



**Submission to the
Police Remuneration Review Body
on behalf of the
Police Superintendents' Association
and the
Superintendents' Association of
Northern Ireland
2024/25**



9th February 2024

Chair,
Police Remuneration Review Body

Dear Ms Zoë Billingham,

I enclose our submission to the Police Remuneration Review Body for the 2024/25 pay round. This is a joint submission made on behalf of the Police Superintendents' Association and the Superintendents' Association of Northern Ireland.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Dan Murphy', followed by a horizontal line.

Dan Murphy KPM BA(Hons) MSc.
Chief Superintendent
National Secretary, Police Superintendents' Association

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1. Introduction

- 1.1 This is a joint submission to the Police Remuneration Review Body (PRRB) by the Police Superintendents' Association (PSA) and the Superintendents' Association of Northern Ireland (SANI).
- 1.2 The PSA represents approximately 1,500 superintendents and chief superintendents across 49 police forces. In addition to the 43 Home Office police forces, it also represents members in the British Transport Police (BTP), the Civil Nuclear Constabulary (CNC) and the crown dependency of the Isle of Man and British overseas territory of Bermuda and Gibraltar, namely the Royal Gibraltar Police and the Royal Gibraltar Defence Police. SANI represents 76 members in the Police Service of Northern Ireland.
- 1.3 The PSA was previously called the Police Superintendents' Association of England and Wales (PSAEW). The association shortened its name with effect from 22nd January 2018, to better reflect the scope of its membership and responsibilities mentioned above. All references to PSAEW within this submission, from previous pay rounds or correspondence, can be assumed to also refer to the now PSA.
- 1.4 Collectively, our members are the senior operational leaders in policing and together with chief officers, account for the most senior 1% of police officers by rank within the service.
- 1.5 The PSA submission should be read in conjunction with the joint statement on police officer pay made with the National Police Chiefs' Council (NPCC). For brevity and to achieve consensus ahead of the considerations by the PRRB, the PSA has worked with the NPCC and other stakeholders to compile a submission on which all agree. Please see Appendix A for a copy of the joint statement on police officer pay.
- 1.6 This document builds on submissions and evidence from previous years. We would ask that members of the PRRB refer where appropriate to previous submissions.
- 1.7 There is a specific section on SANI-related issues included at the request of the PRRB (see chapter 9).

2. Executive Summary

- 2.1 This year's PSA / SANI submission draws on data and direct experience from approximately 1500 superintendents and chief superintendents working across England, Wales and Northern Ireland. It is rooted in evidence and presented to the PRRB to influence fair decisions on police officer pay and remuneration.
- 2.2 Some of the recommendations made have been presented year on year without being accepted. The resulting negative impact on police officers is clearly evidenced within this submission. It is our firm belief that the recommendations made are fair, balanced, and representative of the remuneration package fitting the unique nature of policing.

2.3 We would welcome the opportunity to provide further verbal evidence on any of the matters contained within this submission.

2.4 Joint PSA / SANI Recommendations:

- We ask that the PRRB formalises its comment relating to the need for the Home Office to review the existing fragmented decision-making infrastructure on police workforce and pay modernisation, into a recommendation (see para 4.13)
- In line with our joint statement (see appendix A), we **seek a fully funded, above inflation pay award that is applied equally across all ranks, together with a recommendation for a longer-term strategy linked to a future multiyear settlement aligned to the next CSR that continues to reduce the real term pay cuts described above.** (See para 5.4)
- **(With regards to last year's PRRB recommendations) The PSA would therefore recommend to the PRRB that enquiries are made with the Home Office to determine what is causing the delay and whether the home secretary's commitment to the House will be followed through into the necessary regulations.** (See para 5.12)
- (With regards to on-call allowances) We request that the PRRB recommends to the home secretary that the 24-hour on call rate be increased to £60 (which after income tax at higher rate of 40% would amount to £36 net per 24hr period of on call) and in addition that the £60 payment becomes reckonable for pensionable purposes. This would rightly recognise and reward those officers who are committing to manage the highest risk in the service, in addition to their daily duties and responsibilities. (See para 6.7)
- **With regards to temporary variable payments (TVPs) We recommend to the PRRB that it supports the employers' recommendation that the current wording of the regulation is made permanent and formally recommends this as part of this year's report to the home secretary.** (See para 7.3)
- (With regards to temporary variable payments (TVPs) **If there is any possibility that the regulation is to be altered or not made permanent, then the PSA would ask the PRRB makes a recommendation, that those officers receiving the payments, should receive at least 12 months notice of the change to help manage any loss in income.** (See para 7.5)
- (With regards to the P-Factor) The PSA believes that valuing the P-Factor will only be resolved through a decision arrived at by the collective wisdom, judgement, and experience of the PRRB. We therefore ask that after taking in the vast amount of evidence that has been submitted and discussed, the PRRB makes a judgement on the value of the P- Factor, that should be applied in addition to the salary produced through an agreed benchmarking process. (See para 8.4)

