

## **The recommendations**

Recommendation 1 – The terms and conditions of police officers and staff should remain separate for the foreseeable future.

Recommendation 2 – The new police pay review body (see Chapter 10) should undertake a periodic review of the development of the police workforce, and its increasing professionalisation and specialisation, and make an assessment and recommendation to the Home Secretary as to the feasibility of attaining a greater degree of harmonisation of the terms and conditions of police officers and those of police staff. Where it is feasible, it should be done. The period in question should be five years.

Recommendation 3 – From April 2013, an additional qualification should be added to the list required for appointment to a police force in Regulation 10 of the Police Regulations 2003. Candidates eligible for appointment to a police force should have either a Level 3 qualification, or a police qualification which is recognised by the sector skills council, Skills for Justice.

Recommendation 4 – Forces should collaborate on the development of policing qualifications.

Recommendation 5 – The pass mark for the 2013 SEARCH assessment process should be raised to at least 70 per cent.

Recommendation 6 – The basic training of police officers should be improved so as more fully to cover the essential features of the place of the police in the criminal justice system.

Recommendation 7 – The police service should establish a programme of intensive promotion of itself to young people in schools and universities.

Recommendation 8 – From August 2013, a national Direct Entry (Inspector) scheme should be established with the objective of improving police leadership and offering rapid training and promotion to individuals of high ability and capacity. It should be run by the Police Professional Body. The intake should be set annually, with at least 80 participants in each intake.

Recommendation 9 – The Direct Entry (Inspector) scheme should last three years for external candidates and two years for internal candidates. This course should have a residential element based at the national police college, and time spent in force.

Recommendation 10 – Police Regulations 2003 should be amended to allow those on an accelerated promotion scheme recognised by the Home Secretary to serve a one-year probationary period, or shorter as the relevant chief officer determines.

Recommendation 11 – Police (Promotion) Regulations 1996 should be amended to provide that officers on an accelerated promotion scheme, recognised by the Home Secretary, should be promoted from constable to sergeant if they have met the criteria to join a recognised accelerated promotion scheme course, have completed one year's service and have passed a one-year probation period, subject to the discretion of their Chief Constable.

Recommendation 12 – The Police (Promotion) Regulations 1996 should be amended so officers on an accelerated promotion scheme recognised by the Home Secretary should be automatically

promoted from sergeant to inspector upon passing a recognised accelerated promotion scheme course.

Recommendation 13 – The Police Professional Body should develop a distance-learning version of the policing technical certificate designed as a pre-entry requirement for the Direct Entry (Inspector) scheme and Direct Entry (Superintendent) scheme, or work with an appropriate education provider to do so.

Recommendation 14 – The Police Professional Body should lengthen the ‘Foundation for Senior Leaders’ course from three to six weeks.

Recommendation 15 – Officers wishing to become eligible for promotion to superintendent should first complete an enhanced ‘Foundation for Senior Leaders Course’.

Recommendation 16 – Provision should be made in police regulations to enable police officers to be seconded to organisations outside policing for up to five years.

Recommendation 17 – The Police Regulations 2003 should be amended to provide for the return to the police service of former non-probationary officers at the rank they last held. There should be no right of return and there must be a suitable vacancy. Return after more than five years should not be allowed other than in exceptional circumstances.

Recommendation 18 – The Police Regulations 2003 should state returning officers should be subject to a probationary period of six months.

Recommendation 19 – A national scheme for recruitment directly to the rank of superintendent should be brought into operation from September 2013. Participation in the scheme should be at the discretion of the chief officer. The scheme should last 15 months. Training should be a mixture of in-force and an 18-week course at the police college.

Recommendation 20 – The scheme should be operated by the Police Professional Body, which should also meet the costs of the scheme, other than the support provided to scheme members by forces. It should be the decision of each Chief Constable whether their force will participate in the scheme.

Recommendation 21 – Police Regulations 2003 should be amended so those entering above the rank of constable should serve a probationary period in accordance with the applicable direct entry scheme.

