



Review Body on
Senior Salaries

Supplement to the Forty-Eighth Annual Report on Senior Salaries

Report no. 101

Chair: Lea Paterson CBE

July 2026

CP 1641



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

July 2026



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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,¹ 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.*

¹ 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 Greenslade²

Ian McCafferty CBE

Mark Polin OBE QPM

Mark Emerton

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

This Report was submitted on 15 June 2026.

² Until 1 June 2026.

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Chapter 6

Introduction – Supplementary Report

- 6.1 This Supplementary Report sets out our recommendations for the 2025-26 pay review round for chief police officers (CPOs) in the 43 territorial police forces of England and Wales, and in the Police Service of Northern Ireland (PSNI). It follows the publication of our main Report on 21 May 2026.³
- 6.2 Our main Report drew out cross-cutting themes that affected multiple remit groups. Many of these – including the growing complexity of roles, security concerns and ‘personal jeopardy’, and the challenge of developing a diverse pipeline of talent – are highly relevant to CPOs. We cover these more fully in Chapter 7.
- 6.3 This year, we were not remitted to make recommendations for Police and Crime Commissioners (PCCs).

Recommendations

- 6.4 Our recommendations are summarised in Table 6.1 below.

Table 6.1: Summary of recommendations – Supplementary Report

Chief police officers in the England and Wales	• A pay increase of 3.7 per cent. • Development of a comprehensive policing workforce strategy. • A full review of the Assistant Chief Constable (ACC)/Commander pay framework. • Development of solutions addressing chief officer retention – including the provision and consistency of ‘retire and rehire’ arrangements, and the impact of legacy pension scheme conditions. • Application of the Police Remuneration Review Body (PRRB)’s recommendations on allowances proposals to CPOs (incl. any uplift percentage).
Chief police officers in Northern Ireland	• A pay increase of 3.7 per cent. • Application of the PRRB’s recommendation on the appropriate Northern Ireland Transitional Allowance (NITA) value to CPOs.

Economic conditions

- 6.5 In formulating our decisions, we recognise that the pay recommendations in our main Report were for remit group members’ salaries effective from 1 April, whereas the pay year for CPOs starts on 1 September. This means that the economic considerations informing our recommendations for CPOs can differ from those for our other remit groups. We have given particular regard to the pay and inflation data available up to the time of submission in this

³ Review Body on Senior Salaries *Forty-Eighth Annual Report on Senior Salaries* (CP 1570, May 2026). Available at www.gov.uk/government/publications/senior-salaries-review-body-report-2026.

Supplementary Report, although we have also considered the changing economic forecasts for the pay year ahead.

- 6.6 At the time we submitted our main Report, inflation was heading back toward the Bank of England’s 2 per cent target, and average pay settlements were easing. Since then, there has been a period of notable economic and geopolitical turbulence, primarily related to commencement of the 2026 Iran war on 28 February and blockades of the Strait of Hormuz, disrupting global trade.
- 6.7 The implications of this turbulence for the UK economy are highly uncertain. The economic indicators available to us at the time of finalising this Report suggest that the impact has, to date, been relatively limited. However, we anticipate that there will be a more marked economic impact in the second half of 2026. Specifically, inflation is likely to be somewhat higher, and growth weaker, than previously expected.
- 6.8 It is not presently possible to calibrate the likely impact of the geopolitical turbulence on the UK economy with any precision. In formulating our pay recommendations, we have placed some weight on economic scenarios produced by the Bank of England that suggest a relatively limited upward impact on inflation, in part because the weakening labour market should help to curb wage growth. However, it is also possible, as noted by the Bank of England, that there could be a more sustained period of higher inflation – for example if ‘second round’ increases in wages and retail prices become entrenched. We will return to this issue in next year’s Report, when the impact on those economic indicators most relevant to the SSRB will be clearer.
- 6.9 The latest available economic data is at the sources listed in Appendix K.

Our evidence base

- 6.10 As in our 2026 main Report, we have considered a wide range of qualitative and quantitative evidence in reaching our recommendations. This includes discussions with remit group members, and written and oral evidence provided by a broad range of stakeholders (see Table 6.2). These engagements and submissions continue to be an invaluable part of our evidence base, and we are grateful to all involved for taking the time to contribute.

Table 6.2: Summary of evidence sources – Supplementary Report

The economy and wider labour market	Updated economic and labour market data from a range of sources, including the OBR (March 2026), the Bank of England, Brightmine, IDR, and LRD (April 2026) and the ONS and HMT panel forecasts (May 2026).
Chief police officers in the England and Wales	- Seven online discussion groups and in-person site visits. - Written and oral evidence from five stakeholder groups. - Recruitment, workforce and pay benchmarking data. - Employer and staff association member survey insights.
Chief police officers in Northern Ireland	- Written and oral evidence from three stakeholder groups. - An online discussion group with the PSNI force executive team.

- 6.11 Our view is that informed debate and challenge support the continued improvement and evolution of pay-setting in the public sector, and we again welcome feedback and views on our judgements and approach.

Cost of recommendations

- 6.12 The estimated total cost of our recommendations is £2.3 million, as outlined in Table 6.3.

Table 6.3: Cost estimate of SSRB's recommendations – 2026 Supplementary Report

Remit group	Estimated cost
Chief police officers in the 43 territorial police forces of England and Wales	£2.2 million
Chief police officers in the Police Service of Northern Ireland	≤ £0.1 million

Response to previous recommendations

2025 Supplementary Report

- 6.13 We submitted our 2025 Supplementary Report to the Prime Minister and to the Northern Ireland Minister of Justice on 20 June 2025. This was well in advance of the start of the pay year. However, it was not until 19 February 2026 that our Supplementary Report and the respective government responses were published.⁴
- 6.14 We are disappointed by the lengthy delay. Uncertainty about their pay, and late payment, are unfair on members of the remit groups. We have heard that the delay has negatively impacted upon morale. During oral evidence, we urged ministers to ensure the timely provision of responses to this year's Report.
- 6.15 In their written responses to our Supplementary Report, ministers announced that they had accepted in full our recommendations applicable to CPOs in England and Wales,⁵ and in the PSNI⁶. This included our recommendation that all CPOs receive a pay rise of 3.9 per cent.
- 6.16 Over the course of this pay review, we heard some discontent that our 2025 pay recommendation for CPOs was below the 4.2 per cent pay increase awarded to junior officers following recommendations by the Police Remuneration Review Body (PRRB). As we discuss more fully in Chapter 7 (at [7.69]-[7.75]), and in line with our Terms of Reference, we consider a range of factors when formulating our pay recommendations. For our 2025 pay recommendation, we weighed the distinct recruitment, retention and morale factors affecting CPOs – which differed to an extent from the recruitment and retention pressures and cost of living impacts affecting other ranks. As is the case with our other remit groups, our

⁴ "Supplement to the Senior Salaries Review Body Report: 2025" (19 February 2026) GOV.UK <www.gov.uk/government/publications/supplement-to-the-senior-salaries-review-body-report-2025>.

⁵ Letter from the Minister of State for Policing and Crime to the Chair of the Home Affairs Select Committee regarding the Supplement to the Forty-Seventh Annual Report of the Senior Salaries Review Body (19 February 2026). Available at <<https://committees.parliament.uk/publications/51729/documents/287044/default>>.

⁶ Letter from the Northern Ireland Minister of Justice to the Chair of the Senior Salaries Review Body regarding the 2025/26 pay award to senior officers of the Police Service of Northern Ireland (PSNI) (19 February 2026). Available at <https://assets.publishing.service.gov.uk/media/699748789f2f510ba1d0b992/Letter_from_the_Department_of_Justice_Minister_Northern_Ireland_to_SSRB_Chair.pdf>.

examination of the data does not always bring us to the same recommended uplift for senior leaders as counterpart review bodies may make for others in the workforce.

- 6.17 On PCCs, the Government has announced that the role is to be abolished at the end of the current incumbents' terms in 2028.⁷ This announcement was made after we submitted our 2025 Supplementary Report. Following this, the Government decided not to take forward the revised pay structure and spot-rate salaries we recommended in our 2025 Supplementary Report, and instead announced a 4.2 per cent consolidated pay increase for PCCs from 1 May 2025.⁸
- 6.18 From 2026-27, PCC salaries will rise by the same annual percentage increase as that for base pay of CPOs, in line with the Government's acceptance of our 2025 recommendation for uprating PCC pay in years when there is no formal review of PCC pay.

2026 main Report

- 6.19 We submitted our 2026 main Report to the Prime Minister on 6 March 2026. The Government announced on 21 May 2026 that it had accepted most of our recommendations.⁹
- 6.20 We await further information on those recommendations in our 2026 main Report which have been accepted, but not yet implemented.

Earlier recommendations

- 6.21 We also still await further information on a number of recommendations from earlier reports, including:
- A loss-of-office payments for PCCs (2025 Supplementary Report (No. 99), Recommendation 20).
 - Parental leave entitlements for PCCs (2025 Supplementary Report (No. 99), Recommendation 21).
 - All 14 recommendations made as part of the SSRB's Non-Legal Members Fees Review (2022 Supplementary Report (No. 95), Recommendations 1-14).

⁷ "Police and crime commissioners to be scrapped" (13 November 2026) GOV.UK <www.gov.uk/government/news/police-and-crime-commissioners-to-be-scrapped>.

⁸ Letter from the Minister of State for Policing and Crime to the Chair of the Senior Salaries Review Body regarding recommendation of the Senior Salaries Review Body (SSRB) on chief police officer pay and police and crime commissioner pay in England and Wales for 2025-26 (19 February 2026). Available at <https://assets.publishing.service.gov.uk/media/69973d2d9f2f510ba1d0b98c/Minister_Jones_Letter_to_SSRB_on_CPO_Pay_PCC_Pay.pdf>.

⁹ HC Deb 21 May 2026 HCWS64 (Senior Civil Service Update). Available at <<https://questions-statements.parliament.uk/written-statements/detail/2026-05-21/hcws64>>; HC Deb 21 May 2026 HCWS53 (Judicial Workforce). Available at <<https://questions-statements.parliament.uk/written-statements/detail/2026-05-21/hcws53>>; HC Deb 21 May 2026 HCWS66 (Senior NHS Workforce). Available at <<https://questions-statements.parliament.uk/written-statements/detail/2026-05-21/hcws66>>.

Chapter 7

Chief Police Officers

Summary

- 7.1 This is our third review of chief police officer (CPO) pay since the group was returned to our remit in 2024.¹⁰ The Police Remuneration Review Body (PRRB) made recommendations on CPO pay between 2018 and 2023.
- 7.2 Our review this year covers all CPOs (officers above the rank of Chief Superintendent¹¹) in:¹²
- the 43 territorial police forces of England and Wales (see [7.11]-[7.121]).
 - the Police Service of Northern Ireland (PSNI) (see [7.122]-[7.170]).
- 7.3 Chapters 1 and 2 of our main Report and Chapter 6 of this Report set out the context and specific economic factors we take into account in recommending a pay award for CPOs.

Main themes and recommendations

- 7.4 Policing leadership roles are highly pressured, visible and scrutinised. Chief officers lead their forces against a backdrop of increasing and evolving service demand, together with budget restraints and shortfalls in workforce numbers. The evidence we have seen shows that the demands and expectations of chief officers across all forces within our remit are substantial and growing, with high levels of personal and professional risk. Supporting serving CPOs to carry this workload, and to continue to attract the next generation of policing leaders to take on these challenging roles, is contingent upon a delicate balance of pay and non-pay factors.
- 7.5 Alongside the delivery of day-to-day policing amid and despite these challenges, chief officers face the additional task of designing, implementing, and leading forces through, a wide range of reforms and changes that have the potential to transform policing, but also to cause significant disruption and uncertainty in the near term.
- 7.6 In England and Wales:
- Policing is on the precipice of a generational shift, with a wide range of policing reforms announced and several initiatives underway – including independent reviews of policing leadership and force structures, and a replacement to the Police and Crime Commissioner (PCC) oversight model.¹³ Current and prospective chief officers will be

¹⁰ CPOs were first added to our remit in 2014, and we made recommendations on their pay between 2015-2017 and 2024-2025.

¹¹ Police Regulations 2003, reg 11. The PRRB makes recommendations on pay 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.

¹² 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>). 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 [7.181].

¹³ Written Submission 043 (Home Office) at [21]-[23] and [47]. See also: “Police leadership commission” College of Policing <www.college.police.uk/police-leadership-commission>; “Independent review of police force structures: terms of reference” (17 March 2026) GOV.UK <www.gov.uk/government/publications/independent-review-of-police-force-

tasked with contributing to the design and implementation of reforms, as well as leading their forces through change and uncertainty to ensure uninterrupted delivery of day-to-day policing. This is alongside and above the existing operational and financial pressures, including a reduced deployable workforce and acute recruitment, retention and morale challenges in the junior ranks.¹⁴

- We have not seen evidence of acute recruitment or retention issues currently affecting CPOs, however there are emerging warning signs and future risks, particularly in light of the scale of policing reform and leadership uncertainty ahead. While there have been no failures to fill chief officer roles, there are shallow recruitment pools and reduced competition for posts – both indicators that recruitment may become more difficult in future. Tenure amongst chief officers remains shorter than desired, with the age and service length of this cohort further compounded by the financial disincentives to continuing to serve beyond pension milestones. High workloads, fatigue, and personal and professional jeopardy continue to impact upon levels of morale amongst chief officers. Diversity at chief officer level remains persistently poor.

7.7 In Northern Ireland:

- Chief officers continue to navigate an especially challenging set of operating conditions – with a severely depleted workforce, acute financial difficulties and uncertainty, and the enduring legacy of the past, including the longstanding security threat and acts of violence specifically directed at police officers. Many of these factors are not faced to the same extent or intensity by counterparts in England and Wales.
- Despite these strong headwinds, there has been measurable progress towards a restored and reinvigorated policing workforce, supported by a stable leadership team – but further advances remain subject to financial resourcing and operational capacity.
- While the policing reforms announced by the UK Government are focused on England and Wales, they will nevertheless have implications for the PSNI. As these reforms continue to develop, it will be important to remain aware of, and guard against, unintended consequences for policing in Northern Ireland.
- All policing stakeholders are united on the importance of ‘broad alignment’ in pay and allowances between PSNI chief officers and counterparts in the police forces of England and Wales.

7.8 Against this backdrop, and based on the evidence we have seen, we are recommending a pay award of 3.7 per cent for CPOs in the 43 territorial police forces of England and Wales, and in the PSNI.

7.9 We are also recommending that:

- A comprehensive policing workforce strategy is developed and finalised no later than the start of the next pay review round.
- The Home Office and the National Police Chiefs’ Council (NPCC) work with policing stakeholders to develop a solution at pace to address chief officer retention – including

[structures-terms-of-reference](#)>; “Police and crime commissioners to be scrapped” (13 November 2025) GOV.UK <www.gov.uk/government/news/police-and-crime-commissioners-to-be-scrapped>.

¹⁴ Written Submission 046 (NPCC) at 12.

the provision and consistency of CPO ‘retire and rehire’ arrangements across ranks and forces, and considering options to mitigate the potential for the 1987 pension scheme to act as a financial disincentive for chief officers to remain in post.

- A full review of the Assistant Chief Constable (ACC)/Commander pay framework is completed by the NPCC in partnership with all policing stakeholders, with findings and change proposals reported to this Review Body as part of next year’s written evidence.
- The PRRB’s recommendations on proposals arising from year two of the NPCC’s review of allowances for the federated and superintending ranks in its 2026 Report are also applied to all eligible chief officers (including any percentage uplift of allowance values that the PRRB recommends).
- The PRRB’s recommendation on the appropriate Northern Ireland Transitional Allowance (NITA) value for the federated and superintending ranks in its 2026 Report is also applied to all chief officers in the PSNI.

7.10 Our full recommendations are set out at [7.65]-[7.116] for England and Wales, and at [7.156]-[7.167] for Northern Ireland.

England and Wales

Our remit

- 7.11 In her remit letter, the Minister of State for Policing and Crime asked us to provide recommendations on how to apply the pay award for chief officers in England and Wales.¹⁵ In making our recommendations, the Home Office has asked us to have regard to the views of the PRRB in respect of officers in the federated and superintending ranks.¹⁶
- 7.12 This year’s remit letter also included a specific request to consider proposals arising from year two of the NPCC’s review of allowances. These proposals, and our comments on them, are at [7.90]-[7.115] below. We were subsequently asked by the Home Office to also consider whether there is a case for increasing London Weighting (see [7.96]-[7.98]).¹⁷

Evidence

- 7.13 We received evidence from the Home Office, the NPCC, the Chief Police Officers’ Staff Association (CPOSA), the Association of Police and Crime Commissioners (APCC), and the College of Policing.¹⁸ The NPCC and the CPOSA also submitted a joint statement alongside the Police Superintendents’ Association (PSA).¹⁹
- 7.14 We also hosted five online discussion groups with CPOs and officers from the feeder ranks across England and Wales, and alongside members of the PRRB, conducted two in-person visits to police force headquarters and training facilities.²⁰ We thank all who gave evidence for their contributions.

¹⁵ See Appendix L.

¹⁶ Written Submission 043 (Home Office) at [5].

¹⁷ Written Submission 043 (Home Office) at [17].

¹⁸ See full list of written submissions at Appendix J.

¹⁹ Written Submission 049 (CPOSA) at 3.

²⁰ See further at [7.171]-[7.177].

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

Response to our 2025 recommendations

7.16 On 19 February 2026, the Government announced it had accepted in full our 2025 recommendations for CPOs in England and Wales:²¹

- A consolidated pay increase of 3.9 per cent for all CPOs in the 43 territorial police forces of England and Wales from 1 September 2025.
- Increases to the geographic allowances and motor vehicle allowances for CPOs mirroring those recommended by the PRRB in its 2025 Report for officers of the federated and superintending ranks.²²

7.17 We were disappointed by the lengthy delay in the Government's response to these recommendations, which were submitted in June 2025. Timely pay awards are an important mark of fairness and respect for remit group members. We have raised our concerns with the Home Office and the Minister directly, and expect a timely announcement of the Government's response to this Report.

Context

Policing reforms

7.18 Policing is entering a period of significant change. In its white paper, *From Local to National: A New Model for Policing*, published in January 2026, the Government set out a range of planned policing reforms.²³ The Police Reform Bill was announced as part of the King's Speech at the State Opening of Parliament on 13 May 2026.²⁴

7.19 These announcements have been well-received by most policing stakeholders. However, much of the detail behind these high-level policy announcements is yet to be determined – and there will be a significant lead-in time before change proposals are fully developed.

7.20 Two key elements from the white paper are the subject of independent reviews – both expected to report by Summer 2026:

- The Leadership Commission, led by Lord Blunkett and Lord Herbert of South Downs, is charged with “review[ing] police leadership at all levels to ensure policing can respond to evolving threats and challenges and meet public expectations”. It will consider the skills and capabilities needed, current entry routes to policing and potential alternatives, and the impact of police reforms to-date, the level of investment in leadership development, and the balance between local and national programmes. It will also review current

²¹ Letter from the Minister of State for Policing and Crime to the Chair of the Home Affairs Select Committee regarding the Supplement to the Forty-Seventh Annual Report of the Senior Salaries Review Body (19 February 2026). Available at <<https://committees.parliament.uk/publications/51729/documents/287044/default>>.

²² The PRRB recommended – and the Government accepted – an increase of 4.2 per cent to London Weighting, and introduction of a single Motor Vehicle Allowance of £1,239 irrespective of engine size. These increases took effect from 1 September 2025 (See Letter from the Home Secretary to the Chair of the Home Affairs Select Committee regarding the Report of the Police Remuneration Review Body 2025 (1 August 2025). Available at <<https://committees.parliament.uk/publications/49407/documents/263151/default>>).

²³ Home Office *From Local to National: A New Model for Policing* (CP 1489, January 2026). Available at <www.gov.uk/government/publications/from-local-to-national-a-new-model-for-policing>.

²⁴ “The King's Speech 2026” (13 May 2026) GOV.UK <www.gov.uk/government/speeches/the-kings-speech-2026>.

training programmes, and how leadership shapes police culture and addresses systemic issues.²⁵

- The independent review of police structures, led by Lord Hogan-Howe, is examining the optimal configuration of regional police forces and the best approach to implementation. This report will be the basis for the reduction in the number of police forces.²⁶

These two areas of reform in particular will significantly influence the future role and responsibilities of chief officers across all forces.

- 7.21 The white paper follows an announcement in November 2025 that PCCs will be abolished in 2028.²⁷ Details of the replacement policing oversight mechanism will vary between forces, and have not yet been finalised. The Government has also announced that it will reintroduce the power for the Home Secretary to force the retirement, resignation or suspension of chief constables on performance grounds.²⁸
- 7.22 Leading policing through these changes will be a demanding challenge, and it will fall to CPOs to design and deliver many of the detailed components of these reforms, alongside day-to-day policing. The Government will need to ensure that policing leaders are supported and incentivised at all stages of reform. Development of future-state chief officer pay and reward structures, and delivery of transitional measures, will need to be integrated into the police reform timetable.

Operating environment

- 7.23 Policing continues to become more complex. Although long-term crime levels are falling, the nature and severity of crime continues to evolve, against a backdrop of rapid technological change.²⁹ Demand also continues to grow, with operational pressures including record-high call volumes, a growing number of investigations involving digital evidence, criminal justice system backlogs, offender management, and organised crime.³⁰ It is estimated that an additional 10 per cent more officers and 14 per cent more staff would be required to meet population growth.³¹
- 7.24 Chief officers in England and Wales lead a workforce of more than 235,000 officers and staff.³² Across the policing workforce, morale is low, and there is rising fatigue and burnout.³³ Approximately 15 per cent of the total officer workforce is ‘not deployable’ – either on long-term leave, or restricted duties, with mental ill health comprising the largest proportion of all sick leave.³⁴ There is evidence of considerable issues regarding junior officers’ confidence in service leadership, perceived fairness in the workplace, and dissatisfaction with enabling

²⁵ Written Submission 043 (Home Office) at [47]. See also “Police leadership commission” College of Policing <www.college.police.uk/police-leadership-commission>.

²⁶ Written Submission 043 (Home Office) at [18]; “Independent review of police force structures: terms of reference” (17 March 2026) GOV.UK <www.gov.uk/government/publications/independent-review-of-police-force-structures-terms-of-reference>.

²⁷ Written Submission 043 (Home Office) at [55]; “Police and crime commissioners to be scrapped” (13 November 2025) GOV.UK <www.gov.uk/government/news/police-and-crime-commissioners-to-be-scrapped>.

²⁸ Written Submission 043 (Home Office) at [54]; “Home Secretary to introduce power to sack chief constables” (14 January 2026) GOV.UK <www.gov.uk/government/news/home-secretary-to-introduce-power-to-sack-chief-constables>.

²⁹ Written Submission 046 (NPCC) at 5 and 16.

³⁰ Written Submission 046 (NPCC) at 16.

³¹ Written Submission 046 (NPCC) at 18-19.

³² Written Submission 046 (NPCC) at 18.

³³ Written Submission 046 (NPCC) at 12 and 41.

³⁴ Written Submission 046 (NPCC) at 20.

functions such as ICT and occupational health.³⁵ Police officers also have no recourse to industrial action.³⁶

Funding and affordability

- 7.25 In evidence, HM Treasury set out the Government's fiscal position and its view of the economic climate.³⁷ The Home Office directed us to HM Treasury's written submission for information on the economic, labour market and fiscal context under which we should consider pay award recommendations for CPOs.³⁸
- 7.26 The Home Office said that a pay award of up to 2.5 per cent was affordable for most police forces, although affordability was not uniform.³⁹ It noted that an additional £120 million in funding was provided to forces from the Home Office's budget for last year's pay awards.⁴⁰ The NPCC told us that most forces had budgeted 3 per cent for pay awards this year.
- 7.27 The 2026-27 police funding settlement provided an increase for police forces in England and Wales of up to £796 million from 2025-26, rising to up to £18.4 billion – an increase of 4.5 per cent in cash terms or 2.3 per cent in real terms.⁴¹ Funding conditions have also been amended, removing the requirement for a 'maintenance' level across police officer workforce numbers for all apart from one funding grant.⁴² The current funding formula is to be reviewed as part of wider policing reforms.⁴³ There is also an ongoing policing efficiency programme expected to generate at least £354 million in savings through consolidated purchasing, cost recovery, use of AI, and shared services.⁴⁴
- 7.28 Despite this increase, forces continue to face significant financial pressures – as highlighted in a recent National Audit Office report.⁴⁵ The NPCC said that resources were not keeping pace with expectations, and projected an unfunded shortfall of £0.4 billion across forces for 2026-27, rising to £0.6 billion in future.⁴⁶ The Home Office noted that a number of forces had requested exceptional financial support, and, for the first time, requests from several PCCs for exceptional precept increases were being considered.⁴⁷

³⁵ Written Submission 046 (NPCC) at 41-48.

³⁶ Police Act 1996, s 64. Police officers have been banned from striking since the passage of the Police Act 1919.

³⁷ Written Submission 001 (HM Treasury). This is discussed in detail in Chapter 2 of our main Report.

³⁸ Written Submission 043 (Home Office) at [6].

³⁹ Written Submission 043 (Home Office) at [10].

⁴⁰ Written Submission 043 (Home Office) at [13]. The NPCC said that this funding only covered the period September 2025 to March 2026 (Written Submission 046 (NPCC) at 17).

⁴¹ Written Submission 043 (Home Office) at [31].

⁴² Written Submission 043 (Home Office) at [33]; HC Deb 28 January 2026 HCWS1285. Available at <<https://questions-statements.parliament.uk/written-statements/detail/2026-01-28/hcws1285>>. The Neighbourhood Policing Ringfence Grant is payable only to forces which increase the number of officers and PCSOs working in neighbourhood policing (including those in training) in line with their locally set neighbourhood policing target.

⁴³ Home Office *From Local to National: A New Model for Policing* (CP 1489, January 2026) at [14]. Available at <www.gov.uk/government/publications/from-local-to-national-a-new-model-for-policing>.

⁴⁴ Written Submission 043 (Home Office) at [35]-[42].

⁴⁵ "Report – Value for money: Police productivity" (3 November 2025) National Audit Office <www.nao.org.uk/reports/police-productivity>.

⁴⁶ Written Submission 046 (NPCC) at 12 and 17.

⁴⁷ Written Submission 043 (Home Office) at [10].

