Dock & Railway Company, and up to one mile from boundary	Felixstowe Dock & Railway Company
	Port of Liverpool Police	Designated areas around Liverpool, Sefton, Birkenhead, Ellesmere Port, Eastham Dock Estates and the Manchester Ship Canal, and up to one mile from boundary	The Mersey Docks and Harbour Company
	Port of Portland Police	Land owned by the Portland Harbour Authority, and up to one mile from boundary	Portland Harbour Authority
	Port of Tilbury Police	The Port of Tilbury, and up to one mile from boundary	Port of Tilbury London Ltd
	Tees and Hartlepool Harbour Police	Within the Tees harbour and up to two miles beyond the limits of the harbour	PD Ports
Parks police force	Epping Forest Keepers	Epping Forest, London	City of London Corporation
	Hampstead Heath Constabulary	Hampstead Heath, London	City of London Corporation
	Havering Parks Constabulary	Parks and open spaces within the London Borough of Havering	Havering London Borough Council
	Kew Constabulary	Land belonging to the Royal Botanic Gardens, Kew	Royal Botanic Gardens, Kew
	Royal Borough of Kensington and Chelsea Parks Police	Twenty-five parks and open spaces in the Royal Borough of Kensington and Chelsea	Royal Borough of Kensington and Chelsea
	Wandsworth Parks and Events Police	London Borough of Wandsworth	Wandsworth Borough Council

<b>Type</b>	<b>Force</b>	<b>Jurisdiction</b>	<b>Relevant Authority</b>
Cathedral constabularies	Canterbury Cathedral Close Constables	Canterbury Cathedral and its precincts	The Dean and Chapter of Canterbury Cathedral
	Liverpool Cathedral Constables	Liverpool Cathedral and its precincts	The Dean and Chapter of Liverpool Cathedral
	York Minster Police	York Minster and adjoining precincts	The Dean and Chapter of York Minster
University constabulary	Cambridge University Constabulary	Within a four-mile radius of precincts of the University of Cambridge	The Proctors' and Marshal's Office of the University of Cambridge
Privately funded police force	Belfast International Airport Constabulary	Land owned or controlled by Belfast International Airport	Belfast International Airport Authority
	Mersey Tunnels Police	The Mersey Tunnels, marshalling areas, entrance/exit roads and all Mersey Tunnels premises	Merseytravel
Military police force	Royal Air Force Police	Royal Air Force aircraft, bases and personnel in the United Kingdom and across the world	Chief of Air Staff
	Royal Military Police (British Army)	British Army land, property, and personnel in the United Kingdom and across the world	Chief of the General Staff
	Royal Navy Police	Royal Navy vessels, bases and personnel in the United Kingdom and across the world, and other vessels in British waters in limited circumstances	First Sea Lord and Chief of the Naval Staff
	Military Provost Guard Service (British Army)	British Armed Forces locations throughout Great Britain	Chief of the General Staff

Source: OPRB research and analysis of various policing publications and legislation

### *Chief officer ranks*

8.189 CPOs are defined as officers above the rank of Chief Superintendent.<sup>165</sup> The chief officer ranks in the police forces within our remit are set out in Table 8.9 below.

**Table 8.9: Chief police officer ranks in the England, Wales and Northern Ireland territorial police forces**

Territorial police forces outside of London	Metropolitan Police Service (MPS)	City of London Police (CoLP)
	Commissioner	
	Deputy Commissioner	
Chief Constable	Assistant Commissioner	Commissioner
Deputy Chief Constable	Deputy Assistant Commissioner	Deputy Commissioner
Assistant Chief Constable	Commander	Commander

Source: Home Office

Note: The City of London Police rank of Deputy Commissioner was re-titled from Assistant Commissioner with effect from 1 January 2025

8.190 Police officers in the federated and superintending ranks (up to and including Chief Superintendent) in these forces fall within the remit of the PRRB. Members of force executive teams who are not police officers – for example, non-uniformed/non-sworn police staff such as Assistant Chief Officers – do not fall within the definition of CPO and are not included in our remit.

8.191 In total, there are 251 full-time equivalent (FTE) officers in our remit group across the 44 forces (including temporary appointments, secondments into the forces, and those on maternity/paternity leave and career breaks, but excluding those seconded to central services).<sup>166</sup>

### *Appointments*

8.192 In order to be eligible for appointment as a chief officer, candidates must complete the Executive Leadership Programme (ELP) or its predecessor (the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC)).<sup>167</sup> Prospective candidates who have not yet eligible for permanent appointment may be appointed to a chief officer role on a temporary basis, provided they commence the training programme at the next available opportunity and not later than 12 months after their temporary appointment.<sup>168</sup>

<sup>165</sup> Police Regulations 2003, reg 11.

<sup>166</sup> Secondments to central services are secondments to central government, for example to the Home Office, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) or the National Crime Agency (NCA).

<sup>167</sup> Home Office CPO written evidence, above n 12, at [41].

<sup>168</sup> Home Office CPO written evidence, above n 12, at [53]; NIDOJ written evidence, above n 117, at 20.

8.193 For the 41 territorial police forces of England and Wales outside of London (those overseen by a PCC):

- Appointment, suspension, and removal of the CC is the responsibility of the PCC under section 38 of the Police Reform and Social Responsibility Act 2011. PCCs are supported in exercising this responsibility by the College of Policing, which has developed guidance on making senior appointments and holds career history and qualification records for CC candidates.<sup>169</sup>
- Appointment of DCCs and ACCs is the responsibility of the respective CC, in accordance with sections 39 and 40 of the Police Reform and Social Responsibility Act 2011.<sup>170</sup> The CC must consult the PCC before making an appointment.<sup>171</sup>
- CCs and DCCs are appointed for a fixed term. The initial term may be up to five years, and may be extended by a further three years. Subsequent extensions may only be for a one-year term.<sup>172</sup>

8.194 For the MPS:

- Appointment of the Commissioner is by Royal Warrant, based on the recommendation of the Secretary of State. The Secretary of State is required to have regard to any recommendation made by the Greater London Mayor's Office for Policing and Crime (MOPAC).<sup>173</sup>
- The Deputy Commissioner is also appointed by Royal Warrant, based on the recommendation of the Secretary of State. The Secretary of State is required to have regard to the recommendation of the Commissioner, as well as representations from the MOPAC.<sup>174</sup>
- Appointment of other chief officer ranks (Assistant Commissioner, Deputy Assistant Commissioner, and Commander) is the responsibility of the Commissioner, as outlined in sections 45 to 47 of the Police Reform and Social Responsibility Act 2011. The Commissioner must consult the MOPAC before making an appointment.<sup>175</sup>
- All chief officer ranks apart from Commander are appointed for a fixed term. The initial term may be up to five years, and may be extended by a further three years. Subsequent extensions may only be for a one-year term.<sup>176</sup>

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<sup>169</sup> Home Office CPO written evidence, above n 12, at [45].

<sup>170</sup> At [48].

<sup>171</sup> At [49].

<sup>172</sup> At [50].

<sup>173</sup> At [46].

<sup>174</sup> At [46].

<sup>175</sup> At [49].

<sup>176</sup> At [50].



8.195 For the CoLP:

- The Commissioner is appointed by the City of London Corporation and the City's Common Council, with the approval of the King.<sup>177</sup>
- Other chief officer ranks are appointed by the City of London Corporation and the Common Council, on the advice of the CoLPAB.<sup>178</sup>
- Commissioners and Deputy Commissioners are appointed for a fixed term. The initial term may be up to five years, and may be extended by a further three years. Subsequent extensions may only be for a one-year term.<sup>179</sup>

8.196 For the PSNI:

- Appointments to all chief officer ranks are made by the NIPB. Appointment of the CC is subject to the approval of the Minister of Justice. Appointment of the DCC and ACCs is subject to consultation with the CC and the approval of the Minister of Justice.<sup>180</sup>
- The CC and DCC are appointed for a fixed term. The initial term may be up to five years, and may be extended by a further three years. Subsequent extensions may only be for a one-year term.<sup>181</sup>

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<sup>177</sup> Home Office CPO written evidence, above n 12, at [47].

<sup>178</sup> "Police governance" City of London Police <[www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/police-governance/](http://www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/police-governance/)>.

<sup>179</sup> Home Office CPO written evidence, above n 12, at [50].

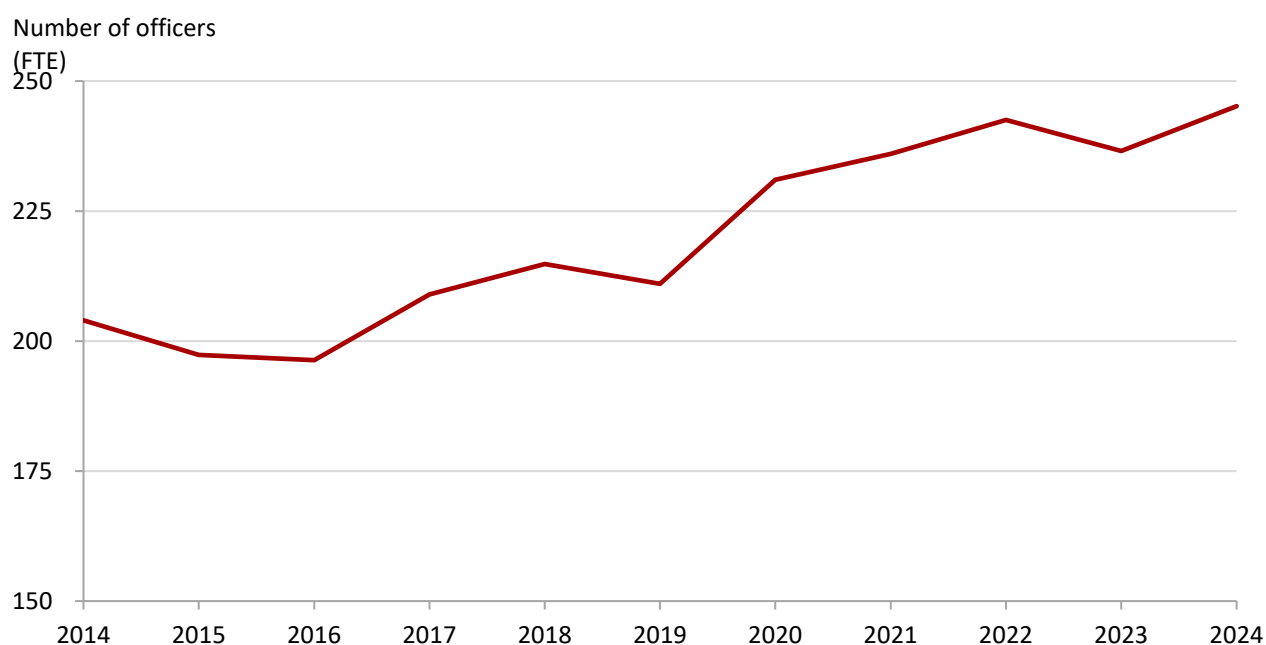
<sup>180</sup> "Appointment of Chief Officers and Senior Police Staff Equivalents" Northern Ireland Policing Board <[www.nipolicingboard.org.uk/appointment-chief-officers-and-senior-police-staff-equivalents](http://www.nipolicingboard.org.uk/appointment-chief-officers-and-senior-police-staff-equivalents)>; Police (Northern Ireland) Act 2000, s 35.

<sup>181</sup> NIDOJ written evidence, above n 117, at 20.

## Workforce data

8.197 As at March 2024, there were 245 FTE CPOs in England and Wales, 8 (4 per cent) more than in March 2023 but 41 (20 per cent) more than in 2014.<sup>182</sup> In FYE 2024, chief officers accounted for just 0.2 per cent of all police officers in England and Wales. This proportion has been relatively stable since 2003.

**Figure 8.1: Chief police officer numbers (FTE), England and Wales, 2014 to 2024**



Source: OPRB Analysis of March 2024 Police Workforce Statistics, Home Office, updated March 2025.

Note: Data as at 31 March each year.

8.198 There are also six chief police officers in the Police Service of Northern Ireland (PSNI).

8.199 The NPCC draws attention to the high levels of risk, responsibility and personal accountability that come with senior policing roles. It notes that a shift in the nature of crime, and increasing and wider service demand, is putting pressure on an already stretched service and workforce.

8.200 It adds that pressures on other public services and public expectation of a more responsive service have led to increased calls for service. Policing is having to adapt and struggling to keep pace with the opportunity technology provides and the investment required.

<sup>182</sup> At chief officer level the headcount and FTE measurements do not vary significantly.

## *Recruitment – England and Wales*

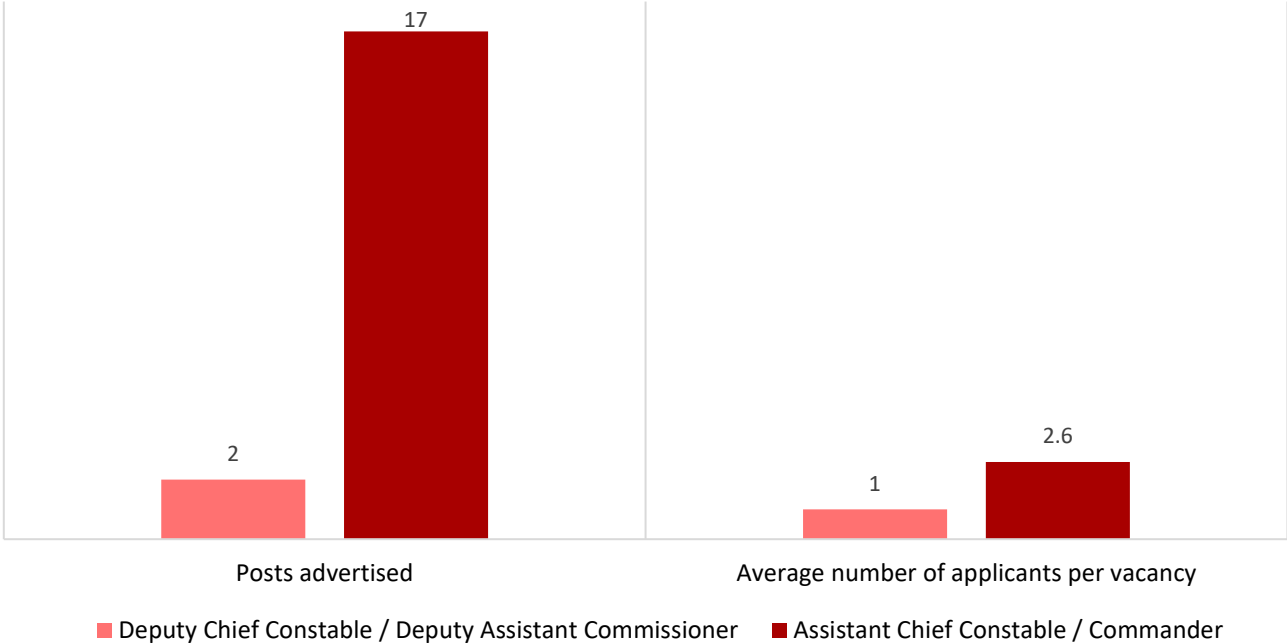
- 8.201 According to the Police Workforce statistics, there were 15 promotions (measured by headcount rather than FTE) to a CPO rank within their police force during FYE 2024 (eight fewer than the previous year).<sup>183</sup> There were also 10 police officers (measured by FTE) who joined a force as a chief officer, a significant drop from 44 the previous year.<sup>184</sup>
- 8.202 Due to changes in the report timeline, and the NPCC starting a new data collection on chief officer role advertisements and applications, we only have limited data on applications this year, covering April – September 2024. This shorter time period means that data is more vulnerable to inconsistencies such as applications for the same role being in different quarters, so should be treated with caution. There were 2.6 applicants for each ACC role advertised. This is a higher figure than last year, and may reflect the effect of the first cohort of the new ELP programme. There is an insufficient volume of advertised DCC roles to confidently assess the number of applicants per role. There were no CC roles included in the data.
- 8.203 Previous data for full years may not be directly comparable. Over the long term the number of applicants per role for CC roles increased slightly before this year (from 2.9 on average between 2011-15 to 3.2 in 2023-24), while the number of applicants per role for deputy chiefs fell (from 2.8 on average between 2011-15 to 2.1 in 2023-24). For ACCs, average applications fell from 2.8 on average between 2011-15 to 2.0 for 2023-24. The SSRB looks forward to the development of the NPCC's new data collection approach.

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<sup>183</sup> Police Workforce Statistics March 2024, above n 183. Promotions only cover police officers promoted within their force, not those promoted on transfer to a different force. Not all forces have been able to supply promotion figures for all years, most notably the MPS did not supply data for FYE 2018 to 2020.

<sup>184</sup> Police Workforce Statistics March 2024, above n 183. Data on joiners and leavers at chief police officer level need to be treated with caution as they include police officers moving from a chief police officer role in one force to a chief police officer role in another, and there are limitations to the joiners and promotions data. The joiner figures exclude promotions where the police officer has not changed force.

Figure 8.2: Applications to chief officer posts, April to September 2024



Source: OPRB analysis of NPCC data, unpublished.  
Note: The NPCC has developed a new data collection from April 2024.

*Recruitment – Northern Ireland*

- 8.204 Since our last Report, there have been permanent appointments to the PSNI DCC post, in November 2024, and of three ACCs in December 2024 and one ACC in early 2025. The DCC and ACC vacancies attracted both internal and external, and female and male, applicants.<sup>185</sup>
- 8.205 In written evidence, the NIPB states that they have a healthy pipeline of future talent for leadership positions. They highlight that officers from the feeder ranks have been actively supported in accessing leadership training courses including the College of Policing’s ELP.<sup>186</sup> The CPOSA-NI notes that in the short term there is a potential shortfall in the talent pipeline.<sup>187</sup> We heard in oral evidence that, in recent years, the PSNI has shifted from being a ‘net importer’ of CPOs from other forces to being a ‘net exporter’.

*Recruitment – College of Policing*

- 8.206 The College of Policing is provided data associated with chief police officer appointment activity by forces on a voluntary basis. This data covers forces within the SSRB’s remit and some forces outside of the SSRB’s remit. The wide coverage and voluntary nature of this data makes it challenging to compare to other data sources.
- 8.207 Table 8.10 shows their data on permanent (43 total) and temporary (70 total) chief officer appointments over a 6-month period. Temporary appointments are widely used through all chief officer ranks.

<sup>185</sup> NIPB written evidence, above n 118, at 2.  
<sup>186</sup> At 2-3.  
<sup>187</sup> CPOSA-NI written evidence, above n 119, at 3.

**Table 8.10: Number of chief police officers appointed (permanently or temporarily) by rank, April to October 2024**

Rank	Permanent appointments	Temporary appointment
Commissioner	1	1
Chief Constable/Assistant Commissioner	3	8
Deputy Chief Constable/Deputy Assistant Commissioner	6	8
Assistant Chief Constable/Commander	33	53

Source: College of Policing, unpublished.

Note: This data includes chief officer appointments to non-Home Office forces, including Police Scotland and the PSNI. Data is provided by forces on a voluntary basis and may be inconsistent or incomplete.

8.208 The College of Policing has now completed two cohorts of the new Executive Leaders Programme (ELP). A breakdown is shown in Table 8.11 below.

**Table 8.11: Characteristics of Executive Leaders Programme participants, cohorts 1 and 2**

	Cohort 1 (Jun 2023 – Jul 2024)		Cohort 2 (Nov 2023 – Feb 2025)	
Total number of delegates	64		54	
<b>Delegates by sex</b>				
Female	13	20%	25	46%
Male	51	80%	29	54%
<b>Delegates by rank/grade</b>				
Chief superintendent	30	47%	28	52%
Superintendent	3	5%	4	7%
Temporary executive	27	42%	11	20%
Other rank/grade	4	6%	11	20%

Source: College of Policing, unpublished.

8.209 Of the 118 graduates of the ELP so far, 38 (32 per cent) are identified as female and 9 (8 per cent) are identified as from an ethnic minority background. These proportions are similar to those for current police officers. However, there is a noticeable increase in the proportion identified as female in Cohort 2.

## Retention – England and Wales

8.210 During FYE 2024, 51 CPOs left their forces (21 per cent of the CPO cohort at the start of the financial year), down from 63 (26 per cent) in FYE 2023. When transfers between forces are excluded, there were 37 leavers in FYE 2024, a decrease of eight from the previous year.

**Table 8.12: Chief police officer promotions (headcount), joiners and leavers (FTE), England and Wales, 2016 to 2024**

	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Promotions (headcount)</b>	19	23	30	28	25	21	40	23	15
<b>Joiners</b>	29	30	35	25	26	29	37	44	10
<b>Leavers</b>	51	46	44	47	32	41	52	63	51
<b>Leavers (excl. transfers)</b>	41	31	38	39	21	29	39	45	37
<b>Joiners %</b>	15%	14%	16%	12%	11%	12%	15%	19%	4%
<b>Leavers %</b>	26%	24%	21%	22%	15%	18%	22%	26%	21%
<b>Leavers (excl. transfers) %</b>	21%	16%	18%	18%	10%	13%	17%	19%	15%

Source: OPRB analysis of March 2024 Police Workforce Statistics, Home Office, updated March 2025.

Notes: Data as at 31 March each year.

Data on promotions are on a headcount basis and only cover police officers promoted within a force. Figures for Dorset are only included from FYE 2017 onwards, and the figures for FYE 2018 – 2020 do not include the MPS.

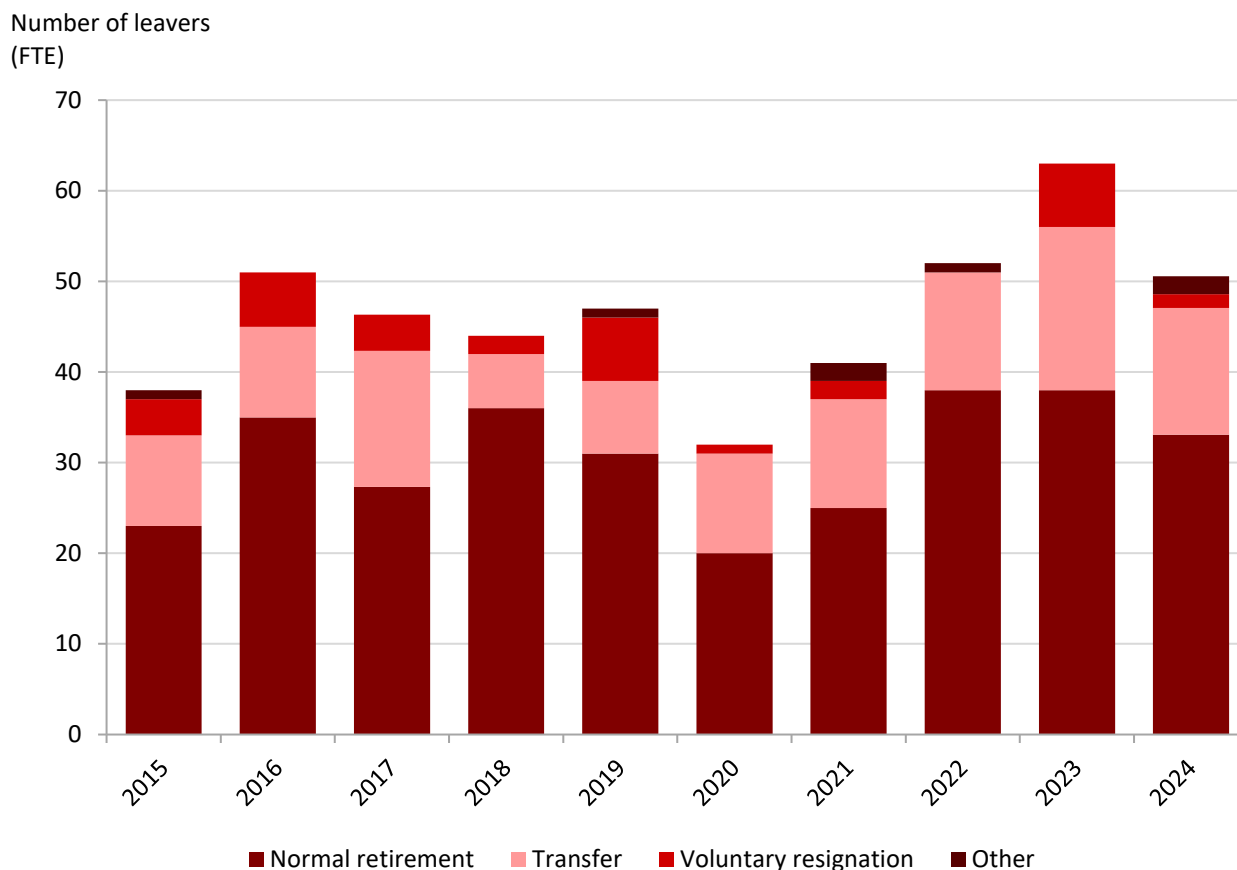
Data on joiners exclude individuals promoted to chief police officer from within the same force but include those who move from another chief police officer role in a different force. The figures generally represent an underestimate of the number of police officers becoming chief officers in the given year.