Recommendation 22 – The direct entry scheme for superintendents should be reviewed after five years.

Recommendation 23 – From September 2013, the eligible experience for a Chief Constable in the Police Regulations 2003, should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent.

Recommendation 24 – The eligible experience for a Chief Constable set out in the Police Reform and Social Responsibility Act 2011 should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent.

Recommendation 25 – The Police Professional Body should develop a flexible, tailored course of instruction for Chief Constables appointed from overseas.

Recommendation 26 – Police Regulations 2003 should be amended to remove the requirement as to the length or place of service required to become a Chief Constable in the case only of officers to be appointed as Chief Constables from police forces outside the United Kingdom.

Recommendation 27 – The sole criterion for the recruitment, advancement and promotion of police officers should be merit.

Recommendation 28 – All police forces should establish efficient methods for the active and constructive development of the careers of officers, irrespective of rank.

Recommendation 29 – Each force should establish a succession planning system which identifies projected vacancies and the people most likely to be best fitted to fill them.

Recommendation 30 – Chief Constables should make greater use of ‘rank skipping’, so that an officer is not required to serve at every rank in his career.

Recommendation 31 – For each rank above constable, a core set of leadership, management and financing skills should be established by the new Police Professional Body.

Recommendation 32 – The responsibilities of the Police Promotions Examination Board for setting promotions standards should be subsumed into the Police Advisory Board of England and Wales so that recommendations on the standards required for entry and promotion are considered by the same body. When this has been done, the PPEB should be abolished.

Recommendation 33 – A fitness test should be introduced in September 2013 for all police officers and staff required to undertake personal safety training. Participants should be required to attain level 5:4 on a 15-metre shuttle run. From September 2014, those who fail the test three times should be subject to the appropriate disciplinary procedures.

Recommendation 34 – From September 2018, an annual physical fitness test should be introduced for all police officers in England and Wales, equivalent to the test used for recruits in the Police Service of Northern Ireland (PSNI).

Recommendation 35 – From September 2018, the national police recruitment test should be replaced by the more demanding physical assessment test used in the PSNI.

Recommendation 36 – From September 2018, probationers should have to prove their fitness against the more demanding physical assessment test of the PSNI.

Recommendation 37 – From September 2018, national fitness tests for specialist police officer roles should be introduced.

Recommendation 38 – The Police Regulations 2003 should be amended to specify the procedure for determining the circumstances in which an officer may be placed on restricted duty, the arrangements which a Chief Constable may make for officers on restricted duty, and the adjustments to the pay of such officers.

Recommendation 39 – From September 2014, officers on restricted duty should have their deployability and capability to exercise police powers assessed one year after being placed on restricted duty. Officers who are not deployable and are not capable of work which requires the office of constable should sustain a reduction in pay equal to the value of the deployability element of the X-factor, namely the lower of eight per cent and £2,922 per annum. After a further year, appropriate proceedings should be initiated to dismiss or retire these officers on the grounds of incapability or poor attendance. Officers permanently disabled from working as police officers should be ill-health retired. Those who are not permanently disabled should be given the opportunity to resign as police officers and immediately take up a police staff job on police staff terms and conditions, if one is available.

Recommendation 40 – A former officer who resigns to take a police staff job or who is dismissed on the grounds of incapability or poor attendance following the restricted duty process, should be entitled to be considered for re-appointment if, following an assessment by an approved medical practitioner, the condition which previously compromised his capability is judged to have permanently changed so as to restore his ability to work as a police officer. The force should be required actively to consider whether a suitable vacancy at the former officer's rank exists or is likely to exist in the coming year. The force should have this duty for a period of five years after the officer has left.

Recommendation 41 – A returning officer should have an unblemished disciplinary record and be able to pass the fitness test. Forces should also assess carefully a record of poor attendance.

Recommendation 42 – The Police Act 1996 should be amended to give the Police Appeals Tribunal the same power as an employment tribunal in respect of the remedies it may order when it has found in favour of a claimant police officer.