Key points from the evidence

Recruitment

- 7.29 Since our last Report, there have been no failures to fill chief officer vacancies and healthy levels of movement between forces – however, there continues to be low numbers of applicants.⁴⁸ NPCC data shows that in the 2025 calendar year:⁴⁹
- There were 29 ACC/Commander vacancies, with an applicant-to-hire ratio of 2.28:1. Seven vacancies (24 per cent) had only one applicant. Most applicants (59 per cent) and appointments (62 per cent) were officers from another force – including six who were appointed on lateral transfer at the same rank.
 - There were 15 Deputy Chief Constable (DCC) vacancies, with an applicant-to-hire ratio of 2.53:1. Four vacancies (27 per cent) had only one applicant. There was a similar level of applicants from other forces (58 per cent) as for ACCs/Commanders, but only 47 per cent of DCC appointees were officers from another force. Two DCCs were appointed on lateral transfer at the same rank – one moving from a larger force to a smaller one, and one moving from a force of the same size.
 - There were nine Chief Constable (CC) vacancies, with an applicant-to-hire ratio of 2.56:1. Three vacancies (33 per cent) had only one applicant. Officers from another force comprised 78 per cent of applicants and 56 per cent of appointees. One CC was appointed on lateral transfer at the same rank, moving from a smaller force to a larger one.
- 7.30 In oral evidence, we heard that stakeholders are worried about decreased competition for chief officer posts – and that in shallow recruitment pools where officers know one another, candidates will often not apply if another prospective applicant is temporarily filling the role, or is perceived to be a ‘stronger candidate’. This does not appear to be affecting overall recruitment volumes, but may be a factor influencing the number of vacancies where there is only one applicant.
- 7.31 This year, we again heard concerns from some policing stakeholders that the strongest candidates are choosing not to apply for promotion, either into or within the CPO ranks, due to a range of pay and non-pay related disincentives. These include levels of complexity and scrutiny, demands and their impact upon family life, and proximity to pension milestones. However, we have not received robust supporting evidence and data to substantiate these comments.
- 7.32 There continue to be early indications that the Executive Leadership Programme (ELP) is making a positive contribution to the volume and diversity of the talent pipeline. There are also early signs that recent amendments to enable candidates to attend full-time and their substantive positions to be backfilled, has made the workload more manageable and improved participant experience and performance.
- 7.33 However, we have heard that in some cases, the CC endorsement element of the selection criteria has prevented strong candidates from accessing the ELP. It has been suggested to us

⁴⁸ For comparison – in the Senior Civil Service, where there is not a closed talent pipeline, there is an applicant-to-hire ratio of 76.3:1 and a shortlist-to-hire ratio of 5:1. See further in Review Body on Senior Salaries *Forty-Eighth Annual Report on Senior Salaries* (CP 1570, May 2026) at [3.168]-[3.175]. Available at <www.gov.uk/government/publications/senior-salaries-review-body-report-2026>.

⁴⁹ See further at [7.224].

that some CCs are withholding endorsements if there is not considered to be a local need for additional ELP graduates or when it would be difficult to backfill positions. We see a risk that this prerequisite as it currently stands may further constrain the talent pipeline, and introduces the possibility of selection biases. We suggest that the NPCC and College of Policing explore how this risk can be mitigated through independent selection processes.

- 7.34 This year we heard there are specific concerns at ACC/Commander level related to pay and affecting recruitment, morale, and the talent pipeline. These are discussed further at [7.47]-[7.49].
- 7.35 Longer-term trends for chief officer recruitment remain unclear – in large part due to the absence of high-quality and consistent data collection from individual forces. We are pleased that this has been an area of focus for policing stakeholders, and there have been significant improvements made over the last year. We look forward to improved data in future reviews.

Retention

- 7.36 Policing stakeholders told us that the time CPOs serve in each post is often too short to support fully effective leadership of police forces. By nature of policing's linear rank-progression structure, the age and service length profile of CPOs is generally high, with many approaching retirement age or pensionable service milestones.
- The median tenure in post at March 2025 across all CPO ranks was two years. For ACCs/Commanders, the median was two years (up from one year at March 2022). For DCCs and CCs, the median was two years (unchanged from March 2022). These figures will be influenced to some extent by temporary appointments.⁵⁰
 - The median total service length for chief officers at March 2025 was 29 years for CCs, 28 years for DCCs, and 26 years for ACCs/Commanders. This represents a slight increase compared to March 2022, where the median total service length was 28 years for CCs and DCCs, and 25 years for ACCs/Commanders. Based on length of total service, 22.4 per cent of all chief officers have reached pensionable service length (30 years), and 16.3 per cent will reach this in the next 12 months.
- 7.37 A major concern raised with us this year is that there appears to be an entrenched culture of '30 years, then done', incentivised by the structure of the pension scheme(s) and disproportionately affecting the chief officer ranks. We heard from the NPCC that 91 per cent of CPOs retire at 30 years of service. For CPOs whose service commenced before April 2006 – likely to be the majority – most of their pension entitlement will be under the 1987 pension scheme, of which they will have remained members until 2022. Under this scheme, once the point of entitlement to the full pension has been reached, the value of the lump sum available on retirement reduces with time. In addition, the value of the pension may be abated for officers who return to service after taking their pension (also a feature of the 2006 scheme).
- 7.38 The effect of these legacy pension scheme conditions is to give the most senior group of individuals in policing a strong financial incentive either to retire, or to leave the police service and work elsewhere so as to avoid abatement. To some extent these effects can be mitigated

⁵⁰ This is lower than some of our other remit groups – for example, in the Senior Civil Service (SCS) where the median tenure in role is 2.7 years. See further in Review Body on Senior Salaries *Forty-Eighth Annual Report on Senior Salaries* (CP 1570, May 2026) at [3.38]. Available at www.gov.uk/government/publications/senior-salaries-review-body-report-2026.

by the possibility of 'retire and rehire', but this is a discretionary provision only, and inconsistently applied across ranks and forces – a matter which also needs review.

- 7.39 This is a time-limited issue affecting a small defined group – but has an outsized influence on the stability of policing leadership at a critical time of change. Now more than ever, it is essential that there is a strong and highly-experienced leadership cadre across policing, incentivised to take the service through the coming reforms and to meet the demands of leading larger regional forces of the future. We make recommendations on the need for a solution at [7.80]-[7.88] below.
- 7.40 We heard that, in addition to '30 years, then done' culture and associated financial incentives, short tenures are also caused by officers choosing not to seek promotion – particularly to DCC or CC – until quite late in their careers. Suggested reasons for this included concerns about exposure and personal jeopardy too far ahead of full-pension entitlement, employment risk from DCC fixed-term contracts, or adverse PCC interventions.

Morale

- 7.41 There are strong indications that CPOs are committed to their roles, confident in service leadership and motivated by the public duty they perform.⁵¹ However, factors such as workload, resourcing and fatigue, scrutiny and risk drive varying levels of discontent between ranks and forces. The National Police Wellbeing Survey found that 38 per cent of CPOs report they face unrealistic time pressures.⁵² The CPOSA survey found that 86 per cent of members scored their motivation to do a good job at 8, 9 or 10 – down from 97 per cent in 2021 – but that 39 per cent of CPOs worked in excess of 60 hours a week, with only 37 per cent of respondents describing themselves as satisfied or very satisfied with their working hours.⁵³
- 7.42 Pay and pensions are a factor affecting morale – with feelings that responsibility is not matched by reward most strongly evident at ACC/Commander rank. The NPCC's workforce survey found that 70 per cent of CPOs consider their remuneration fair – compared to only one in ten constables and only a quarter of the inspecting ranks.⁵⁴ The CPOSA's survey, however, found that nearly half of CPOs are dissatisfied or very dissatisfied with base pay, including 60 per cent of ACCs/Commanders.⁵⁵ The CPOSA also reports that CPO satisfaction with base pay is at an all-time low, with only 33 per cent satisfied or very satisfied, and the number satisfied with overall remuneration has declined to its lowest ever level at 31 per cent – with 41 per cent of CPOs reporting that their overall remuneration package encourages them to leave.⁵⁶ In discussion groups, we heard that the delay in announcing last year's pay award has negatively impacted CPO morale.
- 7.43 Morale indicators for chief officers differ significantly to those of the federated and superintending ranks where there is evidence of acute issues, including low confidence in service leadership. CPOs report high levels of confidence, trust, fairness, and alignment with organisational values – however these views are not shared by the junior ranks, who report a perceived lack of organisational commitment to work-life balance, low psychological safety, and limited confidence in challenging senior leaders. Nine out of ten CPOs believe senior leaders' actions are consistent with organisational values, compared to only one in every four

⁵¹ Written Submission 046 (NPCC) at 41-48; Written Submission 049 (CPOSA) at 42.

⁵² Written Submission 046 (NPCC) at 43.

⁵³ Written Submission 049 (CPOSA) at 42-43.

⁵⁴ Written Submission 046 (NPCC) at 45.

⁵⁵ Dataset 036 (CPOSA).

⁵⁶ Written Submission 049 (CPOSA) at 32, 39 and 41.

constables.⁵⁷ Similarly, 83 per cent of CPOs believe change is well-managed in their force, compared with only 9 per cent of constables and sergeants.⁵⁸ Only one in ten constables believe the promotion system is fair compared to 80 per cent of CPOs, and only one in five constables and sergeants trust that a workplace conduct issue would be properly investigated compared to 87 per cent of CPOs.⁵⁹

- 7.44 Submissions from policing stakeholders this year emphasised declining mental health amongst chief officers – with the CPOSA’s survey highlighting high rates of anxiety, including 10 per cent of members reporting ‘severe’ anxiety levels, and increasing levels of depression.⁶⁰ Sick leave rates for CPOSA members had increased to 16.5 per cent.⁶¹ However, 91 per cent of CPOs had taken no sick leave, suggesting that some chief officers were still working while unwell.⁶²

Diversity

- 7.45 Progress on diversity amongst chief officers remains poor – and out of step with both the wider policing workforce, and the general population. Female chief officers comprise 30 per cent of policing leaders, compared to 36 per cent of all police officers.⁶³ Ethnic minority chief officers account for only 4.5 per cent, compared to 8.4 per cent of all police officers.⁶⁴ There has not been any substantive improvement to these statistics for many years. More needs to be done to improve representation at chief officer level.
- 7.46 There is an apparent lack of strategy or ownership of the issue. In oral evidence, we heard that diversity is an area of focus for the Minister, and that she has written to the Leadership Commission on this point. All policing stakeholders share responsibility for improving the diversity of the chief officer cohort and across the talent pipeline. We continue to encourage meaningful progress toward a chief officer cohort that reflects the population it serves, as part of the wider policing workforce strategy (see further at [7.55]-[7.60]).

Assistant Chief Constable/Commander pay structure

- 7.47 We heard again this year that at ACC/Commander level, the pay increase on promotion is not seen to be commensurate to the step up in responsibility and risk. We have heard that this issue is affecting recruitment, retention and morale in varying degrees across forces – with a particular focus around the differential between Chief Superintendent and ACC/Commander salaries. In a closed-entry, rank progression workforce such as policing, pay relativity and differentials, and incentives to progress between ranks are important issues.
- 7.48 In our last Report we expressed our support for a review of the ACC/Commander pay framework, similar to the recently-completed CC and DCC pay framework review, and encouraged policing stakeholders jointly to undertake this review.⁶⁵ Some preliminary steps have been taken by the NPCC – including completion of a benchmarking exercise of

⁵⁷ Written Submission 046 (NPCC) at 47.

⁵⁸ Written Submission 046 (NPCC) at 47.

⁵⁹ Written Submission 046 (NPCC) at 45.

⁶⁰ Written Submission 049 (CPOSA) at 70.

⁶¹ Written Submission 049 (CPOSA) at 47.

⁶² Written Submission 049 (CPOSA) at 46.

⁶³ Written Submission 046 (NPCC) at 24.

⁶⁴ Written Submission 046 (NPCC) at 25-26.

⁶⁵ Review Body on Senior Salaries *Supplement to the Forty-Seventh Annual Report on Senior Salaries* (CP 1506, February 2026) at [8.107]. Available at <www.gov.uk/government/publications/supplement-to-the-senior-salaries-review-body-report-2025>.

ACC/Commander pay points – but a full review has not yet been completed.⁶⁶ In oral evidence, the NPCC told us that a full review will be completed before next year. In the absence of progress on this topic, some policing stakeholders have asked us to again consider making recommendations adjusting the ACC/Commander pay structure this year, and to introduce on-call allowances for ACCs/Commanders.⁶⁷

- 7.49 The NPCC’s benchmarking information, combined with our own analysis of the changes in the pay differential between Chief Superintendent and ACC/Commander over time (see Annex at [7.205]-[7.209]) indicate there is a need for a broad-based review of the ACC/Commander pay structures, and their relativity to the pay and reward offering at other ranks – in particular, to Chief Superintendent pay. The frequency and tenor with which this topic is raised in discussion groups and in written and oral evidence indicates that this matter needs to be resolved, and that adverse impacts upon ACC/Commander recruitment, retention and morale will persist, and likely, increase in the absence of a substantive review. This is further compounded by the criticality of ensuring a strong and stable policing leadership pipeline throughout the policing reforms. We make recommendations on this at [7.81]-[7.85].

Chief Constable and Deputy Chief Constable pay structures

- 7.50 The revised pay structure and salaries for CCs and DCCs came into full effect from 1 June 2025. Last year, we heard some concerns that the revised pay structure 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.⁶⁸
- 7.51 In oral evidence, the NPCC told us that it would look to undertake a post-implementation review of the new CC and DCC pay structures. We look forward to receiving the results of this review in next year’s written evidence.

Leadership

- 7.52 Policing stakeholders told us that leadership selection and capability development is inconsistent across forces.
- We heard that in addition to the range of pay and non-pay factors discussed earlier in this Chapter, the leadership pipeline has been eroded by a reduction in nationally delivered development programmes, while progression routes such as fast-track programmes are not delivering the desired impact.
 - It is unclear to us what training and development offerings are available to prospective and substantive chief officers apart from the ELP – and we understand that in many cases, the ELP is the first and only formal leadership training programme offered. The impact of this is illustrated to some extent through the survey responses on service leadership from the federated and superintending ranks (discussed earlier at [7.43]).
 - In other remit groups, we observe stronger and more systematic approaches to leadership development at all stages of the talent pipeline – for example, in the military where officers return to the relevant training colleges at key stages across their careers,

⁶⁶ Written Submission 046 (NPCC) at 51-56.

⁶⁷ Written Submission 049 (CPOSA) at 56-63.

⁶⁸ Review Body on Senior Salaries *Supplement to the Forty-Seventh Annual Report on Senior Salaries* (CP 1506, February 2026) at [8.44]. Available at <www.gov.uk/government/publications/supplement-to-the-senior-salaries-review-body-report-2025>.

or in the NHS following recommendations for developing health and social care leaders made in a 2022 review by General Sir Gordon Messenger and Dame Linda Pollard.⁶⁹

- 7.53 At the senior leadership level, there are useful skills and experience to be gained through two-way movement in and out of organisations. In oral evidence we heard that, although there are limited examples, direct entry at chief officer level has proved successful, and secondments in and out of policing help to develop officers' skills and experience.
- 7.54 We support the proposals in the policing white paper regarding leadership development and training, direct entry and encouraging officers to gain outside experience.⁷⁰ These issues are currently being considered by the Leadership Commission, and we look forward to its report.

Workforce strategy

- 7.55 The CPO workforce has grown by 7.1 per cent in the last year from 245 to 263 FTE officers across the 43 forces.⁷¹ There has also been further growth in the number of temporary appointments to the chief officer ranks, increasing to 89 of the 263 current CPOs, or one-third (33.8 per cent) of the overall chief officer workforce.⁷²
- Approximately 30 per cent of ACCs/Commanders and 20 per cent of DCCs are temporary appointees, and 10 per cent of temporary appointments at each rank are additional posts above establishment.⁷³ Approximately one-third of temporary ACCs/Commanders were undertaking the ELP.⁷⁴
 - In oral evidence, it was suggested to us that there are a range of possible reasons for both the growth in workforce and in temporary appointments – such as backfill for officers on leave, development opportunities or temporary promotions for ELP attendees pending a substantive appointment, or reflecting an increase in the number of misconduct hearings which must be chaired by a chief officer.
- 7.56 This heavy reliance upon temporary appointments is unusual, especially for a senior leadership cohort, but not necessarily negative. However, we are concerned that the rationale for this high number of temporary appointments across forces is unclear to us, and also to policing stakeholders. High levels of temporary appointments impact upon career planning and the talent pipeline, and when these are additional posts, on forces' overall pay bill.
- 7.57 The NPCC highlighted the risks of what it termed "*a critical inflection point*" for policing leadership, including fragile public confidence, a weakened leadership pipeline and inconsistent development pathways, and lower psychological safety. It said that without closer alignment between pay structures and workforce ambitions, policing risked remaining insular, with stagnation in leadership diversity and a shrinking pool of senior candidates.⁷⁵
- 7.58 The announced policing reforms further underscore the importance of incentivising and retaining talent over the long term. CPOs will be charged with leading the development and

⁶⁹ Gordon Messenger and Linda Pollard *Leadership for a collaborative and inclusive future* (8 June 2022). Available at <www.gov.uk/government/publications/health-and-social-care-review-leadership-for-a-collaborative-and-inclusive-future>.

⁷⁰ Home Office *From Local to National: A New Model for Policing* (CP 1489, January 2026) at 74-82. Available at <www.gov.uk/government/publications/from-local-to-national-a-new-model-for-policing>.

⁷¹ See further at [7.192]-[7.196].

⁷² Written Submission 042 (College of Policing) at 12.

⁷³ Written Submission 046 (NPCC) at 20.

⁷⁴ Written Submission 046 (NPCC) at 20.

⁷⁵ Written Submission 046 (NPCC) at 6.

implementation of a generational change in policing. The nature of their roles will be reshaped by the proposed reforms, and they will have to show strong service leadership through a period of transition and uncertainty for themselves and the wider workforce. These roles need to be attractive and fairly compensated at every stage of the reform process – and key individuals need to be incentivised to be part of implementing the reform programme.

- 7.59 We heard from several stakeholders of the risk that much-needed talent and experience at chief officer level could be lost – whether through the process of force mergers, the absence of detailed reform proposals (for example, on the oversight model replacing PCCs), or a combination of these and other factors. We have already seen early indications that uncertainty is impacting upon morale for some CPOs. Consideration should be given to a cohesive package of incentives designed to support retention throughout all stages of reform – for example, of the kind seen in the health sector to incentivise senior leaders to join and remain in challenged trusts.⁷⁶
- 7.60 Retention of talent through change and uncertainty needs dedicated focus and ownership. The PRRB has, for some time, called for a comprehensive workforce strategy to be developed across policing.⁷⁷ We also consider there to now be an even more pressing need for this strategy – which will provide important inputs into the development of, and navigation through, the suite of policing reforms. We make recommendations on this at [7.78]-[7.80] below.

Pay recommendation

Government's proposal

- 7.61 The Home Office has submitted that a 2.5 per cent award is appropriate for CPOs, and consistent with the wider economic climate. It notes also that no additional central funding will be provided to departments for pay awards in 2026-27, and that a higher award would require financial reprioritisation and trade-offs for both policing and departmental budgets.⁷⁸

Proposals from other policing stakeholders

- 7.62 The NPCC recommends a 3.5 per cent pay award for chief officers, with forces funding up to 2.5 per cent.⁷⁹ It said that pay is a factor in signalling value and fairness⁸⁰, and that there are “*imminent succession challenges and shallow recruitment pools*” at CC and DCC level where pay could be a lever.⁸¹ In oral evidence, we were told that most forces had budgeted for a 3 per cent pay award.
- 7.63 The CPOSA recommends a pay award of at least 4.3 per cent for chief officers – comprising 3 per cent to match the rate of CPI inflation, plus 1 per cent for ‘pay restoration’, and a further 0.3 per cent to retroactively account for the difference between the awards recommended by the PRRB and this Review Body last year. It argues that CPOs should not receive an award any

⁷⁶ The VSM pay framework for senior health leaders makes provision to offer premia to attract strong performers to challenged trusts – including a two-year period when there may be a 15 per cent base pay uplift, and protection against withholding of salary awards due to poor trust performance – as well as bonuses of up to 10 per cent of salary to reward high performers. See further in Review Body on Senior Salaries *Forty-Eighth Annual Report on Senior Salaries* (CP 1570, May 2026) at Chapter 5. Available at <www.gov.uk/government/publications/senior-salaries-review-body-report-2026>.

⁷⁷ Police Remuneration Review Body *Eleventh Report: England and Wales 2025* (CP 1354, August 2025) at [5.3]. Available at <www.gov.uk/government/publications/police-remuneration-review-body-report-2025-england-and-wales>.

⁷⁸ Written Submission 043 (Home Office) at [10] and [12].

⁷⁹ Written Submission 046 (NPCC) at 58.

⁸⁰ Written Submission 046 (NPCC) at 40.

⁸¹ Written Submission 046 (NPCC) at 58.

lower than other ranks, and should receive 0.3 per cent above the pay award figure for junior ranks to “recalibrate the 2025 pay award differential”.⁸²

- 7.64 The APCC proposes a 2.5 per cent award, but says that “chief officers deserve a 3.5 per cent pay award”.⁸³ In oral evidence, the APCC told us that they would support an award higher than 2.5 per cent if additional funding was available. It said that a pay award above the level affordable for forces would weaken policing.

Our recommendation

- 7.65 The evidence we have seen indicates that while there are not presently any major recruitment or retention difficulties for chief officers – certainly not to the same extent as in the junior ranks – there are early signs of difficulties in the near future.

- Chief officer positions are being filled, but with shallow recruitment pools and reduced competition for posts. We have again heard concerns about quality, and about encouraging the best and brightest in the superintending ranks to consider promotion to ACC/Commander – but have not received evidence or data that clearly substantiates these quality concerns.
- Tenure in post remains sub-optimal, exacerbated by financial and bureaucratic disincentives to continuing in post beyond pensionable service – in particular, legacy pension conditions and inconsistent provision of ‘retire and rehire’ arrangements.
- Chief officers show high levels of resilience, but this is incrementally degraded by the recruitment and retention factors, and compounded by high workloads, risk, and scrutiny. They continue to oversee forces under considerable financial and operational pressure, and where morale across the junior ranks is markedly deflated, including with respect to confidence in service leadership.

- 7.66 We place considerable weight on the importance of ensuring strong and stable leadership throughout the forthcoming policing reforms. The transformational changes proposed constitute a generational shift for policing in England and Wales – every effort should be put into ensuring the foundation conditions to enable their success. Like other policing stakeholders, we are supportive of the initiatives and vision for change. We have taken care this year to not make comments and recommendations that might pre-empt or negatively impact upon wider reform proposals.

- 7.67 It will take many years for this vision to come to fruition. Notably, the reduction in the number of separate police forces is not expected to be fully implemented until the end of the next Parliament (in 2034).⁸⁴ We also make particular mention of the related uncertainty regarding policing oversight arrangements replacing PCCs – whether a 1:1 relationship with elected mayors, or a board-type arrangement (a model that has worked well in Northern Ireland). We signal here to stakeholders the importance of ensuring that pay and reward is considered and adjusted concurrent to the various stages of policing reforms – particularly as the nature and scale of the chief officer role evolves.

- 7.68 Change and uncertainty, while an unavoidable byproduct of policing reforms, will no doubt further impact upon the morale and resilience of CPOs and the workforce they lead. Chief

⁸² Written Submission 049 (CPOSA) at 8.

⁸³ Written Submission 051 (APCC) at [20].

⁸⁴ Home Office *From Local to National: A New Model for Policing* (CP 1489, January 2026) at [157]. Available at www.gov.uk/government/publications/from-local-to-national-a-new-model-for-policing.

officers will play an instrumental role in maintaining service delivery and stability, and also in designing and delivering specific elements of reform. Policing will need to retain the experience and expertise of its most senior officers, and to encourage the next generation of leaders to step up, and stay, throughout all stages of these reforms.

- 7.69 We have heard again this year arguments from some stakeholders for ‘pay restoration’ – proposing a further uplift in CPO salaries to counterbalance those years where the real value of pay packets was eroded by inflation, or in years where the PRRB made a higher pay recommendation for the junior ranks.
- 7.70 The suggestion that salaries should rise to offset the squeeze on pay from high inflation has also been made by some stakeholders in other SSRB remit groups.⁸⁵ However, a key cause of the surge in inflation in recent years has been the sustained increase in energy costs triggered by geopolitical events. This is a negative supply shock for the UK economy, and so results in lower real incomes across the economy as a whole. Attempting to compensate for supply-driven inflation increases through higher wages is not sustainable beyond the very short term, and can make the longer-term adjustment to an energy price shock more difficult.
- 7.71 We recognise that differential pay awards between senior leaders and their junior workforce can negatively impact on morale – and, if sustained over a long time period, pay differentials between these groups can blunt incentives to seek promotion. This is an important consideration when determining senior pay, but is only one among a range of relevant factors. Even in a closed-entry workforce such as policing, senior leadership roles experience different recruitment, retention, and morale pressures – and therefore, different pay and reward drivers.
- 7.72 There have been material disparities in the recruitment, retention and morale difficulties between CPOs and the federated and superintending ranks over a period of years – with the situation substantially worse for early and mid-career officers in particular. It is unsurprising therefore, that last year the PRRB made a pay recommendation for the junior ranks that was higher than our recommendation for CPOs. In oral evidence this year, the Minister affirmed the government’s understanding and acceptance that two different review bodies, considering both overlapping and distinct factors affecting different sections of the workforce, can result in different pay recommendations.
- 7.73 Our pay recommendation this year responds to the pay-related factors that negatively impact chief officer recruitment, retention and morale. In tandem with other recommendations outlined below, it seeks to incentivise serving CPOs to remain in post, and to encourage the next generation to step up to chief officer level.
- 7.74 We are aware of evidence presented to the PRRB, including on the more-substantial pressures on recruitment and retention, and cost of living impacts, for those in the federated and superintending ranks – and have had regard to these factors in our deliberations for chief officers. We note the importance of ‘all-of-one-company’ considerations in terms of incentivising officers to seek promotion to senior ranks, and upon the morale of those senior officers already in post. In a closed-entry, rank progression workforce such as policing, pay relativity, compression and incentives to progress between ranks are important issues. We consider these factors alongside the distinct recruitment, retention and morale factors applicable to chief officers.