Data on leavers also include individuals who move to another chief police officer role in a different force. The figures therefore represent an overestimate of the number of chief police officer leavers in the given year.

The joiner rate is based on the strength at the end of the period, while the leaver rate is based on the strength at the start of the period, in line with the methodology used in the Home Office Police Workforce Statistics.

8.211 The majority of CPOs who leave the police service take normal retirement (Figure 8.3). The number of officers voluntarily resigning in FYE 2024 was two FTE, a fall from seven in FYE 2023, and reflecting a long-term trend of very few chief officer resignations.<sup>188</sup>

**Figure 8.3: Chief police officer outflow (FTE), by leaver type, England and Wales, 2015 to 2024**



Source: OPRB Analysis of the March 2024 Police Workforce Statistics, Home Office, updated March 2025.

Notes: Data as at 31 March each year.

The 'other' category includes deaths, dismissals, and medical retirement.

8.212 While resignation across higher ranks remains low (3 per cent of leavers), retirement drives a high turnover at chief officer ranks and reduces tenure.<sup>189</sup>

8.213 Due to historic pension arrangements, police officers usually retire at 30 years' service. The NPCC says that the largely linear progression sees officers promoted to CPO with a considerable length of service. The average service length for all chief officers on promotion, according to the NPCC, is 25.9 years. This is reinforced by the CPOSA survey, where half (50 per cent) of existing chief officers were due to achieve 30 years' service within five years, while a further 23 per cent of chief officers already had 30 years' service or more.<sup>190</sup>

<sup>188</sup> Police Workforce Statistics March 2024, above n 183.

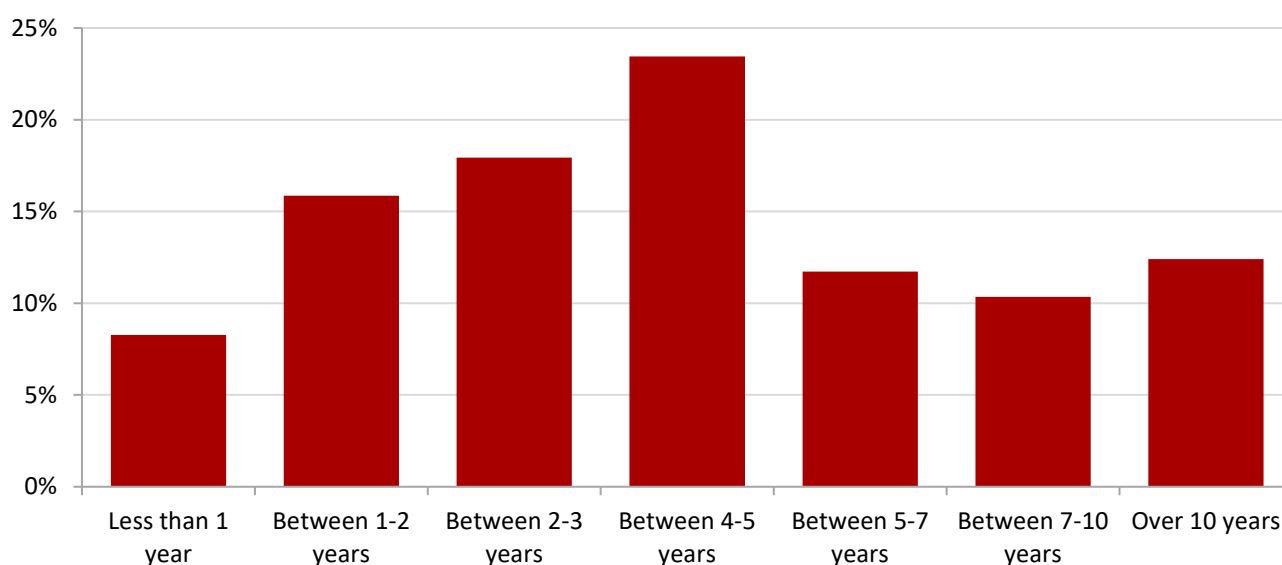
<sup>189</sup> Police Workforce Statistics March 2024, above n 183. Excludes those who transferred to other forces.

<sup>190</sup> CPOSA written evidence, above n 16.

8.214 The CPOSA agreed that time in role may be limited according to retirement plans. Some 42 per cent of members surveyed declared their expected date of retirement was within three years, increasing to 65 per cent within five years.

8.215 In its evidence, the CPOSA said that 65 per cent of its members have less than five years' completed service as a chief officer (up from 55 per cent last year). Some 52 per cent of CCs, 70 per cent of DCCs and 66 per cent of ACCs have less than three years' experience in their rank.

**Figure 8.4: Chief police officer responses to “When do you intend to leave the police service?”, 2024**



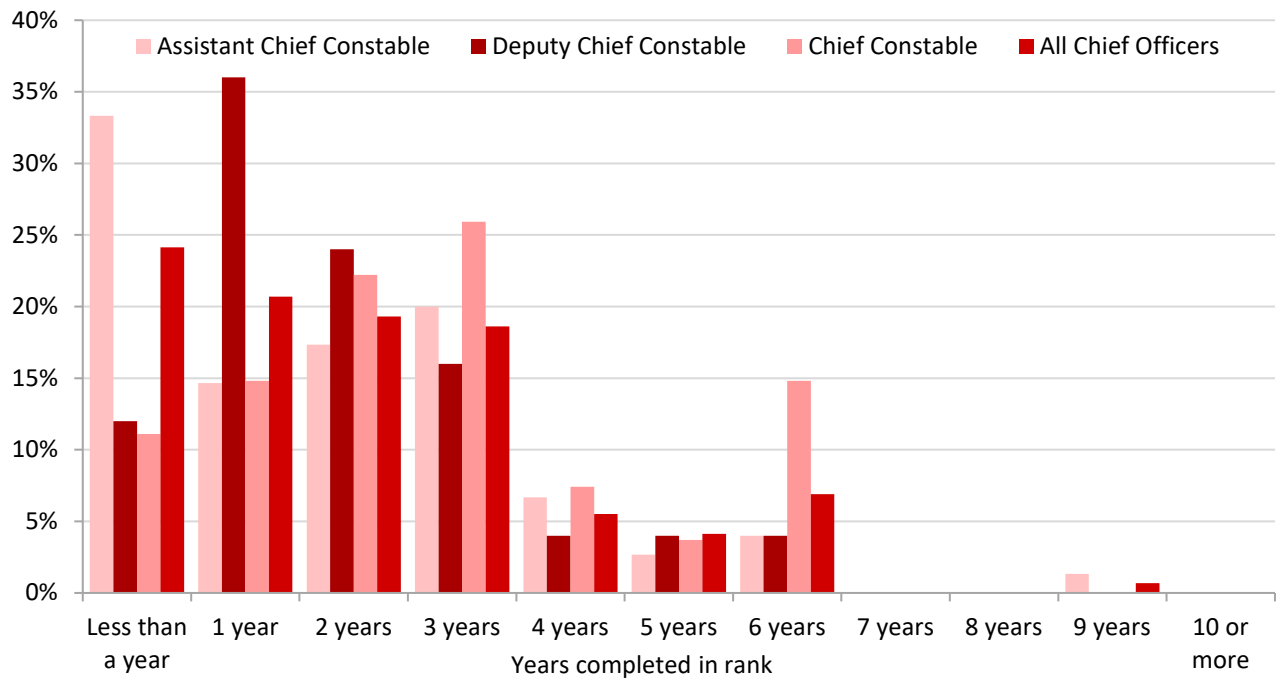
Source: OPRB analysis of CPOSA Member Survey 2024, unpublished.

8.216 According to the NPCC, the average length of time in post as at March 2024 for all chief officers was 1.4 years, ranging between 1.2 years for ACCs and 2.1 years for CCs.

8.217 The CPOSA member survey asks respondents for their time in rank, where 24 per cent of respondents said they had less than 1 year completed in rank.

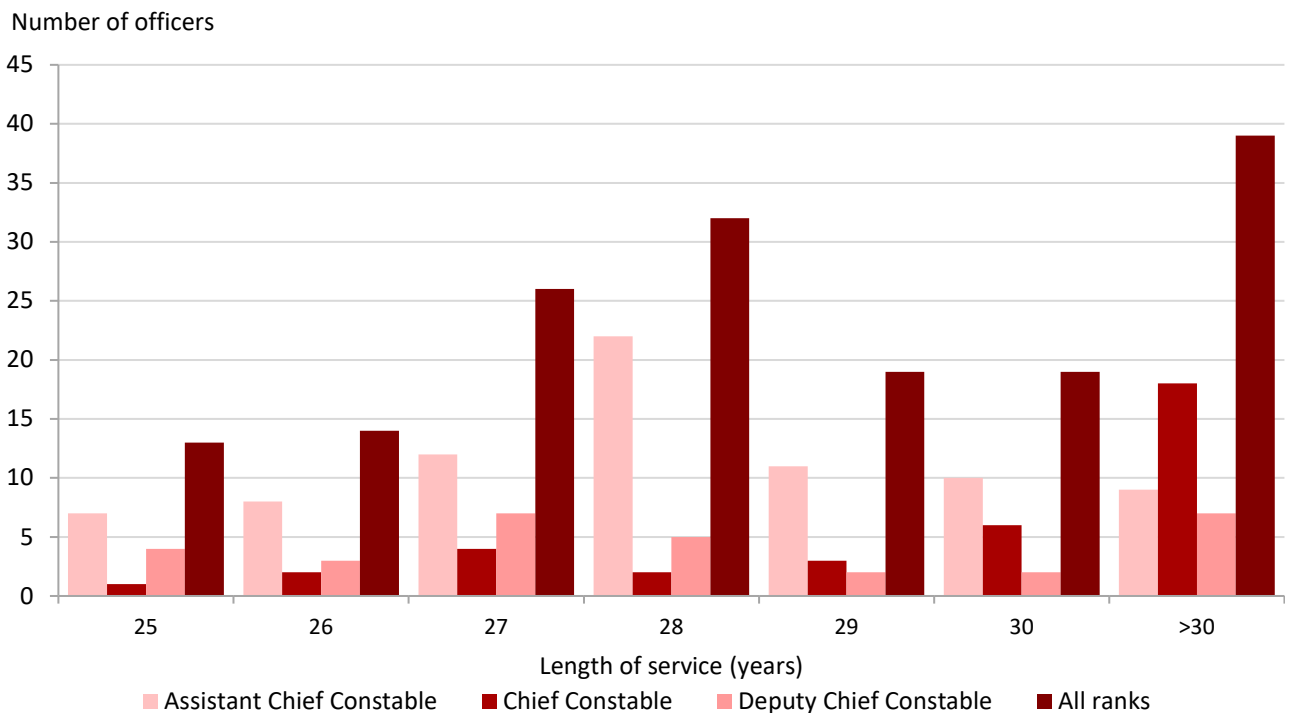


**Figure 8.5: Years completed in the rank (by rank), 2024**



Source: OPRB analysis of CPOSA member survey, unpublished.

**Figure 8.6: Length of service by role, 2024**



Source: OPRB analysis of NPCC written evidence, which uses data from NPCC Workforce Census.

Note: NPCC data covers 162 chief officers. Chief officers with less than 25 years service are excluded.

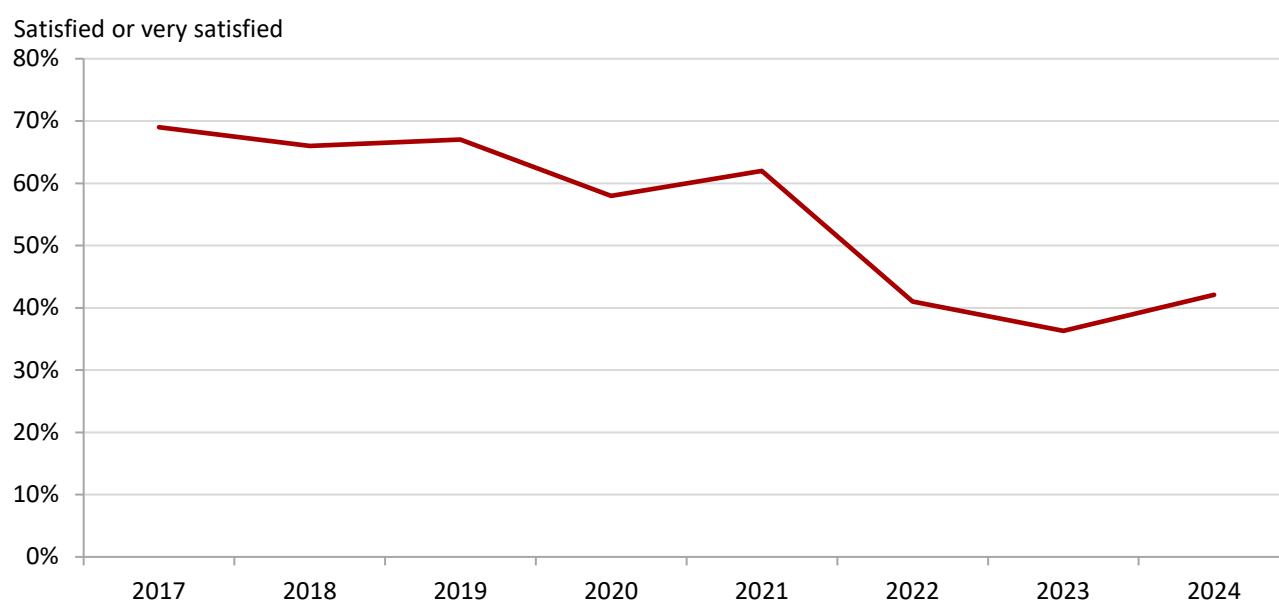
### *Retention – Northern Ireland*

8.218 The general retention factors for PSNI CPOs are also broadly aligned with those discussed in relation to England and Wales. Foremost among these is the linear rank progression model, meaning that chief officers are generally nearing pensionable service or retirement age. The evidence we have received indicates no current concerns regarding retention across the chief officer cohort in the PSNI, all of whom are recently appointed.

### *Morale – England and Wales*

8.219 According to the CPOSA member survey, satisfaction with base salary rose to 42 per cent in 2024 following the low of 36 per cent in 2023.

**Figure 8.7: Satisfaction with base salary over time, 2017 to 2024**



Source: CPOSA written evidence, using CPOSA member survey data.

8.220 Other CPOSA member survey findings include:

- 16 per cent of survey respondents were either very satisfied or satisfied with their pension benefits, a decline of 13 percentage points from last year, and another record low according to CPOSA. Satisfaction with pension benefits has declined since 2017.
- The proportion of chief officers satisfied with the overall package is 37 per cent, a slight rise from 35 per cent in 2023. This halts the fall since 2019 and 2020, where satisfaction was at its peak of 60 per cent.
- Chief officer motivation to do a good job, scored on a scale from 1 to 10, has risen from 89 per cent of survey respondents scoring 8, 9 or 10 in 2023 to 93 per cent in 2024.
- 35 per cent of respondents were satisfied or very satisfied with their working hours, a rise from 31 per cent in 2023, but still less than the peak of 52 per cent in 2020.

8.221 According to the Affinity Health Survey commissioned by CPOSA:

- Stress and depression measures have increased in severity since the previous Affinity Health Survey in 2021.
- 43 per cent of members reported being more worried about their personal finances than they were a year ago, an increase of 18 per cent from 2021.
- 94 per cent (up from 85 per cent in 2021) of respondents feel that the demands of their role ensure they do need to take work home to complete outside of working hours.
- 83 per cent of respondents reported working 50 hours a week or more. Of this group, 58 per cent reported working between 50 and 60 hours a week, 22 per cent reported working between 60 and 70 hours a week, and 3 per cent reported working over 70 hours a week.
- 77 per cent of members have not taken all of their annual leave in the past 12 months.
- 36 per cent (down 1 per cent from 2021) agree that they “only receive work phone calls at all times of the day and night when they are on call”, implying that 64 per cent of respondents receive phone calls outside of work hours.
- 38 per cent (down from 42 per cent in 2021) “ensure they are rarely contacted when on annual leave”, while 23 per cent (down from 25 per cent) “ensure they are rarely contacted when on a rest day”, implying an “always on” culture.

8.222 In discussion groups, we heard from CPOs who enjoy their jobs but who drew attention to the pressures of being ‘always available’, workloads that are not consistent with family life and of living with significant personal jeopardy, sometimes associated with abuse on social media.

#### *Morale – Northern Ireland*

8.223 The CPOSA’s supplementary evidence submission for the Police Service of Northern Ireland said that its CPOs had been able to participate in the CPOSA survey mentioned above and asked that the information provided in their main submission is adopted as the main evidence base for this year’s pay round. As well as the survey findings on morale, we heard in evidence that the permanent appointments to all the CPO roles in Northern Ireland has been supportive of morale.

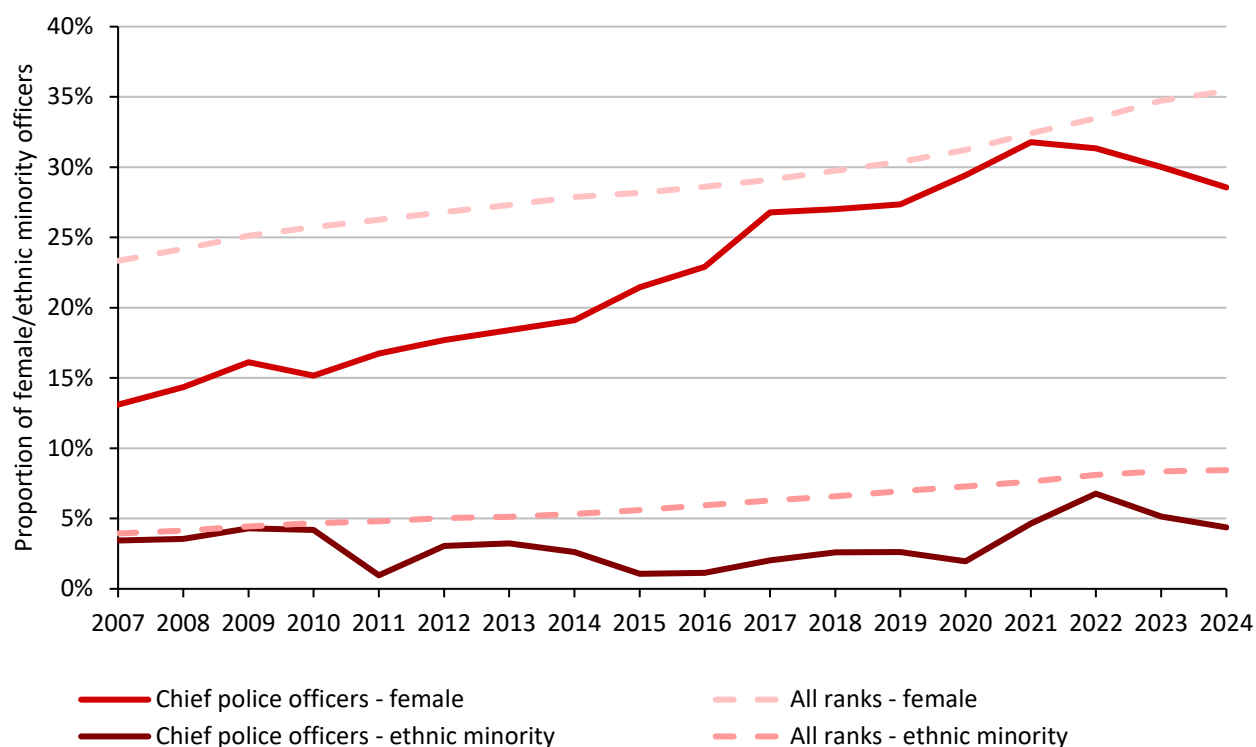
## Diversity

8.224 In the England and Wales police officer workforce 35.4 per cent are female and 8.4 per cent are from ethnic minority backgrounds. Of the 245 chief officers, 28.6 per cent are female and 4.4 per cent are from ethnic minority backgrounds.

8.225 Chief police officer diversity figures (Figure 8.8) show that:

- 70 CPOs were female in March 2024, 1 fewer than a year earlier.
- The proportion of CPOs who are female has remained fairly stable since 2017, varying between 27 per cent and 32 per cent.
- There were 10 ethnic minority CPOs in March 2024, one fewer than a year earlier.
- Ethnic minority CPOs represented 4.4 per cent of those who stated their ethnicity, 2.4 percentage points lower than the peak in 2022.

**Figure 8.8: Percentage of female and ethnic minority police officers (FTE), England and Wales, 2007 to 2024**



Source: OPRB Analysis of March 2024 Police Workforce Statistics, Home Office, updated March 2025.

Note: Data as at 31 March each year.

## Pay and pensions

### *Salary structure and current pay*

- 8.226 Since 2003, CCs and DCCs have received spot rate salaries. Their MPS and CoLP equivalents are also paid at spot rates. Until 30 June 2024, these spot rate salaries were spread across 12 salary groups moderated by force weighting.
- 8.227 In July 2023, the Government accepted the PRRB's recommendation to revise the pay scale for CCs and DCCs within 41 police forces (territorial forces in England and Wales, excluding the MPS and CoLP). The revised pay scale was introduced in a phased approach over two years and was fully implemented from 1 June 2025.
- 8.228 Under this new pay scale, police forces are divided into three pay groups (as opposed to the previous 12 pay groups). The changes in pay group for each affected force are shown below in Table 8.13.

**Table 8.13: Chief Constable and Deputy Chief Constable pay scales by police force (England and Wales, excl. MPS and CoLP)**

Previous pay scale (Force weighting)	Police force	Revised pay scale
10.0	Greater Manchester Police	Group 1
	West Midlands Police	
8.0-8.5	West Yorkshire Police	Group 2
6.5	Thames Valley Police	
6.0	Merseyside Police	Group 2
	Northumbria Police	
5.5	Hampshire and Isle of Wight Constabulary	Group 2
5.0	Devon and Cornwall Police	
	Kent Police	Group 2
	Lancashire Constabulary	
4.5	Avon and Somerset Constabulary	Group 2
	Essex Police	
	South Wales Police	Group 2
	South Yorkshire Police	
	Sussex Police	Group 2
3.5	Nottinghamshire Police	
3.0	Cheshire Constabulary	Group 3
	Derbyshire Constabulary	
	Hertfordshire Constabulary	Group 3
	Humberside Police	
	Leicestershire Police	Group 3
	Staffordshire Police	
	West Mercia Police	Group 3
2.5	Norfolk Constabulary	
	Surrey Police	Group 3

Previous pay scale (Force weighting)	Police force	Revised pay scale
2.0	Bedfordshire Police	Group 3
	Cambridgeshire Constabulary	
	Cleveland Police	
	Dorset Police	
	Durham Constabulary	
	Gwent Police	
	North Yorkshire Police	
	North Wales Police	
	Northamptonshire Police	
	Suffolk Constabulary	
	Wiltshire Police	
1.5	Cumbria Constabulary	
	Dyfed-Powys Police	
	Gloucestershire Constabulary	
	Lincolnshire Police	
	Warwickshire Police	

Source: Home Office

8.229 As a result of transition to this new pay scale, approximately 90 per cent of CCs and DCCs received a pay increase even before annual pay awards were applied, in some cases by over 10 per cent. The previous, transitional and current rates of pay for CCs and DCCs by pay group are shown below in Table 8.14 and Table 8.15.

**Table 8.14: Chief Constable (England and Wales, excl. MPS and CoLP) salary by pay band, 1 September 2020 to 1 June 2025**

Revised pay scale	Previous pay scale (Force weighting)	From 1 September 2020	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025
Group 1	10.0	£204,372	£206,274	£220,713	Unchanged	£231,198	£231,198
	8.0-8.5	£190,752	£192,654	£206,139	£213,426	£223,563	
	6.5	£180,534	£182,436	£195,207	£207,960	£217,839	
Group 2	6.0	£177,120	£179,022	£191,553	Unchanged	£200,652	£200,652
	5.5	£173,712	£175,614	£187,908	£189,731	£198,744	
	5.0	£170,316	£172,218	£184,272	£187,913	£196,839	
	4.5	£166,911	£168,813	£180,630	£186,092	£194,931	
Group 3	3.5	£160,098	£162,000	£173,340	Unchanged	£181,575	£181,575
	3.0	£156,693	£158,595	£169,698	£171,519	£179,667	
	2.5	£153,282	£155,184	£166,047	£169,694	£177,753	
	2.0	£149,913	£151,815	£162,411	£167,876	£175,851	
	1.5	£146,469	£148,371	£158,757	£166,049	£173,937	

Source: Home Office and Police Remuneration Review Body.