Recommendation 43 – The normal pension age for police officers should be set at 60 in line with the Hutton report.

Recommendation 44 – A future police pension scheme should retain the existing test which must be fulfilled for an officer to be considered for an ill-health retirement pension.

Recommendation 45 – A future police pension scheme should determine the size of a police officer's pension, when he is retiring on the grounds of ill-health, by considering both his length of service and his future capacity for regular employment.

Recommendation 46 – The Police Regulations 2003 should be amended to create a system of compulsory severance for police officers with less than full pensionable service from April 2013.

Recommendation 47 – The Police Regulations 2003 should be amended to provide for the payment of financial compensation to police officers with less than full pensionable service who leave the police service by reason of compulsory severance.

Recommendation 48 – Officers who have been subject to compulsory severance should have access to employment tribunals if they wish to allege that their severance has been unfair.

Recommendation 49 – HMIC, in consultation with police forces, the Police Professional Body and the Home Office, should establish a national template for a force management statement which should be published by each police force with its annual report.

Recommendation 50 – Compensation payments for Chief Constables and Deputy Chief Constables whose fixed term appointments are not renewed should be fair and more generous than the compensation available to officers who leave the police service by reason of compulsory severance.

Recommendation 51 – Hearings under the Police (Conduct) Regulations 2008, which have the power to dismiss an officer, should also have the power to remove some or all of the compensation payment for the contract of appointment to which the chief officer is currently subject if there has been a violation of the mandatory standards of professional conduct under the Police (Conduct) Regulations 2008.

Recommendation 52 – Fixed term appointments for Chief Constables and Deputy Chief Constables should remain.

Recommendation 53 – The current maximum basic pay for constables should remain at £36,519.54.

Recommendation 54 – A new, shorter pay scale for constables should be introduced for new entrants from April 2013. It should allow constables to move to the maximum more quickly.

Recommendation 55 – Pay points 6, 7, and 9 should be removed from the existing constables' pay scale in April 2014, 2015, and 2016 respectively. This will allow the current and new pay scales to merge in 2016.

Recommendation 56 – Pay point 0 of the current sergeants' pay scale should be removed from April 2014 to ensure that sergeants are always paid more than constables.

Recommendation 57 – The London lead for the inspecting ranks in the London forces should be maintained in the short-term.

Recommendation 58 – The police pay review body should, in its first triennial review, consider further increasing the gap between the constable and sergeant pay scales, and between the inspector and chief inspector pay scales.

Recommendation 59 – The national spend on bonuses and double increments for superintendents should be reinvested into a revised three-point pay scale for superintendents, with a starting salary of £60,094 and a maximum of £72,585 from April 2014.

Recommendation 60 – The post-related allowance for chief superintendents should be abolished.

Recommendation 61 – Assistant Chief Constables should remain on a single national pay scale.

Recommendation 62 – The pay scale for Assistant Chief Constables should be replaced with a three-point pay scale.

Recommendation 63 – The pay of Deputy Chief Constables should remain unchanged.

Recommendation 64 – Police and crime commissioners should have the power to set the Chief Constable’s basic pay at any level which is up to 10 per cent above or below the national rate for a Chief Constable in the force in question.

Recommendation 65 – Each police and crime commissioner should publish in his annual report the rate of basic pay agreed with the Chief Constable, and the reasons why it was set at that level.

Recommendation 66 – All police forces should review, and if necessary amend, their pay grading structures to fully comply with the Equality Act 2010.

Recommendation 67 – Police forces should review pay grading structures at the earliest opportunity, and in any case not later than April 2013. Where they establish that pay scales are excessively long, they should be shortened as fairly and quickly as possible.

Recommendation 68 – Police staff pay grading should continue to be undertaken by individual police forces.

Recommendation 69 – Police forces should review and, if necessary, amend their pay grading systems in relation to local pay rates to ensure that they are paying no more than is required to recruit and retain individuals of the requisite quality.