⁸⁵ Review Body on Senior Salaries *Forty-Eighth Annual Report on Senior Salaries* (CP 1570, May 2026) at [1.5]. Available at www.gov.uk/government/publications/senior-salaries-review-body-report-2026.

- 7.75 It is important to note also the differences in timing and economic context between the recommendations made in this Report, and those made earlier in our main Report. Since the submission of our main Report, the economic and geopolitical context has shifted. We discuss this further in Chapter 6 at [6.5].
- 7.76 As indicated at [7.8] above, and for the reasons set out across this Chapter, we recommend a consolidated pay award of 3.7 per cent for all chief police officers in the 43 territorial police forces of England and Wales.

Recommendation 8

We recommend that all chief police officers in the 43 territorial police forces of England and Wales should receive a 3.7 per cent consolidated pay increase from 1 September 2026.

- 7.77 If our recommendation is accepted, the revised salaries for CPOs in the territorial police forces of England and Wales will be as outlined in Table 7.1 to Table 7.4 below.⁸⁶

Table 7.1: Recommended Chief Constable and Deputy Chief Constable salaries, England and Wales (excl. London)

Pay group	Chief Constable		Deputy Chief Constable	
	At 1 September 2025	From 1 September 2026	At 1 September 2025	From 1 September 2026
Group 1*	£240,215	£249,102	£198,176	£205,509
Group 2**	£208,477	£216,192	£171,993	£178,356
Group 3***	£188,656	£195,636	£155,641	£161,400

* Greater Manchester Police; West Midlands Police; West Yorkshire Police; Thames Valley Police.

** Merseyside Police; Northumbria Police; Hampshire and Isle of Wight Constabulary; Devon and Cornwall Police; Kent Police; Lancashire Constabulary; Avon and Somerset Constabulary; Essex Police; South Wales Police; South Yorkshire Police; Sussex Police.

*** Nottinghamshire Police; Cheshire Constabulary; Derbyshire Constabulary; Hertfordshire Constabulary; Humberside Police; Leicestershire Police; Staffordshire Police; West Mercia Police; Norfolk Constabulary; Surrey Police; Bedfordshire Police; Cambridgeshire Constabulary; Cleveland Police; Dorset Police; Durham Constabulary; Gwent Police; North Yorkshire Police; North Wales Police; Northamptonshire Police; Suffolk Constabulary; Wiltshire Police; Cumbria Constabulary; Dyfed-Powys Police; Gloucestershire Constabulary; Lincolnshire Police; Warwickshire Police.

Note: Excludes geographic and other allowances.

Table 7.2: Recommended Assistant Chief Constable/Commander salaries, England and Wales (incl. London)

Pay point	At 1 September 2025	From 1 September 2026
1	£125,188	£129,819
2	£133,115	£138,039
3	£141,050	£146,268

Note: Excludes geographic and other allowances.

⁸⁶ Where relevant, these spot-rate salaries have been rounded to the nearest multiple of three to ensure compatibility with policing payroll systems.

Table 7.3: Recommended Metropolitan Police Service chief officer salaries

Rank	At 1 September 2025	From 1 September 2026
Commissioner	£343,353	£356,058
Deputy Commissioner	£283,846	£294,348
Assistant Commissioner	£240,215	£249,102
Deputy Assistant Commissioner	£198,176	£205,509

Note: Excludes geographic and other allowances.

Table 7.4: Recommended City of London Police chief officer salaries

Rank	At 1 September 2025	From 1 September 2026
Commissioner	£213,253	£221,142
Deputy Commissioner	£176,285	£182,808

Notes: 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.

Workforce strategy

- 7.78 As discussed at [7.55]-[7.60] above, we consider there is a pressing need for a comprehensive policing workforce strategy. This will provide important inputs into the development of, and act as a key enabler for, the suite of policing reforms. This strategy needs to be in place before the implementation of reforms begins en masse.
- 7.79 We encourage the Home Office and the NPCC to advance this at pace. Accordingly, we recommend that, subject to the views and recommendations of the PRRB, a comprehensive policing workforce strategy is developed and finalised no later than the start of the next pay review round.

Recommendation 9

We recommend that, subject to the views and recommendations of the Police Remuneration Review Body (PRRB), a comprehensive policing workforce strategy is developed and finalised no later than the start of the next pay review round.

- 7.80 We ask that the Home Office and the NPCC also directly engage with the Northern Ireland Department of Justice (NIDOJ), the Northern Ireland Policing Board (NIPB), and the PSNI on aspects of the workforce strategy that may have implications for the PSNI in light of the unique conditions and operating context in Northern Ireland. As noted at [7.7], it is important that ongoing policing reforms in England and Wales do not have unintended consequences for policing in Northern Ireland.

Review of chief officer pay structures

- 7.81 As discussed at [7.47]-[7.49] above, there is a need for a broad-based review of the ACC/Commander pay structures. Addressing the persistent concerns regarding the pay and reward of ACCs/Commanders, particularly in relation to pay on promotion relative to the step-up in responsibility and risk, is a critical element in ensuring these roles remain attractive and

competitive, and in providing a strong and stable leadership base across policing throughout the planned reforms.

- 7.82 It is important that all assessments and resulting change proposals are considered and fully-informed – to avoid any unintended consequences, either across the wider talent pipeline (incl. relativity to other ranks), or in the delivery of policing reforms. Given the transformational changes ahead for policing, this review should be treated as a component of the wider workforce strategy and planning, and should not occur in isolation from consideration of the upstream and downstream effects for other ranks, or the suite of forthcoming policing reforms.
- 7.83 Notwithstanding this, however, the review does need to be prioritised and completed at pace. Accordingly, we recommend a full review of the ACC/Commander pay framework is completed by the NPCC in partnership with all policing stakeholders, with findings and change proposals reported to this Review Body as part of next year's written evidence.

Recommendation 10

We recommend that a full review of the Assistant Chief Constable (ACC)/Commander pay framework is completed by the NPCC in partnership with all policing stakeholders, with findings and change proposals reported to this Review Body as part of next year's written evidence.

- 7.84 We ask that the Home Office and the NPCC also directly engage with the NIDOJ, the NIPB, and the PSNI to ensure that the perspective of, and implications for, the PSNI are taken into account, including the unique conditions and operating context in Northern Ireland.
- 7.85 In relation to on-call allowances for CPOs, it appears from the evidence we have seen that this is largely an issue of perceived fairness between ranks, rather than of financial remuneration for these duties themselves – however in smaller forces, the financial impact is more apparent. We also heard there is a variety of different approaches between forces in the way that on-call duties are distributed amongst senior officers, which could address these concerns in part. However, as we said last year it is important that ACC/Commander pay is set at a level that reflects expectations such as on-call duties.⁸⁷ This should be considered as part of the broad-based review of chief officer pay structures.

Retaining experienced chief officers through reform

- 7.86 Incentivising chief officers to continue to serve throughout all stages of policing reforms will be critical to their success. Consideration needs to be given to how 'retire and rehire' provisions can be used more frequently and consistently across policing. These provisions offer an avenue to retaining much-needed senior leadership experience and expertise as policing reforms are progressed, with no additional financial cost to the force.
- 7.87 As noted at [7.37]-[7.39], we are also concerned by the strong financial incentive for chief officers to retire upon reaching pensionable service. This issue disproportionately affects the CPO ranks, and primarily arises from the pension conditions associated with the 1987 scheme.

⁸⁷ Review Body on Senior Salaries *Supplement to the Forty-Seventh Annual Report on Senior Salaries* (CP 1506, February 2026) at [8.95]. Available at <www.gov.uk/government/publications/supplement-to-the-senior-salaries-review-body-report-2025>.

7.88 Accordingly, we recommend that the Home Office and the NPCC work with policing stakeholders to develop a solution at pace to address chief officer retention through all stages of policing reform. This should include:

- Reviewing the provision and consistency of ‘retire and rehire’ arrangements across ranks and forces.
- Considering options to mitigate the potential for the 1987 pension scheme to act as a financial disincentive for chief officers to remain in post.

We recommend that this work occurs alongside development of the policing workforce strategy, with actions reported to this Review Body as part of next year’s written evidence.

Recommendation 11

We recommend that the Home Office and the NPCC work with policing stakeholders to develop a solution at pace to address chief officer retention through all stages of policing reform. This should include:

- Reviewing the provision and consistency of ‘retire and rehire’ arrangements across ranks and forces.
- Considering options to mitigate the potential for the 1987 pension scheme to act as a financial disincentive for chief officers to remain in post.

We recommend that this work occurs alongside development of the policing workforce strategy, with actions reported to this Review Body as part of next year’s written evidence.

7.89 We ask that the Home Office and the NPCC also directly engage with the NIDOJ, the NIPB, and the PSNI to ensure that the perspective of, and implications for, the PSNI are taken into account, including the unique conditions and operating context in Northern Ireland.

National Police Chiefs’ Council review of allowances

7.90 Our remit letter this year included a specific request to consider proposals arising from year two of the NPCC’s review of allowances.⁸⁸ The allowances concerned are:

- Geographical allowances applicable in London and the South East (see [7.96]-[7.98]).
- Rest days in lieu (RDIL) (see [7.99]-[7.101]).
- Annual leave, neonatal care leave, parental bereavement leave, and maternity support (paternity) leave entitlements (see [7.102]-[7.103]).
- Allowances payable when on reduced pay (see [7.104]-[7.105]).
- Pensionable allowances (see [7.106]-[7.107]).
- Automatic uplift of allowances linked to the annual pay award (see [7.108]-[7.109]).

⁸⁸ See Appendix L.

- The acting up allowance (see [7.110]-[7.111]).
 - Bonus payments (see [7.112]-[7.113]).
 - Implementation of statutory changes to Police Regulations (see [7.114]-[7.115]).
- 7.91 In written evidence, the Home Office asks us to have regard to the views of the PRRB when considering allowances that also apply to officers in the federated and superintending ranks.⁸⁹
- 7.92 The NPCC has provided us with detailed information on the background and analysis underpinning each proposal.⁹⁰ However, in written evidence, not all stakeholders provided their views on all proposals. This is disappointing, particularly as we commented in our last Report on the importance of coordinating future proposals across all policing stakeholders.⁹¹
- 7.93 To ensure procedural fairness, we contacted each stakeholder separately and offered them the opportunity to comment on each proposal. The views we received from stakeholders are shown in the Annex to this Chapter at Table 7.18. We have taken these into account in the conclusions outlined below.
- 7.94 In most cases, these allowance proposals predominantly impact upon the federated and superintending ranks, who constitute the vast majority of allowance recipients. In a limited entry, rank-progression workforce such as policing, it is appropriate to start from a position of equality in terms and conditions across all ranks, diverging only where there is a compelling reason to do so. In the case of most of the proposals below, we see no reason why the value, or rate of increase, of these allowances for CPOs should be different to other ranks. In these circumstances, we have deferred to the PRRB's views and recommendations on the appropriate arrangements and next steps.
- 7.95 We suggest that the NPCC gives attention to consistency of allowances provision across forces now, in support of planned organisational change (i.e. force mergers) in the future.

Geographical allowances

- 7.96 This year, the NPCC has reviewed two of the three geographical allowances payable to police officers of all ranks in England and Wales – the London Allowance⁹² and the South East Allowance⁹³. The NPCC proposes that the maximum limit for both allowances is increased in line with this year's annual pay award percentage. It suggests that this approach is also adopted for future years.⁹⁴

⁸⁹ Written Submission 043 (Home Office) at [20].

⁹⁰ Written Submission 046 (NPCC) at 61-81.

⁹¹ Review Body on Senior Salaries *Supplement to the Forty-Seventh Annual Report on Senior Salaries* (CP 1506, February 2026) at [8.16]. Available at <www.gov.uk/government/publications/supplement-to-the-senior-salaries-review-body-report-2025>.

⁹² The London Allowance, introduced in the 1970s, is a non-pensionable fixed sum set by the relevant commissioner (up to a prescribed maximum value) payable to all ranks in the Metropolitan Police Service and the City of London Police, accounting for labour market conditions in recruiting officers in London. The maximum limit for the London Allowance (£6,558) last increased in April 2025. Both forces currently pay the maximum allowance value (Written Submission 046 (NPCC) at 75).

⁹³ The South East Allowance, introduced in 2001, is a non-pensionable fixed sum set by the relevant chief constable (up to a prescribed maximum value), payable to officers of all ranks in eight police forces located in close proximity to Greater London (Bedfordshire, Essex, Hampshire, Hertfordshire, Kent, Surrey, Sussex, Thames Valley). The maximum limit for the South East Allowances last increased in 2016 to between £2,000 and £3,000 dependent upon police force. Most forces currently pay the maximum allowance value (Written Submission 046 (NPCC) at 75-76).

⁹⁴ Written Submission 046 (NPCC) at 77-78.

- 7.97 Separately, the Home Office has asked us to consider whether there is a case for increasing London Weighting.⁹⁵ The value of the London Weighting allowance has increased in line with the annual pay award percentage for some years – however this is not automatic, and is dependent upon amendments made via the Home Secretary’s pay determination under the Police Regulations 2003.⁹⁶
- 7.98 CPOs are eligible to receive the same geographical allowances as the federated and superintending ranks – and the underlying conditions which these allowances are intended to address are broadly similar regardless of rank. In accordance with our earlier comments at [7.94], we recommend that the PRRB’s recommendations on appropriate arrangements for these allowances are also applied for CPOs (see Recommendation 12 below).

Rest Days in Lieu (RDIL)

- 7.99 In order to encourage a cultural shift regarding working additional hours, to incentivise forces to prioritise officer rest and recovery, and to address inconsistency of current arrangements across ranks, the NPCC proposes a three-point solution:⁹⁷
- Implementing a cap on RDIL balances of five days, and protecting these balances in the same manner as annual leave;
 - Ring-fencing existing RDIL balances at 31 March 2027 and requiring these to be gradually reduced by 31 March 2030 in accordance with annual transitional caps; and
 - For balances above the relevant cap where forces are unable to schedule RDIL within 12 months, pay-outs of these unused days at plain time.
- 7.100 We support the strong wellbeing focus through incentivising police forces to reschedule RDILs promptly. Notwithstanding this, we also agree with the Home Office’s comments regarding out-of-hours working – this is an accepted part of the job when working at senior leadership level, across all sectors. However, for policing specifically, this is counterbalanced by the ‘all-of-one-company’ considerations discussed at [7.94].
- 7.101 CPOs represent a minority of the policing workforce. Furthermore, they have greater flexibility than other ranks to be able to reclaim RDILs. Primary consideration should be given, therefore, to ensuring that the RDIL proposals work for the federated and superintending ranks. Accordingly, and for the reasons outlined earlier at [7.94], we recommend that the PRRB’s recommendations on appropriate arrangements for RDIL are also applied for CPOs (see Recommendation 12 below).

⁹⁵ Written Submission 043 (Home Office) at [17]. London Weighting, introduced in the 1940s, is a pensionable fixed sum payable to all ranks in the Metropolitan Police Service and the City of London Police, accounting for the higher cost of living in London. London Weighting last increased in September 2025 to £3,150 (Written Submission 046 (NPCC) at 75).

⁹⁶ The Home Secretary issues an annual determination under regulation 24 of the Police Regulations 2003 which gives effect to pay and allowance changes, including those relating to recommendations from the pay review bodies. This determination is published as a Home Office circular – see, for example “Circular 003/2025: Annex F, O and U, Police Regulations 2003” (20 March 2025) GOV.UK <www.gov.uk/government/publications/circular-0032025-annex-f-o-and-u-police-regulations-2003>.

⁹⁷ Written Submission 046 (NPCC) at 61-66.

Leave entitlements

7.102 The NPCC has proposed that:

- Annual leave entitlements for chief officers – currently 4-10 days higher than officers at other ranks – are not reviewed until 2027/28 to align with the next planned review for the federated ranks.⁹⁸
- Guidance is issued to forces to standardise the approach to purchasing additional annual leave days.⁹⁹
- Officers of all ranks receive up to 12 weeks neonatal care leave for both parents regardless of length of service, above the statutory entitlement.¹⁰⁰
- Eligibility for parental bereavement leave is extended above the statutory entitlement to include nominated carers.¹⁰¹
- Consideration of revised maternity support (paternity) leave entitlements is deferred until 2027/28, pending the outcome of the Government's review of the parental leave and pay system.¹⁰²

7.103 We agree that review of annual leave provisions for chief officers should occur in alignment with other ranks. We are supportive of the standardisation of provisions regarding additional leave between forces. Regarding neonatal care leave, we agree with the Home Office that the impact of any changes need to be fully considered.¹⁰³ However, the principal consideration, as with parental bereavement and maternity support (paternity) leave provisions, is ensuring that proposals are appropriate for the vast majority of the workforce, and not introducing bespoke arrangements for different ranks unless there is a compelling reason to do so. Accordingly, we recommend that consideration of maternity support (paternity) leave entitlements and review of annual leave entitlements for chief officers occurs in parallel to reviews for other ranks, and that on the other matters the PRRB's recommendations on appropriate arrangements are also applied for CPOs (see Recommendation 12 below).

Allowances payable when on reduced pay

7.104 The Court of Appeal recently clarified how police allowances must be treated during periods of absence, including when officers are on maternity or other protected leave.¹⁰⁴ In response to this, the NPCC proposes that the Police Regulations 2003 are amended to provide statutory

⁹⁸ Written Submission 046 (NPCC) at 66.

⁹⁹ Written Submission 046 (NPCC) at 67.

¹⁰⁰ Written Submission 046 (NPCC) at 79. Under current arrangements, officers must complete 26 weeks' continuous service to qualify for neonatal care leave, and pay is set at 90% of average gross weekly earnings – aligned with statutory maternity pay.

¹⁰¹ Written Submission 046 (NPCC) at 79-80.

¹⁰² Written Submission 046 (NPCC) at 80. See "Parental leave and pay review" GOV.UK

<www.gov.uk/government/collections/parental-leave-and-pay-review>.

¹⁰³ The NPCC estimate the scale of impact to be limited, likely to affect approximately 228 officers nationwide at any given time (Written Submission 046 (NPCC) at 79).

¹⁰⁴ *City of London Police v Geldart* [2021] EWCA Civ 611. The court held that allowances (as outlined in Regulation 34) are separate to pay (as outlined in Regulation 24) and should not be stopped in the event that an officer remains employed but is not receiving pay under Regulation 24 terms – for example, when they have exhausted their occupational maternity pay entitlements, but continue to receive statutory maternity pay.

authority for restricting the payment of allowances when an officer remains employed, but is not receiving pay under Regulation 24.¹⁰⁵

- 7.105 We support the view that a robust legal and equality assessment is required before considering such amendments. We note that even with endorsement from the pay review bodies, any change will require Home Office consent. In keeping with our earlier comments at [7.94] on consistency between ranks, we defer to the PRRB's view and recommendations on this proposal (see Recommendation 12 below).

Pensionable allowances

- 7.106 In response to requests from the staff associations, the NPCC considered whether all allowances should be pensionable, regardless of their nature. Currently, only London Weighting, temporary salary and pay on temporary promotion are pensionable. The NPCC considers that the current approach should remain, with only those allowances which form part of base pay (under Regulation 24 and Regulation 27 of the Police Regulations 2003) being pensionable.¹⁰⁶

- 7.107 We see no particular reason why the position on this matter for chief officers should differ from other ranks. Accordingly, and in keeping with our earlier comments at [7.94], we defer to the PRRB's view and recommendations on this matter (see Recommendation 12 below).

Automatic uplift of allowances linked to the annual pay award

- 7.108 In response to requests from the staff associations, the NPCC considered whether all allowances should be automatically increased by the annual pay award percentage. The NPCC's position is that allowances should continue to be considered on a case-by-case basis – as some are not time-based or inflation-sensitive – with the exception of five allowances and one cash payment currently linked to the pay award, plus the London Allowance and South East Allowances which it suggests should be linked to the pay award from this year onward (discussed at [7.96] above).¹⁰⁷

- 7.109 For the reasons discussed earlier at [7.94], we defer to the PRRB's views and recommendations on this proposal (see Recommendation 12 below). If automatic uprating were to be supported for certain allowances, we would recommend that the PRRB pay award percentage be adopted in the case of different pay awards between the two pay review bodies.

Acting up allowance

- 7.110 The NPCC has identified inconsistencies in the use of the acting-up allowance, and widespread use beyond its original intent. These arrangements do not apply to substantive chief officers, but they do apply to temporary chief officers acting up from the superintending ranks.¹⁰⁸ It proposes that additional guidance is issued to forces in the interim alongside improved data collection, and that current arrangements continue until a scheduled review in 2028.¹⁰⁹

¹⁰⁵ Written Submission 046 (NPCC) at 72.

¹⁰⁶ Written Submission 046 (NPCC) at 72-73.

¹⁰⁷ Written Submission 046 (NPCC) at 73.

¹⁰⁸ Chief officers who are temporarily appointed to a higher rank are not entitled to claim the acting up allowance – instead, they receive temporary salary equal to the basic pay of the higher rank after 28 consecutive days of performing the duties of the role (Written Submission 045 (Home Office) at 3).

¹⁰⁹ Written Submission 046 (NPCC) at 73-74.

7.111 This issue primarily relates to the federated and superintending ranks, and there appears to be an absence of concerns with respect to chief officers. In the absence of any strong support for the proposal from the policing stakeholders relevant to this Review Body, and in keeping with our earlier comments at [7.94], we defer to the PRRB's view and recommendations on this matter (see Recommendation 12 below).

Bonus payments

7.112 The NPCC notes the limited and inconsistent utilisation of existing bonus payment provisions in the Police Regulations 2003, and proposes that additional data collection commences this year with a view toward issuing national guidance and monitoring the use of bonus payments, to inform a future proposal to the pay review bodies.¹¹⁰

7.113 There is presently no clear proposal for us to respond to on this matter with respect to chief officers. We will be interested to see the output of increased data collection, and support the NPCC's focus on consistency of approach between forces and equality impact assessment. In the event that the PRRB make recommendations on bonus arrangements this year, we recommend that these also apply to chief officers for the reasons discussed earlier at [7.94] (see Recommendation 12 below).

Implementation of statutory changes to Police Regulations

7.114 The NPCC proposes that all statutory employment changes should be applied automatically through concurrent amendments to the Police Regulations 2003.¹¹¹ This would mean that changes to employment law would have immediate effect for officers, rather than delayed implementation pending revisions to the Regulations.

7.115 We see no compelling reason why, with appropriate coordination between government departments, consideration of the possible impacts of new legislation on the unique circumstances faced by police officers could not occur before Royal Assent, and the lag between enactment of new legislation and amendment of the Police Regulations reduced or removed entirely. However, for the reasons outlined earlier at [7.94], we defer to the PRRB's views and recommendations on this matter.

¹¹⁰ Written Submission 046 (NPCC) at 74.

¹¹¹ Written Submission 046 (NPCC) at 80-81.

Recommendation 12

We recommend that the Police Remuneration Review Body (PRRB) recommendations on appropriate arrangements for the federated and superintending ranks in its 2026 Report are also applied to all eligible chief officers in England and Wales (including any percentage uplift of allowance values that the PRRB recommends) for:

- Geographic allowances (the London Allowance, the London Weighting and the South East Allowance).
- Rest days in lieu.
- Annual leave, neonatal care leave, parental bereavement leave, and maternity support (paternity) leave entitlements.
- Allowances payable when on reduced pay.
- Pensionable allowances.
- Automatic uplift of allowances linked to the annual pay award.
- The acting up allowance.
- Bonus payments.
- Implementation of statutory changes to Police Regulations.

7.116 Across all of these allowances, we suggest the NPCC also directly engages with the NIDOJ, the NIPB, and the PSNI to ensure that the perspective of, and implications for, the PSNI are taken into account, including the unique conditions and operating context in Northern Ireland.

Looking ahead

7.117 We expect key details of the forthcoming policing reforms to emerge in the coming months. It will be important for us to understand how these reforms are likely to impact upon chief officer recruitment, retention and morale, as well as the intended shape and structure of chief officer roles in the future. To support this, we would like to receive written evidence on:

- The development and implementation of a comprehensive policing workforce strategy, with specific reference to how this interacts with policing reforms.
- Solutions addressing chief officer retention, covering 'retire and rehire' provisions and financial disincentives arising from 1987 pension scheme conditions.
- The results of, and proposals arising from, the review of the ACC/Commander pay and reward framework and the post-implementation review of CC and DCC pay structures.
- Progress on the various policing reform initiatives – in particular, the Leadership Commission and the independent review of police structures.
- The prevalence, length and reasons for temporary appointments to chief officer ranks.
- The extent of, and reasons underpinning, growth in the chief officer workforce above establishment levels.
- Steps toward material improvements to chief officer diversity.

- Monitoring and management of chief officer performance.
- 7.118 We reiterate our expectation that in future years, proposals to this Review Body (for example, on allowances as set out in our remit letter) are consulted across all policing stakeholders, and commented upon in written evidence by all parties – even where an agreed position has been unable to be reached.
- 7.119 This year, we again received written submissions from some stakeholders that contained incomplete or fragmented proposals and supporting rationale, and supplied large volumes of information of only secondary relevance to our work and remit group. We impress upon stakeholders the importance of developing clear and concise written evidence submissions in future.
- 7.120 We were pleased by the improvements made by the NPCC on recruitment data in the past year. We encourage further development of these and other metrics ahead of next year’s written evidence, including new or improved data (incl. trend data where possible) on:
- *Temporary chief officer appointments* – the number of temporary appointments made and their substantive rank, and the length of each appointment.
 - *Appointments by rank* – the previous rank and pay point of applicants and appointees for each chief officer rank (incl. whether previously on temporary promotion). This should highlight where officers are ‘jumping rank’ upon promotion (i.e. from Chief Superintendent to ACC/Commander, or from ACC/Commander to CC).
 - *Candidate quality* – including length of service in previous role and rank, at the time of application and appointment. We encourage the development of other metrics on applicants and appointees to support assessments of quality.
 - *Diversity* – specifically, information on disability, sexual orientation and other protected characteristics.
 - *Leaver data* – improved data on chief officers’ reasons for leaving policing.
- 7.121 We will also monitor with interest the concerning indicators amongst the federated and superintending ranks of low confidence in service leadership, fairness, and alignment with organisational values (discussed at [7.43] above). We look forward to reading the Leadership Commission’s comments on these survey figures, and plans in response from policing stakeholders.