**Table 8.15: Deputy Chief Constable (England and Wales, excl. MPS and CoLP) salary by pay band, 1 September 2020 to 1 June 2025**

Revised pay scale	Previous pay scale (Force weighting)	From 1 September 2020	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025
Group 1	10.0	£156,693	£158,595	£169,698	£175,893	£184,248	£190,737
	8.0-8.5	£152,601	£154,503	£165,318	£173,703	£181,953	
	6.5	£148,941	£150,843	£161,403	£171,746	£179,904	
Group 2	6.0	£146,130	£148,032	£158,394	£158,031	£165,537	£165,537
	5.5	£143,319	£145,221	£155,385	£156,708	£164,151	
	5.0	£140,502	£142,404	£152,373	£155,202	£162,573	
	4.5	£137,703	£139,605	£149,376	£153,704	£161,004	
Group 3	3.5	£132,081	£133,983	£143,361	£143,006	£149,799	£149,799
	3.0	£129,264	£131,166	£140,349	£141,678	£148,407	
	2.5	£126,459	£128,361	£137,346	£140,176	£146,835	
	2.0	£123,648	£125,550	£134,340	£138,673	£145,260	
	1.5	£122,628	£124,530	£133,248	£138,127	£144,687	

Source: Home Office and Police Remuneration Review Body.

8.230 The salary for Deputy Assistant Commissioners in the MPS was adjusted concurrently with changes to the CC and DCC pay scales. The salaries for Commissioner, Deputy Commissioner and Assistant Commissioner remain unchanged from the last annual uplift that took effect from 1 September 2024. The previous, transitional and current rates of pay for MPS chief officers by rank are shown below in Table 8.16.

**Table 8.16: Metropolitan Police Service chief officer salaries by rank, 1 September 2020 to 1 June 2025**

Rank	From 1 September 2020	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025
Commissioner	£292,938	£294,840	£315,480	Unchanged	£330,465	Unchanged
Deputy Commissioner	£241,842	£243,744	£260,805	Unchanged	£273,192	Unchanged
Assistant Commissioner	£204,372	£206,274	£220,713	Unchanged	£231,198	Unchanged
Deputy Assistant Commissioner	£156,693	£158,595	£169,698	£175,893	£184,248	£190,737

Source: Home Office.

8.231 The salaries for Commissioner and Deputy Commissioner in the CoLP remain unchanged from the last annual uplift that took effect from 1 September 2024. The previous and current rates of pay for CoLP chief officers by rank are shown below in Table 8.17.

**Table 8.17: City of London Police chief officer salaries by rank, 1 September 2020 to 1 June 2025**

Rank	From 1 September 2020	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025
Commissioner	£181,221	£183,123	£195,942	Unchanged	£205,248	Unchanged
Deputy Commissioner	£149,475	£151,377	£161,973	Unchanged	£169,668	Unchanged

Source: Home Office.

Note: The City of London Police rank of Deputy Commissioner was re-titled from Assistant Commissioner with effect from 1 January 2025.

8.232 The salaries for CC and DCC in the PSNI also remain unchanged from the last annual uplift that took effect from 1 September 2024. The previous and current rates of pay for PSNI chief officers by rank are shown below in Table 8.18.

**Table 8.18: Police Service of Northern Ireland chief officer salaries by rank, 1 September 2020 to 1 June 2025**

Rank	From 1 September 2020	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025
Chief Constable	£217,992	£219,894	£230,889	Unchanged	£241,857	Unchanged
Deputy Chief Constable	£177,117	£179,019	£190,476	Unchanged	£199,524	Unchanged

Source: Northern Ireland Department of Justice.

8.233 The pay structure and salaries for ACCs and Commanders, who together account for approximately 56 per cent of the England and Wales remit group, are unchanged from the last annual uplift that took effect from 1 September 2024. The pay structure and salaries are identical for ACCs in the PSNI.<sup>191</sup>

**Table 8.19: Assistant Chief Constable/Commander salaries by pay point, 1 September 2020 to 1 June 2025**

Pay point	From 1 September 2020	From 1 September 2022	From 1 September 2023	From 1 June 2024	At 1 September 2024	From 1 June 2025
1	£105,600	£107,502	£115,026	Unchanged	£120,489	Unchanged
2	£112,404	£114,306	£122,307	Unchanged	£128,118	Unchanged
3	£119,220	£121,122	£129,600	Unchanged	£135,756	Unchanged

Sources: Home Office, Northern Ireland Department of Justice.

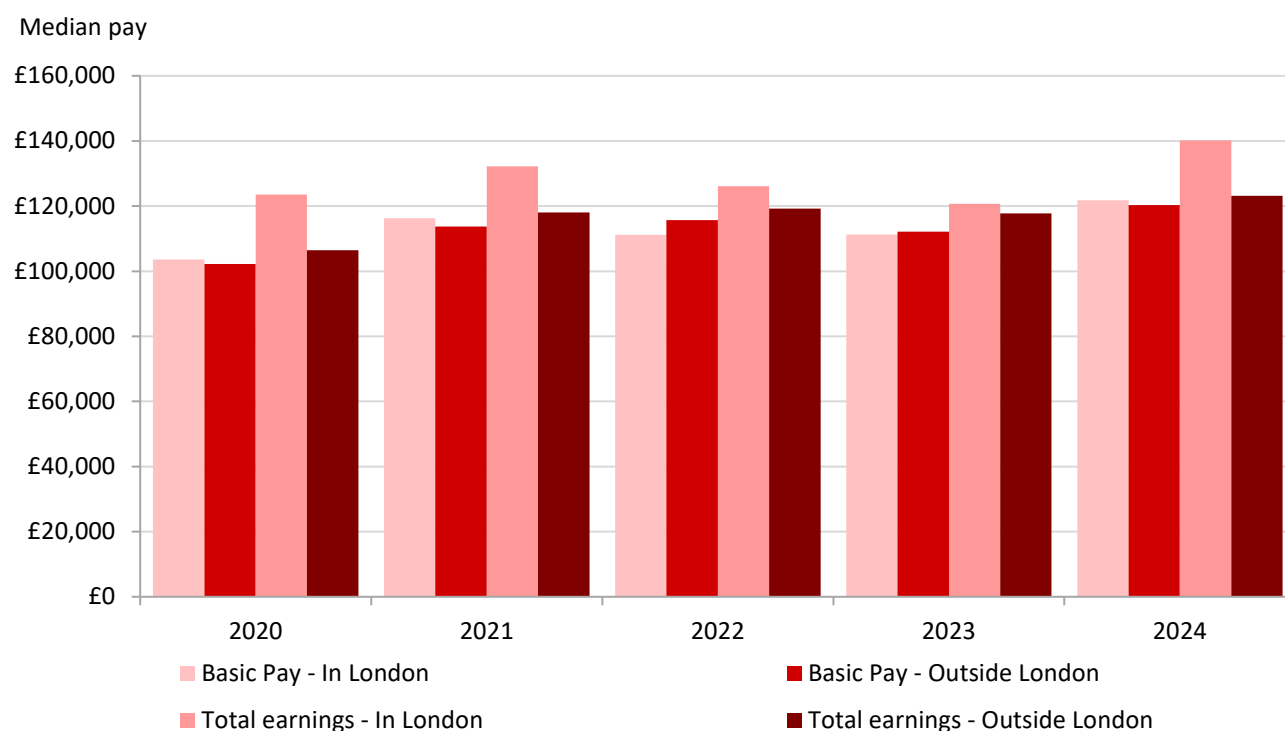
<sup>191</sup> NIDOJ written evidence, above n 117.



### Earnings data

8.234 The Home Office provides figures for ACC and Commander basic pay and total earnings, using data from the Police Earnings Census.<sup>192</sup> Figure 8.9 shows that in FYE 2024, median basic pay for ACCs outside of London was £120,293, while total earnings were £123,126. For Commanders in London, the median basic pay was £121,810, while total earnings were £140,133.

**Figure 8.9: Assistant Chief Constable/Commander median basic pay and total earnings, in and outside of London, England and Wales, 2020 to 2024**



Source: Home Office written evidence, based on their analysis of the Police Workforce Censuses for March 2020, 2021, 2022, 2023, and 2024.

Note: Year-on-year comparisons of earnings should be treated with caution due changes in the composition of the workforce over time.

### Pensions

8.235 The pay structure reforms do not affect pensions. All serving and new police officers are entitled to membership of the 2015 Police Pension Scheme only. In its evidence the Home Office comments on the value of this defined benefit Police Pension Scheme which features significant employer contributions, of (from 1 April 2024) 35.3 per cent.

8.236 The Home Office also says that it has launched a formal consultation seeking views on proposed changes to the structure of member pension contributions, with a view to continuing to encourage participation in the Scheme.

<sup>192</sup> Home Office CPO written evidence, above n 12, at 16.

- 8.237 Due to long length of service for many CPOs a significant part of their total pension is comprised of entitlements under the 1987 or 2006 schemes, and the transition period which could have kept them in either scheme up to 2022.
- 8.238 Unlike the 2015 scheme, the 2006 and 1987 schemes are final salary pensions. They also had earlier retirement ages. Under the 1987 scheme maximum benefits are achieved at 30 years of pensionable service, retirement could occur at age 50. Under the 2006 scheme maximum benefits are achieved at 35 years, and retirement could occur at age 55. After 30 years on the 1987 scheme, members are eligible for two-thirds of their final salary as a pension. After 35 years on the 2006 scheme, members are eligible for 50 per cent of their final salary as a pension, plus four times this value as a lump sum.
- 8.239 Some forces operate 'retire and rehire' schemes intended to mitigate the risk of officers retiring to avoid diminution of their pension benefits, such as through depreciation of lump sums to which they would be entitled. The schemes may give officers the option of retiring, receiving their pension lump sum, and returning to the force after a short period.



## Chapter 9

### Police and Crime Commissioners

- 9.1 This is our sixth review of Police and Crime Commissioner (PCC) pay arrangements. The Review Body made recommendations on initial pay arrangements for PCCs in 2011 ahead of the first PCC elections in November 2012.<sup>193</sup> PCCs were formally added to our remit from 2013, and we subsequently made recommendations on PCC pay in our 2014, 2015, 2018 and 2022 reports. We also commented upon PCC pay arrangements (without making formal recommendations) in our 2016, 2017, 2019-2021 and 2023 annual reports.
- 9.2 Our review this year covers the 37 PCC roles in England and Wales, including four roles which also carry responsibility for fire and rescue governance (Police, Fire and Crime Commissioners (PFCCs)).<sup>194</sup> It does not include the five mayoral roles responsible for exercising PCC responsibilities in specific areas, or the separate City of London Police Authority Board. There are no PCCs in Scotland or Northern Ireland.
- 9.3 Chapters 1 and 2 of our main Report set out the context and the specific economic factors we take into account in recommending a pay award for PCCs.<sup>195</sup>

#### Main themes and recommendations

- 9.4 PCCs – as elected officials – are unique amongst our other remit groups. This means that evidence on areas such as recruitment, retention and quality is considered in a very different context.
- 9.5 The scope and responsibilities of the PCC role have grown significantly. For example, in addition to their statutory duties on police budgets and governance, PCCs are now responsible for determining most victims' services and playing a partnership convening role within their local communities. At the same time, and in common with many other senior public sector officials, PCCs are operating in an increasingly demanding environment, and are experiencing heightened concerns around personal security.
- 9.6 No substantive review of PCC pay and reward by this Review Body has been accepted by the Government since the role was established. These factors have left PCCs neglected in terms of pay and reward when compared to our other remit groups and to pay comparators across the public sector.
- 9.7 PCC pay levels have fallen far behind nearly all pay comparator groups, even before taking into account growth in the PCC role and responsibilities. Since the first elections in 2012, PCCs have only received a 2 per cent uplift for the lowest four salary groups in 2018 and a £1,900 uplift for all groups in 2022. Unlike some elected officials, PCCs do not receive a loss-of-office payment if they stand for re-election and are unsuccessful. Neither are they able to access statutory parental leave.

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<sup>193</sup> Review Body on Senior Salaries *Report on the pay of Police and Crime Commissioners 2011* (October 2011) [SSRB 2011 Report (PCCs)]. Available at <[www.gov.uk/government/publications/report-on-the-pay-of-police-and-crime-commissioners-2011](http://www.gov.uk/government/publications/report-on-the-pay-of-police-and-crime-commissioners-2011)>. The 2011 review was an ad-hoc request under the SSRB's standing terms of reference from the Home Secretary (see SSRB 2011 Report (PCCs) at Appendix A).

<sup>194</sup> References to PCCs throughout this Chapter should be read as also including PFCCs.

<sup>195</sup> Review Body on Senior Salaries (May 2025) *Forty-Seventh Annual Report on Senior Salaries* (CP 1329) [SSRB 2025 main Report]. Available at <[www.gov.uk/government/publications/senior-salaries-review-body-report-2025](http://www.gov.uk/government/publications/senior-salaries-review-body-report-2025)>.

- 9.8 Pay and reward are influential factors in attracting high-quality candidates to stand for election. Protracted gaps between pay uplifts is a disincentive to encouraging candidacy for election from a broad range of experienced individuals. We also heard that the erosion of PCC pay and reward relative to comparator groups is negatively impacting the morale and motivation of existing PCCs.
- 9.9 A reset of PCC pay to appropriate levels is needed to reflect the current and changing nature of the job and its responsibilities, as well as shifts in the broader public sector pay context. Additional responsibilities for fire and rescue governance also need to be appropriately compensated.
- 9.10 This is a small group of individuals, with an annual basic pay bill of approximately £3 million. Accordingly, the cost of pay uplift recommendations is materially less than for our other remit groups. However, affordability is still a relevant consideration, as PCCs are funded from constrained local policing budgets.
- 9.11 We continue to hold the view that five pay groups for PCCs is too many. The recent review of pay bands for Chief Constables (CCs) and Deputy Chief Constables (DCCs) in the territorial police forces of England and Wales has resulted in an agreed position across policing on how to differentiate role scope and remuneration across a three-band pay structure, based on police area size and other local and demographic factors (see Chapter 8 at [8.34]). Now that this review is complete, it is appropriate to also consider the pay band structure for PCCs.
- 9.12 We have been informed that the forthcoming Policing White Paper will outline comprehensive reforms across policing, including a general review of the role of PCCs. Additionally, the Devolution White Paper, published on 16 December 2024, sets out the Government's intent that where geographies align, local mayors will be responsible for exercising PCC functions by default. These and other policing reforms are likely to have a significant impact upon the shape of the PCC role and the future size of the remit group.
- 9.13 As we note in Chapter 8 at [8.32], these forthcoming reforms are an opportunity to address a number of isolated and systemic challenges in the unique policing governance arrangement for England and Wales, including those arising from the nature of the one-to-one relationship between PCCs and CCs. As we discuss in Chapter 8 at [8.70], these challenges have, in some cases, served as a disincentive for police officers to seek promotion to the most senior ranks.
- 9.14 Based on the evidence we have seen, we are recommending that:
- PCCs move to three salary bands (in line with the now-implemented three salary band structure for CCs and DCCs) with revised spot rates between £86,445 and £113,043 introduced in two phases, taking effect on 1 May 2025 and 1 May 2026 respectively.
  - PCCs exercising responsibility for fire and rescue governance (PFCCs) receive a pay supplement of 7.5 per cent from 1 May 2025 on top of their respective PCC salary, replacing the current flat-rate supplement of £3,000.

9.15 We are also recommending that:

- In every year that the Home Secretary does not remit this Review Body to formally review PCC pay and reward, PCC base pay is increased by the same percentage as the annual base pay increase awarded to chief police officers in the territorial police forces of England and Wales.
- A loss-of-office payment is provided for PCCs, with the details of these arrangements to be developed as part of the wider policing reform programme. We recommend that this takes effect before the next PCC election.
- PCCs receive parental leave entitlements, with the details of these arrangements to be developed and agreed between the Home Office and the APCC.

9.16 Our full recommendations for PCCs are set out at [9.71]–[9.101] below.

### **Our remit**

9.17 In her remit letter, the Home Secretary asked us to provide recommendations on PCC pay in line with the established cycle for review.<sup>196</sup>

9.18 We were subsequently asked by the Home Office to also consider:

- Alignment of the PCC salary band structure to the revised chief police officers (CPO) salary band structure (see [9.46]–[9.49] and [9.76]–[9.84] below).
- The value of the pay supplement for PCCs exercising responsibility for fire and rescue governance (PFCCs) (see [9.85]–[9.88] below).
- Mechanisms for reviewing and/or uplifting PCC pay in between formal reviews by this Review Body (see [9.89]–[9.95] below).

### *Other requests*

9.19 The Association of Police and Crime Commissioners (APCC) has asked us to consider the matters listed above, and to also consider making recommendations and/or observations regarding:

- Provision of a loss-of-office payment for PCCs (see [9.58]–[9.60] and [9.96]–[9.101] below).
- Parental leave entitlements for PCCs (see [9.61]–[9.64] and [9.102]–[9.103] below).

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<sup>196</sup> Letter from Yvette Cooper (Home Secretary) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding the 2025/26 Remit of the Senior Salaries Review Body for Police and Crime Commissioners (30 September 2024). Available at <[www.gov.uk/government/publications/remit-letter-to-the-senior-salaries-review-body-2025-to-2026](https://www.gov.uk/government/publications/remit-letter-to-the-senior-salaries-review-body-2025-to-2026)>. A copy of this letter is attached to this Report as Appendix C. PCC pay is reviewed approximately every four years, generally in alignment with the PCC electoral cycle.

## Evidence

- 9.20 We received evidence from the Home Office,<sup>197</sup> the APCC,<sup>198</sup> the National Police Chiefs' Council (NPCC),<sup>199</sup> and the Chief Police Officers' Staff Association (CPOSA).<sup>200</sup> We also hosted discussion groups with PCCs and with Chief Executives of PCC Offices.<sup>201</sup> We thank all who gave evidence for their contributions.
- 9.21 This Chapter is also informed by our discussion groups with chief police officers in England and Wales as part of our review of chief officer pay (see Chapter 8).<sup>202</sup>
- 9.22 Detailed data and evidence can be found in the Annex to this Chapter.

## Government response to our 2022 recommendations

- 9.23 In our last review in 2022, we recommended that:
- PCCs move to three pay groups, in line with the proposals for Chief Constables, from 1 May 2022.
  - The following salary levels apply for PCCs from 1 May 2022:  
Group 1: £108,800  
Group 2: £94,300  
Group 3: £83,200
  - PCC pay increases in future years in line with the SSRB-recommended annual pay increase for chief police officers between formal SSRB reviews in line with the electoral cycle.

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<sup>197</sup> Home Office *Home Office evidence to the Senior Salaries Review Body: Police and Crime Commissioners 2025/26 pay round* (February 2025) [Home Office PCC written evidence]. Available at <[www.gov.uk/government/publications/evidence-to-the-ssrb-2025-to-2026-police-and-crime-commissioners](https://www.gov.uk/government/publications/evidence-to-the-ssrb-2025-to-2026-police-and-crime-commissioners)>. We also heard oral evidence from the Rt Hon Dame Diana Johnson DBE MP (Minister of State for Policing, Fire and Crime Prevention) and Home Office officials on 13 March 2025. The Home Office also provided supplementary written evidence regarding both PCCs and Chief Police Officers: Letter from Home Office senior official (Deputy Director, Police Workforce and Professionalism Unit) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding oral evidence session (28 March 2025) [Home Office post-oral evidence submission]. Effective from 1 April 2025, ministerial responsibility for all fire functions was transferred from the Home Office to the Ministry of Housing, Communities and Local Government (MHCLG) under the Parliamentary Under-Secretary of State (Building Safety, Fire and Local Growth): see Ministry of Housing, Communities and Local Government "Responsibility for all fire functions moves to MHCLG" (press release, 1 April 2025). Available at <[www.gov.uk/government/news/responsibility-for-all-fire-functions-moves-to-mhclg](https://www.gov.uk/government/news/responsibility-for-all-fire-functions-moves-to-mhclg)>.

<sup>198</sup> Association of Police and Crime Commissioners (APCC) *Submission to the Senior Salaries Remuneration Review Body from the Association of Police and Crime Commissioners* (20 December 2024) [APCC PCC written evidence]. We also heard oral evidence from PCC Emily Spurrell (APCC Chair) and PCC colleagues and APCC officials on 8 April 2025. The APCC also provided a supplementary written evidence submission: Association of Police and Crime Commissioners *PCC pay and conditions: PCC job description, parental leave and security* (30 May 2025) [APCC PCC post-oral evidence submission].

<sup>199</sup> Letter from Gavin Stephens (Chair of the National Police Chiefs' Council) to Lea Paterson (Chair of the Senior Salaries Review Body) regarding Police and Crime Commissioners (7 March 2025) [NPCC PCC written evidence]. We also heard oral evidence from Chief Constable Gavin Stephens QPM (NPCC Chair) and NPCC colleagues and officials on 13 March 2025.

<sup>200</sup> Chief Police Officers' Staff Association (CPOSA) *Supplementary Submission to the Senior Salaries Review Body* (2025) [CPOSA PCC written evidence]. We also heard oral evidence from Chief Constable John Robins QPM DL (CPOSA Chair) and other senior CPOSA representatives and officials on 13 March 2025.

<sup>201</sup> PCC Discussion Group (8 April 2025); PCC Offices Chief Executives Discussion Group (3 April 2025).

<sup>202</sup> Chief Constables Discussion Group (19 November 2024); Deputy Chief Constables Discussion Group (19 November 2024); Assistant Chief Constables Discussion Group (19 November 2024); Executive Leadership Programme Attendees Discussion Group (21 January 2025); Bedfordshire Police Force Executive Team Discussion Group (7 February 2025).

- A pay supplement of 7.5 per cent applies for PCCs taking on the additional responsibility for fire and rescue governance (PFCCs).
- A loss-of-office payment applies for PCCs in line with that available to Members of Parliament.
- Home security for PCCs is treated as a business expense and not a personal benefit.

9.24 The Government did not accept these recommendations. The then Home Secretary considered it would be “*inappropriate [...] to make significant or structural changes to PCC remuneration [...] [until] the future structure of chief police officer pay is settled*”. Instead, the Government decided to increase PCC salary pay bands by £1,900 with effect from 1 May 2022, in line with the award for all police officers that year.<sup>203</sup>

9.25 As we note at [9.55], His Majesty’s Revenue and Customs (HMRC) has subsequently taken action to ensure that home security for PCCs is not treated as a personal benefit for tax purposes.

### Context

9.26 In evidence, HM Treasury set out the fiscal position and its view of the economic climate in which we are making our recommendations.<sup>204</sup> Unlike our other remit groups, neither HM Treasury nor the Home Office has specified a figure they recommend for the PCC pay award. In oral evidence, we heard that there is an expectation on the Government to address longstanding issues related to PCC pay and reward, and that affordability is not a major issue for this remit group.

9.27 The PCC role was introduced by the Police Reform and Social Responsibility Act 2011. The first incumbents were elected in 2012. Their main duties include setting policing budgets and precepts, issuing a police and crime plan, and appointing the CC and holding them to account. Beyond exercising their statutory powers and responsibilities, PCCs’ duties and day-to-day activities vary, influenced by the size of territorial police force, local priorities and individual approaches to the role.<sup>205</sup>

9.28 PCCs’ salaries are structured into five groups, ranging from £68,200 to £101,900. These groupings are based on the force weighting of the police force which each PCC oversees. PCCs who oversee governance of fire and rescue services (PFCCs) receive an additional consolidated award of £3,000 on top of their respective PCC salary. This reflects the additional workload and responsibilities that PFCCs have in setting fire and rescue budgets, issuing a fire and rescue plan, and appointing the Chief Fire Officer and holding them to account.<sup>206</sup>

<sup>203</sup> HC Deb 19 July 2022 vol 718 col 53WS HCWS239. Available at <<https://hansard.parliament.uk/Commons/2022-07-19/debates/22071965000030/PccsAndPfcsPayAndAllowances>>.

<sup>204</sup> See detailed discussion in the SSRB 2025 main report, above n 195, at [2.26].

<sup>205</sup> APCC PCC post-oral evidence submission, above n 198, at 2.

<sup>206</sup> Home Office PCC written evidence, above n 197, at [13].