2.5 SANI-specific recommendations

- We recommend implementation of the 2022/23 recommendations, to include an increase to chief superintendents pay point 3 by £5,675 and a commitment to timely implementation of recommended pay awards in future reviews with an oversight body for governance. (see recommendation 1, page 39)
- Maintaining parity of pay with colleagues in Home Office forces in respect of core pay scales. This has been a long-standing request to ensure the continued ability for cross force

co-operation and to secure the recruitment into and retention of superintending ranks in the PSNI. (See recommendation 2, page 39)

- In addition to parity of pay, parity of additional discretionary bonuses for senior ranks should be applicable. Superintending ranks should have parity with colleagues in England and Wales of the same rank but should also have the same access to PSNI allowances as federated colleagues. (see recommendation 3, page 40)

- An increase in pay scales and the Northern Ireland Transitional Allowance in line with the cost of living. (See recommendation 4, page 40)

- Payment for Rest Days and Public Holidays that cannot be taken due to exigencies of duty and an extension of their availability to 24 months. (see recommendation 5, page 40)

- An introduction of the retire and return scheme to PSNI, as applicable to England and Wales colleagues under the Home Office Regulations. (see recommendation 6, page 40)

- An increase in allowances to include mileage rates in line with the cost of living increase. (see recommendation 7, page 40)

3. Remit Letter

3.1 On the 11th September 2023, the PSA national secretary wrote to the Home Office as follows:

Dear [REDACTED]

In response to your request of 30th August for stakeholders to provide matters we would like to be considered for inclusion in the Home Secretary's remit letter. On behalf of the Police Superintendents' Association (PSA), I request that this year's remit letter from the Minister to the PRRB Chair includes the following issues:

- *A review of allowances available to be paid to officers through police regulations, ensuring mileage and on-call are in this year's remit letter for urgent review of the amounts paid*
- *A request to the PRRB to review the payments of Temporary Variable Payments and whether they should be made a permanent regulation*

If the matters we have put forward are not included in the remit letter to the PRRB Chair, I ask that the rationale and justification for not including them is communicated in a response to me as National Secretary of the PSA, so it can be shared with my membership.

Kind regards

Dan

Chief Superintendent Dan Murphy KPM BA(Hons) MSc.

National Secretary **Police Superintendents' Association (PSA)**, 67A Reading Road, Pangbourne, Berkshire, RG8 7JD

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3.2 On the 30th of December 2023, the Home Secretary, Rt Hon James Cleverly MP sent the following remit letter to Zoë Billingham CBE, the PRRB Chair:



Zoë Billingham
Chair
Police Remuneration Review Body Windsor House
50 Victoria Street
London
SW1H 0TL

Dear Zoë

POLICE REMUNERATION REVIEW BODY REMIT 2024/25

Home Secretary

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

20 December 2023

I would like to take this opportunity to thank the Police Remuneration Review Body (PRRB) for your work in the 2023/24 pay round and for your ninth report. The Government recognises the valuable role of the PRRB in reviewing police officer pay and the expert advice the Body provides.

I write to you now to formally commence the 2024/25 pay round, and I refer to the PRRB the following matters:

- how to apply the pay award for 2024/25 for all police officers in ranks up to and including chief superintendent.
- to provide commentary on the National Police Chiefs' Council's schedule for a review of allowances, including the proposed timescales and priority order, and taking into consideration views from policing stakeholders.

In 2023/24, the Pay Review Bodies recommended historically high pay awards for their respective workforces in light of the extraordinary macroeconomic context. Accepting these recommendations, whilst not increasing borrowing, required tough decisions. It is vital that the Pay Review Bodies consider the historic nature of the 2023/24 awards and the Government's affordability position that will be set out further in written evidence.

In reaching your recommendations, I would also ask you to have regard to the standing terms of reference set out at:

<https://www.gov.uk/government/organisations/police-remuneration-review-body/about/terms-of-reference>

Thank you for your hard work in this important area. I look forward to receiving your report in May 2024.



Rt Hon James Cleverly MP

4. PSA Response to PRRB Information Requirement 23/24

4.1 As part of each PRRB report, in addition to its recommendations, the PRRB makes additional requests for information. Copied below is the document that sets out the PRRB's requests for information. The PSA has responded in green where appropriate.