Northern Ireland

Our remit

7.122 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 Police Service of Northern Ireland (PSNI) chief officers. As part of our recommendations, we were asked to consider:¹¹²

- 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.

Evidence

7.123 We received evidence from the Northern Ireland Department of Justice (NIDJ), the Northern Ireland Policing Board (NIPB), and the CPOSA's Northern Ireland representative (CPOSA-NI).¹¹³ We also met with the PSNI force executive team. We thank all who gave evidence for their contributions.

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

Response to our 2025 recommendations

7.125 On 19 February 2026, the Northern Ireland Minister of Justice accepted in full – and invited a pay remit business case from the NIPB for – our 2025 recommendations for CPOs in the PSNI:¹¹⁴

- A consolidated pay increase of 3.9 per cent from 1 September 2025.
- Increases to the NITA for CPOs mirroring those recommended by the PRRB in its 2025 Report for officers of the federated and superintending ranks.¹¹⁵

7.126 The pay award received final approval and was implemented into CPOs' pay in May 2026.¹¹⁶ We continue to encourage progress toward more-timely payment of awards in future.

¹¹² See Appendix M.

¹¹³ See full list of written submissions at Appendix J.

¹¹⁴ Letter from the Northern Ireland Minister of Justice to the Chair of the Senior Salaries Review Body regarding the 2025/26 pay award to senior officers of the Police Service of Northern Ireland (PSNI) (19 February 2026). Available at https://assets.publishing.service.gov.uk/media/699748789f2f510ba1d0b992/Letter_from_the_Department_of_Justice_Minister_Northern_Ireland_to_SSRB_Chair.pdf.

¹¹⁵ The PRRB recommended – and the Minister accepted – an increase of 4.2 per cent to the NITA, effective from 1 September 2025 (See Letter from the Northern Ireland Minister of Justice to the Chair of the Police Remuneration Review Body regarding the 2025/26 pay award to the Federated and Superintending Ranks of the Police Service of Northern Ireland (PSNI) (7 January 2026). Available at https://assets.publishing.service.gov.uk/media/695e71717ad4bff6f7afdf4/Letter_from_the_Minister_of_Justice_for_Northern_Ireland_to_PRRB_Chair_2025_Report.pdf).

¹¹⁶ Letter from the Northern Ireland Minister of Justice to the Chair of the Senior Salaries Review Body regarding the 2025/26 pay award – PSNI senior officers (8 May 2026).

Context

- 7.127 Chief officers in the PSNI continue to navigate a unique and demanding operating environment – with workforce, financial and security challenges, and both historic and ongoing societal tensions, not shared by officers in England and Wales.
- 7.128 The longstanding threat of terrorism – including acts of violence specifically directed at the police service – continues to impact policing operations and officer safety. This was brought into sharp relief by two recent bomb attacks on police stations in March and April 2026.¹¹⁷ The PSNI also continues to navigate the aftermath of an August 2023 data breach, in which the personal details (surnames, initials, ranks/grades, locations, and departments) of approximately 9,500 officers and staff were published online – impacting upon officer and staff safety, morale and confidence, and resulting in substantial financial penalties and compensation payments.¹¹⁸
- 7.129 The PSNI continues to operate with a severely depleted workforce – currently at its lowest ever level, with 6,192 officers and 2,241 staff.¹¹⁹ Policing stakeholders tell us that these workforce shortages are *“placing immense strain on existing officers, potentially compromising their ability to serve the community effectively”*.¹²⁰ The PSNI is recruiting at pace, and there is a robust recovery plan in place to increase numbers to 7,000 officers and 2,572 staff by 2028 – however, this is dependent upon funding not yet provided.¹²¹
- 7.130 Policing in Northern Ireland is heavily impacted by chronic and sustained underfunding. The financial pressures upon the PSNI are exceptional, affect all aspects of policing operations, and bring a high degree of uncertainty and risk. As the Northern Ireland Executive’s budget for the current financial year (from 1 April 2026) has still not been set, the PSNI’s budget is also yet to be confirmed. As a 24/7 service, PSNI chief officers must continue to facilitate policing operations at-risk, based on a series of projections and assumptions. Even once set, the PSNI baseline budget is inadequate to meet non-discretionary operating costs – with an anticipated budget shortfall of more than £50m. The force is wholly reliant on in-year cash top-ups in order to meet its financial obligations and maintain routine service delivery, as well as to deliver upon its workforce recovery plan.
- 7.131 The depth of impact that workforce and financial pressures have on policing operations has been reflected in recent HMICFRS inspection reports¹²², and are noted by the NIPB to most impact upon areas which are *“central to building community confidence, such as officers in local neighbourhoods and investigation of crime”*.¹²³ There are currently only 558 officers (9

¹¹⁷ “Police Service of Northern Ireland statement on attack on Lurgan Police Station” (31 March 2026) Police Service of Northern Ireland <www.psni.police.uk/latest-news/police-service-northern-ireland-statement-attack-lurgan-police-station>; “Deputy Chief Constable Bobby Singleton condemns reckless attack at Dunmurry police station and praises bravery of police personnel” (26 April 2026) Police Service of Northern Ireland <www.psni.police.uk/latest-news/deputy-chief-constable-bobby-singleton-condemns-reckless-attack-dunmurry-police-station>. See also “Cross-party political and community condemnation following Dunmurry Police Station attack” (27 April 2026) Police Service of Northern Ireland <www.psni.police.uk/latest-news/cross-party-political-and-community-condemnation-following-dunmurry-police-station>.

¹¹⁸ See “Review into PSNI data breach” (11 December 2023) NPCC <<https://news.npcc.police.uk/releases/review-into-psni-data-breach>>; “What price privacy? Poor PSNI procedures culminate in £750k fine” (3 October 2024) Information Commissioner’s Office <<https://ico.org.uk/about-the-ico/media-centre/news-and-blogs/2024/10/what-price-privacy-poor-psni-procedures-culminate-in-750k-fine>>; Julian O’Neill “PSNI staff offered £7,500 compensation over data breach” *BBC News* (online ed, 3 February 2026) <www.bbc.co.uk/news/articles/cn7j3kx4zrxo>.

¹¹⁹ Written Submission 054 (NIPB) at 3.

¹²⁰ Written Submission 053 (NIDOJ) at 15.

¹²¹ Written Submission 054 (NIPB) at 3; Written Submission 053 (NIDOJ) at 15.

¹²² See “Police Service of Northern Ireland” His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services <<https://hmicfrs.justiceinspectorates.gov.uk/police-forces/forces-organisations/police-service-northern-ireland>>.

¹²³ Written Submission 054 (NIPB) at 4.

per cent of the workforce) in neighbourhood teams against a target of 950 officers, and there has been a marked reduction in the response times for 101 and 999 calls.¹²⁴ The officer-to-offender ratio, recommended by the NPCC to be 1:50, is currently 1:115 in Northern Ireland.¹²⁵

- 7.132 Today's PSNI continues to be actively engaged with the legacy of the past through ongoing historic investigations and various Legacy processes. Policing stakeholders have drawn particular attention to forthcoming legislative changes affecting Troubles legacy provisions, which are expected to create additional responsibilities but not be accompanied by corresponding funding.¹²⁶
- 7.133 Public trust and confidence in policing remains heavily influenced by the events of the past – however there are indications of improvement. This is attributable in part to the manner in which chief officers exercise their public-facing roles, but also to PSNI's community engagements, and visibility of the distinct realities and challenges of policing in Northern Ireland through popular media such as the BBC's documentary series *Peelers: The PSNI for Real* and drama series *Blue Lights*.¹²⁷ The PSNI remains one of the most scrutinised police forces in the UK, both through public-facing accountability and the PSNI's bespoke oversight arrangements.
- 7.134 Substantial energy has been invested into improving the low morale prevalent across the PSNI workforce in recent years, with early signs that the steps taken – including 'Team PSNI' forums, internal recognition of good conduct and long service, and enhanced attestation ceremonies, as well as workforce recovery plans and a stable leadership team – are proving successful.
- 7.135 Work continues on recommendations from the 2024 independent review of the NIPB, with the NIPB's response published in June 2025 and the Minister's response published in April 2026.¹²⁸ Addressing ambiguities regarding who holds 'employer' responsibilities and delegations for chief officers has been noted as a priority topic for policing stakeholders.
- 7.136 Policing stakeholders are monitoring with interest the series of policing reforms underway in England and Wales. There has been early engagement on some reform areas which intersect with the work of the PSNI – including the future of the National Crime Agency, mutual aid resourcing, centralised services, and future force structures. Conversely, the success of some structures in Northern Ireland, such as the NIPB/Ombudsmen policing oversight model, offer a useful comparator as future policing structures are developed in England and Wales.
- 7.137 It will be important to safeguard against any unintended consequences for the PSNI of policing reforms in England and Wales, particularly in relation to future pay relativity. Ensuring that PSNI chief officers and policing stakeholders have the opportunity to play a meaningful role in ongoing discussions as reform proposals develop will help to mitigate these risks, as well as help the PSNI benefit from the opportunities that these reforms offer.

¹²⁴ Written Submission 054 (NIPB) at 5.

¹²⁵ Written Submission 054 (NIPB) at 5.

¹²⁶ Written Submission 053 (NIDOJ) at 7.

¹²⁷ "'Peelers' - the real life 'Blue Lights'" (27 April 2026) Police Service of Northern Ireland <www.psni.police.uk/latest-news/peelers-real-life-blue-lights>.

¹²⁸ "Response to Independent Review of the Policing Board Welcomed" (30 April 2026) Northern Ireland Policing Board <www.nipolicingboard.org.uk/news-centre/response-independent-review-policing-board-welcomed>; "Minister publishes response to Review of the Northern Ireland Policing Board" (30 April 2026) Department of Justice <www.justice-ni.gov.uk/news/minister-publishes-response-review-northern-ireland-policing-board>.

7.138 There continues to be a strong consensus among all policing stakeholders on the paramount importance of pay alignment with the police forces of England and Wales, as well as the ongoing provision of the NITA in relation to the security threat level for police officers.¹²⁹

Key points from the evidence

Recruitment

7.139 The CPO team in PSNI consists of six uniformed officers – the Chief Constable (CC), one Deputy Chief Constable (DCC) and four Assistant Chief Constables (ACCs).¹³⁰ The general recruitment factors for PSNI CPOs broadly align with those discussed in relation to police forces in England and Wales (see [7.29]-[7.35] above), as all candidates are drawn from the same pool of graduates from the College of Policing's ELP, or predecessor Senior Police National Assessment Centre (Senior PNAC) and Strategic Command Course (SCC) programmes.

7.140 There has been no recruitment activity for PSNI chief officers since our last Report. In oral evidence, we heard that the most recent recruitment campaign (for ACCs) generated a suitable pool of candidates. Policing stakeholders told us of the proactive steps taken to develop and maintain a strong internal talent pipeline across all ranks, and to identify and nurture future policing leaders – including active talent-spotting and mentoring. We were told that there is a strong cadre of future ACCs within the superintending ranks, however improvements are needed in the number of PSNI officers attending the ELP.

7.141 All stakeholders were agreed on the importance of pay – and in particular, pay alignment with police forces in England and Wales – as a factor in ensuring that chief officer roles in the PSNI remain attractive to both internal and external candidates. We were told that pay alignment helps to attract candidates from other forces to chief officer positions, bringing with them valuable experience and perspective. We also heard, however, that there are early signs amongst the PSNI's superintending ranks that officers are considering whether the increase in pay upon promotion to ACC is commensurate to the step-up in responsibility and risk.

7.142 We heard also that pay is not the only factor shaping the attractiveness of chief officer roles – nor is it the most influential. This year, stakeholders again noted the higher salaries offered by neighbouring forces (Police Scotland, and An Garda Síochána in the Republic of Ireland), but that they are not concerned this is leading to a 'talent drain'. We were told that while some officers do choose to move to these competitor forces, this can be for a range of reasons including pay, family connections, or development opportunities. We heard that slow turnover at the most senior levels of the force means that the PSNI will always be a 'net exporter' of talented officers seeking promotion, but this is not necessarily negative – and that some officers will return to the PSNI in the future, bringing with them valued experience and new skills.

Retention

7.143 The general retention factors for PSNI CPOs are also broadly aligned with those discussed in relation to England and Wales – in particular, regarding pension conditions and 'retire and rehire' arrangements (see [7.36]-[7.40] above).

¹²⁹ Written Submission 053 (NIDOJ) at 20; Written Submission 054 (NIPB) at 1-2.

¹³⁰ Written Submission 054 (NIPB) at 2; "Leadership Team" (23 March 2026) Police Service of Northern Ireland <www.psnipolice.uk/about-us/leadership-team>.

- 7.144 The PSNI presently has a stable leadership cohort. In oral evidence, we heard overwhelming expressions of support from all policing stakeholders for the positive impact of this steady stewardship of the organisation on workforce morale and delivery. We remain cognisant, however, of the high length of service of the current chief officer cohort.
- 7.145 As we said last year, the operating environment in Northern Ireland, and associated personal and professional exposure, brings with it the possibility of unexpected turnover at the leadership level. The demands upon chief officers – notably the financial context, workforce depletion, workload and security threat level – are exceptional, and undoubtedly have a cumulative impact upon morale which, if left unchecked, could also affect retention.

Morale

- 7.146 In oral evidence we heard that morale and resilience amongst PSNI chief officers is strong, despite and amid the pressures they face in exercising their roles. The PSNI's chief officer team has also led the force through a notable improvement in wider workforce morale – although concerns remain regarding workforce operational capacity. Work also continues to rebuild and maintain the confidence of officers and staff, as well as the wider community, in light of the recent data breach and the legacy of the past.
- 7.147 Despite the present upward trajectory of morale across the PSNI, the heavy burden placed upon its chief officers – of leading a force under sustained resourcing pressure in a challenging environment – should not be underestimated. The impact of these conditions upon resilience, wellbeing and morale should continue to be closely monitored.

Diversity

- 7.148 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.
- 7.149 Shifts in the diversity of the PSNI's chief officer cohort are constrained by the rate of turnover. Policing stakeholders told us that there is strong gender diversity across the internal talent pipeline at the superintending ranks, which is expected to flow through to the chief officer with future ACC vacancies. We support, and look forward to, steps taken by policing stakeholders to ensure increasing diversity in all forms amongst the PSNI chief officer team, toward cross-sectional representation of the communities that it serves.
- 7.150 The NIPB notes that the PSNI's current operational pressures and their impact upon community confidence are issues that are *“very much inter-related when considering recruitment to policing from under-represented groups”*.¹³¹ However, despite this we were told there has been encouragingly high rates of ethnic diversity at the student officer level which will, with time, flow through to the chief officer ranks.
- 7.151 We again encourage policing stakeholders to develop information on other diversity metrics – such as disability, sexual orientation, and other protected characteristics.

¹³¹ Written Submission 054 (NIPB) at 4.

Pay recommendation

Government's proposal

7.152 In evidence, the NIDOJ submitted that consideration of a pay award for PSNI officers should be guided by three principles:¹³²

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

7.153 It did not provide a specific figure as to what award would be appropriate or affordable. In oral evidence we were told that the PSNI has made a budget assumption of 3 per cent for the pay award. However, the absence of an agreed budget for the current financial year across the Northern Ireland Executive means that the allocations and affordability for departments, and for the PSNI, is yet to be confirmed. Once the budgetary position becomes known, 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 is expected to carry a sizable financial deficit, and to be reliant on additional funding top-ups.

Proposals from other policing stakeholders

7.154 The NIPB does not suggest a specific pay award figure. It reinforces that pay alignment with chief officers in England and Wales is of paramount importance.¹³³

7.155 The CPOSA-NI recommends a pay award of at least 4.3 per cent for chief officers, for the same reasons outlined earlier at [7.63] with respect to CPOs in England and Wales.

Our recommendation

7.156 As we said last year, 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.

7.157 The operating conditions faced by officers of the PSNI are extremely challenging. Chief officers face, and lead through, intense professional and personal pressures that are not present to the same extent in other parts of the UK. The most acute of these pressures – depleted workforce numbers, severe financial shortfalls and uncertainty, and the security threat level – and their impact upon individuals and upon force operations, are not likely to abate in the near future. The long-lasting nature of these, and the cumulative effect on the delivery of policing and the welfare of officers cannot be understated – and we support steps by policing stakeholders to address or mitigate these systemic challenges.

7.158 The high-quality evidence presented by policing stakeholders in Northern Ireland clearly demonstrated that the present chief officer cohort are facing these pressures head-on, and making great gains in workforce recovery and morale, and in strengthening operational capacity. There is a strong focus on succession planning and talent development, and well-

¹³² Written Submission 053 (NIDOJ) at 3.

¹³³ Written Submission 054 (NIPB) at 1-2.

deserved commendation from all quarters of the strong and stable leadership team. We are reassured by the positivity and unity shown by chief officers, and by the evidence of a robust leadership pipeline and by proactive steps to maintain this (for example, plans to increase the number of PSNI officers attending the ELP).

7.159 As indicated at [7.8] above, and for the reasons set out across this Chapter, we recommend a consolidated pay award of 3.7 per cent for all chief police officers in the PSNI.

Recommendation 13

We recommend that all chief police officers in the Police Service of Northern Ireland should receive a 3.7 per cent consolidated pay increase from 1 September 2026.

7.160 If our recommendation is accepted, the revised salaries for CPOs in the PSNI will be as outlined in Table 7.5 below.

Table 7.5: Recommended Police Service of Northern Ireland chief officer salaries

Rank	Pay point	At 1 September 2025	From 1 September 2026
Chief Constable	N/A	£251,289	£260,586
Deputy Chief Constable	N/A	£207,305	£214,974
Assistant Chief Constable	1	£125,188	£129,819
	2	£133,115	£138,039
	3	£141,050	£146,268

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

Northern Ireland Transitional Allowance (NITA)

7.161 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.¹³⁴

7.162 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 £4,283 – is a taxable and non-pensionable fixed sum, paid to all PSNI officers, including the CC.¹³⁵

7.163 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 recommendation on the appropriate NITA value for the federated and superintending ranks in its 2026 Report is also applied to all chief officers in the PSNI – including any percentage uplift of allowance values.

¹³⁴ See Appendix M

¹³⁵ NI Assembly, AQW 13641/11-15. Available at

<<https://aims.niassembly.gov.uk/questions/printquestionssummary.aspx?docid=141010>>; “Your pay scale” (3 June 2026) Police Service of Northern Ireland <www.joinpsni.co.uk/police-officer/your-pay-scale>.

Recommendation 14

We recommend that the Police Remuneration Review Body (PRRB) recommendation on the appropriate Northern Ireland Transitional Allowance (NITA) value for the federated and superintending ranks in its 2026 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

- 7.164 This year, we were asked to consider proposals arising from year two of the NPCC’s review of allowances for the territorial police forces of England and Wales (see [7.90]-[7.116] above). We were not asked, however, to consider the same allowances for the PSNI.
- 7.165 We heard from all policing stakeholders in Northern Ireland that the principle of ‘broad alignment’ in terms of pay should also extend to allowances – with a starting position of parity, and divergence thereafter only where local circumstances present a compelling reason to do so.
- 7.166 In oral evidence we heard that policing stakeholders have been engaged to varying degrees with individual aspects of the NPCC’s review – but it does not appear to us that the perspective of the PSNI has been given due consideration in the reviews at every stage.
- 7.167 In light of the PSNI’s unique operating context, it is right that allowances proposals and rates of payment applicable for chief officers in England and Wales are not replicated carte blanche for PSNI CPOs without separate consideration by the relevant policing stakeholders. However, in support of broad alignment, such reviews should be timed to occur in alignment with those in England and Wales. We encourage the NPCC and the policing stakeholders of Northern Ireland to:
- Jointly consider the allowances reviewed by the NPCC to-date, and whether resulting amendments and rates variations should also apply for PSNI chief officers.
 - Collaborate directly on all future allowance reviews – ensuring that PSNI chief officer allowances are considered in tandem with those of counterparts in England and Wales.

Looking ahead

- 7.168 We were pleased by the speed and quality of evidence provided by policing stakeholders in Northern Ireland this year. We were also impressed by the evident and lasting commitment to genuine partnership between policing stakeholders, despite the pressures faced and differing viewpoints.
- 7.169 Ahead of our next Report, we would like to receive evidence on:
- Developments regarding the PSNI’s financial position and workforce recovery.
 - The implications of the forthcoming policing workforce strategy for the PSNI, and engagement in its development and resulting initiatives.

- Engagement with the various policing reform proposals in England and Wales, and implications for the PSNI – in particular, the relativity of PSNI CPO positions with changed and merged force structures (and resized CPO roles and responsibilities) in England and Wales.
- The PSNI perspective, and implications for PSNI chief officers, of the proposals arising from requested reviews in England and Wales of the ACC/Commander pay structure, the provision of ‘retire and rehire’ arrangements, and financial disincentives arising from 1987 pension scheme conditions.
- Engagement with the NPCC on applicability of allowances review proposals for PSNI chief officers.

7.170 We also draw to the attention of policing stakeholders three matters that were raised with us this year, but we have either not received sufficient evidence to comment on, or are not directly within our remit:

- *‘Employer’ responsibilities and delegations for chief officers* – As noted earlier, addressing ambiguities regarding who holds ‘employer’ responsibilities and delegations for chief officers has been noted as a priority topic for policing stakeholders. We support the speedy resolution of this issue, as it has bearing upon a number of important areas including absences and working arrangements, grievance processes, and conduct and performance procedures. It is best that such processes and responsibilities are clearly defined in advance of any occasion where they need to be exercised. We look forward to an update on this next year.
- *PSNI chief officer allowances package* – We again heard discontent this year from the PSNI’s chief officer cohort regarding the revised allowances package introduced by the NIPB. We were told that it is unclear to officers what the rationale is for their allowances package to be less fulsome compared to that offered to CPOs in England and Wales, and whether the current package is underpinned by up-to-date information and analysis. We observed the negative impact that this lack of clarity has upon chief officer morale and feeling valued for the work they do, particularly in contrast to colleagues in other forces. This matter lies with the NIPB for further consideration.
- *Assistant chief officer salaries* – We heard this year that this Review Body’s pay award recommendations for chief police officers are also directly applied to civilian assistant chief officers in the PSNI. We note that civilian senior leadership positions, particularly those in professions such as finance, HR or technology, experience different recruitment, retention, and morale pressures – and therefore, different pay and reward drivers. We suggest that consideration is given to a more-tailored approach to pay and reward for assistant chief officer roles, as opposed to using senior police officer pay as a proxy.

Annex: Data and evidence

7.171 In support of this year's CPO pay review, we received written evidence from:

- *For England and Wales* – the Home Office, the National Police Chiefs' Council (NPCC), the Chief Police Officers' Staff Association (CPOSA), the Association of Police and Crime Commissioners (APCC), and the College of Policing.
- *For Northern Ireland* – the Northern Ireland Department of Justice (NIDJ) and the Northern Ireland Policing Board (NIPB).¹³⁶

7.172 A full list of written submissions is included at Appendix J.

7.173 We received oral evidence from eight stakeholder groups:

- The Minister of State for Policing and Crime and Home Office officials.
- The Chair of the NPCC and NPCC officials.
- The Chair, Vice Chair and General Secretary of CPOSA.
- The APCC Joint Workforce Lead and APCC officials.
- The Chief Executive of the College of Policing.
- The Northern Ireland Minister of Justice and NIDJ officials.
- The Chair and Vice Chair of the NIPB and NIPB officials.
- The CPOSA's Northern Ireland representative (CPOSA-NI) and CPOSA General Secretary.

7.174 This year, alongside members of the Police Remuneration Review Body (PRRB), we undertook in-person visits to the Metropolitan Police Service (MPS) Specialist Training Centre in Gravesend, and the Dorset Police Initial Training Facility and Police Headquarters in Ferndown.

7.175 We also conducted six discussion groups between February and May 2026 with Chief Constables (CCs), Deputy Chief Constables (DCCs), Assistant Chief Constables (ACCs) and Commanders across England and Wales, participants in the College of Policing's Executive Leadership Programme (ELP), and the force executive teams of Thames Valley Police and the Police Service of Northern Ireland (PSNI).

7.176 We have also utilised data from:

- *Home Office police workforce statistics* – covering workforce headcounts and FTE by force, region, sex, rank, and worker type from 2006-07 to 2024-25, with further breakdowns by ethnicity, joiner and leaver type and promotions.
- *Home Office police earnings census* – covering median basic pay and median total earnings by rank, and headcounts by pay point from 2009-10 to 2024-25.

¹³⁶ The CPOSA's Northern Ireland representative (CPOSA-NI) confirmed that their views were represented within the main CPOSA written submission for England and Wales.

- *PSNI workforce strength statistics* – covering workforce headcounts and FTE by rank (incl. permanent support staff) between 2004 and 2025.

7.177 Further detail on the datasets utilised in the development of this Supplementary Report can be found in Appendix K.

About the remit group

Police forces

7.178 Our remit covers the chief police officers of 44 separate territorial police forces – 39 in England, four in Wales and one in Northern Ireland. These police forces are set out in Table 7.6 below.

Table 7.6: UK 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		
Metropolitan Police Service		
Norfolk Constabulary		
North Yorkshire Police		
Northamptonshire Police		
Northumbria Police		
Nottinghamshire Police		
South Yorkshire Police		
Staffordshire Police		
Suffolk Constabulary		

England	Wales	Northern Ireland
Surrey Police		
Sussex Police		
Thames Valley Police		
Warwickshire Police		
West Mercia Police		
West Midlands Police		
West Yorkshire Police		
Wiltshire Police		

Source: Home Office.

7.179 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.¹³⁷ The territory covered by the PSNI aligns with Northern Ireland's national borders.

7.180 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.¹³⁸

7.181 There are also a number of other civilian police forces across the UK 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 7.7.

Table 7.7: Other UK police forces not included in SSRB's remit, by type

Type	Police force	Jurisdiction (and constituting instrument)	Relevant authority
Territorial force	Police Scotland	Whole of Scotland (Police and Fire Reform (Scotland) Act 2012)	Scottish Police Authority
Special police force	British Transport Police	Railway network of Great Britain and other specified public transport networks (British Transport Commission Act 1949)	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 (Energy Act 2004, s 51.)	Civil Nuclear Police Authority

¹³⁷ Written Submission 043 (Home Office) at [24].

¹³⁸ Written Submission 043 (Home Office) at [26]. 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>.