- 9.29 PCCs are generally elected every four years.<sup>207</sup> Four PCC electoral cycles have occurred to-date. The Home Office reports that electoral turnout in 2024 was 24.2 per cent – a decrease of 9.9 per cent from 2021 (34.1 per cent) and 3.1 per cent from 2016 (27.4 per cent). Turnout at the first PCC election was 15.1 per cent.<sup>208</sup> The next election is due to take place in 2028.
- 9.30 A two-part review of the PCC model was undertaken by the Government between 2020 and 2022.<sup>209</sup> Changes to the role have also been made via the introduction of new legislation (including the Victims and Prisoners Act 2024) and updated policing protocol orders. Further reviews and changes to the role are anticipated via the Devolution White Paper and the forthcoming Policing White Paper.<sup>210</sup>

## Key points from the evidence

### *Recruitment and retention*

- 9.31 PCCs are unique amongst our remit groups, as they are elected rather than appointed. Candidates for election to the role of PCC are nominated on behalf of a political party, or in the case of independent candidates, self-nominated. Electoral outcomes and turnover for PCCs often mirror wider political trends seen in local government and parliamentary representation within the same period.<sup>211</sup>
- 9.32 Accordingly, pay recommendations for PCCs are not informed by the same set of recruitment and retention factors as is the case for other remit groups. Similarly, there is not a clear link between quality and experience, numbers and demographics of candidates, and pay levels – although the APCC notes that pay has been cited in PCC exit interviews.<sup>212</sup>
- 9.33 There is a reasonable-sized but decreasing candidate pool – with 160 individuals standing for election in 2024 as PCC or Mayor with PCC functions, down from 187 in 2021. There has also been turnover at each election – with the 2024 election producing 16 new and 26 re-elected PCCs or Mayors.<sup>213</sup>
- 9.34 Diversity amongst this cohort is influenced by party candidate choices – however, there is improvement visible in terms of the number of PCCs and Mayors with PCC functions who are female (13) or from a minority ethnic background (nine), up from four and one respectively at the 2021 election.<sup>214</sup>
- 9.35 In oral evidence, we heard that the ideal PCC candidate is connected to the community, as opposed to necessarily having in-depth policing knowledge. Many PCCs have public sector experience.<sup>215</sup>

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<sup>207</sup> The first PCC election was held in 2012. Subsequent elections were held in 2016, 2021, and 2024. As a result of the COVID-19 pandemic, the May 2020 election was deferred until May 2021, with incumbent PCCs remaining in office during the intervening period (serving a total term of five years).

<sup>208</sup> Home Office PCC written evidence, above n 197, at [17].

<sup>209</sup> Home Office PCC written evidence, above n 197, at [10]; HC Deb 16 March 2021 vol 691 col 8WS HCWS849. Available at <<https://hansard.parliament.uk/commons/2021-03-16/debates/21031653000006/PoliceAndCrimeCommissionerReviewConcludingPartOne>>; HC Deb 7 March 2022 vol 710 col 4WS HCWS664. Available at <<https://hansard.parliament.uk/Commons/2022-03-07/debates/22030711000009/PoliceAndCrimeCommissionerReviewPart2>>.

<sup>210</sup> Home Office PCC written evidence, above n 197, at [12]-[14].

<sup>211</sup> At [18].

<sup>212</sup> APCC PCC written evidence, above n 198, at [26].

<sup>213</sup> Home Office PCC written evidence, above n 197, at [20].

<sup>214</sup> At [18].

<sup>215</sup> At [18].

### *Changing nature of responsibilities*

- 9.36 Since it was established in 2012, the role has evolved significantly. PCCs are now responsible for determining most victims' services and play a partnership convening role in their local communities to address cross-cutting issues related to crime and anti-social behaviour. They also play a wider national role, with representatives on a number of national policing boards and projects/action plans.<sup>216</sup>
- 9.37 Their role will further expand once the Victims and Prisoners Act 2024 is implemented – as they will be required to collaborate with local authorities and integrated care boards in commissioning support services for victims, and to convene local reviews of Victims' Code compliance.<sup>217</sup> PCCs are also earmarked for further responsibilities as part of the Government's Policing Reform programme.<sup>218</sup> We heard in oral evidence the emphasis placed on local accountability for policing governance, and the importance of service commissioning responsibilities.
- 9.38 In five locations – Greater London, Greater Manchester, West Yorkshire, South Yorkshire and York and North Yorkshire – PCC responsibilities are now exercised by local Mayors or Deputy Mayors. We heard in oral evidence that the establishment of designated Deputy Mayor roles by the relevant unitary authorities is indicative of the scale and importance of the role. This trend is expected to increase, as the Government has outlined in its Devolution White Paper its intention for local Mayors to exercise PCC responsibilities by default where territorial boundaries align.<sup>219</sup> It is unclear how many existing PCC roles will be unaffected, or in which locations.
- 9.39 The combination of these factors has, and will continue, to change the future shape of the PCC role. It is evident that PCCs have been operating in an environment of structural change since shortly after the role's inception. This is expected to continue for the next few years. It is unclear, however, the extent to which the announced and forthcoming changes in PCC roles and responsibilities may be interpreted by candidates as a signal of instability or uncertainty that may affect recruitment, retention and morale.

### *Pay levels*

- 9.40 Since the first elections in 2012, PCCs have only received a 2 per cent uplift for the lowest four salary groups in 2018 and a £1,900 uplift for all groups in 2022.
- 9.41 The APCC submits that PCC salaries have been severely devalued since the role was first introduced in 2012 – drawing references to pay comparator groups such as CPOs and MPs. They estimate that the value of PCC pay has fallen over this period by between 12.5 and 26 per cent – based on a combination of comparator group pay uplifts (CPOs and MPs) and Bank of England inflation data. It highlights the comparison between PCCs and MPs salaries – which were close to one another when the PCC role was first introduced in 2012, but have since diverged, with MPs receiving a 39 per cent pay increase over the twelve-year period, compared to the 5 per cent received by PCCs.<sup>220</sup>

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<sup>216</sup> Home Office PCC written evidence, above n 197, at [6]-[9].

<sup>217</sup> At [11].

<sup>218</sup> Home Office "Home Secretary announces major policing reforms" GOV.UK (19 November 2024)

<[www.gov.uk/government/news/home-secretary-announces-major-policing-reforms](https://www.gov.uk/government/news/home-secretary-announces-major-policing-reforms)>.

<sup>219</sup> Ministry of Housing, Communities and Local Government (December 2024) *English Devolution White Paper – Power and partnership: Foundations for growth* (CP 1218) at 83. Available at <[www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth](https://www.gov.uk/government/publications/english-devolution-white-paper-power-and-partnership-foundations-for-growth)>.

<sup>220</sup> APCC PCC written evidence, above n 198, at [17]-[30].

- 9.42 In oral evidence, we heard that PCCs' salaries are often significantly lower than those of the Chief Executive and other senior staff in their office. In other cases, we heard that pay stagnation for the PCC has had a knock-on effect for the salaries paid to their staff, which have also not been adjusted for some time.
- 9.43 We also heard that the erosion of PCC pay and reward, relative to other public sector comparators and to their own office staff, was negatively impacting the morale of existing PCCs.
- 9.44 This year, we updated the pay benchmarking exercise we conducted in our 2022 Report to understand the relative position of PCC salaries against various pay comparators (see Annex at [9.170]-[9.177]). This indicates that the relative position of PCC salaries has fallen further since 2022, with significant increases in the pay differential between PCCs and both MPs and Chief Superintendents. All PCCs are now paid over £9,000 less than the maximum salary for Chief Superintendents.
- 9.45 However, there are some important caveats to this analysis, including differences in roles and responsibilities (and changes to these over time) as well as pay review arrangements. As such, we would caution against placing too much emphasis on direct comparisons between these groups.

#### *Salary band structure*

- 9.46 PCC salaries are currently structured into five groups, ranging from £68,200 to £101,900. PCCs who exercise responsibility over fire and rescue services (PFCCs) receive an additional consolidated award of £3,000 on top of their respective PCC salary. These groupings are based on the weighting of the police force which each PCC oversees.
- 9.47 Until recently, this grouping aligned with the structure governing salaries for CCs and DCCs. However, as discussed in Chapter 8 (at [8.34]) a revised pay structure has since been implemented for CCs and DCCs, with police forces grouped into one of three pay bands (based on size of policing area and other local and demographic factors).
- 9.48 In written evidence, the Home Office notes that the pay groupings and force weightings for CPOs were an original comparator for PCC pay groupings, although there has not been a direct link between the respective rates of pay. It recommends that the use of complementary pay structures by PCCs and CPOs should be maintained *"unless there is any good reason to change it, because there is no other obvious mechanism for differentiating between the size and challenges of different force areas"*.<sup>221</sup>
- 9.49 This view is supported by the APCC, who note that the methodology underpinning the CPO pay structure *"recognises the size of police forces in respect of budget, workforce, population and geographical area, all of which are proxies for the size and complexity of the role of both chief constable and Police and Crime Commissioner"*.<sup>222</sup>

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<sup>221</sup> Home Office post-oral evidence submission, above n 197, at 2.

<sup>222</sup> APCC PCC written evidence, above n 198, at [42].

### *Guidance and support for PCCs in exercising their responsibilities*

- 9.50 This year, we heard of a number of isolated and systemic challenges associated with policing governance, largely in relation to the unique arrangements in England and Wales predicated upon a one-to-one relationship between the CC and the PCC. We discuss in Chapter 8 the complexities and specific challenges that this governance model presents for chief officers.
- 9.51 In this Chapter, we discuss the elements more closely related to the PCC role itself, and the guidance and support available to newly-elected PCCs in particular.
- 9.52 Our observations, arising from the evidence we have received and our discussion with both PCCs, their staff and CPOs are:
- The working relationship between a CC and PCC is a cornerstone of effective local policing. We have heard that, for the most part, relationships between PCCs and CCs are constructive and effective. However, the underlying governance model means that the dynamics of the one-to-one relationship can have an outsized influence upon local policing outcomes. We heard that this can be particularly acute in relation to employment matters. Support for both PCCs and CCs in maintaining strong and positive working relationships, and navigating personal and professional differences, is therefore of critical importance.
  - We have heard mixed views as to the level of support offered to PCCs, particularly when newly elected, in understanding the wide breadth of their role and responsibilities, as well as their statutory and operational boundaries. Similarly, we have heard that continuing professional development opportunities for incumbent and long-serving PCCs are varied and infrequent.
  - The Chief Executive role in the office of the PCC is pivotal in supporting PCCs and providing guidance. Turnover in this role risks a lack of continuity and a loss of experience. We heard that there are currently several pay and non-pay disincentives to Chief Executive retention across the various PCC offices.
  - All stakeholders expressed support for the development of national guidance for PCCs, particularly when navigating sensitive issues such as CC appointments, suspensions and removals.
- 9.53 We are supportive of increased collaboration between policing stakeholders on PCC inductions, training and continuous professional development, including supporting CCs and PCCs to build and maintain strong and effective working relationships. We heard from all stakeholders a willingness to contribute to an expansion of these offerings, as well as to development of further national guidance.

### *Safety and security*

- 9.54 We have again heard concerns regarding the threats to personal safety faced by PCCs. We noted in our 2022 Report specific concerns regarding home security for PCCs not being treated as a business expense.
- 9.55 Since then, additional funding has been allocated to strengthen protective security for elected representatives, and dedicated police contacts and security guidance provided to PCCs. HMRC has also approved an exemption for all PCCs from paying tax on employer provided security assets under Section 377 of the Income Tax (Earnings and Pensions) Act 2003, backdated to 6 April 2023.<sup>223</sup>
- 9.56 This additional support notwithstanding, we note that serious concerns about personal safety persist. We heard in oral evidence about the specific nature of some of the threats that individual PCCs had received. As we note in our main Report, security threats are a growing concern for many senior public officials, in part linked to the use of social media.<sup>224</sup>
- 9.57 We recognise the substantial impact that security concerns have on the morale and wellbeing of elected officials, and note the potential for these concerns to deter candidates from seeking elected office. We urge the Government and relevant stakeholders to consider what more could be done to safeguard the personal security of remit group members and their staff.

### *Loss-of-office payment*

- 9.58 In both our 2018 and 2022 Reports, we recommended the introduction of a loss-of-office payment for PCCs who leave office because of an election defeat.<sup>225</sup>
- 9.59 In oral evidence, we heard broad support for the introduction of a loss-of-office payment for PCCs. In written evidence, the APCC stated that, although the absence of such a payment is unlikely to deter candidates from seeking election, it is a matter of fairness as loss of office caused by election defeat is akin to a redundancy.<sup>226</sup> The Home Office notes that it would not be possible to implement a loss-of-office payment in the short term, as this would require changes to primary legislation.<sup>227</sup>
- 9.60 We understand that very few elected representatives in local government are currently entitled to receive a loss-of-office payment. This is in contrast to MPs, who receive a loss-of-office payment if they are not re-elected at a general election equivalent to double the prevailing statutory redundancy payment.<sup>228</sup>

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<sup>223</sup> Home Office PCC written evidence, above n 197, at [21].

<sup>224</sup> SSRB 2025 main report, above n 195, at [1.23] and [5.13].

<sup>225</sup> Review Body on Senior Salaries (July 2022) *Forty-Fourth Annual Report on Senior Salaries 2022* (CP 727) [SSRB 2022 Report] at [7.55]. Available at

<[https://assets.publishing.service.gov.uk/media/62d6ca248fa8f50bfff50f34/SSRB\\_44th\\_AR2022\\_accessible.pdf](https://assets.publishing.service.gov.uk/media/62d6ca248fa8f50bfff50f34/SSRB_44th_AR2022_accessible.pdf)>; Review Body on Senior Salaries (September 2018) *Fortieth Annual Report on Senior Salaries 2018* (Cm 9694) [SSRB 2018 Report] at [5.58]. Available at <[https://assets.publishing.service.gov.uk/media/5b98f8efed915d66571c3298/Fortieth\\_Annual\\_Report\\_on\\_Senior\\_Salaries\\_2018.pdf](https://assets.publishing.service.gov.uk/media/5b98f8efed915d66571c3298/Fortieth_Annual_Report_on_Senior_Salaries_2018.pdf)>.

<sup>226</sup> APCC PCC written evidence, above n 198, at [45].

<sup>227</sup> Home Office post-oral evidence submission, above n 197, at 3.

<sup>228</sup> “Leaving office & employment” IPSA <[www.ipsonline.org.uk/guidance/ending-employment](http://www.ipsonline.org.uk/guidance/ending-employment)>.

### *Parental leave*

- 9.61 Currently there is no provision under the Police Reform and Social Responsibility Act 2011 for PCCs to access statutory parental leave. As a result, their partners are also prevented from accessing shared parental leave and pay.
- 9.62 The APCC provided evidence on the practical impact of this omission for one PCC who faced substantial difficulties arising from the lack of clear maternity leave provisions. In particular, the absence of provision for shared parental leave and pay meant the PCC's partner was only entitled to two weeks' Maternity Support Leave on the birth of their child (rather than the up to 50 weeks of leave and 37 weeks of pay between both parents available under Shared Parental Leave and Pay).<sup>229</sup>
- 9.63 Although the Police Reform and Social Responsibility Act 2011 provides a level of flexibility for individual circumstances, including the ability to delegate some functions to a Deputy PCC, the absence of clear leave provisions means that PCCs and their partners are left at a disadvantage compared to the vast majority of other occupations, including some groups of elected officials.
- 9.64 It is important that potential candidates with parental and/or caring responsibilities are not disincentivised from seeking elected office. We note that, for MPs, funding arrangements have been introduced that support members who need to take an absence of work for an extended period, be it for family or for medical reasons.<sup>230</sup>

### **Pay and salary band recommendation**

#### *Government's proposal*

- 9.65 Unlike our other remit groups this year, the Government has not given a specific affordability percentage or pay award recommendation for PCCs.
- 9.66 The Home Office has said that PCCs "*should receive appropriate remuneration that reflects the demands of the role and levels of responsibility and accountability*"<sup>231</sup> It considers that the PCCs' pay award must be "*seen as fair and reasonable to taxpayers and the police workforce*".<sup>232</sup>
- 9.67 HM Treasury submitted written evidence on the Government's fiscal position and its view of the economic climate in which we are making our recommendations.<sup>233</sup> It also notes that there will be no additional funding to departments for pay awards in 2025-26.<sup>234</sup>
- 9.68 In its written evidence, the Home Office also asked us to consider whether the number of PCC pay groups should be reduced to align to those for CCs.<sup>235</sup>

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<sup>229</sup> APCC PCC post-oral evidence submission, above n 198, at 2.

<sup>230</sup> "Family leave & holidays" IPSA <[www.ipsaonline.org.uk/guidance/leave-and-holidays#funding-to-support-mp-parental-leave-and-absence](https://www.ipsaonline.org.uk/guidance/leave-and-holidays#funding-to-support-mp-parental-leave-and-absence)>.

<sup>231</sup> Home Office PCC written evidence, above n 197, at [34].

<sup>232</sup> At [34].

<sup>233</sup> See detailed discussion in the SSRB 2025 main Report, above n 195, at [2.26].

<sup>234</sup> Home Office PCC written evidence, above n 197, at [30]-[33].

<sup>235</sup> At [35].

### *Proposals from other policing stakeholders*

- 9.69 The APCC submits that PCCs should receive a significant pay award in order to address the pay devaluation that has occurred since the role was first introduced.<sup>236</sup> It supports the Home Office's request regarding PCC salary bands.<sup>237</sup>
- 9.70 The NPCC and the CPOSA note that pay is an important factor in attracting high-quality candidates with the necessary skills and experience, but do not offer a specific recommendation.<sup>238</sup>

### *Our recommendation*

- 9.71 It is apparent that PCCs as a group have been neglected when it comes to pay, compared with both our other remit groups as well as the wider public sector. Since the role was first established in 2012, PCCs have only received a 2 per cent uplift for the lowest four salary groups in 2018 and a £1,900 uplift for all groups in 2022. As such, the relative position of these roles against various pay comparators has been substantially eroded (see [9.170]-[9.177]). It also has moved out of line with the principles that informed the first pay recommendations.<sup>239</sup> In addition, the role has grown significantly with new and changed responsibilities and expectations, at both a local and national level.
- 9.72 The link between pay and recruitment, retention and morale is not straightforward, in part due to the elected nature of the role.
- 9.73 When candidates put themselves forward for election as a PCC, they do so with full knowledge of the salary. Given the past patterns of PCC salary reviews aligned to the electoral cycle, it is reasonable to presume that prospective candidates would have no expectation that their salaries would change during their term of office.
- 9.74 However, the evidence we have heard suggests that pay is a factor when candidates are considering whether to stand, and that protracted gaps between pay uplifts that span multiple election cycles disincentivises experienced PCCs from seeking re-election. We have also heard evidence of the negative impact that the erosion of PCC pay and reward has had on the morale of those currently holding office. Consistent with this, we note the reduction in the size of the candidate pool for the 2024 PCC elections.
- 9.75 It is important that a diverse range of citizens feel able to put themselves forward for election as PCCs, irrespective of socioeconomic background or personal wealth. This is one reason why PCC salaries should be kept broadly in line with relevant comparators.
- 9.76 In our 2022 report, we recommended that PCC pay shifts to a three-band system, with revised spot-rate base salaries. We note that this year's submissions from the Home Office and the APCC also support a move to a three-band system, aligned to the approach now taken for chief police officers.

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<sup>236</sup> APCC PCC written evidence, above n 198, at [54].

<sup>237</sup> At [54].

<sup>238</sup> NPCC PCC written evidence, above n 199, at 2; CPOSA PCC written evidence, above n 200, at 13.

<sup>239</sup> SSRB 2011 Report (PCCs), above n 193, at [3.13].

- 9.77 We have considered how a move to a three-band system, using the spot-rate salaries recommended in our 2022 Report, would impact upon the relative position of PCC pay and reward. Our view is that, compared with the current salaries, this move would place PCCs in a more appropriate position relative to comparator roles.
- 9.78 We have also considered whether the spot-rate salaries recommended by this Review Body in 2022 should be uplifted in the light of economic and other developments during the past few years.
- 9.79 This is not a simple question. In recent years, senior officials in the public sector have seen the demands of their roles increase, and their take-home pay eroded by high inflation. As we note at [9.45], there is a limit to how much we can infer from direct role comparisons, in part because of different approaches to reviewing pay levels for comparator groups. In terms of affordability, while a small group of only 37 individuals means that the direct cost effects are limited, there are nonetheless wider considerations – including that PCCs are funded from local policing budgets, which continue to be extremely pressured.
- 9.80 On balance, we consider that a small uplift to the three band spot-rate base salaries recommended in 2022 is appropriate. Specifically, our view is that these 2022 spot-rate salaries should be uprated by the same percentage as the pay award recommended for chief police officers in this Report. We recommend that the move to a three-band system (and the associated new spot-rate base salaries) is implemented over a phased two-year period.
- 9.81 We note that there are significant policing reform proposals under development, as well as proposals outlined in the Government’s Devolution White Paper to transfer PCC responsibilities to local mayors by default. The cumulative impact of these proposals on PCCs across England and Wales is not yet known.
- 9.82 However, these uncertainties should not prevent action to address the long-standing pay and reward issues for PCCs that have been raised by this Review Body over many years. Our recommendations set out what we consider a proportionate response, with one eye to the present and the other to the future.
- 9.83 As indicated at [9.14] above, and for the reasons set out across this Chapter, we recommend that PCCs (including PFCCs) move to three salary bands, in line with the now-implemented three salary band structure for CCs and DCCs, with revised spot-rate salaries. We recommend that this is introduced in two phases, taking effect on 1 May 2025 and 1 May 2026 respectively, as outlined in the recommendation boxes below.

#### **Recommendation 16**

We recommend that Police and Crime Commissioners (PCCs) and Police, Fire and Crime Commissioners (PFCCs) move to three salary bands, in line with the now-implemented three salary band structure for Chief Constables and Deputy Chief Constables. We recommend that this is introduced in two phases, taking effect on 1 May 2025 and 1 May 2026 respectively.



### **Recommendation 17**

We recommend that the following base salaries apply for PCCs (including PFCCs) from 1 May 2025:

- Group 1: £109,143  
(West Midlands)
- Group 1/2: £104,488  
(Thames Valley)
- Group 2: £94,696  
(Merseyside, Northumbria, Hampshire, Devon and Cornwall, Kent, Lancashire, Avon and Somerset, Essex, South Wales, Sussex)
- Group 3: £83,629  
(Nottinghamshire, Cheshire, Derbyshire, Hertfordshire, Humberside, Leicestershire, Staffordshire, West Mercia)
- Group 4: £81,844  
(Bedfordshire, Cambridgeshire, Cleveland, Dorset, Durham, Gwent, Norfolk, North Wales, Northamptonshire, Suffolk, Surrey, Wiltshire)
- Group 5: £80,059  
(Cumbria, Dyfed-Powys, Gloucestershire, Lincolnshire, Warwickshire)

We recommend that the following base salaries apply for PCCs (including PFCCs) from 1 May 2026:

- Group 1: £113,043  
(West Midlands, Thames Valley)
- Group 2: £97,978  
(Merseyside, Northumbria, Hampshire, Devon and Cornwall, Kent, Lancashire, Avon and Somerset, Essex, South Wales, Sussex)
- Group 3: £86,445  
(Nottinghamshire, Cheshire, Derbyshire, Hertfordshire, Humberside, Leicestershire, Staffordshire, West Mercia, Norfolk, Surrey, Bedfordshire, Cambridgeshire, Cleveland, Dorset, Durham, Gwent, North Wales, Northamptonshire, Suffolk, Wiltshire, Cumbria, Dyfed-Powys, Gloucestershire, Lincolnshire, Warwickshire)

9.84 If our recommendation is accepted, the revised PCC pay bands will be as below:

**Table 9.1: Revised Police and Crime Commissioner pay bands and salaries if SSRB recommendation accepted**

Current pay band	Salary at 1 May 2022	PCC	Salary from 1 May 2025	Salary from 1 May 2026	New pay band
Band 1	£101,900	West Midlands	£109,143	£113,043	Band 1
Band 2	£88,600	Thames Valley	£104,488		
		Merseyside	£94,696	£97,978	Band 2
		Northumbria			
		Hampshire			
		Devon and Cornwall			
		Kent			
		Lancashire			
		Avon and Somerset			
		Essex			
		South Wales			
		Sussex			
Band 3	£78,400	Nottinghamshire	£83,629	£86,445	Band 3
		Cheshire			
		Derbyshire			
		Hertfordshire			
		Humberside			
		Leicestershire			
		Staffordshire			
		West Mercia			
Band 4	£73,300	Bedfordshire	£81,844		
		Cambridgeshire			
		Cleveland			
		Dorset			
		Durham			
		Gwent			
		Norfolk			
		North Wales			
		Northamptonshire			
		Suffolk			
		Surrey			
		Wiltshire			
Band 5	£68,200	Cumbria	£80,059		
		Dyfed-Powys			
		Gloucestershire			
		Lincolnshire			
		Warwickshire			

## Payment for Fire and Rescue Authority responsibilities

- 9.85 The Home Office has also asked us to consider the value of the Fire Supplement paid to PCCs exercising responsibility for fire and rescue governance (PFCCs). The APCC supports a significant increase in this allowance.<sup>240</sup>
- 9.86 There are four PCCs (in Essex, Staffordshire, Northamptonshire and Cumbria) who currently oversee fire and rescue services in their territory. Each receives a flat-rate £3,000 consolidated supplement to their respective PCC base salary. This flat rate has not changed since it was introduced in 2018.
- 9.87 In our 2022 Report, we recommended that the Fire Supplement is increased to 7.5 per cent of basic pay. We have not received any evidence that causes us to revisit our earlier analysis and recommendation. Accordingly, we again recommend a pay supplement of 7.5 per cent for PCCs exercising responsibility for fire and rescue governance (PFCCs), on top of their respective PCC base salary. This replaces the current flat-rate supplement of £3,000. We recommend that this takes effect from 1 May 2025.