4.2 *The PRRB would also welcome evidence on specific issues identified within its 2023 report, as quoted below:*

Evidence and information requests

Chapter 2 – Analysis of the 2023/24 evidence

Our comment on police workforce, diversity, recruitment and retention

- *Paragraph 2.52: We welcome the evidence from the NPCC showing the ratio of constables to sergeants decreased slightly between September 2021 and 2022, and an increase in the number of new recruits who are managed by a tutor that only oversees them. We also observe that there has been a fall in the proportion of officers who are managed by a tutor who oversees three or more officers. We support work by the NPCC to review the model for tutoring and ask that we be kept in touch with this work as it develops.*
- *Para 2.54: We also note the evidence from the NPCC that three-quarters of voluntary resignations occur in the first five years of service, and as a result of the Uplift Programme a greater proportion of officers have less than five years' service. The NPCC told us that its modelling of the impact of the change in the shape of the service showed attrition would rise in FYE 2023 and peak in FYE 2024 before falling by the end of FYE 2025. We will monitor the situation carefully during the next few years.*
- *Para 2.56: We note again this year that most indicators of diversity have shown improvement although the number of female and ethnic minority officers continue to remain below levels representative of the communities served by police forces. However, we continue to remain concerned by the evidence we have seen that shows ethnic minority officers and females have consistently higher voluntary resignation rates than their white and male counterparts particularly in the early years of service. Evidence on other protected characteristics (excluding age) is currently limited. We therefore welcome the Home Office evidence that it and the*

NPCC were working with police forces to improve the quality of data collected on protected characteristics, and we would encourage parties to supply more such data in future.

4.3 The PSA/SANI Pay Survey was conducted between Wednesday 8th November 2023 and Monday 11th December 2023. Almost two thirds of the membership completed the survey with a completion rate of 65.55% (1052 of 1605). 100 members did not submit demographic information about their gender or ethnicity.

4.4 647 identified as male (68%), 282 identified as female (30%) and 23 preferred not to say (2%) – total 952.

4.5 11 identified as Asian or Asian British (1%), 6 as Black or Black British (1%), 1 as Chinese or other ethnic group (0%), 24 as Mixed/Multiple ethnic groups (3%), 879 as White (92%) and 31 preferred not to say (3%).

Our comment on police motivation and morale

- *Para 2.63: We are grateful to the staff associations and the MPS for the results from their surveys regarding motivation and morale. We also welcome the provision by the NPCC of more detailed results than previously from the Police Wellbeing Survey. We have highlighted in previous years that the absence of a national 'employer' evidence on morale continues to hamper our assessment of motivation and morale, and the Police Wellbeing Survey goes some way to providing this. However, we continue to urge the NPCC to consider what other data it can commission or otherwise make available to us in a timely manner to aid our future deliberations.*

Our comment on pensions

- *Para 2.71: We note the changes that were announced to pension taxation and allowances in the March 2023 Budget. Once again, we ask that parties keep us updated in future evidence submissions on the levels and drivers of pension opt outs, and any work being done to reduce the level of opt outs.*

Our comment on legal obligations on the police service in England and Wales and relevant changes to employment law

- *Para 2.73: We are grateful to the parties for providing updates on work that has been progressed on pay and conditions of service. We remain in favour of changes that encourage retention and diversity. We ask all policing parties to continue to update us on relevant developments, and any relevant changes to employment law.*
- *Para 2.74: We note the work to enact the remedies arising from the McCloud/Sargeant case. We are aware that members who are returned to the 1987 Scheme under the remedy will immediately owe employee contributions in respect of service accrued during the remedy period. In its evidence, the NPCC told us that for a constable this could amount to gross contributions exceeding £2,000 and that the Home Office had not yet confirmed its preferred option for repayment. We encourage the Home Office to address this as soon as possible.*

4.6 Please see para 5.6 where we refer to the impact of the Remedial Service Statements that will be issued to officers in August 2024.

Chapter 3 – Modernising police workforce and pay

Modernising police workforce and pay: future direction

- *Para 3.11: We are also grateful to the Home Office for proposing a framework setting out the key considerations and evidence requirements to support the development of any pay reform initiatives. We would welcome future proposals from parties being presented to us with considerations that cover the issues set out in the framework.*
- *Para 3.13: We observe that concerns were expressed during our 2022 visits programme about the small pay differential between inspectors and chief inspectors and the big gap between the top of the chief inspector rank and the bottom of the superintendent rank. We also heard about the large workload and excessive hours worked by the inspecting ranks and that inspectors and chief inspectors are unable to claim overtime. This leads to what some see as an unsatisfactory situation whereby on some operations the overtime-earning sergeant or even constable could earn more than the inspector to whom they report. However, we recognise that this is a longstanding issue that has its roots in the overtime “buyout” agreed in 1994. A long-term pay and reward strategy must address the coherence of the police pay scales across all ranks of the system to ensure that the career ladder for officers enables effective progression and movement. In particular, this work should examine the differential between inspectors and chief inspectors and between the top of the chief inspector rank and the bottom of the superintendent rank. We ask also for detailed evidence on this issue in the next pay round.*
- *Para 3.14: We welcome the NPCC’s offer, made in oral evidence, to provide a mid-year update on its development of a strategy. It would be helpful if that could be submitted to us by 30 November 2023 and include a timetable for the delivery of a pay and reward strategy. We return to this issue in Chapter 6.*