Recommendation 70 – Forces should undertake this review as part of their normal salary determination processes. The review should begin by April 2013.

Recommendation 71 – The deployment component of the police officer X-factor should be established to be eight per cent of basic pay for constables. For other ranks, it should be expressed in cash terms, benchmarked at eight per cent of the maximum of constables’ basic pay.

Recommendation 72 – The value of the deployment component of the X-factor should be reviewed every five years by the new police pay review body.

Recommendation 73 – The new police pay review body should review the level and scope of regional allowances for police officers.

Recommendation 74 – Chief Constables should be given discretion to pay regional allowances up to the current maximum level.

Recommendation 75 – Forces that recruit constables in the first five years of their service should pay compensation to the force from which they have recruited the constable.

Recommendation 76 – The new police pay review body should consider the case for the extension of a system to reimburse the training costs of specialist police officer roles, such as firearms, in its first triennial review.

Recommendation 77 – Police staff pay grading should continue to be determined at force level.

Recommendation 78 – Police forces should examine how their police staff salaries relate to the local labour market, and adjust them if they are found to be paying rates that are above or below the level necessary to recruit and retain individuals of the right calibre.

Recommendation 79 – The Police Professional Body should amend the current NPIA PDR model to make it fit for use as the basis of contribution-related pay in the police service.

Recommendation 80 – The amended NPIA PDR template, and its accompanying guidance, should be established as the minimum standard for appraisal in the police service.

Recommendation 81 – The amended NPIA PDR should be used in all forces in England and Wales beginning in 2014/15.

Recommendation 82 – Forced distribution should be used to identify the least effective 10 per cent of officers and staff. Line managers of officers and staff who are the least effective 10 per cent of performers must consider the use of unsatisfactory performance procedures for officers and the equivalent procedures for police staff.

Recommendation 83 – Competence Related Threshold Payments should be abolished by April 2013, and all accrued CRTP payments up to that date should be made on a pro-rated basis.

Recommendation 84 – Pay progression for officers in the Federated ranks should be subject to a satisfactory box marking in the annual appraisal. This should be introduced for sergeants, inspectors and chief inspectors in 2014/15 and for constables in 2015/16.

Recommendation 85 – ACPO, and the Police Federation and police staff trade unions, along with other interested parties, should establish a series of new national policing awards for police officers and staff.

Recommendation 86 – Pay progression for officers in the superintending and ACC ranks should be subject to at least a satisfactory box marking in the annual appraisal.

Recommendation 87 – Double increment pay progression should be abolished in April 2013.

Recommendation 88 – Individual bonus schemes for officers in the superintending, ACC and DCC ranks should be abolished in April 2013.

Recommendation 89 – The bonus scheme for Chief Constables should be abolished with effect from April 2013.

Recommendation 90 – Contribution-related pay progression should be extended to all police staff.

Recommendation 91 – Performance-related bonus schemes for police staff, of all grades, should be abolished with effect from April 2013.

Recommendation 92 – Chief officer bonuses awarded to police officers for performing outstandingly demanding, unpleasant, or important work should be maintained, and police staff should be eligible to receive these payments on the same terms as officers.

Recommendation 93 – The present implementation of the Policing Professional Framework (PPF) for police staff roles should continue.

Recommendation 94 – An interim Expertise and Professional Accreditation Allowance (EPAA) should be introduced from April 2013. It should reward qualifying officers for the skills they use in the four

stated priority functions: neighbourhood policing; public order; investigation; and firearms. The EPAA should be £600 per annum, paid monthly. It should be abolished when the Specialist Skills Threshold is introduced.

Recommendation 95 – A Foundation Skills Threshold should be introduced at the fourth point of the constables' pay scale by 2016 at the latest.

Recommendation 96 – Every constable should attempt the Foundation Skills Threshold, and only those who pass the test should move up the pay scale. Constables should be re-tested every five years.