### Recommendation 18

We recommend a pay supplement of 7.5 per cent for PCCs exercising responsibility for fire and rescue governance (PFCCs), on top of their base PCC salary. This replaces the current flat-rate supplement of £3,000. We recommend that this takes effect from 1 May 2025.

- 9.88 If our recommendation is accepted, the revised salaries for PFCCs will be as below:

**Table 9.2: Revised Police, Fire and Crime Commissioner salaries if SSRB recommendation accepted**

Pay band	At 1 May 2022			From 1 May 2025			From 1 May 2026		
	Base salary	Fire supplement	Total salary	Base salary	Fire supplement	Total salary	Base salary	Fire supplement	Total salary
Band 1	£101,900	£3,000	£104,900	£109,143	£8,186	£117,329	£113,043	£8,478	£121,521
Band 1/2	£88,600	£3,000	£91,600	£104,488	£7,837	£112,325	N/A	N/A	N/A
Band 2	£88,600	£3,000	£91,600	£94,696	£7,102	£101,798	£97,978	£7,348	£105,326
Band 3	£78,400	£3,000	£81,400	£83,629	£6,272	£89,901	£86,445	£6,483	£92,928
Band 4	£73,300	£3,000	£76,300	£81,844	£6,138	£87,982	N/A	N/A	N/A
Band 5	£68,200	£3,000	£71,200	£80,059	£6,004	£86,064	N/A	N/A	N/A

<sup>240</sup> APCC PCC written evidence, above n 198, at [51]-[52].

## **Pay uplifts between formal reviews**

- 9.89 We have also been asked by the Home Office to consider an appropriate mechanism for increases to PCC pay in between formal reviews.<sup>241</sup>
- 9.90 Since the inception of the role of PCC, pay has been reviewed, on average, once every four years. There has been no mechanism to alter PCC pay between these reviews. In previous reports, we have observed that the extended gap between pay uplifts has a number of disadvantages. These include:
- An extended delay between the point when new responsibilities and emerging pressures affecting PCCs become known, and the point when their pay is reviewed to account for and appropriately compensate for these factors.
  - A lag in addressing the pay-driven elements of any recruitment, retention and morale pressures.
  - A higher likelihood that, when PCC pay is eventually reviewed, the evidence will indicate a larger-than-average pay award is warranted – which may be wrongly perceived as out-of-step with other remit groups on an annual review cycle.
- 9.91 As highlighted throughout this Chapter, these disadvantages are playing out in the current PCC pay context. As noted at [9.71], the relative position of PCC salaries has fallen further since our 2022 Report, and even more so since the role was established in 2012. There is accordingly a strong case for an annual uplift mechanism – which if accompanied by a revised pay structure and spot rates recommended earlier, should maintain relative position and remove the need for substantial pay recalibrations every four years.
- 9.92 As appointments and turnover generally occur on a four-year electoral cycle, we do not consider that PCC pay needs to be reviewed in detail every year if an appropriate annual uplift mechanism is in place.
- 9.93 The role of PCC carries a unique set of responsibilities. Accordingly, direct comparisons between this and other elected or appointed public sector roles inevitably have limits to their value. However, we are of the view that, for the purposes of an annual uplift mechanism, the closest useful comparator is the chief police officer remit group. This arrangement would maintain relative pay positioning across the senior policing roles.
- 9.94 We therefore recommend that in each year that the Home Secretary does not remit this Review Body to formally review PCC pay and reward, PCC base rate of pay is increased by the same percentage as the annual base pay increase for chief police officers in the territorial police forces of England and Wales. We also recommend that formal PCC pay reviews are aligned with the electoral cycle.
- 9.95 Working on the basis that the Government accepts our recommendation on the phased implementation of new spot-rate base salaries (see [9.83] above), we recommend that the new pay uplift mechanism takes effect from 1 May 2027.

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<sup>241</sup> Home Office PCC written evidence, above n 197, at [38].

## Recommendation 19

We recommend that in each year that the Home Secretary does not remit this Review Body to formally review PCC pay and reward, PCC base pay is increased by the same percentage as the annual base pay increase for chief police officers in the territorial police forces of England and Wales. We also recommend that formal PCC pay reviews are aligned with the electoral cycle.

## Other requests

### *Loss-of-office payment*

- 9.96 The APCC has asked us to consider introduction of a loss-of-office payment for PCCs.<sup>242</sup> We previously recommended the introduction of such a payment in our 2018 and 2022 Reports.<sup>243</sup>
- 9.97 We note that it is not the norm for elected officials in local government to receive a loss-of-office payment. This is unlike MPs, who are entitled to double the prevailing statutory redundancy payment if defeated at a general election.<sup>244</sup> This disparity may reflect the different nature of local versus national elected roles – including part-time versus full-time obligations, differences in salary arrangements (i.e. local councillors receive allowances rather than a salary) and the varying levels of individual versus collective decision-making and accountability.
- 9.98 The PCC role is unique. It involves elements of, but is not directly comparable to, either MPs or other elected roles in local government. PCCs are locally elected and locally focused, but have a full-time workload that generally cannot be performed alongside other employment. They are not involved in making laws or local regulations, but do have significant decision-making responsibilities and legal and financial accountability. Their authority is exercised on individual rather than collective basis. There is a limit, therefore, to the value of drawing parallels between either comparator when considering the context of PCCs.
- 9.99 Encouraging the best candidates to put themselves forward for election (and re-election) is of paramount importance. A wide and diverse field of candidates should feel able to stand for elected office at all levels, including those from a broad range of ages and socioeconomic backgrounds. We remain of the view that, in support of this aspiration, PCCs should receive a loss-of-office payment.
- 9.100 We acknowledge that there are significant reforms on the horizon across policing, including potential changes to the future distribution and nature of PCC responsibilities. The full details of these proposals are as yet unknown. We propose that loss-of-office payments for PCCs are considered in light of, and alongside, the development of policing reforms. This should allow for the details of loss-of-office entitlements to be known and implemented before the next PCC election.

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<sup>242</sup> APCC PCC written evidence, above n 198, at [44].

<sup>243</sup> SSRB 2022 Report, above n 225, at [7.55]; SSRB 2018 Report, above n 225, at [5.58].

<sup>244</sup> "Leaving office & employment" IPSA <[www.ipsonline.org.uk/guidance/ending-employment](http://www.ipsonline.org.uk/guidance/ending-employment)>.

9.101 Accordingly, we again recommend a loss-of-office payment for PCCs, with the details of these arrangements to be developed as part of the wider policing reform programme. We recommend that this takes effect before the next PCC election in 2028.

#### **Recommendation 20**

We recommend a loss-of-office payment for PCCs, with the details of these arrangements to be developed as part of the wider policing reform programme. We recommend that this takes effect before the next PCC election in 2028.

#### *Parental leave entitlements*

9.102 We have also been asked by the APCC to consider the issue of parental leave entitlements for PCCs. It is important that a wide and diverse field of candidates feel able to stand for elected office at all levels, including those with parental or caring responsibilities. We appreciate that there is some complexity involved when determining parental leave arrangements for elected officials, but this should not prevent this issue from being tackled.

9.103 We recommend that PCCs receive parental leave entitlements, with the details of these arrangements to be developed and agreed between the Home Office and the APCC.

#### **Recommendation 21**

We recommend that PCCs receive parental leave entitlements, with the details of these arrangements to be developed and agreed between the Home Office and the APCC.

#### **Looking ahead**

9.104 In future, we would like to hear evidence from policing stakeholders regarding:

- Trends in the volume of candidates for election as PCCs and postholders since the role was first established in 2012, including diversity metrics such as age, gender, ethnicity, disability and sexual orientation.
- Initiatives in place to encourage candidacy for election (and re-election) from a diverse range of individuals, including those from a broad range of ages and socioeconomic backgrounds.
- The size and average pay of senior staff in PCCs' offices over time – including the relationship between salary levels of PCCs versus their staff.
- The agreed arrangements for provision of loss-of-office payments and parental leave to PCCs.
- Training, support and continuous professional development available to PCCs, including in maintaining strong and positive working relationships with CCs, understanding the wide breadth of their role and their statutory and operational boundaries, and navigating sensitive issues such as CC appointments, suspensions and removals.

- Further support for PCCs and their staff on personal safety and security issues.
- The confirmed proposals and decisions arising from the various policing reform programmes, including the Policing White Paper, and the Devolution White Paper affecting the volume and nature of PCC roles.

## Annex: Data and evidence

9.105 We received written evidence from:

- The Home Office.<sup>245</sup>
- The Association of Police and Crime Commissioners (APCC).<sup>246</sup>
- The National Police Chiefs' Council (NPCC).<sup>247</sup>
- The Chief Police Officers' Staff Association (CPOSA).<sup>248</sup>

9.106 We received oral evidence from the Minister of State for Policing, Fire and Crime Prevention and the Chair of the APCC.<sup>249</sup> We also conducted two discussion groups – one with PCCs, and one with Chief Executives of PCCs' offices.<sup>250</sup>

9.107 We have also drawn upon the data and evidence (including both written and oral submissions) discussed in Chapter 8, as well as research briefings and other resources produced by:

- The House of Commons Library.<sup>251</sup>
- The House of Lords Library.<sup>252</sup>
- The Home Office.<sup>253</sup>
- The Electoral Commission.<sup>254</sup>

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<sup>245</sup> Home Office PCC written evidence, above n 197; Home Office post-oral evidence submission, above n 197.

<sup>246</sup> APCC PCC written evidence, above n 198; APCC post-oral evidence submission, above n 198.

<sup>247</sup> NPCC PCC written evidence, above n 199.

<sup>248</sup> CPOSA PCC written evidence, above n 200.

<sup>249</sup> See above n 197-198.

<sup>250</sup> See above n 201.

<sup>251</sup> William Downs "Research Briefing: Police and Crime Commissioners" (9 October 2024) UK Parliament <<https://commonslibrary.parliament.uk/research-briefings/sn06104>> [HC PCC Report]; Grahame Allen and Isabel Buchanan "Research Briefing: Police and Crime Commissioner Elections 2024" (25 July 2024) UK Parliament <<https://commonslibrary.parliament.uk/research-briefings/cbp-10030>> [HC 2024 PCC Election Report]; Shade Danechi and Richard Tunnicliffe "Research Briefing: PCC Elections 2021" (28 May 2021) UK Parliament <<https://commonslibrary.parliament.uk/research-briefings/cbp-9244>> [HC 2021 PCC Election Report]; Noel Dempsey, Pat Strickland and Anna Moses "Research Briefing: Police and Crime Commissioner Elections 2016" (19 May 2016) UK Parliament <<https://commonslibrary.parliament.uk/research-briefings/cbp-7595>> [HC 2016 PCC Election Report]; Gavin Berman, Charley Coleman and Mark Taylor "Research Briefing: Police and Crime Commissioner Elections 2012" (29 November 2012) UK Parliament <<https://commonslibrary.parliament.uk/research-briefings/rp12-73>> [HC 2012 PCC Election Report].

<sup>252</sup> Nicole Winchester "Police and crime commissioners: Powers and functions" (24 October 2022) UK Parliament <<https://lordslibrary.parliament.uk/police-and-crime-commissioners-powers-and-functions>>; Nicola Newson "Police and crime panels: Structure, purpose and powers" (15 February 2023) UK Parliament <<https://lordslibrary.parliament.uk/police-and-crime-panels-structure-purpose-and-powers>>.

<sup>253</sup> Home Office "Collection: Police and Crime Commissioners" (12 April 2024) GOV.UK <[www.gov.uk/government/collections/police-and-crime-commissioners-publications](http://www.gov.uk/government/collections/police-and-crime-commissioners-publications)>; Home Office "Candidate briefing 2016: PCC roles and responsibilities" (31 March 2016) GOV.UK <[www.gov.uk/government/publications/candidate-briefing-2016-pcc-roles-and-responsibilities](http://www.gov.uk/government/publications/candidate-briefing-2016-pcc-roles-and-responsibilities)>.

<sup>254</sup> "Guidance for Candidates and Agents at Police and Crime Commissioner elections" The Electoral Commission <[www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections](http://www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections)>.



## The remit group

9.108 Our remit covers all 37 PCCs – 33 in England and 4 in Wales. There are no PCCs in Scotland or Northern Ireland, where policing is overseen by the devolved administrations.

9.109 There is one PCC for each of the territorial police forces in England and Wales, with the exception of:<sup>255</sup>

- The Metropolitan Police Service, Greater Manchester Police, West Yorkshire Police, South Yorkshire Police and North Yorkshire Police, where PCC responsibilities are exercised by a Mayor or Deputy Mayor.
- The City of London Police, where there is a separate Police Authority Board.

9.110 Four PCC positions in England – in Essex, Staffordshire, Northamptonshire and Cumbria – also oversee fire and rescue services in their territory. These individuals are known as Police, Fire and Crime Commissioners (PFCCs). References to PCCs throughout this Annex should be read as also including PFCCs.<sup>256</sup>

9.111 The House of Commons Library has published a comprehensive guide to the history, development, and exercise of PCC functions in England and Wales up to October 2024.<sup>257</sup>

## Background

9.112 PCCs are elected officials. The role was introduced following the enactment of the Police Reform and Social Responsibility Act 2011. Previously, responsibility for policing had been based on a tripartite relationship between the Home Secretary, police authorities and Chief Constables:<sup>258</sup>

- *Home Secretary* – responsible to Parliament for the overarching efficiency and effectiveness of the service in England and Wales, as well as the maintenance of minimum service standards.
- *Chief Constables* – responsible for the operational effectiveness of police forces.
- *Police authorities* – responsible for setting the strategic direction for each force and holding the Chief Constable to account on behalf of the local community, by holding the budget and deciding how much council tax should be raised for policing; appointing the Chief Constable and senior officers; consulting with local people to find out what they want from their local police and setting local policing priorities and targets for achievement accordingly; monitoring the force against these targets; ensuring best value; and overseeing complaints.

9.113 The Police Authorities in England and Wales, other than London, had either 17 or 19 members. These consisted of local councillors appointed by the local council and independent members, at least one of whom had to be a magistrate. To ensure a democratic leaning, the elected members always had a majority of one. Therefore, the number of elected members on each Police Authority was either 9 or 10.<sup>259</sup>

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<sup>255</sup> Home Office PCC written evidence, above n 197, at [5].

<sup>256</sup> At [7].

<sup>257</sup> HC PCC Report, above n 251.

<sup>258</sup> HC 2012 PCC Election Report, above n 251, at 2.

<sup>259</sup> At 2.

9.114 The Police Reform and Social Responsibility Act 2011 created PCCs in each of the 41 police force areas in England and Wales, outside London. In London, the Mayor's Office for Policing and Crime took over from the Metropolitan Police Authority in January 2012, while the City of London retained a police authority. The core functions of the PCC are very similar to those of the police authorities they replaced.<sup>260</sup>

9.115 PCCs have not been elected in Greater Manchester since 2012, in West Yorkshire since 2016, and in North Yorkshire and South Yorkshire since 2021. This is because, as part of the devolution deal, local elected mayors have taken over PCC functions in these areas.<sup>261</sup>

### *Appointment*

9.116 Elections are usually held every four years. The first PCCs were elected in November 2012 – with three subsequent elections to date (in 2016, 2021, and 2024). As a result of the COVID-19 pandemic, the May 2020 election was deferred until May 2021, with incumbent PCCs remaining in office during the intervening period (serving a total term of five years).<sup>262</sup>

9.117 In the first three elections, PCCs were elected using the supplementary vote system, under which voters could express a first and second preference candidate.<sup>263</sup> In the 2024 election, PCCs were elected under the first-past-the-post electoral system, whereby the candidate with the most votes is elected.<sup>264</sup> The outcome of a PCC election can be challenged through an election petition.<sup>265</sup>

9.118 Candidates for election to the role of PCC are nominated on behalf of a registered political party, or in the case of independent candidates, self-nominated. Candidates must be at least 18 years old, hold qualifying British, Commonwealth, Irish or European Union citizenship, and lodge a deposit of £5,000 alongside the signatures of 100 registered electors. An individual is disqualified from candidacy or election as a PCC if they:<sup>266</sup>

- Have been convicted of an imprisonable offence.
- Are a police officer or direct or indirect police employee (or in areas where the PCC oversees fire and rescue services, a fire officer or employee), including employees of the PCC office (apart from the Deputy PCC).

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<sup>260</sup> HC 2012 PCC Election Report, above n 251, at 2.

<sup>261</sup> HC 2016 PCC Election Report, above n 251, at 5; HC 2021 PCC Election Report, above n 251, at 7; HC 2024 PCC Election Report, above n 251, at 5.

<sup>262</sup> "Postponement of May 2020 elections" (13 March 2020) GOV.UK <[www.gov.uk/government/news/postponement-of-may-2020-elections](https://www.gov.uk/government/news/postponement-of-may-2020-elections)>.

<sup>263</sup> Millie Mitchell and Kelly Shuttleworth "Explainer: Police and crime commissioners" (3 May 2024) Institute for Government <[www.instituteforgovernment.org.uk/explainer/local-elections-2024-police-and-crime-commissioners](https://www.instituteforgovernment.org.uk/explainer/local-elections-2024-police-and-crime-commissioners)>.

<sup>264</sup> "Guidance for Candidates and Agents at Police and Crime Commissioner elections: The electoral system" (3 April 2024) The Electoral Commission <[www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections/what-you-need-know-you-stand-a-candidate/electoral-system](https://www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections/what-you-need-know-you-stand-a-candidate/electoral-system)>.

<sup>265</sup> "Guidance for Candidates and Agents at Police and Crime Commissioner elections: Electoral petitions" (23 April 2024) The Electoral Commission <[www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections/after-election/election-petitions](https://www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections/after-election/election-petitions)>.

<sup>266</sup> "Guidance for Candidates and Agents at Police and Crime Commissioner elections: Qualifications and disqualifications for standing for election" (7 November 2024) The Electoral Commission <[www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections/what-you-need-know-you-stand-a-candidate/qualifications-and-disqualifications-standing-election](https://www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections/what-you-need-know-you-stand-a-candidate/qualifications-and-disqualifications-standing-election)>.

- Are a civil servant, member of the armed forces or holder of a specified judicial office, or otherwise fall within certain provisions of the House of Commons Disqualification Act 1975.
- Are a member of the legislature of any country or territory outside of the UK.
- Are an employee of the relevant local council or a council-controlled organisation.
- Are the subject of bankruptcy orders.
- Have been disqualified under the Representation of the People Act 1983 (if convicted or reported guilty of a corrupt or illegal electoral practice or of an offence relating to donation) or under the Audit Commission Act 1998.
- Have been convicted of an intimidatory criminal offence motivated by hostility towards a candidate, future candidate or campaigner or holder of a relevant elective office.
- Are standing for election as a PCC in more than one area.
- Are a serving member of the House of Commons, the Scottish Parliament, the Senedd, the Northern Ireland Assembly, or the European Parliament. Elected members of local councils and Members of the House of Lords are not disqualified from election as a PCC.

9.119 The Electoral Commission publishes election guidance for PCC candidates and their agents.<sup>267</sup>

#### *Conduct and oversight*

9.120 PCCs are expected to adhere to the Seven Principles of Public Life (the ‘Nolan Principles’).<sup>268</sup> Each PCC publishes their own Code of Conduct. The APCC provides an ethical framework, including a template Code of Conduct, for PCCs to adopt if they wish.<sup>269</sup>

9.121 The Policing Protocol Order 2023 states that “[t]he establishment and maintenance of effective working relationships by [the PCC and the Chief Constable] is fundamental. It is expected that the principles of goodwill, professionalism, openness and trust will underpin the relationship between them and all parties will do their utmost to make the relationship work.”<sup>270</sup> The APCC, the NPCC, the CPOSA and the College of Policing have jointly developed guidance in support of effective relationships.<sup>271</sup>

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<sup>267</sup> “Guidance for Candidates and Agents at Police and Crime Commissioner elections” The Electoral Commission <[www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections](https://www.electoralcommission.org.uk/guidance-candidates-and-agents-police-and-crime-commissioner-elections)>.

<sup>268</sup> Policing Protocol Order 2023, s 10; Committee on Standards in Public Life “The Seven Principles of Public Life” (31 May 1995) GOV.UK <[www.gov.uk/government/publications/the-7-principles-of-public-life](https://www.gov.uk/government/publications/the-7-principles-of-public-life)>.

<sup>269</sup> “About Us” The Association of Police and Crime Commissioners <[www.apccs.police.uk/about-the-apcc](https://www.apccs.police.uk/about-the-apcc)>.

<sup>270</sup> Policing Protocol Order 2023, s 8.

<sup>271</sup> *PCC and Chief Constable Accountability Guidance: A Good Practice Guide*. Available at <<https://assets.college.police.uk/s3fs-public/2024-01/FOIA-2023-204.pdf>>.

- 9.122 Oversight of PCCs, including scrutiny of key decisions such as setting policing precepts and appointment of CCs is the responsibility of local Police and Crime Panels (or for PFCCs, local Police, Fire and Crime Panels). These panels are comprised of at least ten elected representatives (councillors or elected mayors) from local authorities, alongside at least two independent co-opted members. Each panel is hosted by a local authority within the police force area.<sup>272</sup>
- 9.123 Panels have a wide remit to review or scrutinise decisions made, or other action taken, by the PCC in connection with the discharge of PCC functions. They make recommendations on the Police and Crime Plan (and for PFCCs, the Fire and Rescue Plan) and annual report, which the PCC must take account of and respond to. Panels generally meet publicly, and must publish any reports or recommendations made to the relevant PCC.<sup>273</sup>
- 9.124 The Local Government Association publishes a guide to PCC panels, and the Home Office publishes resources for Police and Crime Panels in support of their duties.<sup>274</sup> The role and functions of Police and Crime Panels was reviewed alongside the PCC role between July 2020 and March 2022.<sup>275</sup>
- 9.125 Panels are responsible for complaints and conduct matters regarding PCCs and Deputy PCCs. It may resolve issues and complaints other than serious complaints, which must be referred to the Independent Office for Police Conduct (IOPC). The process for resolving complaints and conduct matters related to PCCs and Deputy PCCs is outlined in the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, and supporting guidance published by the Home Office.<sup>276</sup>

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<sup>272</sup> Newson, above n 252; Home Office “Police, fire and crime panels guidance” (16 June 2023) GOV.UK <[www.gov.uk/government/publications/police-and-crime-panels/police-fire-and-crime-panels-guidance](https://www.gov.uk/government/publications/police-and-crime-panels/police-fire-and-crime-panels-guidance)>.

<sup>273</sup> Home Office “Police, fire and crime panels guidance” (16 June 2023) GOV.UK <[www.gov.uk/government/publications/police-and-crime-panels/police-fire-and-crime-panels-guidance](https://www.gov.uk/government/publications/police-and-crime-panels/police-fire-and-crime-panels-guidance)>.

<sup>274</sup> Local Government Association *Policing and fire governance: Guidance for police and crime panels*. Available at <[www.local.gov.uk/sites/default/files/documents/Police%20and%20Crime%20Panel%20Guidance.pdf](https://www.local.gov.uk/sites/default/files/documents/Police%20and%20Crime%20Panel%20Guidance.pdf)>; Home Office “Collection: Police and Crime Commissioners” (12 April 2024) GOV.UK <[www.gov.uk/government/collections/police-and-crime-commissioners-publications](https://www.gov.uk/government/collections/police-and-crime-commissioners-publications)>.

<sup>275</sup> Newson, above n 252.

<sup>276</sup> Home Office “Guidance: Police and crime panel handling of complaints and conduct matters about the PCC” (9 November 2012) GOV.UK <[www.gov.uk/government/publications/police-and-crime-panel-handling-of-complaints-and-conduct-matters-about-the-pcc](https://www.gov.uk/government/publications/police-and-crime-panel-handling-of-complaints-and-conduct-matters-about-the-pcc)>.

### *Responsibilities*

9.126 The legal powers and duties of PCCs are laid out in the Police Reform and Social Responsibility Act 2011 and the Policing Protocol Order 2023. These include:<sup>277</sup>

- Securing and maintaining an efficient and effective police force for their area.
- Appointing the Chief Constable and holding them to account for the running of the force; handling complaints against the Chief Constable; and if necessary, removing them from office.
- Issuing a police and crime plan within the financial year of the election which sets out local priorities; and producing an annual report thereafter setting out progress against the plan's objectives.
- In issuing the police and crime plan, have regard to the national threats and the policing capabilities required to address these, as set out in the Strategic Policing Requirement (SPR) issued by the Home Secretary.
- Deciding the budget, allocating assets and funds to the Chief Constable; and setting the precept for the force area.
- Appointing a Chief Executive and a Chief Finance Officer to support PCCs in their role.
- Commissioning services and providing grants to help tackle and prevent crime while supporting vulnerable people and those affected by crime.
- Convening community safety and criminal justice partners with mutual duties to co-operate and implement changes across the police force area.
- Entering into collaboration agreements with other PCCs, other policing bodies and partners to improve efficiency and effectiveness.
- Oversight of the police complaint review process.
- Keeping emergency services collaboration opportunities under review.