Our comment on the Pay Progression Standard

- *Para 3.19: As we noted above, the completion of the PDR is a key element of the PPS, and concerns were also expressed in oral evidence by parties about the operation of the PDR, which could be done in either a superficial or meaningful way. We will want to see more evidence on the operation of the PPS in future years. In particular, we would like to see evidence that those reported as meeting the PPS have actually met the three elements of the standard including the training and PDR requirements and we would like to better understand the mechanisms in place to support those who fall below the required standard in their PDRs. We would also like to see more evidence on the impact of PPS and the outcomes it is delivering.*

4.7 Please see Appendix C for the latest PSA survey data, taken from the November 2023 survey of superintendents.

- *Para 3.20: Conversations between police officers and their line managers around behaviours and capability can be an important lever in driving cultural change*

and improving standards in the police service. We would like to better understand how the PPS fits with other work to change behaviour to improve standards such as the College of Policing's use of the COM-B model¹.

- *Para 3.21: We welcome the NPCC's plans to continue to share good practice on the PPS and we are pleased that it has plans to review it.*
- *Para 3.22: With regard to the detailed plans for the review of the PPS on which the NPCC has sought our view, we welcome work to demonstrate that the link between the PPS and progression is rigorous and to assess the impact of the PPS on police performance over the longer term. Our view is that the review should focus on clarifying the outcomes the PPS is seeking to deliver and establishing how these will be measured. It is essential the review considers how the police service will reach a view on whether the PPS is really having a positive impact on performance and standards and how in future it might be linked to pay. We urge parties to be ambitious and imaginative in considering the link between the PPS and progression.*

Our comment on the P-factor

- *Para 3.25: We agree that there are certain aspects of officers' work that are unique to policing and that these should be recognised. However, we are disappointed that the issues we raised in our 2022 Report regarding the P-factor have not been addressed in the evidence we received this year, and we welcome the NPCC's proposals to review the P-factor methodology in 2023/24. In our view this should be a fundamental, 'back-to-first-principles' review. We recall that the evidence we received from the NPCC in 2022 described the methodology used to determine the 12 factors that currently make up the P-factor and the process used to attribute the value of 13% to the P-factor. Our understanding is that this work built on the original approach adopted by Winsor and was developed through discussions with stakeholders including the staff associations. We note that the NPCC told us in 2022 that no weighting was applied to the different elements of the P-factor. It explained then that one reason for this was that applying specific weightings to the armed forces' X-Factor had been considered and rejected as a fixed approach that in time could make the X-Factor an unaffordable burden.*
- *Para 3.26: However, we are concerned that the P-factor is overly complicated. It needs to be simplified. We observe that, as constructed, the P-factor is a basket of elements that will be difficult to evaluate, calibrate and track over time in a meaningful way. The elements that currently constitute the P-factor should be reviewed to check that they are unique to policing. We also urge the NPCC to consider whether some of the 12 factors are already taken into account as part of the job evaluation process so as to eliminate any duplication. The value of the P-factor should also be reviewed and it is vital that the methodology for reaching any new valuation of the P-factor is fully evidenced. We ask that the NPCC*

¹. The COM-B model for behaviour change cites capability (C), opportunity (O), and motivation (M) as three key factors capable of changing behaviour (B).

includes a progress report on the work to review the P-factor as part of its update to be submitted to us by 30 November 2023.

Our comment on pay benchmarking and the P-factor

- Para 3.28: We accept that benchmarking is one part of a wider process that the NPCC uses to annually review the pay of each rank with the purpose of identifying the need for any targeted pay proposals. We observe that the heavy reliance by the review of chief officer remuneration on the benchmarking work undertaken by Korn Ferry underlines its importance. We assume that benchmarking will feed into an evaluation of future pay reform initiatives under the new framework proposed by the Home Office. That framework includes a reference to the consideration of external factors such as the remuneration package in other sectors for specialist skills.*
- Para 3.29: In our last two reports, we have expressed concern that the chosen NPCC methodology on the interaction of the P-factor with the benchmarking process varies from the widely accepted approach to calculating a pay premium. We pointed out that the NPCC proposes assigning a proportion of each pay point as the P-factor and excluding this when making pay comparisons. In contrast, the conventional method would add the P-factor proportion after the comparison with other salaries has been made. We observed that this means that the NPCC methodology has the effect of artificially depressing the underlying police salary used for making comparisons, meaning that a bigger pay uplift would be required in order to match comparators' salaries.*
- Para 3.30: We assume the fundamental review of the P-factor will address this issue and that we will receive an update on this element of the work as part of the progress report we will receive on 30 November 2023. Once the methodology is revised, we ask that the NPCC explains the interaction between the P-factor and benchmarking and how it will be used in future in setting pay, and that it publishes a clear and transparent statement of the methodology and example calculations. As we have said in previous years, such a statement will provide parties with an authoritative source document. This should form part of the evidence presented to us in 2024.*