Type	Police force	Jurisdiction (and constituting instrument)	Relevant 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 Act 1987)	Ministry of Defence Police Committee
Ports police force	Belfast Harbour Police	Land owned by the Belfast Harbour, and up to one mile from boundary (Harbours, Docks, and Piers Clauses Act 1847, incorporated by s 5 of the Belfast Harbour Act 1847)	Belfast Harbour
	Falmouth Docks Police	Land owned by the Falmouth Docks and Engineering Company, and up to one mile from boundary (Harbours, Docks, and Piers Clauses Act 1847, incorporated by s 3 of the Falmouth Docks Act 1959)	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 (Harbours, Docks, and Piers Clauses Act 1847)	The Bristol Port Company
	Port of Dover Police	Land owned by the Dover Harbour Board, and up to one mile from boundary (Harbours, Docks, and Piers Clauses Act 1847, incorporated by s 3 of the Dover Harbour Consolidation Act 1954 ¹³⁹)	Dover Harbour Board
	Port of Felixstowe Police	Land owned by the Felixstowe Dock & Railway Company, and up to one mile from boundary (Harbours, Docks, and Piers Clauses Act 1847, incorporated by s 3 of the Felixstowe Dock and Railway Act 1956)	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 (Mersey Docks and Harbour (Police) Order 1975)	The Mersey Docks and Harbour Company
	Port of Portland Police	Land owned by the Portland Harbour Authority, and up to one mile from boundary (Harbours, Docks, and Piers Clauses Act 1847, incorporated by s 3 of the Portland Harbour Revision Order 1997)	Portland Harbour Authority
	Port of Tilbury Police	The Port of Tilbury, and up to one mile from boundary (Port of London Act 1968, s 154)	Port of Tilbury London Ltd

¹³⁹ Incorporation amended by Part 4 of the Dover Harbour Revision Order 2006.

Type	Police force	Jurisdiction (and constituting instrument)	Relevant authority
	Tees and Hartlepool Harbour Police	Within the Tees harbour and up to two miles beyond the limits of the harbour (Tees and Hartlepool Port Authority Act 1966, s 103)	PD Ports
Parks police force	Epping Forest Keepers	Epping Forest, London (Epping Forest Act 1878)	City of London Corporation
	Hampstead Heath Constabulary	Hampstead Heath, London (Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967, s 18)	City of London Corporation
		Any open space under the control of the City of London Corporation, other than Epping Forest (Corporation of London Open Spaces Act 1878, s 16)	
	Havering Parks Constabulary	Parks and open spaces within the London Borough of Havering (Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967, s 18)	Havering London Borough Council
	Kew Constabulary	Land belonging to the Royal Botanic Gardens, Kew (Parks Regulation Act 1872)	Royal Botanic Gardens, Kew
	Royal Borough of Kensington and Chelsea Parks Police	Parks and open spaces in the Royal Borough of Kensington and Chelsea (Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967, s 18)	Royal Borough of Kensington and Chelsea
	Wandsworth Parks and Events Police	London Borough of Wandsworth (Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967, s 18)	Wandsworth Borough Council
Cathedral constabulary	Canterbury Cathedral Close Constables	Canterbury Cathedral and its precincts (Common law)	The Dean and Chapter of Canterbury Cathedral
	Liverpool Cathedral Constables	Liverpool Cathedral and its precincts (Common law)	The Dean and Chapter of Liverpool Cathedral
	York Minster Police	York Minster and adjoining precincts (Common law)	The Dean and Chapter of York Minster
University constabulary	Cambridge University Constabulary	Within a four-mile radius of precincts of the University of Cambridge (Universities Act 1825)	The Proctors' and Marshal's Office of the University of Cambridge

Type	Police force	Jurisdiction (and constituting instrument)	Relevant authority
Privately funded police force	Belfast International Airport Constabulary	Land owned or controlled by Belfast International Airport (Airports (Northern Ireland) Order 1994, art 19(3))	Belfast International Airport Authority
	Mersey Tunnels Police	The Mersey Tunnels, marshalling areas, entrance/exit roads and all Mersey Tunnels premises (County of Merseyside Act 1980, s 105)	Merseytravel
Military police force	Royal Air Force Police	Royal Air Force aircraft, bases and personnel in the United Kingdom and across the world (Armed Forces Act 2006)	Chief of Air Staff
	Royal Military Police (British Army)	British Army land, property, and personnel in the United Kingdom and across the world (Armed Forces Act 2006)	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 (Armed Forces Act 2006)	First Sea Lord and Chief of the Naval Staff
	Military Provost Guard Service (British Army)	British Armed Forces locations throughout Great Britain (Armed Forces Act 2006)	Chief of the General Staff

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

Chief officer ranks

7.182 CPOs are defined as officers above the rank of Chief Superintendent.¹⁴⁰ The chief officer ranks in the police forces within our remit are set out in Table 7.8 below.

Table 7.8: Chief police officer ranks in the UK police forces included in the SSRB's remit

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.

7.183 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

¹⁴⁰ Police Regulations 2003, reg 11.

as Assistant Chief Officers (ACOs) – do not fall within the definition of CPO and are not included in our remit.

Appointment criteria

7.184 In order to be eligible for permanent appointment as a chief officer, candidates must have completed the Executive Leadership Programme (ELP) or its predecessor (the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC)).¹⁴¹

7.185 Prospective candidates who are 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.¹⁴²

7.186 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.¹⁴³
- 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. The CC must consult the PCC before making an appointment.¹⁴⁴

7.187 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).¹⁴⁵
- 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.¹⁴⁶
- 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.¹⁴⁷

¹⁴¹ Written Submission 043 (Home Office) at [52]; Written Submission 053 (NIDOJ) at 25.

¹⁴² Written Submission 042 (College of Policing) at 9.

¹⁴³ Written Submission 043 (Home Office) at [54]-[55].

¹⁴⁴ Police Reform and Social Responsibility Act 2011, ss 39-40.

¹⁴⁵ Police Reform and Social Responsibility Act 2011, s 42.

¹⁴⁶ Police Reform and Social Responsibility Act 2011, s 43.

¹⁴⁷ Police Reform and Social Responsibility Act 2011, ss 45-47.

- 7.188 For the City of London Police (CoLP), the Commissioner is appointed by the Court of Common Council of the City of London, with the approval of the King. Other chief officer ranks are appointed by the Court of Common Council of the City of London, supported by the City of London Police Authority Board (CoLPAB).¹⁴⁸
- 7.189 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.¹⁴⁹
- 7.190 All chief officers apart from ACCs/Commanders 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.

Workforce

- 7.191 In total, there are approximately 268.6 full-time equivalent (FTE) officers in our remit group across the 44 forces as of 31 March 2025 (including temporary appointments, inward secondments, and those on parental leave or career breaks – but excluding those on outward secondments to central services).¹⁵⁰

England and Wales

- 7.192 In England and Wales, there were 262.6 FTE of CPOs as at 31 March 2025. This is an increase of 17.4 FTE (7.1 per cent) since 31 March 2024, and an increase of 67.6 FTE (34.7 per cent) since 31 March 2003. The number of police forces has remained consistent at 43 since the 1970s – meaning that this growth is as a result of the creation of new roles within existing police forces.

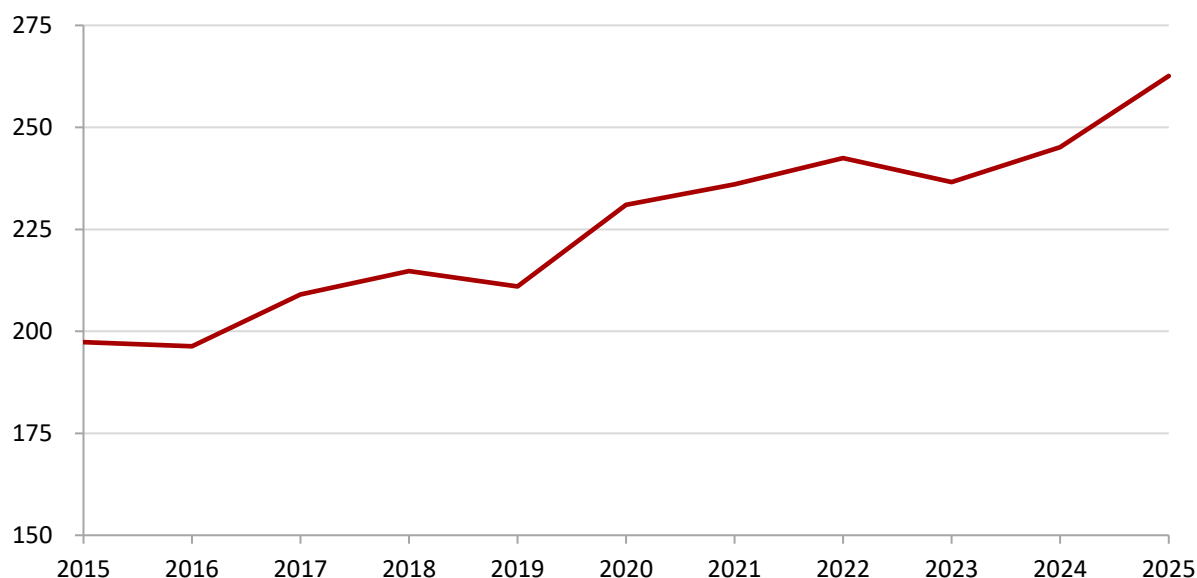
¹⁴⁸ City of London Police Act 1839; “Police governance” City of London Police <www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/police-governance>.

¹⁴⁹ “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>; Police (Northern Ireland) Act 2000, s 35.

¹⁵⁰ Outward secondments to central services are generally to government agencies, such as the Home Office, His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) or the National Crime Agency (NCA).

Figure 7.1: Number of chief police officers (FTE), England and Wales, 2015 to 2025

Number of officers
(FTE)



Source: Home Office.

Note: Data at 31 March each year.

7.193 As at 31 March 2025, CPOs accounted for 0.18 per cent of all police officers in England and Wales, or 0.11 per cent of the total policing workforce.¹⁵¹ This proportion has been relatively stable since 2006. The total number of police officers in England and Wales decreased by 1,300 FTE last year, driven primarily by a reduction in constables of 1,750 FTE alongside a rise of 340 FTE sergeants between 2024 and 2025. This follows six consecutive years of growth in officer numbers.

7.194 The numbers of chief officers per force are broadly proportionate to the respective force weighting – which reflects a range of factors including call management, crime management, traffic management, public order management and public reassurance, community policing management, patrol management, security-related expenditure and the sparsity of the population in the force area.

7.195 By police force, the MPS has the largest number of chief officers, with 45 FTE, followed by Merseyside Police with 9 FTE CPOs. The MPS has the highest proportion of chief officers to all police officers (0.5 per cent). North Wales Police, Suffolk Constabulary, Dyfed-Powys Police and Warwickshire Police have the smallest number, with 3 FTE CPOs each. West Midlands Police has the lowest proportion of chief officers to all police officers (0.09 per cent).

¹⁵¹ The total policing workforce includes police officers, police staff and designated officers, police community support officers (PCSOs), officers on inward secondments, and those on parental leave and career breaks – but excludes special constables and officers on outward secondments.

7.196 The overall CPO workforce has grown by 7.1 per cent (from 245 to 263 FTE) in the last year. There has also been a notable increase in the use of temporary appointments – with 89 officers temporarily appointed to chief officer posts at February 2026 (see further at [7.223]). This constitutes approximately one-third of the total CPO workforce. By rank, approximately 30 per cent of ACCs/Commanders and 20 per cent of DCCs are temporary appointees, and 10 per cent of temporary appointees are additional posts above establishment levels. Only one-third of temporary ACCs/Commanders are currently enrolled in the ELP.

Northern Ireland

7.197 There were six CPOs in the PSNI at 31 March 2025 – one CC, one DCC and four ACCs. The number of CPO roles in the PSNI has not changed in recent years.

Pay

England and Wales

7.198 Until 30 June 2024, CCs and DCCs in England and Wales (excl. the MPS and CoLP) received spot rate salaries spread across 12 salary groups, moderated by force weighting. 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). Under the new pay scale, forces are divided into three pay groups. These changes are shown in Table 7.9 below.

Table 7.9: 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	
8.5	West Yorkshire Police	
6.5	Thames Valley Police	Group 2
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	Group 3
	Essex Police	
	South Wales Police	
	South Yorkshire Police	
	Sussex Police	
3.5	Nottinghamshire Police	
3.0	Cheshire Constabulary	
	Derbyshire Constabulary	
	Hertfordshire Constabulary	
	Humberside Police	
	Leicestershire Police	

Previous pay scale (Force weighting)	Police force	Revised pay scale
2.5	Staffordshire Police	
	West Mercia Police	
2.0	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	
1.5	Wiltshire Police	
	Cumbria Constabulary	
	Dyfed-Powys Police	
	Gloucestershire Constabulary	
	Lincolnshire Police	
	Warwickshire Police	

Source: Home Office.

7.199 The revised pay scale was introduced in a phased approach over two years and was fully implemented from 1 June 2025. 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, transition and current rates of pay for CCs and DCCs are shown in Table 7.10 and Table 7.11 below.

Table 7.10: Chief Constable salary by pay band, England and Wales (excl. MPS and CoLP), 1 September 2022 to 1 September 2025

Revised pay scale	Previous pay scale (Force weighting)	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025	From 1 September 2025
Group 1	10.0	£206,274	£220,713	Unchanged	£231,198	£231,198	£240,215
	8.5	£192,654	£206,139	£213,426	£223,563		
	6.5	£182,436	£195,207	£207,960	£217,839		
Group 2	6.0	£179,022	£191,553	Unchanged	£200,652	£200,652	£208,477
	5.5	£175,614	£187,908	£189,731	£198,744		
	5.0	£172,218	£184,272	£187,913	£196,839		
	4.5	£168,813	£180,630	£186,092	£194,931		
Group 3	3.5	£162,000	£173,340	Unchanged	£181,575	£181,575	£188,656
	3.0	£158,595	£169,698	£171,519	£179,667		
	2.5	£155,184	£166,047	£169,694	£177,753		
	2.0	£151,815	£162,411	£167,876	£175,851		
	1.5	£148,371	£158,757	£166,049	£173,937		

Source: Home Office and Police Remuneration Review Body.

Note: Excludes geographic and other allowances.

Table 7.11: Deputy Chief Constable salary by pay band, England and Wales (excl. MPS and CoLP), 1 September 2022 to 1 September 2025

Revised pay scale	Previous pay scale (Force weighting)	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025	From 1 September 2025
Group 1	10.0	£158,595	£169,698	£175,893	£184,248	£190,737	£198,176
	8.5	£154,503	£165,318	£173,703	£181,953		
	6.5	£150,843	£161,403	£171,746	£179,904		
Group 2	6.0	£148,032	£158,394	£158,031	£165,537	£165,537	£171,993
	5.5	£145,221	£155,385	£156,708	£164,151		
	5.0	£142,404	£152,373	£155,202	£162,573		
	4.5	£139,605	£149,376	£153,704	£161,004		
Group 3	3.5	£133,983	£143,361	£143,006	£149,799	£149,799	£155,641
	3.0	£131,166	£140,349	£141,678	£148,407		
	2.5	£128,361	£137,346	£140,176	£146,835		
	2.0	£125,550	£134,340	£138,673	£145,260		
	1.5	£124,530	£133,248	£138,127	£144,687		

Source: Home Office and Police Remuneration Review Body.

Note: Excludes geographic and other allowances.

7.200 The equivalent ranks to CC and DCC in the MPS (Assistant Commissioner and Deputy Assistant Commissioner respectively) and the MPS ranks of Commissioner and Deputy Commissioner are also paid at spot rates, but on their own separate pay scale.

7.201 The salary for Deputy Assistant Commissioner in the MPS was adjusted concurrently with the changes to the CC and DCC pay scale – whereas the MPS Commissioner, Deputy Commissioner, and Assistant Commissioner salaries remain unchanged aside from the usual annual uplifts. The previous, transitional and current rates of pay are shown in Table 7.12.

Table 7.12: Metropolitan Police Service chief officer salaries by rank (excl. Commander), 1 September 2022 to 1 September 2025

Rank	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025	From 1 September 2025
Commissioner	£294,840	£315,480	Unchanged	£330,465	Unchanged	£343,353
Deputy Commissioner	£243,744	£260,805	Unchanged	£273,192	Unchanged	£283,846
Assistant Commissioner	£206,274	£220,713	Unchanged	£231,198	Unchanged	£240,215
Deputy Assistant Commissioner	£158,595	£169,698	£175,893	£184,248	£190,737	£198,176

Source: Home Office and Police Remuneration Review Body.

Note: Excludes geographic and other allowances.

7.202 The equivalent ranks to CC and DCC in the CoLP (Commissioner and Deputy Commissioner respectively) are also paid at spot rates, also on their own separate pay scale. These salaries were not adjusted concurrently with the changes to the CC and DCC pay scale – and accordingly have only increased by way of the usual annual uplifts since 2022. The previous and current rates of pay are shown in Table 7.13.

Table 7.13: City of London Police chief officer salaries by rank (excl. Commander), 1 September 2022 to 1 September 2025

Rank	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025	From 1 September 2025
Commissioner	£183,123	£195,942	Unchanged	£205,248	Unchanged	£213,253
Deputy Commissioner	£151,377	£161,973	Unchanged	£169,668	Unchanged	£176,285

Source: Home Office and Police Remuneration Review Body.

Note: Excludes geographic and other allowances.

7.203 ACCs and Commanders also receive a spot rate salary, but with a three-point pay progression system. The pay structure for ACCs and Commanders was also not adjusted concurrently with changes to the CC and DCC pay scale – and accordingly salaries have only increased by way of the usual annual uplifts since 2022. The previous and current rates of pay are shown in Table 7.14.

Table 7.14: Assistant Chief Constable/Commander salary, England and Wales, 1 September 2022 to 1 September 2025

Pay point	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025	From 1 September 2025
1	£107,502	£115,026	Unchanged	£120,489	Unchanged	£125,188
2	£114,306	£122,307	Unchanged	£128,118	Unchanged	£133,115
3	£121,122	£129,600	Unchanged	£135,756	Unchanged	£141,050

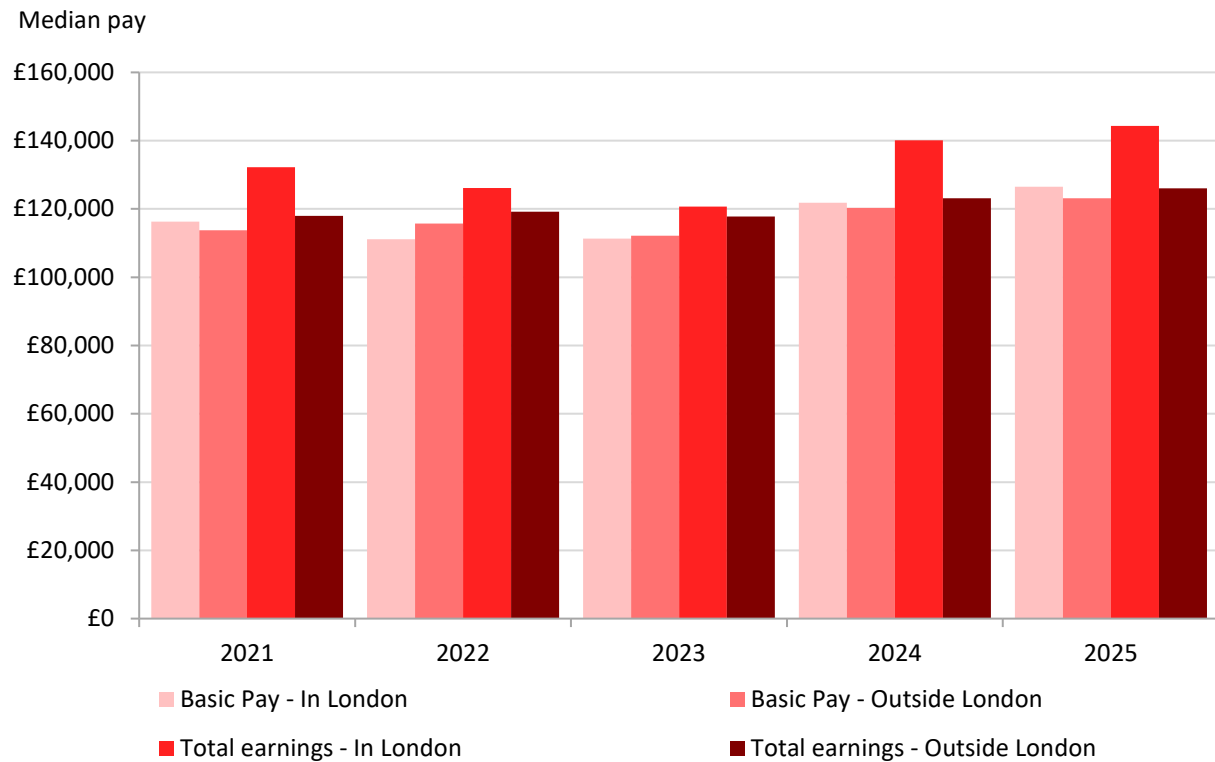
Source: Home Office.

Note: Excludes geographic and other allowances.

7.204 The Home Office provides figures for ACC and Commander basic pay and total earnings, using data from the Police Earnings Census. For the financial year ending in 2025, median basic pay for ACCs (outside of London) was £123,152, while total earnings were £126,060. For Commanders (in London), median basic pay was £126,538, while total earnings were £144,342.¹⁵²

¹⁵² Written Submission 043 (Home Office) at [65]-[70].

Figure 7.2: Assistant Chief Constable/Commander median basic pay and total earnings, England and Wales, 2021 to 2025



Source: Home Office.

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

ACC/Commander Pay Differential

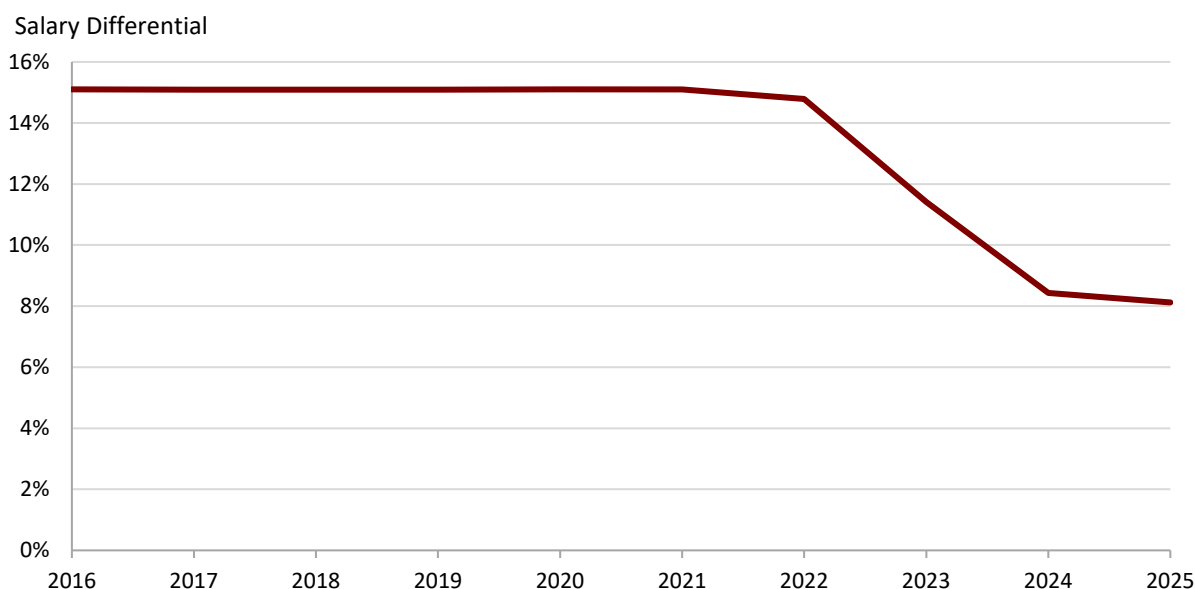
7.205 The differential between Chief Superintendent (C/Sup) pay point 3 and ACC/Commander pay point 1 has narrowed materially, falling since September 2022 from a long-standing level of 15.1 per cent, to 8.1 per cent (See Table 7.15 and Figure 7.3).

Table 7.15: Chief Superintendent (pay point 3) and ACC/Commander (pay point 1) base salaries and differential, 2016 to 2025

Year	C/Sup (pay point 3)	ACC/Commander (pay point 1)	Differential	
			£	%
From 1 September 2016	£84,765	£97,563	£12,798	15.1%
From 1 September 2017	£85,614	£98,538	£12,924	15.1%
From 1 September 2018	£87,327	£100,509	£13,182	15.1%
From 1 September 2019	£89,511	£103,023	£13,512	15.1%
From 1 September 2020	£91,749	£105,600	£13,851	15.1%
From 1 September 2021	£91,749	£105,600	£13,851	15.1%
From 1 September 2022	£93,651	£107,502	£13,851	14.8%
From 1 September 2023	£103,242	£115,026	£11,784	11.4%
From 1 September 2024	£111,117	£120,489	£9,372	8.4%
From 1 September 2025	£115,785	£125,188	£9,403	8.1%

Source: Police Remuneration Review Body & Senior Salaries Review Body reports, 2016 to 2025.

Figure 7.3: Chief Superintendent (pay point 3) and ACC/Commander (pay point 1) base salary differential, September 2016 to September 2025



Source: Police Remuneration Review Body & Senior Salaries Review Body reports, 2016 to 2025.

7.206 There are two reasons for this:

- The C/Sup pay range maximum was increased in addition to the annual pay award in 2023 and 2024, whilst the ACC/Commander pay range minimum remained unchanged.
- The C/Sup base pay award percentage was higher than the ACC/Commander base pay award percentage in 2022 and 2025.

7.207 The combination of these two factors has meant that total pay awards for C/Sup pay point 3 have been notably higher over the last four pay years, resulting in the compression of the pay differential between ranks (see Table 7.16).