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<sup>277</sup> APCC post-oral evidence submission, above n 198, at 2.

9.127 The key PCC functions as set out in legislation are outlined in Table 9.3 below.<sup>278</sup>

**Table 9.3: Key Police and Crime Commissioner functions under legislation**

<b>Function</b>	<b>Legislative authority</b>
Secure the maintenance of an efficient and effective police force for that area.	Police Reform and Social Responsibility Act 2011, s 1(6).
To be the Fire and Rescue Authority (where transferred).	Policing and Crime Act 2017, s 6.
Prepare a draft and issue a police and crime plan.	Police Reform and Social Responsibility Act 2011, s 5.
Review the police and crime plan, particularly in the light of: (i) any report or recommendations made by the police and crime panel; and (ii) any changes in the strategic policing requirement.	Police Reform and Social Responsibility Act 2011, s 5(9).
Hold the Chief Constable to account for: <ul style="list-style-type: none"> <li>• The functions of the Chief Constable, and of persons under the direction and control of the Chief Constable.</li> <li>• The exercise of the duty to have regard to the police and crime plan.</li> <li>• The exercise of the duty to have regard to the strategic policing requirement.</li> <li>• The exercise of the duty to have regard to codes of practice issued by the Secretary of State.</li> <li>• The effectiveness and efficiency of the Chief Constable's arrangements for co-operating with other persons.</li> <li>• The effectiveness and efficiency of the Chief Constable's arrangements for engagement with local people.</li> <li>• The extent to which the Chief Constable achieves value for money.</li> <li>• The exercise of duties relating to equality and diversity.</li> <li>• The exercise of duties in relation to the safeguarding of children and the promotion of child welfare.</li> </ul>	Police Reform and Social Responsibility Act 2011, s 1(7)-(8).
To provide or arrange for the provision of: (a) services to secure crime and disorder reduction. (b) services to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour. (c) services specified by the Secretary of State.	Anti-Social Behaviour, Crime and Policing Act 2014, s 143.
Have regard to the relevant priorities of each responsible authority.	Police Reform and Social Responsibility Act 2011, s 10(1).
Make arrangements with criminal justice agencies for the exercise of functions so as to provide an efficient and effective criminal justice system for the area.	Police Reform and Social Responsibility Act 2011, s 10(3)
Prepare a community remedy document for the area.	Anti-Social Behaviour, Crime and Policing Act 2014, s 101.
Convene specified authorities and pay grants relating to preventing and reducing serious violence.	Police, Crime, Sentencing and Courts Act 2022, s 14.
Review compliance by criminal justice bodies of the victims' code and report into the Secretary of State when required.	Victims and Prisoners Act 2024, s 8.
Duty to collaborate in exercise of victim support functions.	Victims and Prisoners Act 2024, s 13.
Enter into collaboration agreements.	Police Act 1996, s 22A.

<sup>278</sup> Home Office PCC written evidence, above n 197, at Annex D.

<b>Function</b>	<b>Legislative authority</b>
Keep collaboration agreements under review.	Police Act 1996, s 22A.
Provide advice and assistance to a body outside the UK.	Police Act 1996, s 22A.
Appoint, manage complaints regarding, suspend and remove the Chief Constable.	Police Reform and Social Responsibility Act 2011, s 38 and sch 8.
Appoint a chief executive and chief finance officer (and may appoint other staff, including a deputy PCC).	Police Reform and Social Responsibility Act 2011, sch 1.
Publish specified information in the time of manner specified.	Police Reform and Social Responsibility Act 2011, s 11.
Produce an annual report.	Police Reform and Social Responsibility Act 2011, s 12.
Provide the police and crime panel with any information which the panel may reasonably require.	Police Reform and Social Responsibility Act 2011, s 13.
Make arrangements for obtaining: <ul style="list-style-type: none"> <li>• The views of people about matters concerning the policing of the area.</li> <li>• Their co-operation with the police in preventing crime and anti-social behaviour in that area.</li> <li>• The views of victims of crime in that area about matters concerning the policing of that area.</li> <li>• The views of: <ul style="list-style-type: none"> <li>(a) the people in that police area, and</li> <li>(b) the relevant ratepayers' representatives, on the proposals of the PCC for expenditure before the first precept for a financial year is issued by the PCC.</li> </ul> </li> </ul>	Police Act 1996, s 96.
Enter into agreements for supply of goods and services.	Police Reform and Social Responsibility Act 2011, s 15 and Local Authorities (Goods and Services) Act 1970, s 1.
Keep the police fund.	Police Reform and Social Responsibility Act 2011, s 21.
Receive grants for police purposes.	Police Act 1996, s 46.
Receive grants for capital expenditure.	Police Act 1996, s 47.
Receive national security grants.	Police Act 1996, s 48.
Receive grants from local authorities.	Police Act 1996, s 92.
Accept gifts or loans.	Police Act 1996, s 93.
Borrow monies.	Police Act 1996, s 94.
Issue a precept.	Local Government Finance Act 1992, s 39.
Receive emergency financial assistance.	Local Government and Housing Act 1989, s 155.
Do anything calculated to facilitate the exercise of their functions, including: <ul style="list-style-type: none"> <li>• Entering into contracts and other agreements.</li> <li>• Acquiring and disposing of property (including land).</li> <li>• Borrowing money.</li> </ul>	Police Reform and Social Responsibility Act 2011, sch 1.
To assess, decide and pay, any valid claim for compensation in respect of property that has been damaged, destroyed or stolen in the course of a riot.	Riot Compensation Act 2016, s 1.

Source: Home Office.

9.128 PFCCs have additional responsibilities for fire and rescue governance, including:<sup>279</sup>

- Putting in place arrangements for an efficient and effective fire and rescue service.
- Setting the fire and rescue objectives for their area through a fire and rescue plan.
- Appointing the Chief Fire Officer, holding them to account for delivery of objectives and, if necessary, dismissing them (as long as the relevant legal requirements are met).
- Setting the service budget for fire and determining the precept.

9.129 The day-to-day activities of a PCC beyond these statutory powers and duties varies, and is influenced by the different emphases of local Police and Crime Plans, the size and nature of the territorial police force, and the PCC's own approach to the role.

9.130 The Home Office has published materials to support PCC candidates to understand the role and responsibilities.<sup>280</sup>

#### *Changing nature of responsibilities*

9.131 When PCCs were first elected in 2012, they were initially responsible for:<sup>281</sup>

- Securing the maintenance, efficiency, and effectiveness of the police force in their area.
- Appointing the Chief Constable, holding them to account and if necessary, dismissing them.
- Setting the police and crime objectives for their area.
- Working with partners, including commissioning services, to tackle crime and disorder.
- Setting the police force budget and determining the precept.
- Contributing to the national and international policing capabilities set out by the Home Secretary in the Strategic Policing Requirement.
- Contributing to an efficient and effective criminal justice system in the police area.

9.132 These responsibilities have since evolved, with a number of additional functions added to PCCs' remit:<sup>282</sup>

- In 2014, PCCs were given the powers and budget to determine most local victims' services.
- In 2017, the Policing and Crime Act enabled PCCs in England to take on the governance of fire and rescue services. Certain Mayors were also enabled to take on PCC and fire governance functions.

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<sup>279</sup> Home Office PCC written evidence, above n 197, at [13].

<sup>280</sup> Home Office "Candidate briefing 2016: PCC roles and responsibilities", above n 253.

<sup>281</sup> Home Office PCC written evidence, above n 197, at [6].

<sup>282</sup> At [7]-[11].



- In recent years, the local partnership convening role of PCCs has grown, with PCCs now playing a central or lead role in bringing together agencies to tackle issues affecting communities – such as serious violence boards (underpinned by the Serious Violence Duty which commenced on 31 January 2023), Combating Drugs Partnerships, Community Safety Partnerships, Integrated Care Partnerships and Local Criminal Justice Boards.
- PCCs also have increasing involvement in policing and criminal justice matters at the national level, including representatives on national boards such as the Police Digital Service, BlueLight Commercial, the College of Policing and the National Criminal Justice Board. They also lead on national crime projects such as the Retail Crime Action Plan.
- Under the Victims and Prisoners Act 2024, PCCs gain further responsibility for ensuring that the criminal justice system works effectively for victims. This includes requirements for PCCs to collaborate with local authorities and integrated care boards when commissioning support services for victims of domestic abuse, sexual abuse, and serious violence. PCCs will also be required to convene local reviews of Victims’ Code compliance bringing local criminal justice agencies together to monitor Code compliance data and drive improvements for victims. This legislation is due to be implemented shortly.

9.133 Further changes to the role and responsibilities of PCCs are anticipated under the suite of policing reforms announced by the Government, including those falling within the forthcoming Policing White Paper.<sup>283</sup> This is expected to include:<sup>284</sup>

- Formalising and strengthening the role that PCCs play in local partnerships.
- Strengthening the role that PCCs play in crime prevention.
- Measures to strengthen the accountability and transparency of PCCs.

9.134 The Policing White Paper is expected to include a general review of the PCC model and role. An earlier two-part review of the PCC model was undertaken between 2020 and 2022, from which changes were made to improve transparency and enhance public accountability of PCCs for their record on reducing crime.<sup>285</sup>

9.135 The Government has also outlined its intention for a ‘devolution by default’ approach across England in the Devolution White Paper, published on 16 December 2024.<sup>286</sup> This includes an expectation that, where police/fire and local government geographies align, local mayors will be responsible for exercising PCC and PFCC functions by default. It is expected that some standalone PCCs/PFCCs will remain in areas where this approach is not suitable.<sup>287</sup>

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<sup>283</sup> Home Office “Home Secretary announces major policing reforms”, above n 218.

<sup>284</sup> Home Office PCC written evidence, above n 197, at [12]

<sup>285</sup> HC Deb 16 March 2021 vol 691 col 8WS HCWS849, above n 209; HC Deb 7 March 2022 vol 710 col 4WS HCWS664, above n 209; Home Office PCC written evidence, above n 197, at [10]; Winchester, above n 252.

<sup>286</sup> *English Devolution White Paper*, above n 219.

<sup>287</sup> Home Office PCC written evidence, above n 197, at [14].

## *Support*

- 9.136 Each PCC must appoint a Chief Executive and a Chief Finance Officer to assist them in discharging their responsibilities.<sup>288</sup> They may also employ additional staff as considered necessary to assist them in their statutory functions. The Chief Executive and Chief Finance Officer, plus any other staff, comprise the Office of the PCC (OPCC). Each OPCC varies in size, structure and configuration dependent upon local circumstances.<sup>289</sup>
- 9.137 PCCs can also appoint a Deputy PCC, who is able to execute some, but not all, of their statutory and operational duties. Deputy PCCs are subject to similar eligibility criteria as PCCs (outlined at [9.118] above). Some PCCs choose to appoint their Chief Executive as the Deputy PCC.
- 9.138 Chief Executive, Chief Finance Officer, and Deputy PCC appointments are subject to scrutiny and confirmation by the Police and Crime Panel.
- 9.139 PCCs are also supported by the APCC, the national membership body representing PCCs, PFCCs and Deputy Mayors in England and Wales. The APCC supports PCCs by:<sup>290</sup>
- Representing their views to government and police organisations on key policing and criminal justice issues.
  - Sharing best practice and supplying information and resources to help them carry out their duties.
  - Engaging with national policing bodies, including the College of Policing, National Crime Agency and fire and rescue bodies.
- 9.140 All PCCs, PFCCs, Deputy Mayors and Mayors with responsibility for policing and crime are members of the APCC, as well as:<sup>291</sup>
- The City of London Police Authority.
  - The Mayor's Office for Policing and Crime for the Greater London Authority.
  - The Greater Manchester Combined Authority.
  - The West Yorkshire Combined Authority.
  - The York and North Yorkshire Combined Authority.
  - The South Yorkshire Combined Authority.
  - Other policing authorities in the UK and Jersey (outside of the SSRB's remit).

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<sup>288</sup> Police Reform and Social Responsibility Act 2011, sch 1.

<sup>289</sup> "About Us" The Association of Police and Crime Commissioners <[www.apccs.police.uk/about-the-apcc](http://www.apccs.police.uk/about-the-apcc)>.

<sup>290</sup> "About Us" The Association of Police and Crime Commissioners <[www.apccs.police.uk/about-the-apcc](http://www.apccs.police.uk/about-the-apcc)>.

<sup>291</sup> "About Us" The Association of Police and Crime Commissioners <[www.apccs.police.uk/about-the-apcc](http://www.apccs.police.uk/about-the-apcc)>.

## *Funding*

- 9.141 PCCs and their offices and staff are funded from the same budget as the local police force. Funding is received through a government grant and through the police precept on local Council Tax, under the terms of the Police Funding Formula.
- 9.142 The total basic pay bill for PCCs, excluding employer national insurance contributions, is around £3 million per annum.<sup>292</sup> Other information about PCC finances is published in each PCC's annual accounts report.

## **Workforce data**

### *Electoral candidates and results*

- 9.143 At the 2024 PCC elections, there were 136 candidates for 37 positions (an average of 3.7 candidates per post). The number of candidates per post ranged from two to five, with a mode of four candidates per post.<sup>293</sup>
- 9.144 The number of candidates standing for election as PCCs has steadily decreased over time.
- In the first election in 2012, there were 192 candidates for 41 posts – an average of 4.7 candidates per post).<sup>294</sup>
  - In the 2016 election, there were 188 candidates for 40 posts – also an average of 4.7 candidates per post. The number of candidates per post ranged from three to seven, with a mode of four candidates per post.<sup>295</sup>
  - In the 2021 election, there were 165 candidates for 39 posts – an average of 4.2 candidates per post. The number of candidates per post ranged from three to six, with a mode of four candidates per post.<sup>296</sup>
- 9.145 Between the first and most recent PCC election, the number of candidates has decreased by approximately 29 per cent. The number of PCC posts has also decreased by four (9.8 per cent) over this period as PCC functions have been transferred to local mayors.

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<sup>292</sup> Home Office PCC written evidence, above n 197, at [24].

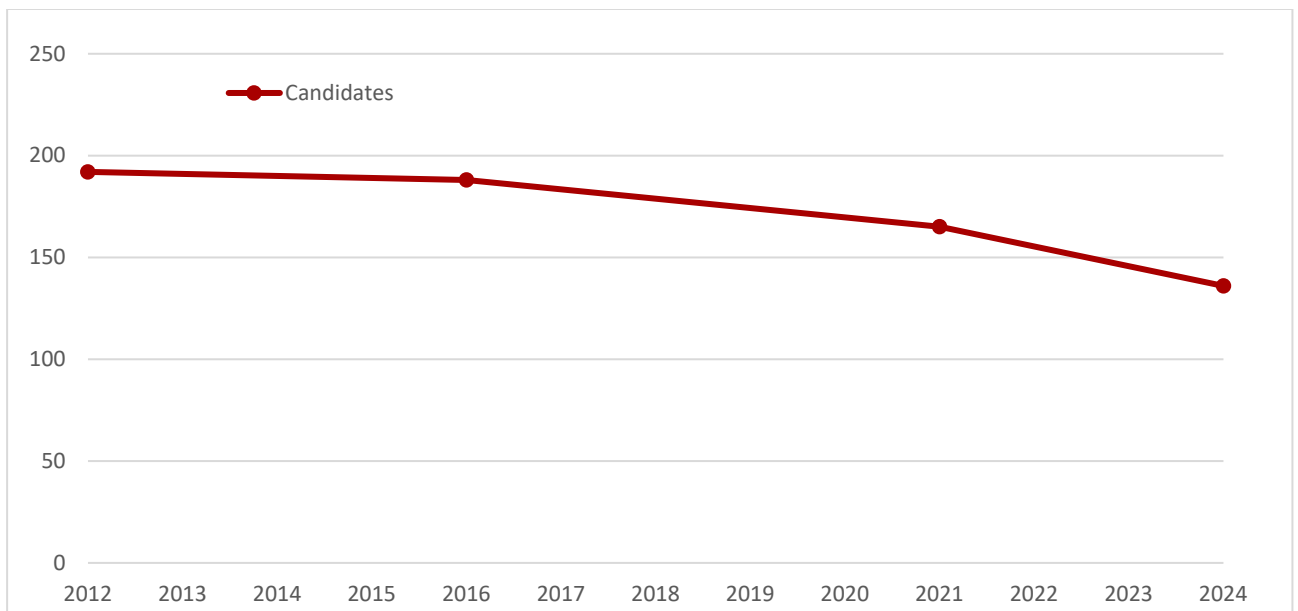
<sup>293</sup> HC 2024 PCC Election Report, above n 251, at 15.

<sup>294</sup> HC 2012 PCC Election Report, above n 251, at 8.

<sup>295</sup> HC 2016 PCC Election Report, above n 251, at 14.

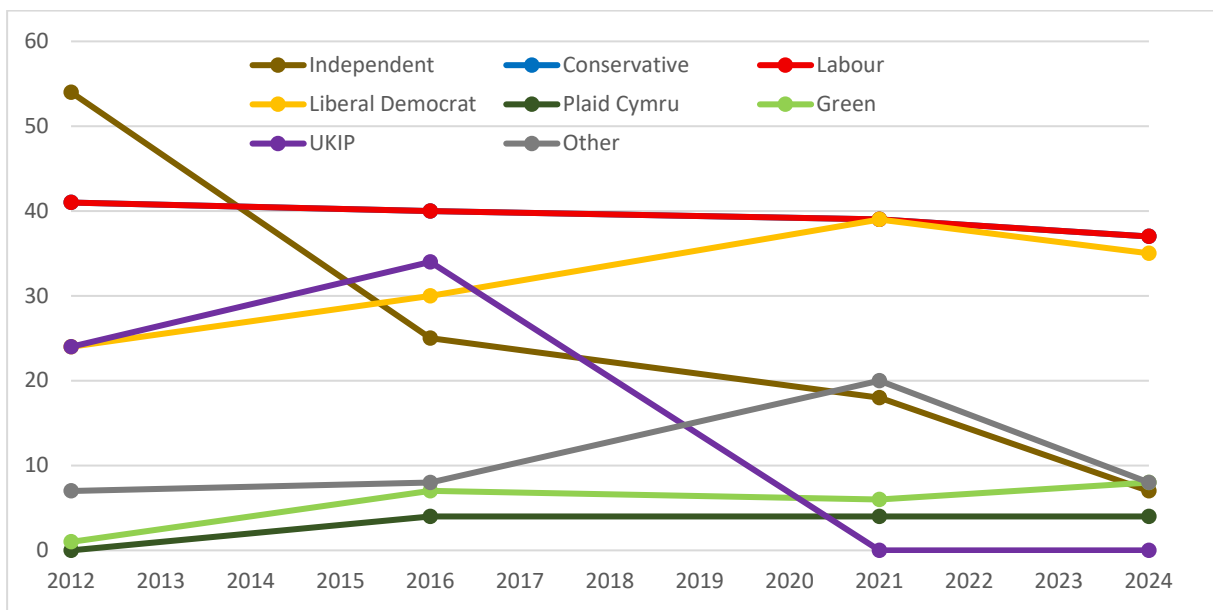
<sup>296</sup> HC 2021 PCC Election Report, above n 251, at 21.

**Figure 9.1: Number of candidates for election as Police and Crime Commissioner, 2012 to 2024**



Source: OPRB analysis of Police and Crime Commissioners Research Briefings, House of Commons Library, published November 2012, May 2016, May 2021, and July 2024.

**Figure 9.2: Number of candidates for election as Police and Crime Commissioner, by political affiliation, 2012 to 2024**



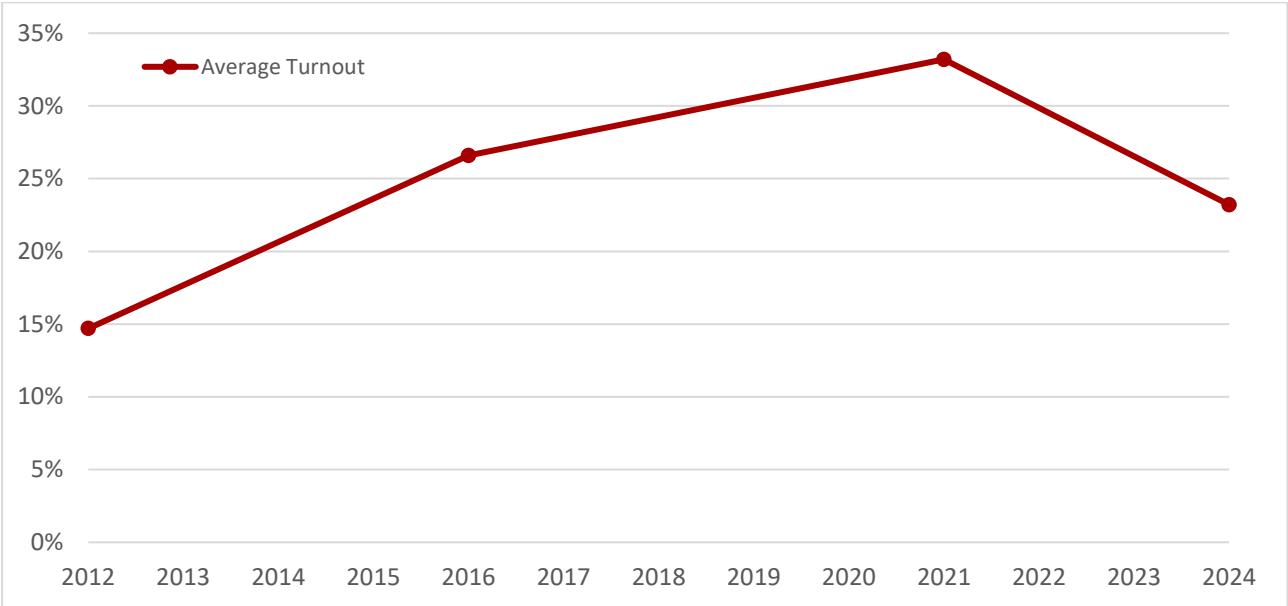
Source: OPRB analysis of Police and Crime Commissioners Research Briefings, House of Commons Library, published November 2012, May 2016, May 2021, and July 2024.

Note: The data points for Conservative and Labour are identical, and therefore their respective lines on this chart overlap with one another.

9.146 The composition of candidates by political affiliation has also shifted since the first PCC election, with a notable decrease in the number of independent candidates. In the 2024 election, only 5 per cent of candidates were not associated with a political party, down from 28 per cent in the 2012 election. No independent candidates have been successful in election as PCCs since 2016.<sup>297</sup>

9.147 Voter turnout for PCC elections has been variable. The House of Commons Library, which measures turnout as the number of valid votes as a proportion of the electorate, records that in 2024, average electoral turnout was 23.2 per cent, down from 33.2 per cent in 2021 and 26.6 per cent in 2016, but up from 14.7 per cent in 2012.<sup>298</sup>

**Figure 9.3: Police and Crime Commissioner election voter turnout, 2012 to 2024**



Source: OPRB analysis of Police and Crime Commissioners Research Briefings, House of Commons Library, published November 2012, May 2016, May 2021, and July 2024.

<sup>297</sup> HC 2024 PCC Election Report, above n 251, at 8; HC 2012 PCC Election Report, above n 251, at 8-9; HC 2016 PCC Election Report, above n 251, at 16; HC 2021 PCC Election Report, above n 251, at 10.

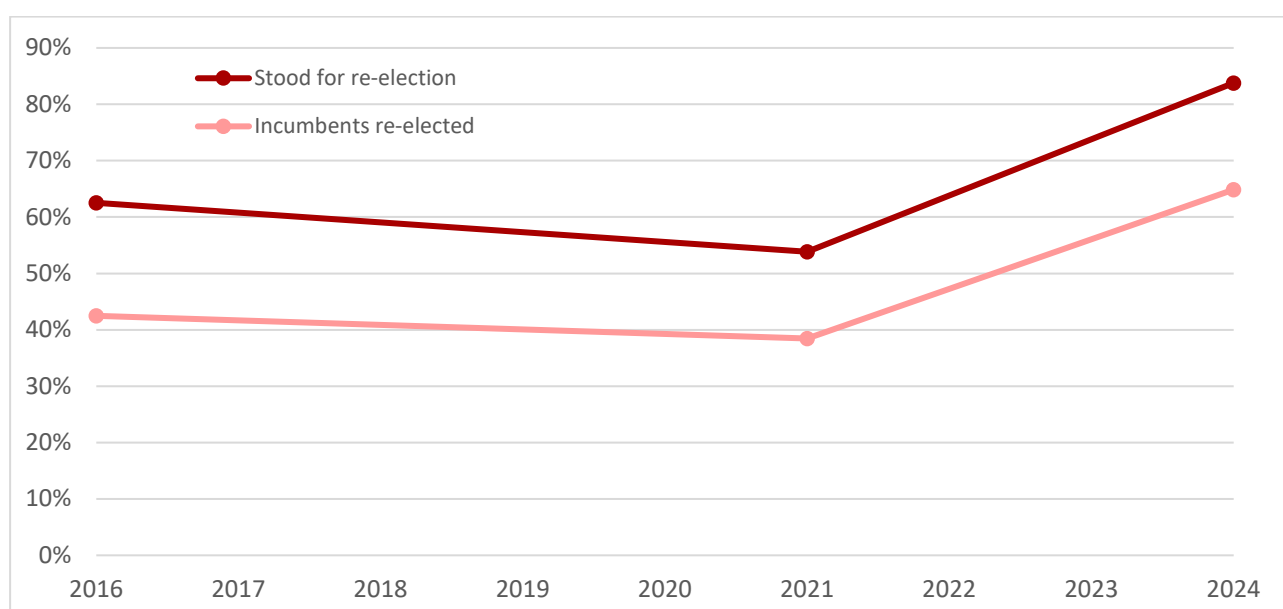
<sup>298</sup> HC 2024 PCC Election Report, above n 251, at 15; HC 2021 PCC Election Report, above n 251, at 21; HC 2016 PCC Election Report, above n 251, at 18; HC 2012 PCC Election Report, above n 251, at 10.