4.8 Please see section 8 of this report.

Our comment on Targeted Variable Pay

- Para 3.35: We judge that the extension of the regulation and the work underway to develop new permanent arrangements provides an opportunity to strengthen the guidance and monitoring arrangements for TVP. We were pleased to learn that the NPCC intends in future to give guidance on suitable values for TVP based on current practice. However, there also needs to be a framework that provides greater clarity on the criteria for awarding TVP, promotes consistency of application and creates an expectation that an award will be time limited.*
- Para 3.36: We also look forward to learning more next year from parties about how TVP will fit with, and possibly be replaced by, the College of Policing's plans for accreditation and licensing in certain areas linked to pay.*

4.9 Regarding paragraph 3.36 above, it should be noted that the College of Policing has no remit with regards to determining pay, and that this statement was the first the PSA knew of the College's intention to consider replacing the TVP regulation as part of its plans for accreditation and licensing. This issue has not been either formally or informally mentioned in any forum the PSA has attended since the publication of the 2023 PRRB report.

- *Para 3.37: In our last report, we raised concerns about the monitoring arrangements for TVP. The NPCC and Home Office told us that the National Reward Team (NRT) had monitored the usage of TVP to understand the reasons that such payments had been awarded and to help the Home Office complete a robust Equality Impact Assessment. The NPCC pointed out that the NRT acts as an adviser to forces when new determinations are introduced but has no specific responsibility for the types of payments made. We assume this means there will be no ongoing monitoring of TVP once the new regulations have been established. If that is the case, we advise the Home Office and the NPCC to consider whether, given concerns raised by staff associations, there would be some benefits to formal monitoring of TVP. We look forward to receiving an update on this next year.*

4.10 Please see Section 7 of this report.

Chapter 4

Our comment and recommendation on starting salaries

- *Para 4.46: Therefore, while we welcome the work planned by the NPCC to review constable base pay and starting salaries in 2023/24, we judge that immediate action is required. We therefore recommend the removal of pay point 0 from September 2023. This should be viewed as an interim measure in advance of the NPCC's review of starting salaries and constable base pay. That review should revisit the conclusions of the Winsor Review on length of pay scales, progression and the length of time it takes officers to reach the top of the pay scale. In our view, the work should be driven by a sense of the value that society places on the importance of policing and it should set a clear aspiration for the level of police starting salaries and how that will be achieved. It should also consider the implications for starting salaries of degree and non-degree entry routes. We ask that the NPCC provides a progress report on its work on constable base pay and starting salaries as part of the mid-year update we have requested by 30 November 2023.*

Our comment and recommendation on the chief superintendent pay scale

- *Para 4.59: Looking beyond chief superintendents, we judge that in future years more thought needs to be given to the potential for reviewing the pay structure of other senior and middle ranks of the police service. On our visits programme we also heard a great deal about the challenges of recruiting assistant chief constables and the reduction in the pay differential between the chief superintendent and assistant chief constable ranks that has already occurred because of the use of TVP. We view with concern the low level of applications for*

assistant chief constable roles as set out in the evidence we have seen from the CPOSA and others. In addition, we were alerted by many forces to the pressures on inspectors and chief inspectors and to the difficulties caused by the large pay gap between the top of the chief inspector rank and the bottom of the superintendent rank. Therefore, while we are aware that the benchmarking work commissioned by the NPCC suggested that there was less concern about the competitiveness of these ranks compared with other parts of the public sector, the reports we have received suggest there are additional issues to be addressed. We explore these issues in Chapter 2 3 and Chapter 5 and ask parties to bring forward further proposals.

- *Para 4.61: We welcome the NPCC's proposal to establish, in consultation with other parties, a review schedule which will determine an appropriate review date for each allowance. In agreeing such a schedule our view is that the following factors should be considered: the total cost of the allowance in terms of public expenditure, the monetary value of the allowance of officers, the number of officers receiving it and when it was last reviewed. We look forward to reviewing the new schedule of allowances in the 2024 pay round and receiving the first tranche of proposals. We advise that in the interests of transparency, the group designing the schedule and eventually reviewing the allowances should include some members who are entirely independent of policing.*

4.11 The PSA has repeatedly requested that the PRRB process considers the allowances paid to officers. Over many years we have seen the allowances for officers dwindle as inflation has risen and no adjustment has been made to the allowances as a result. Last year, in both our written and verbal evidence, we made specific reference to the cost of motoring and the complete stagnation of the mileage allowance.

We note this year's remit letter asks the PRRB chair:

- *to provide commentary on the National Police Chiefs' Council's schedule for a review of allowances, including the proposed timescales and priority order, and taking into consideration views from policing stakeholders.*

Following the 2023 PRRB report and the comments the PRRB made about a review schedule for allowances, the NPCC engaged staff through the Police Consultative Forum, and it was agreed that a matrix would be designed that would ensure that over a three-year rolling period, all allowances would be reviewed. A matrix was drawn up and the allowances were put into the matrix in priority order. It was agreed that the mileage allowances (essential user and mileage rate) and on-call allowance would be reviewed in the first year. Despite a clear need for all allowances to be reviewed in one year, it is accepted that the resourcing of the NPCC National Reward Team (NRT) was not sufficient to achieve this, and that the proposed three-year rolling period was a reasonable compromise.