Table 7.16: Chief Superintendent (pay point 3) and ACC/Commander (pay point 1) pay awards by year, 2016 to 2025

Year	C/Sup (pay point 3)			ACC/Commander (pay point 1)			
	Base Award	Maximum increase	Total award	PRB	Base Award	Minimum increase	Total Increase
From 1 September 2017	1.0%	-	1.0%	SSRB	1.0%	-	1.0%
From 1 September 2018	2.0%	-	2.0%	PRRB	2.0%	-	2.0%
From 1 September 2019	2.5%	-	2.5%	PRRB	2.5%	-	2.5%
From 1 September 2020	2.5%	-	2.5%	PRRB	2.5%	-	2.5%
From 1 September 2021	-	-	0.0%	PRRB	-	-	0%
From 1 September 2022	£1,900 (2.1%)	-	2.1%	PRRB	£1,900 (1.8%)	-	1.8%
From 1 September 2023	7.0%	3.2%	10.2%	PRRB	7.0%	-	7.0%
From 1 September 2024	4.75%	2.9%	7.6%	SSRB	4.75%	-	4.75%
From 1 September 2025	4.2%	-	4.2%	SSRB	3.9%	-	3.9%

Source: Police Remuneration Review Body & Senior Salaries Review Body reports, 2016 to 2025.

Note: In 2022, a consolidated uplift of £1,900 was applied across all ranks. This has been expressed as a percentage to illustrate its effect on the pay differential.

7.208 If allowances were to be factored in, it is likely the differential would be further compressed.

7.209 In written and oral evidence, we heard that compression of the pay differential between C/Sups and ACCs/Commanders is having an adverse effect on the appetite to apply for promotion to ACC/Commander (see [7.47]). However, current appointment data (see Table 7.22) shows that to date it has been possible to fill posts.

Northern Ireland

7.210 All chief officers in the PSNI receive spot-rate salaries. These are shown in Table 7.17 below. For ACCs in the PSNI, the pay scale mirrors that of ACCs and Commanders in England and Wales, including provision of a three-point pay progression system. There have been no recent revisions to the PSNI pay scale – meaning salaries have remained unchanged aside from the usual annual uplifts.

Table 7.17: Police Service of Northern Ireland chief officer salaries by rank, 1 September 2022 to 1 September 2025

Rank	Pay point	From 1 September 2022	From 1 September 2023	From 1 June 2024	From 1 September 2024	From 1 June 2025	From 1 September 2025
Chief Constable	N/A	£219,894	£230,889	Unchanged	£241,857	Unchanged	£251,289
Deputy Chief Constable	N.A	£179,019	£190,476	Unchanged	£199,524	Unchanged	£207,305
Assistant Chief Constable	1	£107,502	£115,026	Unchanged	£120,489	Unchanged	£125,188
	2	£114,306	£122,307	Unchanged	£128,118	Unchanged	£133,115
	3	£121,122	£129,600	Unchanged	£135,756	Unchanged	£141,050

Source: Northern Ireland Department of Justice.

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

Allowances

Views on proposals arising from the NPCC's review of allowances

7.211 Table 7.18 below summarises the views received from each stakeholder group on the proposals arising from year two of the NPCC's review of allowances (see [7.90]-[7.116]).

Table 7.18: Summary of views received from policing stakeholders on proposals arising from year two of the NPCC's review of allowances

	NPCC	CPOSA	APCC	Home Office
Geographical allowances • London Allowance • South East Allowance • London Weighting	Increase in line with the annual pay award percentage.	Increase in line with the annual pay award percentage.	Unfunded increases to allowance maximums are unhelpful when some forces are reducing the payable value due to cost pressures.	Caution should be taken in increasing the London Allowance and South East allowance by the pay award percentage on an annual basis – as these are discretionary allowances intended to respond to recruitment and retention pressures in high cost areas, and increases in line with the pay award may not be appropriate or have a substantive impact in responding to these pressures.
Rest days in lieu (RDIL)	Implement a cap on RDIL balances of five days, and protect these balances in the same manner as annual leave. Ring-fence existing RDIL balances at 31 March 2027 and require these to be gradually reduced by 31 March 2030 in accordance with annual transitional caps. For balances above the relevant cap where forces are unable to schedule RDIL within 12 months, pay out unused days at plain time.	Supports the NPCC's proposal.	No response.	Out-of-hours work and rest - day working without additional payment is not unusual amongst those in senior leadership roles. If excessive working hours and demands are placed on chief officers, it is important that this is addressed through effective management.

	NPCC	CPOSA	APCC	Home Office
Leave entitlements	Defer reviewing annual leave entitlements for chief officers until 2027/28, to align with the next planned review for the federated ranks.	Supports consistency of leave entitlements between ranks.	Supports the NPCC's proposals on neonatal care and parental bereavement leave.	Does not consider there to be a need to review chief officer annual leave.
- Annual leave - Neonatal care leave - Parental bereavement leave - Maternity support (paternity) leave	Issue guidance to forces to standardise the approach to purchasing additional annual leave days. Provide up to 12 weeks neonatal care leave for both parents regardless of length of service, above the statutory entitlement, for officers of all ranks. Extend eligibility for parental bereavement leave above the statutory entitlement to include nominated carers. Defer consideration of revised maternity support (paternity) leave entitlements until 2027/28, pending the outcome of the Government's review of the parental leave and pay system.	Supports the NPCC's proposals on neonatal care and parental bereavement leave.	Review of maternity support (paternity) leave provisions should be undertaken without delay.	Implications and equality impact of changing neonatal care leave provisions needs to be fully assessed. Notes that extension of parental bereavement leave provisions to nominated carers would align with existing maternity and adoption support leave provisions. Welcomes a review of maternity support (paternity) leave provisions at all ranks.

	NPCC	CPOSA	APCC	Home Office
Allowances payable when on reduced pay	Amend the Police Regulations 2003 to provide statutory authority for restricting the payment of allowances when an officer remains employed, but is not receiving pay as per Regulation 24.	Supports the NPCC's proposal.	No response.	Stresses the importance of ensuring compliance with the Court of Appeal's judgment, and in considering both legal compliance and the equality impact of this proposal before asking for endorsement from the pay review bodies. Notes that the proposal will most likely impact those on maternity leave, and those on extended sick leave (over 12 months) who may also be considered to have a disability under the Equality Act 2010.
Pensionable allowances	Make no changes to the current approach.	Make all allowances pensionable.	No response.	Agrees with the NPCC.
Automatic uplift of allowances linked to the annual pay award	Continue to review allowances on a case-by-case basis, except for those currently linked to the pay award, plus the London Allowance and South East Allowances.	Automatically uplift all allowance values by the annual pay award percentage.	No response.	Agree with the NPCC, noting that while some allowances may be suited to this approach, others are better suited to periodic reviews to ensure their purpose and value remain appropriate.
Acting up allowance	Issue additional guidance to forces alongside improved data collection. Continue with current arrangements until a scheduled review in 2028.	No view.	No response.	Not aware of any concerns with current temporary salary arrangements for the chief officer ranks.
Bonus payments	Commence additional data collection this year, with a view toward issuing national guidance. Monitor the use of bonus payments to inform a future proposal.	No view.	No response.	Not heard of any issues or concerns with the current bonus payment arrangements.

	NPCC	CPOSA	APCC	Home Office
Implementation of statutory changes to Police Regulations	All statutory employment changes should be applied automatically through concurrent amendments to the Police Regulations 2003.	Supports the NPCC's proposal.	No response.	While it is right that entitlements afforded through general legislation changes should be available as quickly as possible, caution should be taken to consider the unique circumstances faced by police officers, and that simultaneous and automatic amendments are consistent with and do not weaken existing provisions in the Regulations.

Source: National Police Chiefs' Council, Chief Police Officers' Staff Association, Association of Police and Crime Commissioners (unpublished), Home Office (unpublished).

Pensions

- 7.212 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.
- 7.213 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.
- 7.214 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.
- 7.215 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.
- 7.216 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.

Recruitment

- 7.217 Candidates for recruitment as CPOs in England and Wales and Northern Ireland are required to have completed the Executive Leadership Programme (ELP) or its predecessor (Senior PNAC and SCC).¹⁵³ These training programmes are operated by the College of Policing, and graduates form the feeder cohort for CPO roles across all of the police forces in our remit. The ELP is open to candidates at senior ranks – typically Chief Superintendents or temporary ACCs/Commanders – from all UK police forces (incl. those outside of the SSRB’s remit), as well as some police staff and international partners. Prerequisites for admission into the ELP include preparation of a portfolio of evidence, plus the endorsement of the responsible CC and completion of a series of pre-entry assessments.
- 7.218 The College of Policing provides data on the number and diversity characteristics of participants in the ELP programme since its launch in June 2023. This data – covering three cohorts – is outlined in Table 7.19 below.
- 7.219 The ELP programme has been delivered to a total of 157 participants since its launch, an average of 52 per cohort. Across all cohorts, Chief Superintendents (the immediate feeder rank to ACC/Commander) comprised the largest group of participants. The proportion of ELP participants who were temporary CPOs has varied between cohorts, ranging between 11 (20 per cent) and 27 (42 per cent).
- 7.220 Of the 157 ELP graduates to-date, 54 (34.4 per cent) are female, and 10 (6.4 per cent) are from an ethnic minority background (see Table 7.19). These proportions are broadly similar to those for current serving police officers, where around 36.1 per cent of officers are female and 8.5 per cent are from ethnic minority backgrounds (see further at Figure 7.10). There has been a noticeable increase in the proportion of females in Cohort 2 and Cohort 3. However, Cohort 3 showed comparatively low levels of ethnically diverse representation.

¹⁵³ Written Submission 043 (Home Office) at [52]; Written Submission 053 (NIDOJ) at 25. Prospective candidates who are 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 (Written Submission 042 (College of Policing) at 9).

Table 7.19: Number and diversity characteristics of Executive Leadership Programme participants by cohort, June 2023 to July 2025

	Cohort 1 (Jun 2023 to Jul 2024)	Cohort 2 (Nov 2023 to Feb 2025)	Cohort 3 (Feb 2025 to Jul 2025)
Initial Cohort Size	74	60	44
Cohort Size (after Withdrawals and deferrals)	64	53	40
Graduated	63	53	40
Participants by sex			
Female	13 (20%)	25 (47%)	16 (40%)
Male	51 (80%)	28 (53%)	23 (58%)
Delegates by ethnicity			
Black and minority ethnic	5 (8%)	4 (8%)	1 (3%)
Participants by rank/grade			
Chief Superintendent	30 (47%)	27 (51%)	18 (45%)
Superintendent	3 (5%)	4 (8%)	3 (8%)
Temporary CPO	27 (42%)	11 (21%)	12 (30%)
Other rank/grade	4 (6%)	11 (21%)	7 (18%)

Source: National Police Chiefs' Council (unpublished), College of Policing (unpublished).

Note: 'Other rank/grade' includes police officers and staff, but excludes participants recorded as 'international/partner'.

- 7.221 The College of Policing also provides data on chief officer appointments across the UK, drawn from voluntary submissions from a range of police forces, both within and outside of the SSRB's remit. This data gives a useful indication as to the general recruitment landscape, and the number of CPO vacancies that might be available for candidates once qualified. However, the wide coverage and voluntary nature of this data make it challenging to compare with other sources – and therefore it should only be used as contextual information.
- 7.222 As shown in Table 7.20 below, this data shows that in those police forces that voluntarily submitted information to the College of Policing (incl. those outside of the SSRB's remit), a total of 32 permanent appointments were made between April 2025 and March 2026. This compares to 73 permanent appointments made between April 2024 and March 2025.
- 7.223 As shown in Table 7.21, in those police forces where information was voluntarily submitted, total vacancies filled temporarily as at February 2026 totalled 89. Consistent data was not provided for previous years.

Table 7.20: Number of chief police officers permanently appointed (College of Policing records) by rank, April 2023 to March 2026

Rank	Apr 2023 to March 2024	Apr 2024 to March 2025	April 2025 to March 2026
Commissioner	0	1	0
Chief Constable / Assistant Commissioner	10	10	9
Deputy Chief Constable / Deputy Assistant Commissioner	15	10	11
Assistant Chief Constable / Commander	6	52	12

Source: College of Policing (unpublished).

Note: This data is drawn from voluntary submissions by police forces across the UK, including from some forces outside of the SSRB's remit. It does not provide a consistent or complete picture of chief officer appointments, and should be used only as contextual information.

Permanent appointments include those ranks where incumbents are routinely appointed on fixed-term contracts.

Table 7.21: Number of chief police officer vacancies filled temporarily (College of Policing records) by rank, as at February 2026

Rank	Temporarily filled vacancies as at February 2026
Commissioner	0
Chief Constable / Assistant Commissioner	7
Deputy Chief Constable / Deputy Assistant Commissioner	15
Assistant Chief Constable / Commander	67

Source: College of Policing (unpublished).

Note: This data is drawn from voluntary submissions by police forces across the UK, including from some forces outside of the SSRB's remit. It does not provide a consistent or complete picture of chief officer appointments, and should be used only as contextual information.

England and Wales

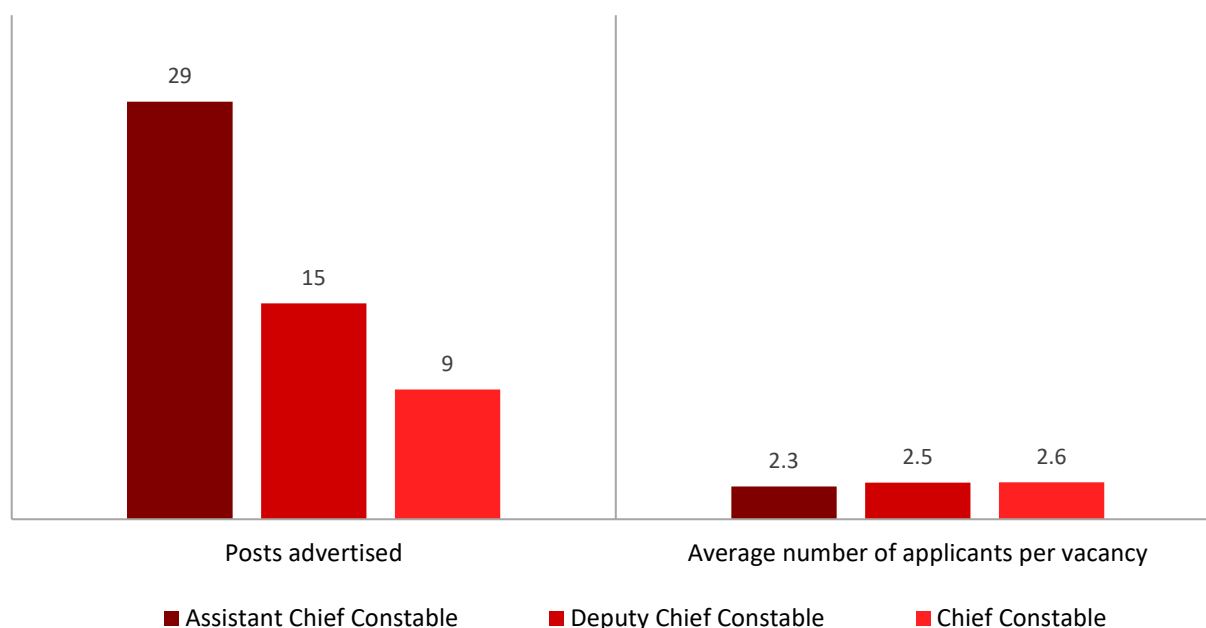
7.224 In April 2024, the NPCC adjusted its approach to collecting data on chief officer role advertisements and application volumes due to concerns about double counting and data quality. As a result, we have received high-quality data for the 12 months to 31 December 2025 (see Table 7.22 and Figure 7.4).

Table 7.22: Chief police officer recruitment, England and Wales, 12 months to 31 December 2025

	Roles advertised	Applicants		Applicants per vacancy	Only one applicant	Appointments			
		Internal	External			Internal	External	Promotion	Transfer at rank
Assistant Chief Constable / Commander	29	27	39	2.28	7 (24%)	11 (38%)	18 (62%)	23 (79%)	6 (21%)
Deputy Chief Constable	15	16	22	2.53	4 (27%)	8 (53%)	7 (47%)	13 (87%)	2 (13%)
Chief Constable	9	5	18	2.56	3 (33%)	4 (44%)	5 (56%)	8 (89%)	1 (11%)
Total	53	48	79	2.40	14 (26%)	23 (43%)	30 (57%)	44 (83%)	9 (17%)

Source: OPRB analysis of National Police Chiefs' Council data.

Figure 7.4: Number of chief police officer posts advertised and average number of applicants per vacancy, England and Wales, 12 months to 31 December 2025



Source: OPRB analysis of National Police Chiefs' Council data.

7.225 We have not received data on what substantive or temporary rank was held by each officer immediately prior to their appointment. We have also not received any data on temporary appointments, and how many temporary CPO appointments are subsequently made permanent.

7.226 In earlier reports, we have used recruitment data provided by the CPOSA and the NPCC. For completeness, this is presented below but may not be directly comparable.

Table 7.23: Average number of applicants per chief police officer vacancy by rank, 2015 to Sept 2024

Period	Assistant Chief Constable / Commander	Deputy Chief Constable	Chief Constable
2015	2.3	2.1	2.2
2022	2	2.1	3.2
2023	2	2.1	3.2
2024 Q2 & Q3	2.6	1	-

Source: Chief Police Officers' Staff Association (unpublished).

Note: Number of roles advertised and applications only covers the first 2 quarters of the FYE March 2025.

Northern Ireland

7.227 Given there are only six CPO positions in the PSNI, recruitment volumes can vary significantly year-to-year. Since our last Report, there have been no new appointments made. This follows the permanent appointment of five CPOs – covering all CPO posts in the PSNI apart from the CC – between December 2024 and March 2025.

Retention

England and Wales

7.228 The Home Office's police workforce statistics record that in the financial year ending March 2025, 53 CPOs left their positions (52.575 FTE) – with 6 transferring to another police force, and 47 leaving altogether (46.575 FTE). This compares to 51 (14 transfers and 37 leavers) in the financial year ending March 2024 and 65 (18 transfers and 47 leavers) the previous year. This resulted in turnover across all applicable forces in England and Wales of 19 per cent.

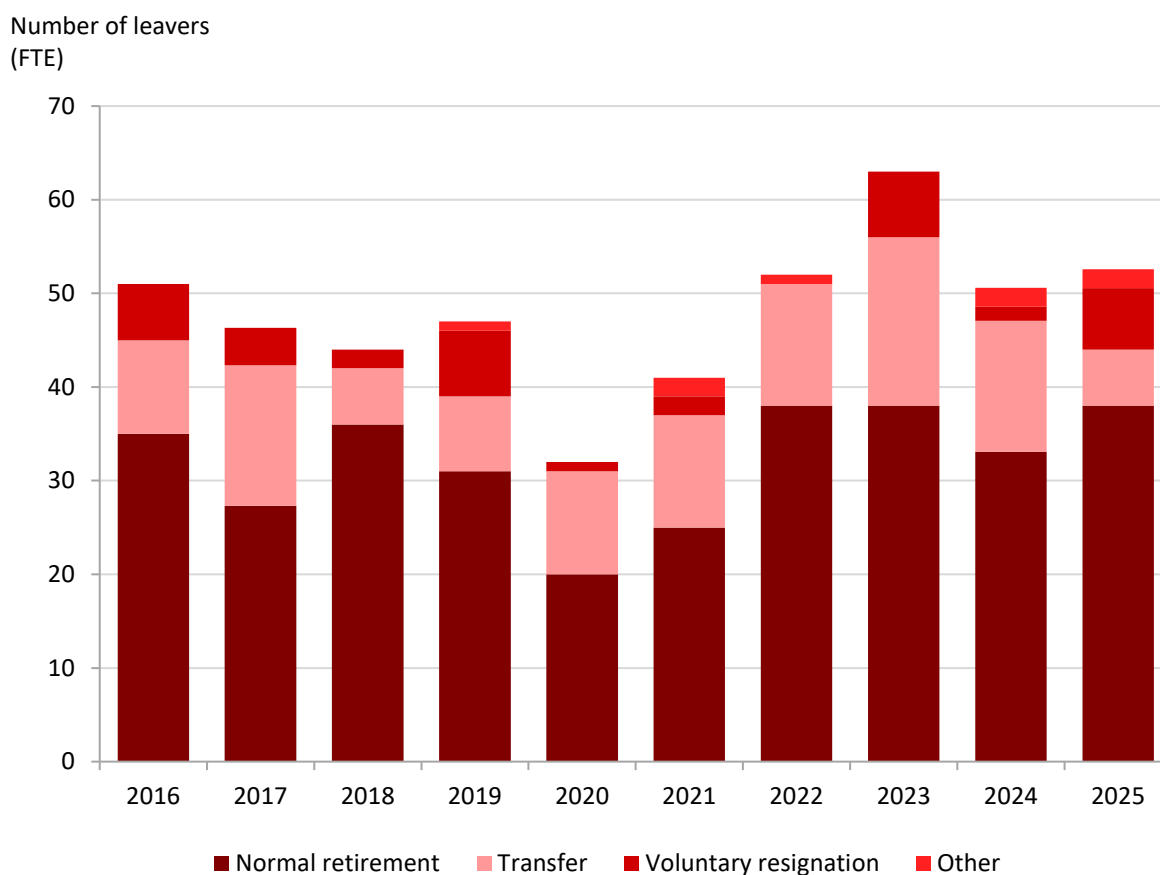
Table 7.24: Chief police officer retention by FTE, England and Wales, April 2015 to March 2025

	CPO cohort at start of period	Transferred to another force	Left without transferring	Total CPO leavers
2015-16	197	10 (5%)	41 (21%)	51 (26%)
2016-17	196	15 (8%)	31 (16%)	46 (24%)
2017-18	209	6 (3%)	38 (18%)	44 (21%)
2018-19	215	8 (4%)	39 (18%)	47 (22%)
2019-20	211	11 (5%)	21 (10%)	32 (15%)
2020-21	231	12 (5%)	29 (13%)	41 (18%)
2021-22	236	13 (6%)	39 (17%)	52 (22%)
2022-23	243	18 (7%)	45 (19%)	63 (26%)
2023-24	237	14 (6%)	37 (15%)	51 (21%)
2024-25	245	6 (2%)	47 (19%)	53 (21%)

Source: OPRB analysis of Home Office Police Workforce Statistics (31 March 2025).

7.229 Most CPOs who leave policing take normal retirement – generally coinciding with having reached pensionable service length (30 years’ service) – while a minority leave by way of resignation or for other reasons. In 2024-25, 47 (46.575 FTE) CPOs left policing – 38 by way of normal retirement, 7 (6.575 FTE) by resignation, and 2 for other reasons.

Figure 7.5: Chief police officer outflow (FTE), by leaver type, England and Wales, FYE 2016 to FYE 2025



Source: OPRB Analysis of the Home Office Police Workforce Statistics (March 2025).

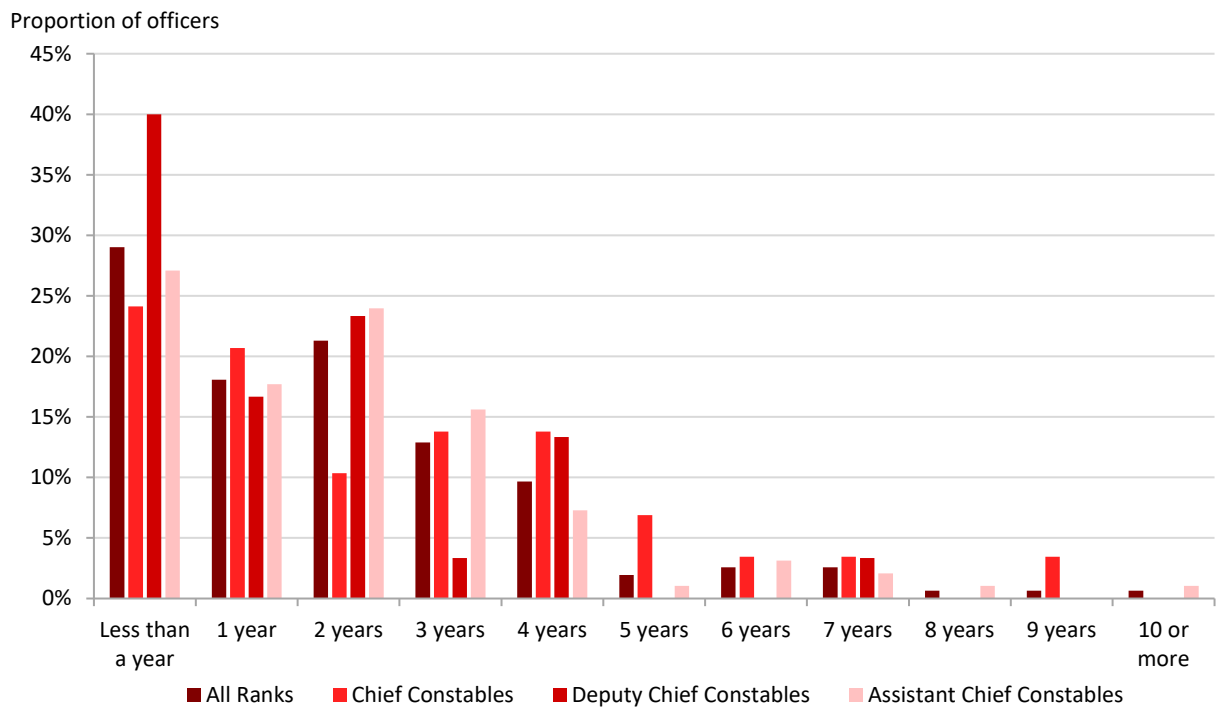
Notes: The 'other' category includes deaths, dismissals and medical retirement.

7.230 According to the NPCC, the median tenure in post at March 2025 across the CPO cohort was two years. For ACCs/Commanders, the median was two years (up from one year at March 2022). For DCCs and CCs, the median was two years (unchanged from March 2022). These figures will be influenced to some extent by temporary appointments.

7.231 The CPOSA survey asks respondents for their time in rank, where 29 per cent of respondents said they had less than one year completed in rank.