Recommendation 97 – A Specialist Skills Threshold should be introduced at the final pay point of all police officer pay scales up to and including chief superintendent, by 2016 at the latest.

Recommendation 98 – Officers who pass the Specialist Skills Threshold test should move up to the pay maximum for their rank, and receive an accredited qualification. The test should be re-taken every three years.

Recommendation 99 – The Specialist Skills Threshold should apply only to those roles that require the warranted powers or expertise of a police officer.

Recommendation 100 – A Specialist Skills Threshold should be introduced at the final pay point of police staff pay scales, and should operate in the same way as for police officers.

Recommendation 101 – A Public Order Allowance (POA) should be established when the EPAA is removed. It should be paid to those officers who have attained Level 1 or 2 public order accreditation and who have been deployed to at least six public order operations during a 12-month period in which the 'Gold, Silver, Bronze' Command Structure was activated. The POA should be £600 per annum.

Recommendation 102 – The continued eligibility of the qualifying group of public order officers to receive the Public Order Allowance should be considered every five years by the new police pay review body.

Recommendation 103 – The Police Regulations 2003 should be amended to provide the Commissioners of the Metropolitan Police with the authority to determine an appropriate level of buy-out of the casual over-time of specialist protection officers.

Recommendation 104 – The Commissioner of the Metropolitan Police should determine an appropriate buy-out of the casual over-time of specialist protection officers which results in a greater harmonisation of the pay of specialist and royalty protection officers.

Recommendation 105 – In 2017, the recommended police officer pay review body should reconsider the buy-out of sergeants' casual over-time.

Recommendation 106 – Annual Data Returns from forces should include separate breakdowns of over-time hours worked, and total over-time spend for constables and sergeants.

Recommendation 107 – The Police Staff Council’s Handbook, Section 1, paragraph 6.1.2 should be amended to provide for the payment of additional hours of Sunday working at the rate of plain time.

Recommendation 108 – For working public holidays, police staff should receive double time for 25 December and seven other days chosen by the individual before 31 January for the next financial year.

Recommendation 109 – Changes to police staff over-time payments should take effect from April 2016, in conjunction with recommendations 107 and 108 relating to the payment of police staff unsocial hours.

Recommendation 110 – The definition of unsocial hours for police officers and staff should be harmonised. It should be defined as work between the hours of 8.00pm and 6.00am, with all days of the week being of equal weight.

Recommendation 111 – By April 2016, Section 1, Subsection 8 of the Police Staff Council Handbook should be replaced with a provision for the payment of police staff at the rate of 100 per cent uplift in pay (double time) for each unsocial hour worked.

Recommendation 112 – A national on-call allowance for the Federated ranks should be introduced from April 2013. The amount of the allowance should be £15 for each daily occasion of on-call after the officer in question has undertaken 12 on-call sessions in the year beginning on 1 April.

Recommendation 113 – The national on-call allowance should be reviewed by the new police pay review body in its first triennial review.

Recommendation 114 – Forces should compile clear management data on the voluntary deployment of officers on-call.

Recommendation 115 – The Police Negotiating Board should be abolished and replaced by an independent police officer pay review body by late 2014.

Recommendation 116 – The membership and terms of reference for the new police pay review body should be as specified in Chapter 10 of this report.

Recommendation 117 – Once the police pay review body has been established, police pensions should be handled by the Police Advisory Boards of England and Wales, Scotland and Northern Ireland.

Recommendation 118 - The Senior Salaries Review Body should take responsibility for setting the pay of Chief Constables, Deputy Chief Constables and Assistant Chief Constables by 2014.

Recommendation 119 – The Police Staff Council should receive approximately £50,000 per annum from police forces to fund regular data surveys of the remuneration and conditions of police staff.

Recommendation 120 – All police forces should negotiate a strike resolution procedure for police staff which is similar to that used by Surrey Police.

Recommendation 121 – The chair of the PABEW should ensure issues for its consideration are discussed with greater despatch and efficiency, and that as far as reasonably practicable they are disposed of within six months of being raised.