At the next meeting of the Police Consultative Forum (PCF) where this matter was further discussed, it was established that the NRT's intention was to submit the matrix/plan to the PRRB during this pay round, simply for comment/approval and that 'year one' of the review would not begin until after the outcome of the 2024 PRRB process, i.e. September 2025. This would mean that the earliest an officer would see any uplift to any allowance would be after the outcome of the 2025 PRRB process/pay round in September 2025. The PSA raised the concern that this plan was without ambition, and was instead only an intention, which was completely failing the workforce as a result. We escalated our concerns to Chief

Constable Jeremy Vaughan (NPCC Pay Lead) and proposed the identification of additional resource to support the NRT. We also proposed that if the plan and lengthy timeline suggested by the NRT for the review of allowances was non-negotiable, would the NPCC support an increase in all allowances this year, by either the rate of inflation or the amount awarded as a pay uplift. The CC Jeremy Vaughan agreed to consider this proposal and take it to Chief Constable's Council to seek views, as a result, the following allowances were considered at the Chief Constable's Council on the 1st of February 2024:

- On-call
- Away from home allowance
- Hardship allowance

Superintending ranks are only entitled to claim on-call allowance. The amount a superintendent can claim for a period of 24 hours of on-call is £20. This allowance was last reviewed in September 2019, when it was recommended by the PRRB that it should be increased from £15 to £20. It is important to note that if a superintendent is called out or needs to act when on-call, there is no additional remuneration/overtime. Section 6 of this report provides detailed evidence on why the PSA strongly believes this allowance should be increased this year, and cannot wait a further year.

As part of the Chief Constables' Council discussion, they were presented with the following options for an uplift to the on-call allowance:

- *Increase by pay inflation from the date it was last reviewed up to and including the 2024 pay award*
- *Increase by inflation from the date it was last reviewed up to and including the 2024 pay award*
- *Increase by pay inflation from 2023 and 2024*
- *Increase by inflation from 2023 and 2024*
- *Remain as we are until the individual review*

The outcome of the Chief Constables' discussions on the 1st of February was that they would jointly support the following recommendation being submitted in their evidence this year to the PRRB:

- Increase the On Call Allowance from £20 to £25 with effect from the 1st of September 2024.

The PSA ask that when deciding the right amount of remuneration for being on-call as a superintending rank, consideration should be given to the frequency of the requirement to be on-call, the impact of being on-call and the responsibility for higher risk decisions and the frequency of that decision making. The PSA/SANI believe that the current rate of payment does not reflect the impact and frequency of being on call, and is well below comparators where the risk, demand and frequency is much lower. This payment has not been increased since 2019, so taking account of the examples provided from both the public and private sector, we ask that due consideration is given to recommending an increase in this allowance. (see the PSA evidence and recommendation at section 6)

Our comment and recommendation on regional allowances

- *Para 4.64: We judge that regional allowances and London Weighting make an important contribution to making policing salaries competitive in the local labour markets of the relevant forces. Given the pressures forces in London and the*

south east face to recruit and retain staff we therefore recommend that London Weighting should be uplifted in line with the basic pay award in 2023. We also invite parties to provide evidence in the 2024 pay round on whether further uplifts to the London or South East Allowances are required.

Our comment on other allowances

- *Para 4.70: We recommend that the NPCC take all these issues into account in developing its schedule for the review of allowances. However, with regard to the Motor Vehicle Allowance we note the 2010 technical review of the essential users' lump sums which we received as part of the evidence submitted by the PSA. We ask the NPCC to commission an updated technical review as a matter of urgency. That the review should also consider electric cars. We look forward to receiving an update on that review in 2024.*

4.12 The NRT has informed us that a technical review has been commissioned. However, we have not seen an outcome from this review.

Our comment on annual leave

- *Para 4.72: We welcome the work underway to review annual leave entitlement. Such a review of annual leave should ensure that measures are put in place to ensure that there is transparency and clarity on annual leave entitlement and arrangements across all forces in England and Wales. We observe that annual leave makes an important contribution to wellbeing and morale. We note with concern anecdotal evidence which suggests officers have difficulties in taking their existing leave entitlements and rest days. We agree that any additional days need to be of real benefit to officers. Ensuring officers can take their leave is as important as increasing the amount of leave to which they are entitled. We note that existing entitlements and in particular the amount of leave do not necessarily reflect current market practice. We observe that annual leave is an important part of the overall remuneration package and will affect the attractiveness of policing as a career. Looking ahead, policing parties may want to consider the appropriate moment for reviewing similar benefits such as maternity and paternity leave, career leave and dependents' leave.*