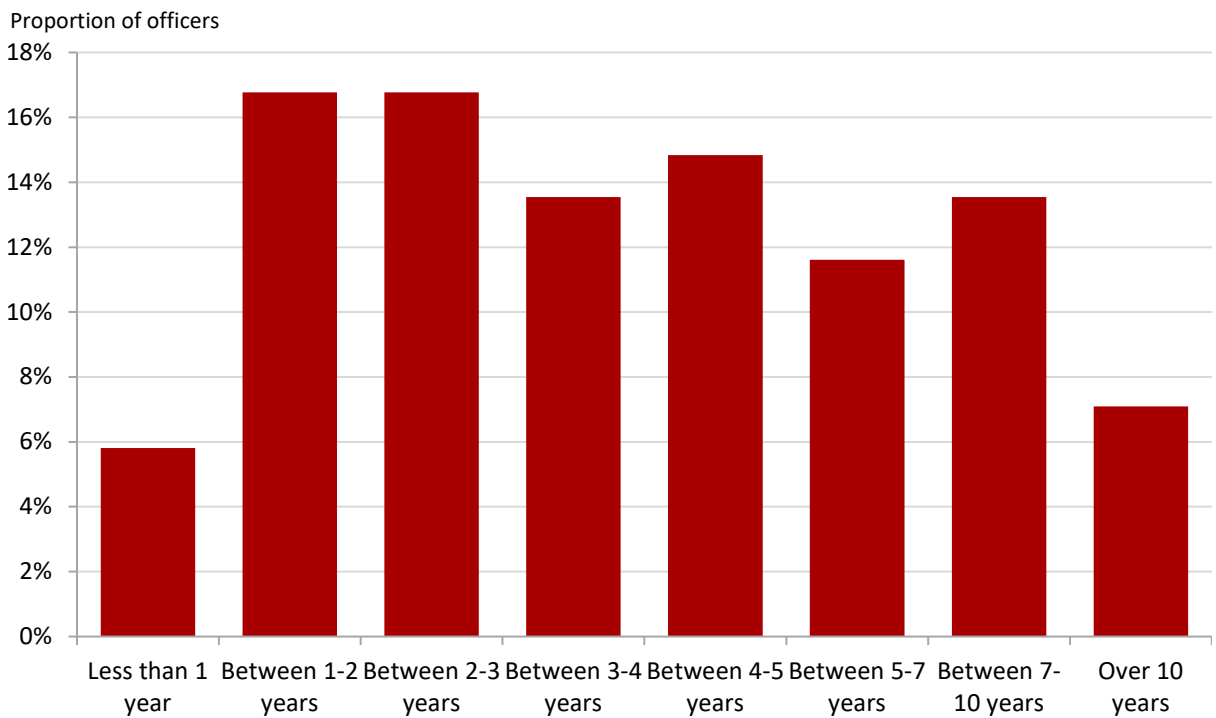
7.232 In its evidence, the CPOSA said that 39.4 per cent of its members declared their intention to retire from the police service was within three years. This increased to 67.7 per cent for within five years.

Figure 7.6: Chief police officer number of years completed in rank, 2025



Source: OPRB analysis of the Chief Police Officers' Staff Association member survey 2025 (unpublished).

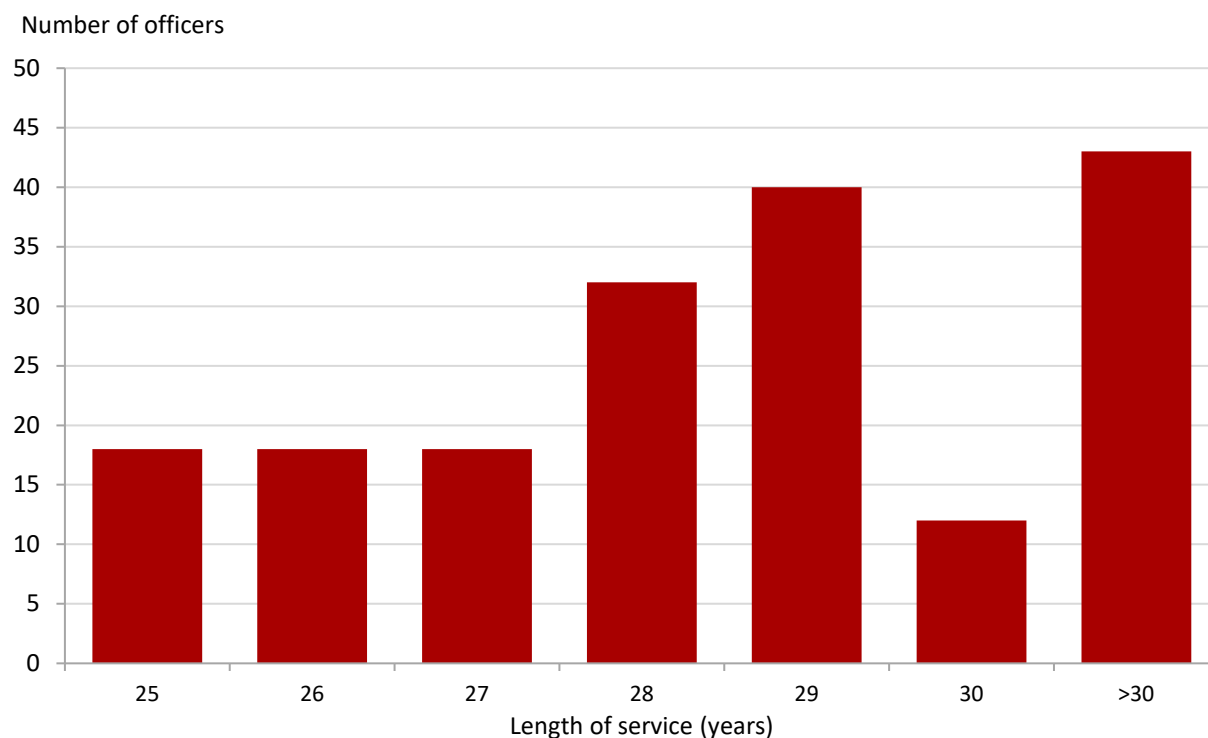
Figure 7.7: Chief police officer responses to “When do you intend to retire?”, 2025



Source: OPRB Analysis of the Chief Police Officers' Staff Association member survey 2025 (unpublished).

7.233 The NPCC reports that the median total length of service in policing for CPOs was approximately 28 years – 29 years for CCs, 28 years for DCCs, and 26 years for ACCs/Commanders. Based on length of total service, 22.4 per cent of all CPOs have reached maximum pensionable service length (based on the 1987 pension scheme), and 16.3 per cent will reach this within the next 12 months.

Figure 7.8: Chief police officer length of service (all ranks), 2025



Source: OPRB analysis of National Police Chief's Council data.

Note: Chief officers with less than 25 years' service are excluded. This year, NPCC did not provide CPO length of service by rank.

Northern Ireland

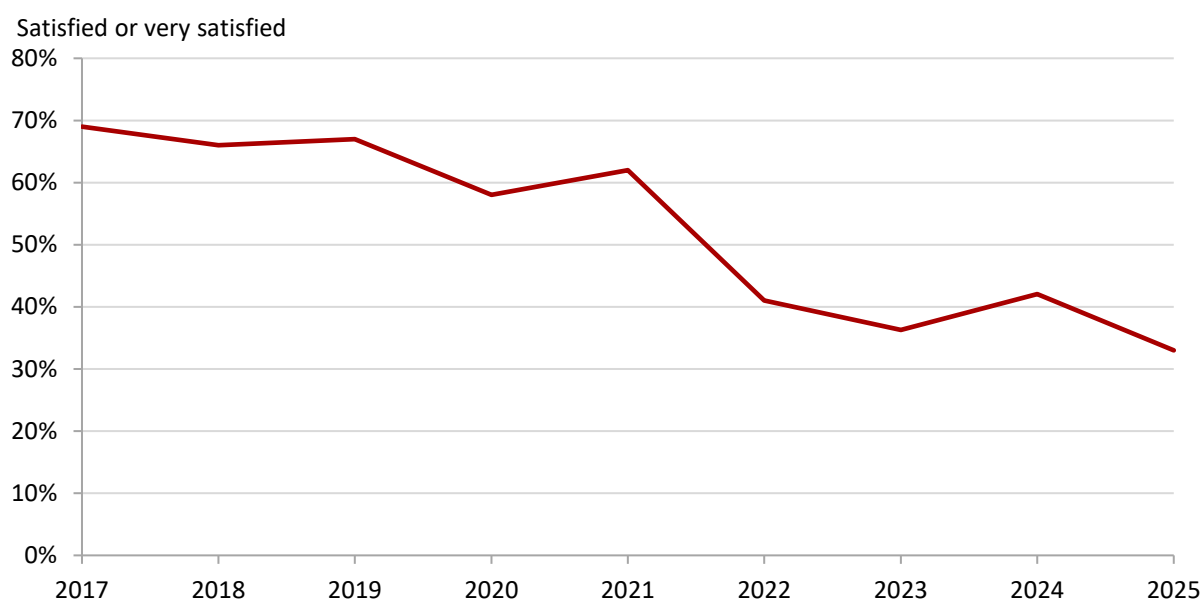
7.234 The general retention factors for PSNI CPOs are also broadly aligned with those discussed in relation to England and Wales. Foremost among these is the linear rank progression model, meaning that chief officers are generally nearing pensionable service or retirement age.

Morale

England and Wales

7.235 According to the CPOSA member survey, satisfaction with base salary fell to a low of 33 per cent in 2025, from 42 per cent in 2024 and 36 per cent in 2023.

Figure 7.9: Chief police officer satisfaction with base salary, 2017 to 2025



Source: Chief Police Officers' Staff Association member survey data (Unpublished).

7.236 Other CPOSA member survey findings include:

- 28 per cent of survey respondents said they were either very satisfied or satisfied with their pension benefits, up 12 percentage points from last year. CPOSA emphasise that this increase reflects last year's unusually low result, rather than a genuine improvement. Excluding this year's rebound, there has been a decline in satisfaction with pension benefits since 2017.
- The proportion of chief officers satisfied with the overall package was 31 per cent in 2025, a reduction from 37 per cent in 2024. This continues a long-term 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, fell to 86 per cent of respondents scoring an 8,9 or 10 in 2025, from 93 per cent in 2024 and its lowest ever level according to CPOSA.
- 37 per cent of workers were satisfied or very satisfied with their working hours, a rise from 35 per cent in 2024 and 31 per cent in 2023, but still below the peak of 52 per cent in 2020.

7.237 Due to concerning figures in the 2024 Affinity Health Survey, CPOSA commissioned a pulse survey in 2025. According to this 2025 survey:

- Anxiety and depression measures continued to increase in severity in 2025 following already concerning levels in 2024.
- 46 per cent of members reported being more worried about their personal finances than a year ago, up 3 percentage points from 2024 and up 21 percentage points from 2021.

- 98 per cent of respondents said that the role placed them under a high level of demand compared to 99 per cent in 2024 and 97 per cent in 2021.
- 78 per cent of respondents reported working 50 hours a week or more (down from 83 per cent in 2024) – 51 per cent reported working between 50 and 60 hours a week, 24 per cent reported working between 60 and 70 hours a week, and 3 per cent reported working over 70 hours a week.
- 36 per cent (down 1 percentage point from 2021) agreed 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.
- 72 per cent of respondents felt meetings they attend are productive and have purpose, a 4 percentage point rise from 2024.

Northern Ireland

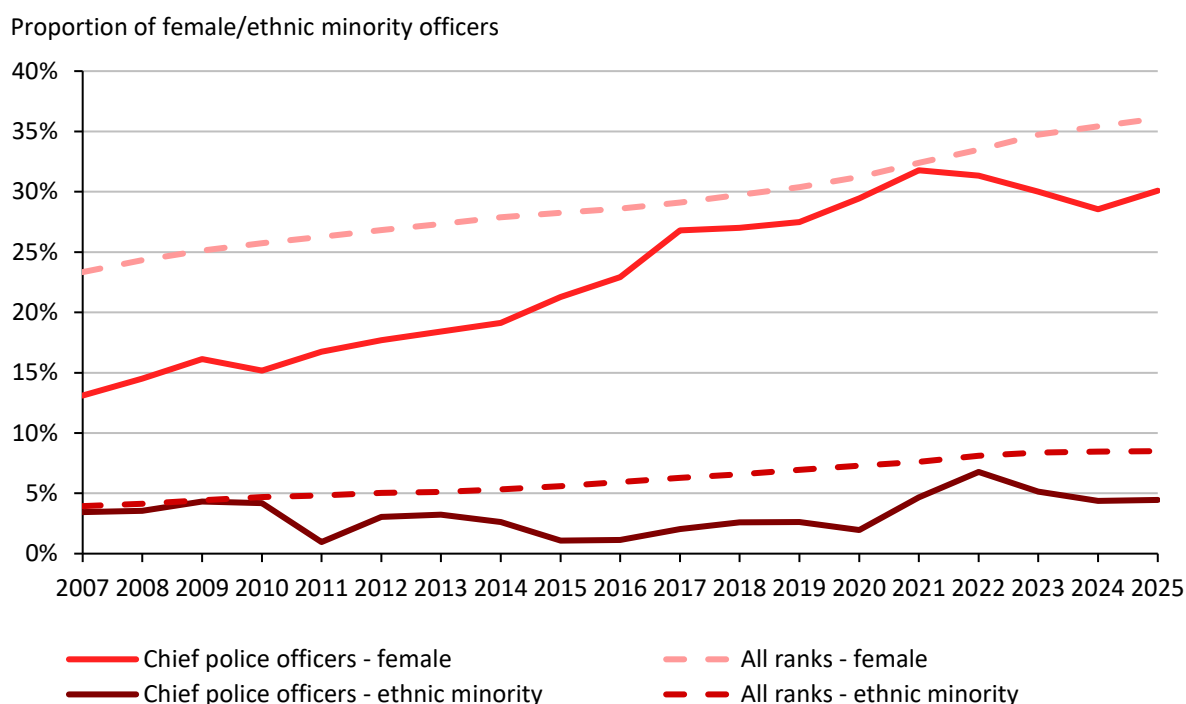
7.238 In oral evidence, stakeholders told us that chief officer morale in the PSNI is strong, buoyed by a period of stability in leadership team composition, and successful steps toward recovery of wider workforce numbers and morale. However, the operating environment in Northern Ireland – particularly the heavy burden arising from financial constraints, security threats and workforce depletion – and associated personal and professional exposure for CPOs mean that chief officer morale can change rapidly, and requires close monitoring.

Diversity

England and Wales

7.239 In the England and Wales police officer workforce, 36.1 per cent of officers are female and 8.5 per cent are from ethnic minority backgrounds. Of the 262.6 FTE chief officers, 30.1 per cent are female and 4.5 per cent are from ethnic minority backgrounds.

Figure 7.10: Percentage of female and ethnic minority police officers (FTE) at chief officer ranks versus all ranks, England and Wales, March 2007 – March 2025



Source: OPRB analysis of Home Office Police Workforce Statistics (31 March 2025).

7.240 Chief police officer diversity figures show that:

- 79 CPOs were female in March 2025, 9 more 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 11 ethnic minority CPOs in March 2025, one more than a year earlier.
- Ethnic minority CPOs represented 4.5 per cent of those who stated their ethnicity, 2.3 percentage points lower than the peak in 2022.

Northern Ireland

7.241 For the PSNI, diversity considerations are heavily influenced by the prominence and sensitivity of representation by community in Northern Ireland – particularly by religious and political background. Given the low numbers of CPOs in the PSNI, we do not discuss this topic in detail.

7.242 In terms of gender, the PSNI has one female CPO out of six – although gender representation is increased when the Assistant Chief Officer positions that form part of the wider force executive team are included. In oral evidence we were told that the internal talent pipeline includes a number of strong female candidates at the superintending ranks, and that gender diversity amongst CPOs is expected to increase with future turnover.

7.243 We do not have any information on other diversity metrics for chief officers – including ethnicity, sexual orientation, or other protected characteristics.

Appendix I

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 and Crime

Home Office

National Police Chiefs' Council (NPCC)

Chief Police Officers' Staff Association (CPOSA)

Association of Police and Crime Commissioners (APCC)

College of Policing

Chief Constables (CCs) discussion group

Deputy Chief Constables (DCCs) discussion group

Assistant Chief Constables (ACCs) and Commanders discussion group

Executive Leadership Programme (ELP) attendees' discussion group

Thames Valley Police force executive team

Northern Ireland

Minister of Justice

Department of Justice (NIDJ)

Northern Ireland Policing Board (NIPB)

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

Police Service of Northern Ireland force executive team

Appendix J

Index of written submissions to the SSRB

Written submissions to the SSRB are published by, and at the discretion of, each evidence provider. Where written evidence is publicly available, links are included in the citation below.

Written submission	Provider	Received	Publication status	Citation
<i>Economic context</i>				
001	HM Treasury	15/12/25	Published	HM Treasury <i>Economic Evidence to the Pay Review Bodies: 2026-27 Pay Round</i> (December 2025). Available at www.gov.uk/government/publications/economic-evidence-to-the-pay-review-bodies-2026-27-pay-round .
<i>Chief Police Officers (CPOs)</i>				
042	College of Policing	24/03/26	Unpublished	College of Policing <i>Review Body on Senior Salaries: Request for written evidence for 2026 annual review</i> (March 2026).
<i>England and Wales</i>				
043	Home Office	27/03/26	Published	Home Office <i>Home Office evidence to the Senior Salaries Review Body: Chief police officers – 2026-27 pay round</i> (March 2026). Available at www.gov.uk/government/publications/evidence-to-the-ssrb-2026-to-2027-chief-police-officers .
044	Home Office	27/03/26	Unpublished	Letter from Deputy Director, Police Workforce and Professionalism Unit to SSRB Secretary regarding additional information for the Senior Salaries Review Body (27 March 2026).
045	Home Office	05/05/26	Unpublished	Letter from Deputy Director, Police Workforce and Professionalism Unit to SSRB Secretary regarding views on allowances proposals (5 May 2026).
046	National Police Chiefs' Council (NPCC)	24/03/26	Published	National Police Chiefs' Council <i>Senior Salaries Review Body: NPCC Submission 2026</i> (March 2026). Available at https://news.npcc.police.uk/resources/ybr74-96lj5-k6vps-bb11i-0upue .
047	National Police Chiefs' Council (NPCC)	26/03/26	Unpublished	Letter from NPCC Workforce Committee Lead for Police Leadership to the co-Chair of the Police Leadership Commission regarding the Police Leadership Review call for evidence (February 2026).
048	National Police Chiefs' Council (NPCC)	06/05/26	Unpublished	National Police Chiefs' Council <i>Police Pensions briefing – SSRB</i> (May 2026).
049	Chief Police Officers' Staff Association (CPOSA)	24/03/26	Published	Chief Police Officers' Staff Association <i>Submission to the Senior Salaries Review Body 2026</i> (March 2026). Available at https://cposa.uk/news .
050	Chief Police Officers' Staff Association (CPOSA)	27/01/26	Unpublished	Chief Police Officers' Staff Association and Affinity Health at Work <i>Results of the Chief Police Officers Staff Association Pulse Survey</i> (October 2025).

Written submission	Provider	Received	Publication status	Citation
051	Association of Police and Crime Commissioners (APCC)	27/03/26	Unpublished	Association of Police and Crime Commissioners <i>Submission to the Senior Salaries Remuneration Review Body from the Association of Police and Crime Commissioners</i> (March 2026).
052	Association of Police and Crime Commissioners (APCC)	14/04/26	Unpublished	Association of Police and Crime Commissioners <i>Supplementary Submission to the Senior Salaries Remuneration Review Body from the Association of Police and Crime Commissioners</i> (April 2026).
<i>Northern Ireland</i>				
053	Northern Ireland Department of Justice (NIDJ)	24/03/26	Unpublished	Department of Justice <i>Written Evidence to the Senior Salaries Review Body from the Department of Justice: Annual Review for 2026/7</i> (March 2026).
054	Northern Ireland Policing Board (NIPB)	25/03/26	Unpublished	Letter from Chair of the Northern Ireland Policing Board to Chair of the Review Body on Senior Salaries regarding the Northern Ireland Policing Board Submission to 2026-27 Report of the Senior Salaries Review Body – Chief Police Officers (PSNI) (23 March 2026).

Appendix K

Index of datasets utilised by the SSRB

Datasets provided to the SSRB directly by stakeholders are published by, and at the discretion of, each evidence provider. Other datasets are sourced from the public domain. Where datasets are publicly available, links are provided below.

Dataset	Provider	Received /Accessed	Details	Publication status
<i>Economic context</i>				
001	Office for National Statistics (ONS)	20/05/26	Inflation and price indices – Consumer price inflation (CPI): - D7BT: CPI INDEX 00: ALL ITEMS 2015=100 (at 20 May 2026) - D7G7: CPI ANNUAL RATE 00: ALL ITEMS 2015=100 (at 20 May 2026)	Published ¹⁵⁴
002	Office for National Statistics (ONS)	19/05/26	Earnings and working hours – Data from Average Weekly Earnings (AWE) and Annual Survey of Hours and Earnings (ASHE): - EARN01: Average weekly earnings (at 19 May 2026) - Earnings and employment from Pay As You Earn Real Time Information (PAYE RTI), seasonally adjusted (at 19 May 2026) - Estimates of earnings for the highest paid employee jobs by public and private sectors, UK (2025 provisional edition – at 19 November 2025)	Published ¹⁵⁵
003	Office for National Statistics (ONS)	19/05/26	Employment and employee types – Number of people in paid work as a proportion of the population, and vacancies: - A01: Summary of labour market statistics (at 19 May 2026) - X02: Labour Force Survey flows estimates (at 19 May 2026)	Published ¹⁵⁶
004	Office for National Statistics (ONS)	19/05/26	Unemployment – Information on the labour market, young people and workless households: VACS01: Vacancies and unemployment (at 19 May 2026)	Published ¹⁵⁷
005	Office for National Statistics (ONS)	19/05/26	Redundancies – People who have been made redundant or have taken voluntary redundancy: RED01 SA: Redundancies levels and rates (seasonally adjusted) (at 19 May 2026)	Published ¹⁵⁸

¹⁵⁴ "Inflation and price indices" Office for National Statistics <www.ons.gov.uk/economy/inflationandpriceindices>.

¹⁵⁵ "Earnings and working hours" Office for National Statistics

<www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours>.

¹⁵⁶ "Employment and employee types" Office for National Statistics

<www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes>.

¹⁵⁷ "Unemployment" Office for National Statistics

<www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment>.

¹⁵⁸ "Redundancies" Office for National Statistics

<www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/redundancies>.

Dataset	Provider	Received /Accessed	Details	Publication status
006	Office for National Statistics (ONS)	20/01/26	Workplace disputes and working conditions – Work stoppages because of disputes between employers and employees: LABD: Labour disputes in the UK (January 2026 edition)	Published ¹⁵⁹
007	Office for National Statistics (ONS)	14/05/26	Gross Domestic Product (GDP): - MGDP: Monthly gross domestic product: time series (at 14 May 2026) - QNA: GDP quarterly national accounts time series (at 31 March 2026)	Published ¹⁶⁰
008	Office for National Statistics (ONS)	13/11/25	Labour productivity – Efficiency of the UK workforce: - A4YM: Output per Worker: Whole Economy SA: Index 2023=100: UK (at 13 November 2025) - LZVB: UK Whole Economy: Output per hour worked SA: Index 2023 = 100 (at 13 November 2025)	Published ¹⁶¹
009	Office for Budget Responsibility (OBR)	03/03/26	Economic and fiscal outlook: - Report – March 2026 - Supporting documents, charts and tables	Published ¹⁶²
010	Bank of England	30/04/26	Monetary Policy Report: - Report – April 2026 - Supporting charts and data tables	Published ¹⁶³
011	Bank of England	24/04/26	Agents' summary of business conditions (ASBC): Report – April 2026	Published ¹⁶⁴
012	HM Treasury	20/05/26	Forecasts for the UK economy: - May 2026 (at 20 May 2026) - April 2026 (at 15 April 2026)	Published ¹⁶⁵
013	Brightmine	27/05/26	Pay settlements: Median pay settlement, May 2026 release (three months to April 2026)	Unpublished ¹⁶⁶
014	Incomes Data Research	27/05/26	Median pay settlements: Median pay settlement, May 2026 release (three months to April 2026)	Unpublished ¹⁶⁷

¹⁵⁹ "Workplace disputes and working conditions" Office for National Statistics

<www.ons.gov.uk/employmentandlabourmarket/peopleinwork/workplacedisputesandworkingconditions>.

¹⁶⁰ "Gross Domestic Product (GDP)" Office for National Statistics <www.ons.gov.uk/economy/grossdomesticproductgdp>.

¹⁶¹ "Labour productivity" Office for National Statistics

<www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity>.

¹⁶² "Economic and fiscal outlook – March 2026" (3 March 2026) Office for Budget Responsibility

<<https://obr.uk/efo/economic-and-fiscal-outlook-march-2026>>.

¹⁶³ "Monetary Policy Report – April 2026" (30 April 2026) Bank of England <www.bankofengland.co.uk/monetary-policy-report/2026/april-2026>.

¹⁶⁴ "Agents' summary of business conditions – April 2026" (24 April 2026) Bank of England

<www.bankofengland.co.uk/agents-summary/2026/april-2026>.

¹⁶⁵ "Collection: Forecasts for the UK economy" (20 May 2026) GOV.UK <www.gov.uk/government/collections/data-forecasts>.

¹⁶⁶ Subscriber-only dataset. The median settlement figure is published monthly for the preceding three-month period – see "Pay trends" Brightmine <www.brightmine.com/uk/resources/total-rewards/pay-trends>.

¹⁶⁷ Subscriber-only dataset. Near-final figures are published quarterly – see "Pay Climate" Incomes Data Research <www.incomesdataresearch.co.uk/resources/pay-climate>.

Dataset	Provider	Received /Accessed	Details	Publication status
015	Labour Research Department	26/05/26	Median pay settlements: Payline release – May 2026 (three months to April 2026)	Published ¹⁶⁸
Chief Police Officers (CPOs)				
<i>England and Wales</i>				
033	Home Office	28/01/26	Police workforce, England and Wales: <i>Workforce</i> - Total policing workforce headcount and FTE by force, region, sex, rank and worker type, 2006-07 to 2024-25 <i>Ethnicity</i> - Total policing workforce headcount and FTE by force, region, sex, rank, and worker type, broken down by ethnicity and ethnic group, 2006-07 to 2024-25 <i>Joiners</i> - Total policing workforce headcount and FTE by force, region, sex, rank, worker type, and ethnicity, broken down by joiner type, 2006-07 to 2024-25 <i>Leavers</i> - Total policing workforce headcount and FTE by force, region, sex, rank, worker type, and ethnicity, broken down by leaver type, 2006-07 to 2024-25 <i>Promotions</i> - Total policing workforce promotions (headcount) by force, region, rank, worker type, sex, and ethnicity, 2006-07 to 2024-25	Published ¹⁶⁹
034	Home Office	19/11/25	Police Earnings Census: - Chief Police Officer headcount by police force and rank, 2009-10 to 2024-25 - Assistant Chief Constable headcount by pay point, 2009-10 to 2024-25 - Chief Police Officer median basic pay and median total earnings by rank, 2009-10 to 2024-25	Unpublished
035	National Police Chiefs' Council (NPCC)	20/04/26	Additional data requests: - Chief police officer FTE by gender, broken down by rank (at 31 March 2025) - Chief police officer FTE by ethnic group, broken down by rank (at 31 March 2025) - Budgeted establishment workforce numbers by police force and rank (at 31 March 2025) - Chief police officer lateral transfers between forces (1 May 2024 to 1 January 2026) - Number and characteristics of Executive Leadership Programme participants – including withdrawals and deferrals – by cohort, June 2023	Unpublished

¹⁶⁸ "News & blogs" Labour Research Department <www.lrd.org.uk/news>.