## Turnover

9.148 At each election since 2012, more than half of all incumbent PCCs have sought re-election:<sup>299</sup>

- For the 40 available PCC posts at the 2016 election, 25 existing PCCs (63 per cent) stood for re-election. The 2016 election resulted in 23 (57 per cent) PCCs who were new to the role and 17 (43 per cent) re-elected PCCs.
- For the 39 available PCC posts at the 2021 election, 21 existing PCCs (54 per cent) stood for re-election. The 2021 election resulted in 24 (62 per cent) PCCs who were new to the role and 15 (38 per cent) re-elected PCCs.
- For the 37 available PCC posts at the 2024 election, 31 existing PCCs (84 per cent) stood for re-election. The 2024 election resulted in 13 (35 per cent) PCCs who were new to the role and 24 (65 per cent) re-elected PCCs.

**Figure 9.4: Proportion of Police and Crime Commissioners who stood for re-election and proportion of elected Police and Crime Commissioners who were incumbents, 2016 to 2024**



Source: OPRB analysis of Police and Crime Commissioners Research Briefings, House of Commons Library, published November 2012, May 2016, May 2021, and July 2024.

Note: Proportion standing for re-election is calculated as a percentage of roles available. Incumbents re-elected is calculated as a percentage of all elected.

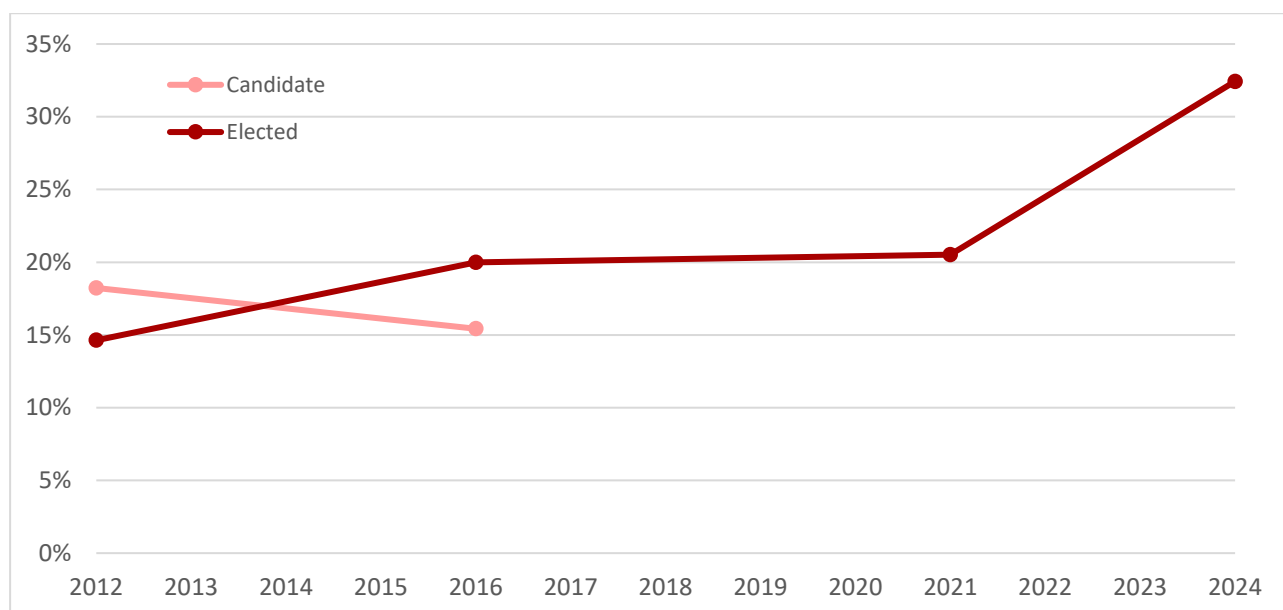
<sup>299</sup> HC 2016 PCC Election Report, above n 251, at 14; HC 2021 PCC Election Report, above n 251, at 21 and 18; HC 2024 PCC Election Report, above n 251, at 14-15.

## Diversity

9.149 In the 2012 election, 157 of the 192 candidates for PCC elections were identified as male (82 per cent), and 35 were identified as female (18 per cent).<sup>300</sup> In the 2016 election, 159 of the 188 candidates were identified as male (85 per cent) and 29 were identified as female (15 per cent).<sup>301</sup> Data is not publicly available on the candidates for PCC election by gender beyond 2016.

9.150 The number of female elected PCCs has slowly risen. Following the 2012 election, six of the 41 elected PCCs were identified as female (15 per cent), increasing to eight (20 per cent) following the 2016 and 2021 elections, and 12 (32 per cent) following the 2024 election.<sup>302</sup>

**Figure 9.5: Percentage of Police and Crime Commissioner candidates and incumbents identified as female, 2012 to 2024**



Source: OPRB analysis of Police and Crime Commissioners Research Briefings, House of Commons Library, published November 2012, May 2016, May 2021, and July 2024.

<sup>300</sup> HC 2012 PCC Election Report, above n 251, at 8.

<sup>301</sup> HC 2016 PCC Election Report, above n 251, at 14.

<sup>302</sup> HC 2012 PCC Election Report, above n 251, at 9; HC 2016 PCC Election Report, above n 251, at 3; HC 2021 PCC Election Report, above n 251, at 5; HC 2024 PCC Election Report, above n 251, at 4.

9.151 Data was collected at the 2012 election on each candidate's professional background:<sup>303</sup>

- Those who had previously served as an elected politician comprised 52 per cent of candidates and 61 per cent of subsequently elected PCCs.
- Members of police authorities (disestablished as a result of the introduction of the PCC role) comprised 20 per cent of candidates and 34 per cent of those subsequently elected as PCCs.
- Other common professional backgrounds included police officers (17 per cent of candidates and 20 per cent of elected PCCs), military (8 per cent of candidates and 17 per cent of elected PCCs) and magistrates (8 per cent of candidates and 12 per cent of elected PCCs).

9.152 Professional background data is not publicly available for subsequent PCC elections.

9.153 There is no publicly available data spanning multiple election cycles on other diversity metrics such as disability, ethnic background, age or sexual orientation for candidates or elected PCCs.

#### *Safety and security*

9.154 Like other elected officials, PCCs often face safety and security concerns, including frequent exposure to abuse and threats, both online and in-person.

9.155 A survey was conducted between July 2022 and February 2023 by the Local Government Association (LGA) and the APCC to examine whether elected officials had experienced abuse and intimidation from members of the public, and if so, to what degree. Responses were received from 32 individuals with PCC responsibilities (27 PCCs, four Deputy PCCs and one regional Mayor). The survey found that:<sup>304</sup>

- 77 per cent of respondents indicated that they had experienced abuse.
- Of these, 75 per cent had experienced abuse in-person, and 100 per cent by social media.

9.156 Experiences of abuse range from insults and slander to racist comments, death threats and insinuations to harm family members – mostly carried out online. In some cases, however, abuse takes place in a real-life setting, including aggressive approaches in public committees, passerby abuse in the street and confrontations near the PCC's home.<sup>305</sup>

9.157 Survey respondents cited the following specific examples of abuse experienced:<sup>306</sup>

- Three examples of stalking.
- One instance of a break-in by an assailant armed with bleach.
- Two attempted break-ins.
- One incident recorded of nails being used to puncture car tyres.

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<sup>303</sup> HC 2012 PCC Election Report, above n 251, at 8-9.

<sup>304</sup> APCC post-oral evidence submission, above n 198, at 5.

<sup>305</sup> At 7.

<sup>306</sup> At 8.



- Four incidences of an assailant turning up at the family home.
- Nine incidents of verbal abuse.
- One incident of recorded threats centred around the PCC's children, filmed outside the family home.
- One instance of paint thrown on the PCC's driveway.

9.158 Respondents also provided free-text comments on their experiences:<sup>307</sup>

- *"My own police force initially did not know how to respond (to abuse) because of my position and role and did not want to show partiality. I felt that I was, in fact, penalised by the authorities because I held the position of PCC."*  
– Serving PCC on their experiences of abuse and engaging with the police.
- *"A couple of death threats when I was a candidate... One nasty stalking of my wife on social media and attempted contact"*  
– Serving PCC on their experiences of abuse prior to and during their period in office.
- *"Most frequently (the abuse appears) on social media (mostly Twitter, occasionally Facebook). The most abusive messages have been by direct message (DM). My DMs are open, in order to allow constituents and others to contact me easily, but the downside is that it allows anonymous accounts to send vile abuse that only I can see. I have received death and rape threats, always anonymous, this way as well as abusive language. I always report to Twitter and block the account - this has helped."*  
– Serving PCC on the type of messages they receive through social media.
- *"It's a consideration but I'm willing to stand. I just need to ensure my children remain safe as a result of [the abuse]."*  
– Serving PCC on whether the abuse and intimidation has impacted the decision to stand for re-election.
- *"I have seen many candidates abused by the public over the years. Once a candidate was bitten by a dog that was deliberately set on him by a homeowner."*  
– On examples of where the abuse has evolved into physical threats.
- *"I have spent about £5,000 out of my own pocket to pay for CCTV and extra lighting around my house. I take a different route home on occasions, and whenever I see a car following me for some time, I take a turning and just park up. I did not ask for this nor was I ever prepared for this nightmarish experience - just because I want to serve my community!"*  
– On personal attempts to address the issue of security.

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<sup>307</sup> APCC post-oral evidence submission, above n 198, at 6-14.

9.159 The APCC outlines a case study where a deliberate campaign of intimidation toward a PCC over a seven-year period, including stalking and harassment, led to a sentence of imprisonment. In this example, the offender was found to have:<sup>308</sup>

- Run an online blog containing slander and insults.
- Created and published videos targeting the PCC.
- Stalked the PCC at public events.
- Made threats online regarding the PCC when they attended public events.
- Encouraged others to join in the abuse online.

9.160 The APCC also highlights instances of death threats to PCCs, ranging from letters to in-person confrontations. Some PCCs have found that death threats have happened alongside rape threats, as well as threats to family. In one instance, the threat was so severe that the PCC's force investigated, the perpetrator was apprehended and consequently sentenced. Following this, the PCC was forced to always carry a panic alarm in case similar threats emerged.<sup>309</sup>

9.161 In response to abuse and threats, many PCCs have pursued additional personal security measures, including domestic alarms and panic alarms. Recently, HMRC have approved an exemption for all PCCs from paying tax on employer provided security assets under Section 377 of the Income Tax (Earnings and Pensions) Act 2003, backdated to 6 April 2023.<sup>310</sup>

## **Pay, pensions and allowances**

### *Salary structure*

9.162 PCC salaries are currently structured into five pay bands. These groupings are based on the force weighting of the police force which each PCC oversees – which takes account of the size of police force, value of the annual budget, total population and geographical area. Each of the five pay bands spans up to 2.0 force weighting points.<sup>311</sup>

9.163 This pay structure was recommended by this Review Body in our 2011 special Report on PCC pay. At that time, force weighting was also used as the basis for the Chief Constables and Deputy Chief Constable salary structure (comprising 12 pay bands), and the two structures were intentionally aligned.<sup>312</sup>

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<sup>308</sup> APCC post-oral evidence submission, above n 198, at 6.

<sup>309</sup> At 9.

<sup>310</sup> Home Office PCC written evidence, above n 197, at [21].

<sup>311</sup> Home Office PCC written evidence, above n 197, at [23]; Home Office post-oral evidence submission, above n 197, at 2.

<sup>312</sup> SSRB 2011 Report (PCCs), above n 193, at [3.14]; Home Office post-oral evidence submission, above n 197, at 2.

**Table 9.4: Police and Crime Commissioner salary structure, including force weighting, 2011**

Police force	Force weighting	PCC pay band
Greater Manchester Police	10.0	Band 1
West Midlands Police		
West Yorkshire Police	8.0-8.5	
Thames Valley Police	6.5	Band 2
Merseyside Police	6.0	
Northumbria Police		
Hampshire and Isle of Wight Constabulary	5.5	
Devon and Cornwall Police	5.0	
Kent Police		
Lancashire Constabulary		
Avon and Somerset Constabulary	4.5	
Essex Police		
South Wales Police		
South Yorkshire Police		
Sussex Police		
Nottinghamshire Police	3.5	Band 3
Cheshire Constabulary	3.0	
Derbyshire Constabulary		
Hertfordshire Constabulary		
Humberside Police		
Leicestershire Police		
Staffordshire Police		
West Mercia Police		
Norfolk Constabulary	2.5	Band 4
Surrey Police		
Bedfordshire Police	2.0	
Cambridgeshire Constabulary		
Cleveland Police		
Dorset Police		
Durham Constabulary		
Gwent Police		
North Yorkshire Police		
North Wales Police		
Northamptonshire Police		
Suffolk Constabulary		
Wiltshire Police		
Cumbria Constabulary	1.5	Band 5
Dyfed-Powys Police		
Gloucestershire Constabulary		
Lincolnshire Police		
Warwickshire Police		

Source: Home Office.

9.164 As discussed in Chapter 8 at [8.34] a revised pay structure has since been implemented for CCs and DCCs comprising only three pay bands. The revised salary structure for CCs and DCCs is shown in the Annex of Chapter 8.

#### *Current pay*

9.165 The current salaries payable to PCCs are shown in Table 9.5 below.

**Table 9.5: Police and Crime Commissioner salaries, 1 May 2022**

Pay band	Salary
Band 1 (West Midlands)	£101,900
Band 2 (Avon & Somerset, Devon & Cornwall, Essex, Hampshire, Kent, Lancashire, Merseyside, Northumbria, South Wales, South Yorkshire, Sussex, Thames Valley)	£88,600
Band 3 (Cheshire, Derbyshire, Hertfordshire, Humberside, Leicestershire, Nottinghamshire, Staffordshire, West Mercia)	£78,400
Band 4 (Bedfordshire, Cambridgeshire, Cleveland, Dorset, Durham, Gwent, Norfolk, Northamptonshire, North Wales, North Yorkshire, Suffolk, Surrey, Wiltshire)	£73,300
Band 5 (Cumbria, Dyfed-Powys, Gloucestershire, Lincolnshire, Warwickshire)	£68,200

Source: Home Office.

9.166 Since 1 May 2018, PCCs taking on responsibility for the governance of fire and rescue services (PFCCs) have received an additional consolidated payment of £3,000, on top of their respective PCC salary. This follows a recommendation from this Review Body that was accepted by the Government. There are currently four PFCCs (in Essex, Staffordshire, Northamptonshire and Cumbria).

9.167 The current salaries payable to PFCCs, including the Fire Supplement, are shown in Table 9.6 below.

**Table 9.6: Police, Fire and Crime Commissioner salaries, 1 May 2022**

Pay band	Base salary	Fire supplement	Total salary
Band 1	£101,900	£3,000	£104,900
Band 2	£88,600	£3,000	£91,600
Band 3	£78,400	£3,000	£81,400
Band 4	£73,300	£3,000	£76,300
Band 5	£68,200	£3,000	£71,200

Source: Home Office.

### Pay over time

9.168 The salaries payable to PCCs and PFCCs since the role was established in November 2012 are shown in Table 9.7 and Table 9.8 below. The salary at establishment was as recommended by this Review Body.<sup>313</sup>

**Table 9.7: Police and Crime Commissioner salaries over time, 2012 to 2025**

Pay band	Salary at establishment (November 2012)	From 1 May 2018		From 1 May 2022		
		Salary	Change from establishment	Salary	Change from 1 May 2018	Change from establishment
Band 1	£100,000	£100,000	Nil	£101,900	+£1,900 (+1.9%)	+£1,900 (+1.9%)
Band 2	£85,000	£86,700	+£1,700 (+2.0%)	£88,600	+£1,900 (+2.2%)	+£3,600 (+4.2%)
Band 3	£75,000	£76,500	+£1,500 (+2.0%)	£78,400	+£1,900 (+2.5%)	+£3,400 (+4.5%)
Band 4	£70,000	£71,400	+£1,400 (+2.0%)	£73,300	+£1,900 (+2.7%)	+£3,300 (+4.7%)
Band 5	£65,000	£66,300	+£1,300 (+2.0%)	£68,200	+£1,900 (+2.9%)	+£3,200 (+4.9%)

Source: Home Office.

**Table 9.8: Police, Fire and Crime Commissioner salaries over time, 2012 to 2025**

Pay band	Salary at establishment (November 2012)	From 1 May 2018		From 1 May 2022		
		Salary	Change from establishment	Salary	Change from 1 May 2018	Change from establishment
Band 1	£100,000	£103,000	+£3,000 (+3%)	£104,900	+£1,900 (+1.8%)	+£4,900 (+4.9%)
Band 2	£85,000	£89,700	+£4,700 (+5.5%)	£91,600	+£1,900 (+2.1%)	+£6,600 (+7.8%)
Band 3	£75,000	£79,500	+£4,500 (+6.0%)	£81,400	+£1,900 (+2.4%)	+£6,400 (+8.5%)
Band 4	£70,000	£74,400	+£4,400 (+6.3%)	£76,300	+£1,900 (+2.6%)	+£6,300 (+9.0%)
Band 5	£65,000	£69,300	+£4,300 (+6.6%)	£71,200	+£1,900 (+2.7%)	+£6,200 (+9.5%)

Source: Home Office.

<sup>313</sup> SSRB 2011 Report (PCCs), above n 193, at [3.16].

9.169 This is in contrast to the salary uplifts recommended by this Review Body since the role was established. The recommended versus actual pay awards for PCCs and PFCCs since November 2012 are shown in Table 9.9 and Table 9.10 below.

**Table 9.9: Police and Crime Commissioner pay recommendations versus pay uplifts awarded, 2012 to 2025**

Pay band	From 1 May 2018		From 1 May 2019		From 1 May 2022	
	SSRB recommendation	Uplift awarded	SSRB recommendation	Uplift awarded	SSRB recommendation	Uplift awarded
Band 1	Nil	Nil	2%	Nil	New spot rate (£108,800)	£1,900 (1.9%)
Band 2	£5,000	2.0% (£1,700)	2%	Nil	New spot rate (£94,300)	£1,900 (2.2%)
Band 3	£5,000	2.0% (£1,500)	2%	Nil	New spot rate (£83,200)	£1,900 (2.5%)
Band 4	£5,000	2.0% (£1,400)	2%	Nil	Consolidate into Band 3	£1,900 (2.7%)
Band 5	£5,000	2.0% (£1,300)	2%	Nil	Consolidate into Band 3	£1,900 (2.9%)

Source: Previous SSRB reports, Hansard.

**Table 9.10: Police, Fire and Crime Commissioner pay recommendations versus pay uplifts awarded, 2012 to 2025**

Pay band	From 1 May 2018		From 1 May 2019		From 1 May 2022	
	SSRB recommendation	Uplift awarded	SSRB recommendation	Uplift awarded	SSRB recommendation	Uplift awarded
Band 1	£3,000	£3,000	2%	Nil	New spot rate (£116,960)	£1,900 (1.8%)
Band 2	£8,000	2.0% plus £3,000 (£4,700 total)	2%	Nil	New spot rate (£101,373)	£1,900 (2.1%)
Band 3	£8,000	2.0% plus £3,000 (£4,500 total)	2%	Nil	New spot rate (£89,440)	£1,900 (2.4%)
Band 4	£8,000	2.0% plus £3,000 (£4,400 total)	2%	Nil	Consolidate into Band 3	£1,900 (2.6%)
Band 5	£8,000	2.0% plus £3,000 (£4,300 total)	2%	Nil	Consolidate into Band 3	£1,900 (2.7%)

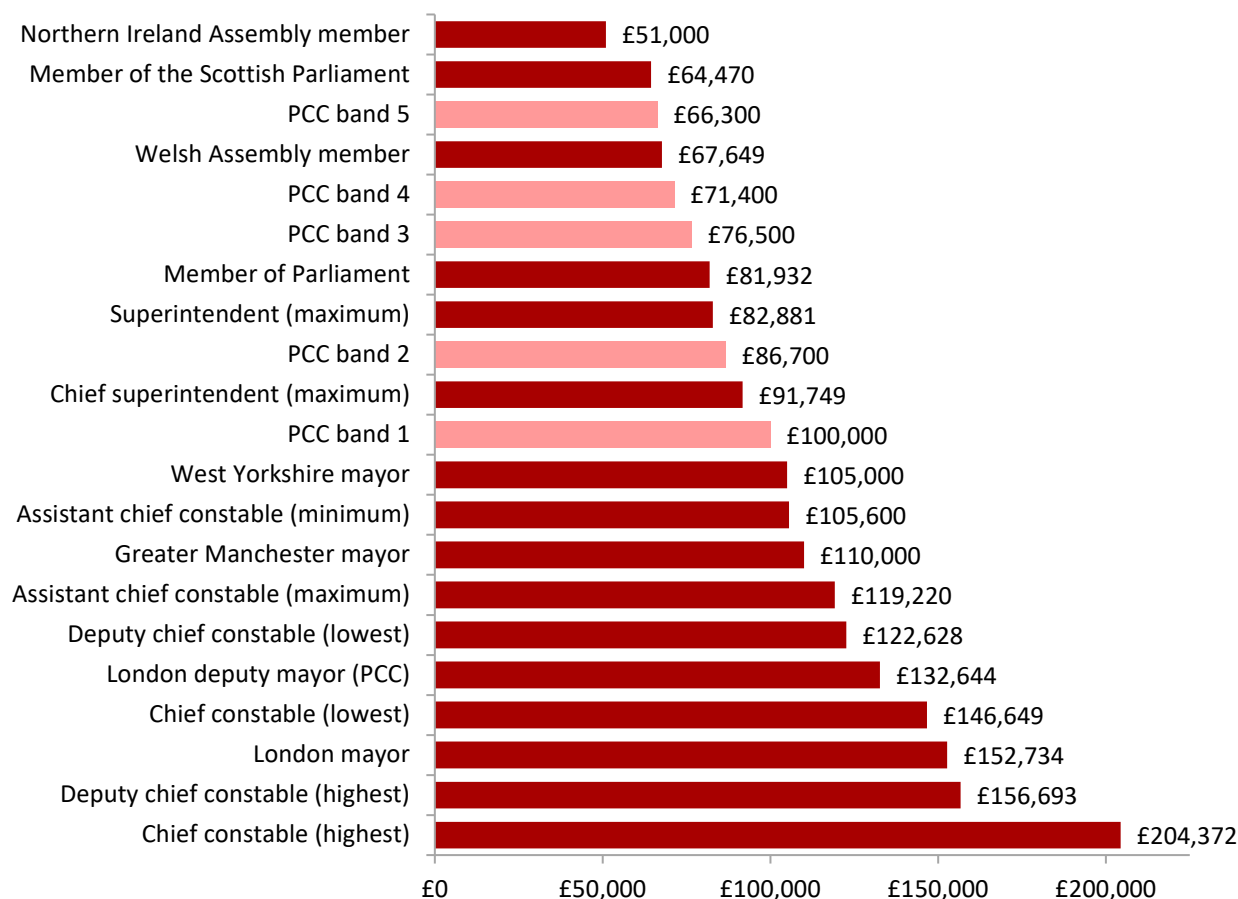
Source: Previous SSRB reports, Hansard.

Note: The SSRB recommended spot rate from 1 May 2022 includes the 7.5 per cent recommended fire and rescue supplement.

## Pay comparators

9.170 In our 2022 Report, we compared PCC salaries to those of other officials across the public sector. This is shown in Figure 9.6 below.

**Figure 9.6: Police and Crime Commissioner salaries compared to other officials, 2021-22**



Source: OPRB analysis of various published public sector salaries.

Notes: This chart has been edited from the original included in our 2022 Report. Three roles (Parliamentary Secretary, West Yorkshire Deputy Mayor, and Greater Manchester Deputy Mayor) have been excluded, and the labels showing the PCC band numbers have been corrected.

Comparisons are not necessarily direct equivalents – various roles will have different hours and responsibilities, and salaries for different roles are updated at different points within the year.

The Fire Supplement paid to Police, Fire and Crime Commissioners (PFCCs) (currently £3,000) is not shown.