Chapter 6

Pay modernisation

- *Para 6.2: The Uplift Programme concluded in March 2023. We urge the Home Office and the NPCC to prioritise the development of a long-term pay and reward strategy aligned to the Policing Vision 2030. It should explain how changes to the workforce and police officer pay will enable the police service to address concerns about police legitimacy and rebuild the trust of communities. We look forward to a detailed update on progress to develop such a strategy in next year's evidence. The NPCC has also committed to provide a mid-year update. We ask that this be submitted to us by 30 November 2023 as set out in Recommendation 13 below.*
- *Para 6.3: In our 2022 report, we observed that further work was needed on starting salaries. In advance of the NPCC review of constable base pay in 2023/24, we have taken steps in our recommendations to make starting salaries more competitive. In addition to receiving information on the outcome of the*

NPCC review, we would like to hear evidence from policing parties on the scope for the greater use of direct entry. We consider this particularly important in assisting the police service meet the leadership and supervisory challenge it faces in managing the increased levels of inexperience in the service following the success of the Uplift Programme.

- Para 6.4: A long-term pay and reward strategy must address such anomalies in the pay of the inspecting ranks. We ask for detailed evidence on these issues in the next pay round.

Architecture for decisions on police workforce and pay modernisation

- Para 6.5: In our 2022 report, we observed that there is a complicated and fragmented decision-making infrastructure containing both statutory and non-statutory bodies surrounding police workforce and pay modernisation. The NPCC and PSA in their evidence expressed similar concerns. In response, the Home Office described the regulatory framework. Given the views of parties we encourage the Home Office to review the existing framework and consider whether anything more needs to be done to communicate to parties the operation of the system in an easily understandable manner. We look forward to receiving an update on that work in future pay rounds.

4.13 The PSA is not aware of any activity or progress being made regarding this comment. We would ask the PRRB to formalise this comment into a recommendation.

P-factor

- Para 6.6: We agree that there are certain aspects of officers' work that are unique to policing and that these should be recognised. However, in Chapter 3 we expressed our concern about the current composition of the P-factor and its use in setting pay. In our view the planned review of the P-factor by the NPCC and other policing parties should revisit the fundamental principles on which it is based. We asked that the progress report on work to develop a long-term pay and reward strategy, due to be submitted to us by 30 November 2023, should be accompanied by an update on work to review the P-factor.

Recommendation 13. The NPCC to provide an interim report by 30 November 2023 on its progress to develop a long-term pay and reward strategy. This should include an update on the work on constable base pay and the back-to-first-principles review of the P-factor.

4.14 Please see section 8 of this report.

Beyond the Uplift Programme: recruitment and diversity

- Para 6.7: We were pleased that the police service has met the overall recruitment targets for the Uplift Programme. The recruitment of more than 20,000 additional officers over a three-year period is a significant achievement. We recognise that maintaining police officer numbers at the new level will be a challenge particularly given the increasingly competitive labour market. We are also concerned that the MPS did not meet its target. We look forward to receiving an update on recruitment next year.

- *Para 6.8: We have noted at various points in our report that having a more diverse workforce is an important building block of police legitimacy. We have noted the concern expressed in a number of reports about the pace of change and their conclusion that, at the current rate of change, it will take the police service until the latter half of this century to achieve a workforce that is representative of England and Wales in terms of ethnicity. We look forward to receiving updates on plans to accelerate the pace of change.*

Allowances

- *Para 6.9: This year we were invited by the Home Office to give our views on whether any allowances should be prioritised for review. In our Report we identify a number of factors which the NPCC should consider in setting a new schedule of allowances in the 2024 pay round. We have advised that in the interests of transparency, the group designing the schedule and eventually reviewing the allowances should include some members who are entirely independent of policing. We look forward to considering the revised schedule and the first tranche of proposals in the next pay round.*

Flexible Working

- *Para 6.10: We are conscious that, after the COVID-19 pandemic, hybrid working has spread to a large number of organisations and has become the new normal. Studies are beginning to quantify the benefits to employees and employers. These include giving employees more autonomy over their working time which can be used by employers as part of the wider employment offer to attract and retain staff. We recognise that the opportunity for hybrid working in the police service is limited. However, we would welcome evidence in the next pay round on the thinking that has been done to give officers more access to flexible working arrangements.*

4.15 Please see the latest PSA survey data from November 2023

Question 83 - How often do you currently work from home during your core hours of duty?	2023	2022
Never	8%	8%
Rarely	46%	39%
Sometimes	36%	40%
Very often	9%	11%
Always	1%	2%

Engagement with parties

- *Para 6.13: We were delighted that the PSA re-joined the pay review process in 2023. We regret that the PFEW has not yet chosen to return. As in 2021, its absence made our consideration of key issues more complex. We would have valued hearing evidence from the PFEW, particularly in relation to the financial pressures facing its members and the priorities for pay modernisation. We hope to hear from all parties in 2023/24.*