¹⁶⁹ "Police workforce open data tables" (28 January 2026) GOV.UK <www.gov.uk/government/statistics/police-workforce-open-data-tables>.

Dataset	Provider	Received /Accessed	Details	Publication status
			to July 2025 (and number of applicants for 2026 development centre) Number of re-joiners by rank, April 2025 to February 2026	
036	Chief Police Officers' Staff Association (CPOSA)	19/02/26	CPOSA member survey: - Number of responses by rank and response rate - Satisfaction with base salary, by rank - Satisfaction with pension benefits, by rank - Satisfaction with incremental progression (Assistant Chief Constables) - Number of years served in current rank, by rank - Length of service as a chief police officer - Number of hours worked per week, by rank - Number of years before intended retirement, by rank - Additional allowances received - Rating of motivation to do a good job, by rank - Impact of overall package on intentions to stay in the police service, by rank - Intentions to apply for promotion to Deputy Chief Constable (Assistant Chief Constables) - Likelihood of application for promotion to Deputy Chief Constable if appointment was permanent (Assistant Chief Constables) - Likelihood of application for promotion to Chief Constable if appointment was permanent (Deputy Chief Constables) - Satisfaction with overall package, by rank - Satisfaction with working hours, by rank - Satisfaction with package upon promotion, by rank Pay versus CPI: - Pay award and CPI to September by year, 2010 to 2025 Historic chief officer recruitment data: - Number of posts advertised, average number of applicants per vacancy and average number shortlisted for interview, by rank, 2011-15, 2015, 2022 and 2023	Unpublished
<i>Northern Ireland</i>				
037	Police Service of Northern Ireland (PSNI)	04/06/25	PSNI Workforce Strength: PSNI FTE and headcount by rank (incl. permanent support staff), 31 March 2004 to 31 March 2025	Unpublished ¹⁷⁰

¹⁷⁰ The PSNI publishes its most recent workforce FTE by rank (see "Strength of Police Service Statistics" Police Service of Northern Ireland <www.psnipolice.uk/our-publication-scheme/who-we-are-and-what-we-do/strength-police-service-statistics>) and overall workforce composition by community background, gender and ethnic minority (see "Workforce Composition Statistics" Police Service of Northern Ireland <www.psnipolice.uk/about-us/our-publications-and-reports/our-publication-scheme/who-we-are-and-what-we-do/workforce>).

Appendix L

Remit letter: Chief Police Officers in England and Wales



Sarah Jones MP
Minister of State for Policing and
Crime

2 Marsham Street
London SW1P 4DF
www.gov.uk/home-office

Lea Paterson
Chair, Senior Salaries Review Body
1st Floor, Caxton House
Tothill Street
London
SW1H 9NA

19 February 2026

Dear Lea,

Senior Salaries Review Body Remit 2026/27: Chief police officers

I would like to take this opportunity to thank you and the members of the Senior Salaries Review Body (SSRB) for your 2025 report. The Government appreciates the independent, expert advice and valuable contribution that the SSRB makes.

I write to you now to formally commence the 2026/27 pay round and ask for the SSRB to make recommendations on how to apply the pay award for chief police officers in England and Wales.

I also ask that you consider proposals resulting from year two of the National Police Chiefs' Council's review of allowances where they are payable to the chief officer ranks, taking into account the views of policing stakeholders.

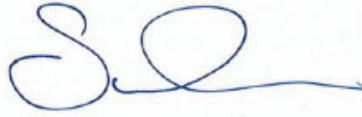
We accepted your recommendation for the 2025/26 pay award. However, since it came in well above the figures we set out as affordable within our evidence, we again had to take difficult decisions and make savings elsewhere in the Home Office's budgets to provide additional funding to forces to help with the increased costs. We undertook a rigorous in-year savings exercise and put in place enhanced spending controls, finding efficiencies across various programmes and reducing discretionary spend. As the Spending Review confirmed, all pay must be funded from Departmental budgets and there will be no additional funding available for pay settlements.

During this pay round, you will receive evidence from my department, HM Treasury and key stakeholders. My department's evidence will set out the funds available to policing for 2026/27, following the Spending Review in June, as well as the recruitment and retention context alongside pay and earnings data, and will provide an update on our Police Reform White Paper.

The police pay year begins on 1 September and we are committed to announcing pay awards as close to this date as possible. To support this, I would be grateful if you could submit your report 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 police funding settlement is published, as this will inform the affordability position.

I look forward to receiving your report in due course.

Very best wishes,

A handwritten signature in blue ink, consisting of a large 'S' followed by a loop and a horizontal line.

Sarah Jones MP
Minister of State for Policing and Crime

Appendix M

Remit letter: Chief Police Officers in the Police Service of Northern Ireland

FROM THE OFFICE OF THE JUSTICE MINISTER



Minister's Office Block C,
Castle Buildings
Stormont Estate
Ballymiscaw
Belfast
BT4 3SG
Tel: 028 9076 5723

Our Ref: SUB-0066-2026

Lea Paterson
Senior Salaries Review Body
Office for the Pay Review Bodies
First Floor, Caxton House
6 – 12 Tothill Street
LONDON
SW1H 9NA

Via email: [REDACTED]

24 February 2026

Dear Lea

Senior Salaries Review Body (SSRB) Remit 2026/27 – PSNI Chief Officers

I wrote to you on 19 February to confirm my acceptance of the 2025/26 recommendations for senior PSNI officers and advise that a pay remit business case has been invited from the Northern Ireland Policing Board.

I am now writing to request that the Senior Salaries Review Body (SSRB) commences the 2026/27 pay round for chief police officers of the Police Service of Northern Ireland (PSNI).

FROM THE OFFICE OF THE JUSTICE MINISTER



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 ranks of Chief Superintendent and below in relation to the Northern Ireland security threat level for police officers.

It would be appreciated if 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 the oral evidence meeting.

I look forward to receiving your report in due course.

Yours sincerely

NAOMI LONG MLA
Minister of Justice

Please ensure that you quote our reference number in any future related correspondence.

Appendix N

Existing salaries for SSRB remit groups – Supplementary Report

Chief Constables and Deputy Chief Constables, England and Wales (excl. London), 1 September 2025

Force weighting	Police force	Pay group	Chief Constable salary	Deputy Chief Constable salary
10.0	Greater Manchester Police	Group 1	£240,215	£198,176
	West Midlands Police			
8.5	West Yorkshire Police	Group 2	£208,477	£171,993
6.5	Thames Valley Police			
6.0	Merseyside Police	Group 3	£188,656	£155,641
	Northumbria Police			
5.5	Hampshire and Isle of Wight Constabulary	Group 4	£175,000	£145,000
5.0	Devon and Cornwall Police			
	Kent Police	Group 5	£165,000	£135,000
	Lancashire Constabulary			
4.5	Avon and Somerset Constabulary	Group 6	£155,000	£125,000
	Essex Police			
	South Wales Police	Group 7	£145,000	£115,000
	South Yorkshire Police			
	Sussex Police	Group 8	£135,000	£105,000
3.5	Nottinghamshire Police			
3.0	Cheshire Constabulary	Group 9	£125,000	£95,000
	Derbyshire Constabulary			
	Hertfordshire Constabulary	Group 10	£115,000	£85,000
	Humberside Police			
	Leicestershire Police	Group 11	£105,000	£75,000
	Staffordshire Police			
	West Mercia Police	Group 12	£95,000	£65,000
2.5	Norfolk Constabulary			
	Surrey Police	Group 13	£85,000	£55,000
2.0	Bedfordshire Police			
	Cambridgeshire Constabulary	Group 14	£75,000	£45,000
	Cleveland Police			
	Dorset Police	Group 15	£65,000	£35,000
	Durham Constabulary			
	Gwent Police	Group 16	£55,000	£25,000
	North Yorkshire Police			
	North Wales Police	Group 17	£45,000	£15,000
	Northamptonshire Police			
	Suffolk Constabulary	Group 18	£35,000	£5,000
	Wiltshire Police			

Force weighting	Police force	Pay group	Chief Constable salary	Deputy Chief Constable salary
1.5	Cumbria Constabulary			
	Dyfed-Powys Police			
	Gloucestershire Constabulary			
	Lincolnshire Police			
	Warwickshire Police			

Source: Home Office.

Note: Excludes geographic and other allowances.

Chief officers ranks in the Metropolitan Police Service, 1 September 2025

Rank	Salary
Commissioner	£343,353
Deputy Commissioner	£283,846
Assistant Commissioner	£240,215
Deputy Assistant Commissioner	£198,176

Source: Home Office.

Note: Excludes geographic and other allowances.

Chief officers ranks in the City of London Police, 1 September 2025

Rank	Salary
Commissioner	£213,253
Deputy Commissioner	£176,285

Source: Home Office.

Notes: 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.

Assistant Chief Constables and Commanders, England and Wales (incl. London), 1 September 2025

Pay point	Salary
1	£125,188
2	£133,115
3	£141,050

Source: Home Office.

Note: Excludes geographic and other allowances.

Chief police officers in the Police Service of Northern Ireland, 1 September 2025

Rank	Pay point	Salary
Chief Constable	N/A	£251,289
Deputy Chief Constable	N/A	£207,305
Assistant Chief Constable	1	£125,188
	2	£133,115
	3	£141,050

Source: Northern Ireland Department of Justice.

Note: Excludes geographic and other allowances.

Police and Crime Commissioners, 1 May 2025

Pay band	PCC	Salary
Band 1	West Midlands	£106,180
Band 2	Thames Valley	£92,321
	Merseyside	
	Northumbria	
	Hampshire and Isle of Wight	
	Devon and Cornwall	
	Kent	
	Lancashire	
	Avon and Somerset	
	Essex	
	South Wales	
Band 3	Sussex	£81,693
	Nottinghamshire	
	Cheshire	
	Derbyshire	
	Hertfordshire	
	Humberside	
	Leicestershire	
	Staffordshire	
Band 4	West Mercia	£76,379
	Bedfordshire	
	Cambridgeshire	
	Cleveland	
	Dorset	
	Durham	
	Gwent	
	Norfolk	
	North Wales	
	Northamptonshire	
	Suffolk	
	Surrey	
	Wiltshire	

Pay band	PCC	Salary
Band 5	Cumbria	£71,064
	Dyfed-Powys	
	Gloucestershire	
	Lincolnshire	
	Warwickshire	

Source: Home Office.

Notes: 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.

In each year that the Home Secretary does not remit the SSRB 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.

Appendix O

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 P

Previous reports

Copies of previous reports are available at www.gov.uk/SSRB.

No.	Title	Publication details
1.	<i>Ministers of the Crown and Members of Parliament</i>	Cmnd. 4836, December 1971
2.	<i>Interim Report on Top Salaries</i>	Cmnd. 5001, June 1972
3.	<i>Second Interim Report on Top Salaries</i>	Cmnd. 5372, July 1973
4.	<i>Third Interim Report on Top Salaries</i>	Cmnd. 5595, June 1974
5.	<i>Members of Parliament Allowances</i>	Cmnd. 5701, July 1974
6.	<i>Report on Top Salaries</i>	Cmnd. 5846, December 1974
7.	<i>Ministers of the Crown and Members of Parliament and the Peers' expenses allowance: Part I</i>	Cmnd. 6136, July 1975
8.	<i>Ministers of the Crown and Members of Parliament and the Peers' expenses allowance: Part II</i>	Cmnd. 6574, July 1976
9.	<i>Ministers of the Crown and Members of Parliament and the Peers' expenses allowance: Part III</i>	Cmnd. 6749, March 1977
10.	<i>Second Report on Top Salaries</i>	Cmnd. 7253, June 1978
11.	<i>Third Report on Top Salaries 1979</i>	Cmnd. 7576, June 1979
12.	<i>Ministers of the Crown and Members of Parliament and the Peers' expenses allowance: Part I</i>	Cmnd. 7598, June 1979
13.	<i>Ministers of the Crown and Members of Parliament and the Peers' expenses allowance: Part II</i>	Cmnd. 7825, February 1980
14.	<i>Fourth Report on Top Salaries</i>	Cmnd. 7952, July 1980
15.	<i>Ministers of the Crown and Members of Parliament and the Peers' expenses allowance</i>	Cmnd. 7953, July 1980
16.	<i>Interim Report on Top Salaries</i>	Cmnd. 8243, May 1981
17.	<i>Ministers of the Crown and Members of Parliament and the Peers' expenses allowance</i>	Cmnd. 8244, May 1981
18.	<i>Fifth Report on Top Salaries</i>	Cmnd. 8552, May 1982
19.	<i>Sixth Report on Top Salaries</i>	Cmnd. 8879, May 1983
20.	<i>Review of Parliamentary Pay and Allowances – Volume 1: Report</i>	Cmnd. 8881-I, May 1983
	<i>Review of Parliamentary Pay and Allowances – Volume 2: Surveys and Studies</i>	Cmnd. 8881-II, May 1983
21.	<i>Seventh Report on Top Salaries</i>	Cmnd. 9254, June 1984
22.	<i>Eighth Report on Top Salaries – Volume 1: Report</i>	Cmnd. 9525-I, July 1985
	<i>Eighth Report on Top Salaries – Volume 2: Relativities within the Judicial Salary Structure & Surveys of Bar Earnings</i>	Cmnd. 9525-II, July 1985
23.	<i>Ninth Report on Top Salaries</i>	Cmnd. 9785, May 1986
24.	<i>Review of Parliamentary Allowances – Volume 1: Report</i>	Cm 131-I, April 1987
	<i>Review of Parliamentary Allowances – Volume 2: Surveys and Studies</i>	Cm 131-II, April 1987
25.	<i>Tenth Report on Top Salaries</i>	Cm 128, April 1987
26.	<i>Review of Aspects of the Parliamentary Pension Scheme and Other Matters</i>	Cm 362, May 1988
27.	<i>Eleventh Report on Top Salaries</i>	Cm 359, April 1988

No.	Title	Publication details
28.	<i>Twelfth Report on Top Salaries</i>	Cm 581, February 1989
29.	<i>Thirteenth Report on Top Salaries</i>	Cm 938, February 1990
30.	<i>Fourteenth Report on Top Salaries</i>	Cm 1413, January 1991
31.	<i>Review of the Parliamentary Pension Scheme and of Resettlement Grants for Members of Parliament</i>	Cm 1576, June 1991
32.	<i>Review of the House of Commons Office Costs Allowance</i>	Cm 1943, July 1992
33.	<i>Fifteenth Report on Top Salaries</i>	Cm 2015, July 1992
34.	<i>Sixteenth Report on Senior Salaries</i>	Cm 2464, February 1994
	<i>Annex to the Sixteenth Report on Senior Salaries: Evaluation of the Performance Related Pay Scheme for Grade 2 and 3 Civil Servants by Hay Management Consultants</i>	Cm 2465, February 1994
35.	<i>Seventeenth Report on Senior Salaries</i>	Cm 2764, February 1995
36.	<i>Review of the Parliamentary Pension Scheme</i>	Cm 2830, March 1995
37.	<i>Eighteenth Report on Senior Salaries</i>	Cm 3094, February 1996
38.	<i>Review of Parliamentary pay and allowances – Volume 1: Report</i>	Cm 3330-I, July 1996
	<i>Review of Parliamentary pay and allowances – Volume 2: Surveys and Studies</i>	Cm 3330-II, July 1996
39.	<i>Nineteenth Report on Senior Salaries – Volume I: Report</i>	Cm 3540, February 1997
	<i>Nineteenth Report on Senior Salaries – Volume II: Report on a fundamental review of the judicial salary structure by the Review Body's Judicial Sub-committee</i>	Cm 3541, February 1997
40.	<i>Twentieth Report on Senior Salaries</i>	Cm 3837, January 1998
41.	<i>Twenty-First Report on Senior Salaries</i>	Cm 4245, February 1999
42.	<i>Initial pay, allowances, pensions and severance arrangements for Members of the Scottish Parliament, the National Assembly for Wales and the Northern Ireland Assembly</i>	Cm 4188, March 1999
43.	<i>Devolution Salaries for Ministers and Office-holders and office support for Members & Parliamentary Development Recommendations</i>	Cm 4246, March 1999
44.	<i>The Greater London Authority: initial pay, expenses, pensions and severance arrangements for the Mayor and Assembly Members</i>	Cm 4547, February 2000
45.	<i>Twenty-Second Report on Senior Salaries</i>	Cm 4567, February 2000
46.	<i>Twenty-Third Report on Senior Salaries</i>	Cm 4995, February 2001
47.	<i>Review of the Parliamentary Pension Scheme</i>	Cm 4996, March 2001
48.	<i>Review of parliamentary pay and allowances – Volume 1: Report</i>	Cm 4997-I, March 2001
	<i>Review of parliamentary pay and allowances – Volume 2: Independent study on pay and allowances</i>	Cm 4997-II, March 2001
49.	<i>National Assembly for Wales: Review of Pay and Allowances</i>	May 2001
50.	<i>Scottish Parliament: Review of Pay and Allowances</i>	December 2001
51.	<i>Twenty-Fourth Report on Senior Salaries – Volume 1: Report</i>	Cm 5389-I, February 2002
	<i>Twenty-Fourth Report on Senior Salaries – Volume 2: Report on fundamental review of the judicial salary structure by the Review Body's Judicial Sub-committee</i>	Cm 5389-II, February 2002
52.	<i>Northern Ireland Assembly: Review of Pay and Allowances</i>	May 2002
53.	<i>Greater London Authority: Review of pay, expenses, pensions and severance arrangements for the Mayor of London and London Assembly Members</i>	May 2002
54.	<i>Twenty-Fifth Report on Senior Salaries</i>	Cm 5718, February 2003

No.	Title	Publication details
55.	<i>Pay for Select Committee Chairmen in the House of Commons</i>	Cm 5673, July 2003
56.	<i>Twenty-Sixth Report on Senior Salaries</i>	Cm 6099, February 2004
57.	<i>Review of Parliamentary Pay and Allowances 2004 – Volume 1: Report</i>	Cm 6354-1, October 2004
	<i>Review of Parliamentary Pay and Allowances 2004 – Volume 2: Independent studies on pay and allowances, and pension</i>	Cm 6534-2, October 2004
58.	<i>National Assembly for Wales: Review of Pay and Allowances 2004</i>	December 2004
59.	<i>Twenty-Seventh Report on Senior Salaries</i>	Cm 6451, February 2005
60.	<i>Pay for Standing Committee Chairmen in the House of Commons</i>	Cm 6566, June 2005
61.	<i>Greater London Authority: Review of pay, expenses, pensions and severance arrangements for the Mayor of London and London Assembly Members 2005</i>	July 2005
62.	<i>Twenty-Eighth Report on Senior Salaries 2006</i>	Cm 6727, March 2006
63.	<i>Twenty-Ninth Report on Senior Salaries 2007</i>	Cm 7030, March 2007
64.	<i>Review of parliamentary pay, pensions and allowances 2007 – Volume 1: Report</i>	Cm 7270-1, January 2008
	<i>Review of parliamentary pay, pensions and allowances 2007 – Volume 2: Independent studies on pay and allowances, and pension</i>	Cm 7270-2, January 2008
65.	<i>Thirtieth Report on Senior Salaries 2008</i>	Cm 7388, June 2008
66.	<i>Review of Tribunals' Judiciary Remuneration 2008</i>	November 2008
67.	<i>Northern Ireland Assembly: Review of Pay, Pensions and Allowances 2008</i>	November 2008
68.	<i>Thirty-First Report on Senior Salaries 2009</i>	Cm 7556, March 2009
69.	<i>Greater London Authority: Review of pay, pensions and allowances for the Mayor of London and London Assembly Members 2009</i>	August 2009
70.	<i>Review of Senior Executive Pay in Northern Ireland Health and Social Care Organisations</i>	June 2009
71.	<i>Review of financial support for Members of the House of Lords</i>	Cm 7746, November 2009
72.	<i>Review of the Parliamentary Contributory Pension Fund 2010</i>	Cm 7926, July 2010
73.	<i>Thirty-Second Report on Senior Salaries 2010</i>	Cm 7804, March 2010
74.	<i>Initial report on Public Sector Senior Remuneration 2010</i>	Cm 7848, March 2010
75.	<i>Review of Northern Ireland Senior Civil Service pay 2010</i>	July 2010
76.	<i>Report on a pay structure for NDPB chief executives</i>	July 2011
77.	<i>Thirty-Third Report on Senior Salaries 2011</i>	Cm 8026, March 2011
78.	<i>Report on the pay of Police and Crime Commissioners 2011</i>	October 2011
79.	<i>Thirty-Fourth Report on Senior Salaries 2012</i>	Cm 8297, March 2012
80.	<i>Report on Locality Pay for NHS Very Senior Managers 2012</i>	Cm 8507, December 2012
81.	<i>Thirty-Fifth Annual Report on Senior Salaries 2013</i>	Cm 8569, March 2013
82.	<i>Thirty-Sixth Annual Report on Senior Salaries 2014</i>	Cm 8822, March 2014
83.	<i>Thirty-Seventh Annual Report on Senior Salaries 2015</i>	Cm 9035, March 2015
84.	<i>Supplement to the Thirty-Seventh Annual Report on Senior Salaries 2015: Chief police officers in England, Wales and Northern Ireland</i>	Cm 9080, July 2015
85.	<i>Thirty-Eighth Annual Report on Senior Salaries 2016</i>	Cm 9248, April 2016
86.	<i>Supplement to the Thirty-Eighth Annual Report on Senior Salaries 2016: Chief police officers in England, Wales and Northern Ireland</i>	Cm 9282, July 2016
87.	<i>Thirty-Ninth Annual Report on Senior Salaries 2017</i>	Cm 9455, July 2017
88.	<i>Supplement to the Thirty-Ninth Annual Report on Senior Salaries 2017: Chief police officers in England, Wales and Northern Ireland</i>	Cm 9456, September 2017

No.	Title	Publication details
89.	<i>Fortieth Annual Report on Senior Salaries 2018</i>	Cm 9694, September 2018
90.	<i>Supplement to the Fortieth Annual Report on Senior Salaries 2018: Major Review of the Judicial Salary Structure</i>	Cm 9716, October 2018
91.	<i>Forty-First Annual Report on Senior Salaries 2019</i>	CP 138, July 2019
92.	<i>Forty-Second Annual Report on Senior Salaries 2020</i>	CP 272, July 2020
93.	<i>Forty-Third Annual Report on Senior Salaries 2021</i>	CP 494, July 2021
94.	<i>Forty-Fourth Annual Report on Senior Salaries 2022</i>	CP 727, July 2022
95.	<i>Supplement to the Forty-Fourth Annual Report on Senior Salaries 2022: Non-Legal Members Fees Review</i>	September 2023
96.	<i>Forty-Fifth Annual Report on Senior Salaries 2023</i>	CP 888, July 2023
97.	<i>Forty-Sixth Annual Report on Senior Salaries</i>	CP 1120, July 2024
98.	<i>Forty-Seventh Annual Report on Senior Salaries</i>	CP 1329, May 2025
99.	<i>Supplement to the Forty-Seventh Annual Report on Senior Salaries</i>	CP 1506, February 2026
100.	<i>Forty-Eighth Annual Report on Senior Salaries</i>	CP 1570, May 2026

Appendix Q

Glossary of Terms and Abbreviations

General

Abatement	The reduction, suspension or recovery of a public service pension when a retired member is re-employed, so that their pension plus re-employment pay does not exceed a set limit (usually the amount earned prior to retirement)
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
ICT	Information and communication technology
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
NHS	National Health Service
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
VSM	Very Senior Manager

Chief Police Officers

APCC	Association of Police and Crime Commissioners
ACC	Assistant Chief Constable
ACO	Assistant Chief Officer – non-uniformed/non-sworn police staff, generally forming part of the relevant force executive team
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	The Chief Police Officers' Staff Association's Northern Ireland representative
C/Sup	Chief Superintendent
DCC	Deputy Chief Constable
ELP	Executive Leadership Programme
Federated ranks	Police officers of or below the rank of Chief Inspector
Force Weighting	The grading system formerly used to classify and differentiate police forces in England and Wales, reflecting a range of factors including call management, crime management, traffic management, public order management and public reassurance, community policing management, patrol management, security-related expenditure and the sparsity of the population in the force area
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HMICS	His Majesty's Inspectorate of Constabulary in Scotland
London Allowance	A non-pensionable fixed sum, introduced in the 1970s and set by the relevant commissioner (up to a prescribed maximum value), payable to all ranks in the Metropolitan Police Service and the City of London Police, accounting for labour market conditions in recruiting officers in London
London Weighting	A pensionable fixed sum, introduced in the 1940s and payable to all ranks in the Metropolitan Police Service and the City of London Police, accounting for the higher cost of living in London
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

PCC	Police and Crime Commissioner
PCSO	Police Community Support Officer
PEEL	Police efficiency, effectiveness and legitimacy
PNBS	Police Negotiating Board for Scotland
Precept	The specific portion of a resident's annual local council tax bill that is dedicated to funding local police services
PRRB	Police Remuneration Review Body – the pay review body that makes recommendations for officers up to and including the rank of Chief Superintendent
PSA	Police Superintendents' Association
PSNI	Police Service of Northern Ireland
RDIL	Rest Days in Lieu
SCC	Strategic Command Course
Senior PNAC	Senior Police National Assessments Centre
South East Allowance	A non-pensionable fixed sum, introduced in 2001 and set by the relevant chief constable (up to a prescribed maximum value), payable to officers of all ranks in eight police forces located in close proximity to Greater London (Bedfordshire, Essex, Hampshire, Hertfordshire, Kent, Surrey, Sussex, Thames Valley)
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.
White paper	A policy document produced by the Government that sets out their proposals for future legislation