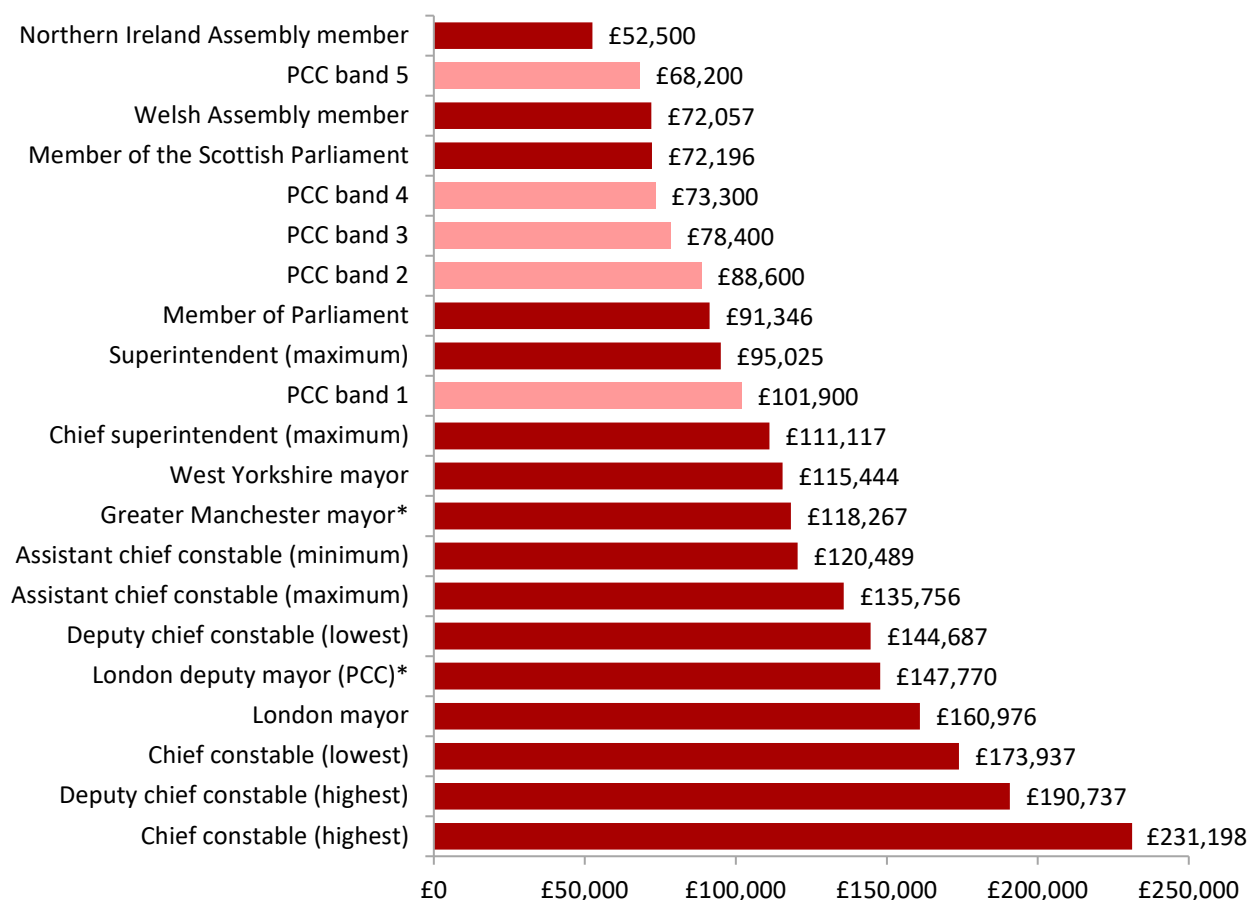
9.171 At that time, PCCs were paid at or above the salaries of other elected representatives in national or devolved administrations. PCCs were paid salaries below those of local government elected representatives.

9.172 Compared to roles in policing, most PCCs were paid less than the Chief Superintendent maximum. Only one PCC (Band 1 – West Midlands) was paid a salary above that of Chief Superintendent.

9.173 In light of this information, this Review Body recommended the new spot-rate salaries outlined at [9.23] above. The Government did not accept this recommendation, instead awarding a flat-rate increase of £1,900 to all PCCs.

9.174 This year, we have updated our comparison of PCC salaries against other officials across the public sector. This is shown in Figure 9.7 below.

**Figure 9.7: Police and Crime Commissioner salaries compared to other officials, 2024-25**



Source: OPRB analysis of various published public sector salaries.

Notes: Comparisons are not necessarily direct equivalents – various roles will have different hours and responsibilities, and salaries for different roles are updated at different points within the year.

The Fire Supplement paid to Police, Fire and Crime Commissioners (PFCCs) (currently £3,000) is not shown.

\* The salaries for the Greater Manchester mayor and the London deputy mayor have not been made available to the SSRB by publication, so the figures used are the closest available.

9.175 In the period since our 2022 Report, the salaries of members of the Scottish Parliament (MSPs) have overtaken PCC band 5, and both MSPs and members of the Welsh Assembly are now paid salaries very close to PCC band 4. The PCC band 5 salary is now meaningfully below all comparators apart from members of the Northern Ireland Assembly, whose pay has only increased by £1,500. Almost all PCCs are now paid less than MPs.

9.176 All PCCs apart from one (Band 1 – West Midlands) are now paid less than the Superintendent maximum. The PCC band 1 salary has been overtaken by the Chief Superintendent maximum by a margin of more than £9,000.

9.177 We have not received quantitative evidence regarding PCC salaries compared to those payable to Chief Executives of PCCs' offices or other senior staff, although we did receive qualitative comments in our oral evidence sessions and discussion groups.



### *Views on pay*

9.178 The following views and comments on pay arose in discussion groups with PCCs:

- PCC pay has fallen behind the original pay benchmarking that took place when the role was created in 2012, due to the SSRB recommendations on pay not being accepted.
- PCC salaries are too low for the responsibility and accountability involved in the role. The roles involved a significant public duty and set the direction of travel for policing. However, the salaries are not even comparable to those of middle managers in the NHS. Local government workers are also often paid significantly more than PCCs, but carry less responsibility.
- PCC pay needs a big uplift and to be part of a structured system allowing PCCs to receive regular uplifts going forward. Police officers receive an annual pay award, so it is only fair for PCCs to have the same.
- Unlike PCCs, staff working in PCC offices receive regular pay increases in line with those of chief police officers. Many PCC Chief Executives and other staff in their offices are on higher salaries than the PCC, with recent market research showing that PCC Chief Executives are generally paid more than £100,000.
- PCCs do not do the job for money, but many are only able to take on the role because they have a good pension from a previous career. Salary levels are preventing some talented individuals from putting themselves forward for election as they could not afford to do so. This has an impact on the diversity of candidates and PCCs in role.
- Fire and rescue governance is a significant undertaking, involving responsibility for an additional 800 people. The current Fire Supplement payment of £3K for this is inadequate.
- The PCC role has become more complex since the last SSRB review of PCC remuneration in 2022. This is in part due to the addition of the serious violence duty, as well as the changing nature of crime, and new responsibilities for chairing local criminal justice boards and commissioning victims' services and overseeing grants. PCCs are responsible for larger areas and larger budgets than comparators such as MPs.

9.179 The Home Office states that “[p]ay levels for PCCs should reflect the importance and demands of the role and should take account of the size of police force, value of the annual budget, total population and geographical area”.<sup>314</sup>

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<sup>314</sup> Home Office post-oral evidence submission, above n 197, at 2.

### *Pensions*

9.180 PCCs were given access to the Local Government Pension Scheme (LGPS) in November 2012, as part of an agreed package of remuneration. Member contributions are tiered based on earnings. Based on current PCC salaries, members contribute between 8.5 per cent and 9.9 per cent of their salary.<sup>315</sup>

9.181 The LGPS is administered locally, and employer contribution rates vary between funds and employers. Employer contribution rates are set every three years during a valuation process. On average, employers pay roughly three-quarters of the scheme's costs, with employees paying one-quarter.<sup>316</sup>

### *Allowances*

9.182 PCCs receive certain allowances in respect of expenses incurred in the exercise of their functions – such as travel expenses, subsistence expenses and exceptional expenses. The kinds and amounts of PCC allowances are determined by the Home Secretary and are published on the Home Office website. PCCs are required to publish full details of expenses claimed and are reimbursed every quarter.<sup>317</sup>

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<sup>315</sup> Home Office PCC written evidence, above n 197, at [26].

<sup>316</sup> Home Office PCC written evidence, above n 197, at [27]; “Your contributions” Local Government Pension Scheme <[www.lgpsmember.org/your-pension/the-essentials/your-contributions](http://www.lgpsmember.org/your-pension/the-essentials/your-contributions)>.

<sup>317</sup> Home Office PCC written evidence, above n 197, at [25]. See further at Home Office “PCC Expenses” (1 August 2018) GOV.UK <[www.gov.uk/government/publications/expenses--2/expenses](http://www.gov.uk/government/publications/expenses--2/expenses)>.

## **Appendix A**

### **List of those who gave evidence and information to the SSRB – Supplementary Report**

#### **General**

HM Treasury

#### **Chief Police Officers**

##### *England and Wales*

Minister of State for Policing, Fire and Crime Prevention

Home Office

National Police Chiefs' Council (NPCC)

Chief Police Officers' Staff Association (CPOSA)

Police Superintendents' Association (PSA)

Association of Police and Crime Commissioners (APCC)

College of Policing

City of London Police Authority Board (CoLPAB)

Chief Constables (CCs) discussion group

Deputy Chief Constables (DCCs) discussion group

Assistant Chief Constables (ACCs) discussion group

Executive Leadership Programme (ELP) attendees' discussion group

Bedfordshire Police force executive team

##### *Northern Ireland*

Minister of Justice

Department of Justice (NIDOJ)

Northern Ireland Policing Board (NIPB)

Chief Police Officers' Staff Association's Northern Ireland representative (CPOSA-NI)

**Police and Crime Commissioners**

Minister of State for Policing, Fire and Crime Prevention

Home Office

Association of Police and Crime Commissioners (APCC)

National Police Chiefs' Council (NPCC)

Chief Police Officers' Staff Association (CPOSA)

Police and Crime Commissioners (PCC) discussion group

Police and Crime Commissioner Chief Executive Officers discussion group

## Appendix B

### Remit letter from the Home Secretary to the SSRB Chair (Chief Police Officers): 30 September 2024



Home Secretary

2 Marsham Street  
London SW1P 4DF  
[www.gov.uk/home-office](http://www.gov.uk/home-office)

Chair  
Senior Salaries Review Body  
Windsor House  
50 Victoria Street  
London  
SW1H 0TL

30 September 2024

Dear Chair

#### **Senior Salaries Review Body Remit 2025/26 – Chief Police Officers**

I would once again like to take this opportunity to thank the Senior Salaries Review Body (SSRB) for the work it undertook in considering the pay for the chief police officer ranks in the last pay round.

I write to you now to formally commence the 2025/26 pay round and ask for the SSRB to make recommendations on how to apply the pay award for the chief police officer ranks.

I also ask that you consider proposals resulting from year one of the National Police Chiefs' Council's review of allowances, for those that apply to the chief officer ranks, taking into account the views of policing stakeholders.

During this pay round, you will receive evidence from my department, HM Treasury and key stakeholders. My department's evidence will, as usual, cover the recruitment and retention context for police officers, alongside pay and earnings data, and the expected position following the implementation of the 2024/25 pay award. It will also set out the funds available to the Home Office for 2025/26, which will be finalised through the Spending Review and announced at the Autumn Budget on 30 October. This comes against the backdrop of the challenging financial position this Government has inherited, including a £22 billion pressure against the spending plans set out for departments at Spring Budget 2024.


My department will continue to strive to deliver mission-led public services to ensure they are equipped to efficiently deliver the vital, high quality public service we rely on, whilst ensuring value for money for taxpayers.

We know that public sector workers delivering our vital public services deserve timely pay awards, so as the Chancellor said in her July Statement, the Government's intention is to announce pay awards as close to the start of the pay year as possible for 2025/26. For chief police officers, this is 1 September.

To this end, where possible, I would be grateful if the SSRB can deliver recommendations to the Government on the 2025/26 pay award for chief police officers at the earliest point that allows you to give due consideration to the relevant evidence. To support with this, the Government will provide its written evidence as soon as possible after the provisional police funding settlement is published, as this will inform the affordability position.

I look forward to receiving your report in due course.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Yvette Cooper', written in a cursive style.

**Rt Hon Yvette Cooper MP**  
**Home Secretary**

## Appendix C

### Remit letter from the Home Secretary to the SSRB Chair (Police and Crime Commissioners): 30 September 2024



Home Secretary

2 Marsham Street  
London SW1P 4DF  
[www.gov.uk/home-office](http://www.gov.uk/home-office)

Chair  
Senior Salaries Review Body  
Windsor House  
50 Victoria Street  
London  
SW1H 0TL

30 September 2024

Dear Chair

#### **Senior Salaries Review Body Remit 2025/26 – Police and Crime Commissioners**

I understand that the Senior Salaries Review Body (SSRB) last reviewed Police and Crime Commissioner (PCC) remuneration in 2022/23. In line with the established cycle for review, I am writing to you to formally commence the 2025/26 pay round and ask for the SSRB to make recommendations on the remuneration for PCCs.

During this pay round, you will receive evidence from my department, HM Treasury and key stakeholders. It will set out the funds available to the Home Office for 2025/26, which will be finalised through the Spending Review and announced at the Autumn Budget on 30 October. This comes against the backdrop of the challenging financial position this Government has inherited, including a £22 billion pressure against the spending plans set out for departments at Spring Budget 2024.

My department will continue to strive to deliver mission-led public services to ensure they are equipped to efficiently deliver the vital, high quality public service we rely on, whilst ensuring value for money for taxpayers.

We know that those delivering our vital public services deserve timely pay awards, so as the Chancellor said in her July Statement, the Government's intention is to announce pay awards as close to the start of the pay year as possible for 2025/26. For PCCs, this is May.

To this end, where possible, I would be grateful if the SSRB can deliver recommendations to the Government on the 2025/26 pay award for PCCs at the

earliest point that allows you to give due consideration to the relevant evidence. To support with this, the Government will provide its written evidence as soon as possible after the provisional police funding settlement is published, as this will inform the affordability position.

I look forward to receiving your report in due course.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Yvette Cooper', written in a cursive style.

**Rt Hon Yvette Cooper MP**  
**Home Secretary**



## Appendix D

### Remit letter from the Northern Ireland Minister of Justice to the SSRB Chair (Chief Police Officers): 10 January 2025

FROM THE OFFICE OF THE JUSTICE MINISTER



Minister's Office Block B,  
Castle Buildings  
Stormont Estate  
Ballymiscaw  
Belfast  
BT4 3SG  
Tel: 028 9076 5723  
[DOJ.MinistersOffice@justice-ni.gov.uk](mailto:DOJ.MinistersOffice@justice-ni.gov.uk)

Our Ref: SUB-0007-2025

Lea Paterson  
Senior Salaries Review Body  
Windsor House  
50 Victoria Street  
London  
SW1H 0TL

10 January 2025

Dear Lea,

#### **Senior Salaries Review Body (SSRB) Remit 2025/26 – PSNI Chief Officers**

I am writing to request that the Senior Salaries Review Body (SSRB) commences the 2025/26 pay round for chief police officers of the Police Service of Northern Ireland (PSNI).

I would ask that the SSRB considers the following issues:

- How to apply the pay award for PSNI chief officers taking into account the principle of broad alignment with chief officers in England and Wales; and
- The regular element of the Northern Ireland Transitional Allowance which will also be considered by the Police Remuneration Review Body (PRRB) for the

FROM THE OFFICE OF THE JUSTICE MINISTER



ranks of Chief Superintendent and below in relation to the Northern Ireland security threat level for Police Officers.

I would ask that the SSRB considers the affordability and budgetary position, along with the different funding structure available in Northern Ireland. Further detail on this will be set out in both written and oral evidence. My officials will also liaise with the SSRB to arrange a suitable date for an oral evidence meeting.

I look forward to receiving your report in June 2025.

Yours sincerely

**NAOMI LONG MLA**  
**Minister of Justice**

*Please ensure that you quote our reference number in any future related correspondence.*

## Appendix E

### Existing salaries for the SSRB remit groups – Supplementary Report

#### Chief Constables and Deputy Chief Constables in England and Wales (excl. London), 1 June 2025

Force weighting	Police force	Pay group	Chief Constable Salary (£pa)	Deputy Chief Constable Salary (£pa)
10.0	Greater Manchester Police	Group 1	£231,198	£190,737
	West Midlands Police			
8.5	West Yorkshire Police			
6.5	Thames Valley Police	Group 2	£200,652	£165,537
6.0	Merseyside Police			
	Northumbria Police			
5.5	Hampshire and Isle of Wight Constabulary			
5.0	Devon and Cornwall Police			
	Kent Police			
	Lancashire Constabulary			
4.5	Avon and Somerset Constabulary			
	Essex Police			
	South Wales Police			
	South Yorkshire Police			
	Sussex Police			
3.5	Nottinghamshire Police	Group 3	£181,575	£149,799
3.0	Cheshire Constabulary			
	Derbyshire Constabulary			
	Hertfordshire Constabulary			
	Humberside Police			
	Leicestershire Police			
	Staffordshire Police			
	West Mercia Police			
2.5	Norfolk Constabulary			
	Surrey Police			
2.0	Bedfordshire Police			
	Cambridgeshire Constabulary			
	Cleveland Police			
	Dorset Police			
	Durham Constabulary			
	Gwent Police			
	North Yorkshire Police			
	North Wales Police			
	Northamptonshire Police			
	Suffolk Constabulary			
	Wiltshire Police			

Force weighting	Police force	Pay group	Chief Constable Salary (£pa)	Deputy Chief Constable Salary (£pa)
1.5	Cumbria Constabulary	Group 3	£181,575	£149,799
	Dyfed-Powys Police			
	Gloucestershire Constabulary			
	Lincolnshire Police			
	Warwickshire Police			

Source: Home Office.

### Chief police officers in the Metropolitan Police Service, 1 September 2024

Rank	Salary (£pa)
Commissioner	£330,465
Deputy Commissioner	£273,192
Assistant Commissioner	£231,198
Deputy Assistant Commissioner	£184,248

Source: Home Office.

### Chief police officers in the City of London Police, 1 September 2024

Rank	Salary (£pa)
Commissioner	£205,248
Deputy Commissioner	£169,668

Source: Home Office.

Note: The City of London Police rank of Deputy Commissioner was re-titled from Assistant Commissioner with effect from 1 January 2025.

### Assistant Chief Constables and Commanders in England and Wales (incl. London), 1 September 2024

Pay point	Salary (£pa)
1	£120,489
2	£128,118
3	£135,756

Source: Home Office.

### Chief police officers in the Police Service of Northern Ireland, 1 September 2024

Rank	Pay point	Salary (£pa)
Chief Constable	N/A	£241,857
Deputy Chief Constable	N/A	£199,524
Assistant Chief Constable	1	£120,489
	2	£128,118
	3	£135,756

Source: Northern Ireland Department of Justice.

## Police and Crime Commissioners, 1 May 2022

Current pay band	PCC	Salary (£pa)
Band 1	West Midlands	£101,900
Band 2	Thames Valley	£88,600
	Merseyside	
	Northumbria	
	Hampshire	
	Devon and Cornwall	
	Kent	
	Lancashire	
	Avon and Somerset	
	Essex	
	South Wales	
	Sussex	
Band 3	Nottinghamshire	£78,400
	Cheshire	
	Derbyshire	
	Hertfordshire	
	Humberside	
	Leicestershire	
	Staffordshire	
	West Mercia	
Band 4	Bedfordshire	£73,300
	Cambridgeshire	
	Cleveland	
	Dorset	
	Durham	
	Gwent	
	Norfolk	
	North Wales	
	Northamptonshire	
	Suffolk	
	Surrey	
	Wiltshire	
Band 5	Cumbria	£68,200
	Dyfed-Powys	
	Gloucestershire	
	Lincolnshire	
	Warwickshire	

Source: Home Office.

Note: Police, Crime and Fire Commissioners (PFCC) taking on responsibility for the governance of fire and rescue services receive an additional consolidated allowance of £3,000.

## Appendix F

### Policing ranks

Pay Review Body	Territorial police forces outside of London	Metropolitan Police Service	City of London Police
Senior Salaries Review Body (SSRB)		Commissioner	
		Deputy Commissioner	
	Chief Constable	Assistant Commissioner	Commissioner
	Deputy Chief Constable	Deputy Assistant Commissioner	Deputy Commissioner
	Assistant Chief Constable	Commander	Commander
Police Remuneration Review Body (PRRB)	Chief Superintendent	Chief Superintendent	Chief Superintendent
	Superintendent	Superintendent	Superintendent
	Chief Inspector	Chief Inspector	Chief Inspector
	Inspector	Inspector	Inspector
	Sergeant	Sergeant	Sergeant
	Constable	Constable	Constable

Source: Home Office.

Note: The City of London Police rank of Deputy Commissioner was re-titled from Assistant Commissioner with effect from 1 January 2025.

## Appendix G

### Glossary of Terms and Abbreviations – Supplementary Report

#### General

CEO	Chief Executive Officer
Cohort/cadre	A particular group or section of the relevant workforce
Feeder group	The grade/rank/section of the relevant workforce which is immediately below our remit group in seniority, and/or whose members form the internal candidate pool for appointment or promotion into roles within our remit group (i.e. Chief Superintendent or Superintendent in police forces)
FTE	Full-time equivalent
FY	Financial year
FYE	Financial year ending
HR	Human Resources
Junior workforce	The section of the relevant workforce that does not fall within the SSRB's purview (i.e. Police officers of or below the rank of Chief Superintendent).
HM	His Majesty/His Majesty's
OPRB	Office for the Pay Review Bodies (the Secretariat to the SSRB)
pa	Per annum
Remit group	The respective public sector workforce within the SSRB's purview
SSRB	Review Body on Senior Salaries
UK	United Kingdom of Great Britain and Northern Ireland

#### Chief Police Officers

APCC	Association of Police and Crime Commissioners
ACC	Assistant Chief Constable
CC	Chief Constable
CoLP	City of London Police
CoLPAB	City of London Police Authority Board
CPO or chief officer	Chief police officer (officers above the rank of Chief Superintendent)
CPOSA	Chief Police Officers' Staff Association
CPOSA-NI	Chief Police Officers' Staff Association – Northern Ireland representative
DCC	Deputy Chief Constable

ELP	Executive Leadership Programme
Federated ranks	Police officers of or below the rank of Chief Inspector
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HMICS	His Majesty's Inspectorate of Constabulary in Scotland
MOPAC	Mayor's Office for Policing and Crime
MPS	Metropolitan Police Service
NCA	National Crime Agency
NIDOJ	Northern Ireland Department of Justice
NIPB	Northern Ireland Policing Board
NITA	Northern Ireland Transitional Allowance – a special allowance payable to police officers in recognition of the extraordinary circumstances under which they serve in Northern Ireland. It has been paid since 1978, originally to recognise the special difficulties faced by the Royal Ulster Constabulary. The allowance is taxable and non-pensionable and is paid to all officers up to and including the rank of Chief Constable.
NPCC	National Police Chiefs' Council
PABEW	Police Advisory Board for England and Wales
PCC	Police and Crime Commissioner
PEEL	Police efficiency, effectiveness and legitimacy
PNBS	Police Negotiating Board for Scotland
PRRB	Police Remuneration Review Body
PSA	Police Superintendents' Association
PSNI	Police Service of Northern Ireland
SCC	Strategic Command Course
Senior PNAC	Senior Police National Assessments Centre
Special police force	Certain prescribed police forces under legislation – currently the British Transport Police, the Civil Nuclear Constabulary and the Ministry of Defence Police.
Superintending ranks	Police officers at Superintendent or Chief Superintendent rank.
Territorial police force	Police forces responsible for law enforcement within a specific geographical area, defined by subnational boundaries – as stipulated under the Police Act 1996, the Police and Fire Reform (Scotland) Act 2012 and the Police (Northern Ireland) Act 2000.



## **Police and Crime Commissioners**

APCC	Association of Police and Crime Commissioners
CC	Chief Constable
CPO or chief officer	Chief police officer (officers above the rank of Chief Superintendent)
CPOSA	Chief Police Officers' Staff Association
DCC	Deputy Chief Constable
HMRC	His Majesty's Revenue and Customs
IOPC	Independent Office for Police Conduct (formerly the Independent Police Complaints Commission (IPCC)).
LGA	Local Government Association
LGPS	Local Government Pension Scheme
MHCLG	Ministry of Housing, Communities and Local Government
MPs	Members of Parliament
MSP	Member of the Scottish Parliament
NPCC	National Police Chiefs' Council
OPCC	Office of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
PFCC	Police, Fire and Crime Commissioner
SPR	Strategic Policing Requirement