Evidence gaps and data limitations

- *Para 6.14: We appreciate the parties' continuing efforts to improve the evidence base and the additional information that has been provided to us for this pay round in response to the requests in our last report. We have commented in this report on the following specific issues:*
 - *updates on the number of officers taking initial promotion exams; (Paragraph **Error! Reference source not found.**)*
 - *continued data on the number of voluntary resignations in early years of service; (Paragraph **Error! Reference source not found.**)*
 - *further data on the protected characteristics of officers; (Paragraph **Error! Reference source not found.**)*
 - *further 'employer' evidence relating to the morale and motivation of officers on a national basis; (Paragraph **Error! Reference source not found.**)*
 - *information on the levels and drivers of pension opt outs, and any work being done to reduce the level of opt outs; (Paragraph **Error! Reference source not found.**)*
- *Para 6.15: We encourage those responsible for gathering data to consider what improvements can be made to facilitate the provision of data in these areas.*

5. PSA & SANI Evidence for a September 24 Pay Award

5.1 In conjunction with the NPCC and other stakeholders, the PSA wishes to highlight the fact that policing has seen a significant real-term pay cut since September 2010. To provide further detail, the table below has been prepared by compiling the data available from the UK.GOV website and from data published by the Office of National Statistics (ONS).

<u>PRRB YEAR (Sept)</u>	<u>PRRB Recommendation</u>	<u>Government Award</u>	<u>Inflation (12-month Sept *CPI rate)</u>	<u>Outcome (Consolidated Pay)</u>
<u>2015/16</u>	1%	1%	-0.1% Sept 15	+ 1.1%
<u>2016/17</u>	1%	1%	1% Sept 16	0.0%
<u>2017/18</u>	2%	1%/1% NC	3% Sept 17	- 2 %
<u>2018/19</u>	1% NC +2%	2%	2.7% Sept 18	- 0.7%
<u>2019/20</u>	2.5%	2.5%	1.7% Sept 19	+ 0.8%

<u>2020/21</u>	2.5%	2.5%	0.5% Sept 20	+ 2.0%
<u>2021/22</u>	Pay Pause	0%	3.1% Sept 21	- 3.1%
<u>2022/23</u>	2.1% - 2.7%	2.1% - 2.7%	10.1% Sept 22	- 8% / - 7.4%
<u>2023/24</u>	7%	7%	6.3% Sept 23	+0.7%
<u>2024/25</u> <u>'current'</u>	?	?	4.0% Dec 23	
Total Variance: -13.2% / -12.6%				

5.2 This table clearly demonstrates the chronology and outcome with regards to police pay awards since 2015, when the PRRB was introduced, up until the September 2023 pay award. The key points to note are as follows:

- Cumulatively over the period of pay awards between 2015 and 2022, inflation has increased by 32.3% (Based on the 12 months to September ONS CPI figures)
- During this same time, superintendents and chief superintendents respectively, have seen cumulative pay rises ranging between 19.1 and 19.7%, depending on their rank.
- During the same period, the PRRB has recommended cumulative pay rises of between 20.1 and 20.7%. This has effectively suppressed pay for the superintending ranks by between 12.2 and 11.6%.
- The home secretary, having regard for the PRRB's recommendations during the same period, has awarded cumulative pay rises ranging between 19.1 and 19.7%. This has effectively further suppressed pay for the superintending ranks by between 13.2 and 12.6%.
- This suppression of pay also affects the pension entitlement as an officer's pension is directly linked to their rate of pay. Not keeping pace with inflation affects the officer's entire remuneration package.
- During this period, the government has weakened the public sector, including the police workforce. This is evidenced by policies that have capped public sector awards at 1%, awarded non-consolidated pay, not followed the recommendations of the PRRB, and instead, made a lower award. In 2021, the home secretary dictated that there would be no pay award for police officers, even before the PRRB heard evidence or was able to make a recommendation, when inflation was rising at 3.1%.
- 2019, 2020 and 2023 saw the PRRB make above inflation recommendations and these recommendations were accepted by the government. This sets a precedent for the PRRB to set pay rises above inflation.

5.3 Therefore, in accordance with the joint statement submitted to the PRRB from the NPCC, APCC, CPOSA and the PSA (see Appendix A), we recommend the following to the PRRB:

5.4 This year's submission seeks a fully-funded, above inflation pay award that is applied equally across all ranks, together with a recommendation for a longer-term strategy linked to a future multi-year settlement, aligned to the next CSR that continues to reduce the real-term pay cuts described above.

5.5 Two further points for the PRRB to note, which the PSA would wish to discuss further during verbal evidence are:

- Remedial Service Statements

5.6 In August 2024, shortly after the pay announcement, tens of thousands of serving officers (estimate approximately 70K), who are subject to the 'McCloud Pension Remedy', will be written to and receive a document known as a 'remedial service statement' (RSS) from their pension administrator. This sets out their new pension entitlement post-remedy, but will also include the sum they owe to ensure their pension contributions are fully paid as a result of the changes to their pensions. The differences in the contribution rates between the new and the old pension schemes will mean officers owe contributions.

5.7 Many officers will have no idea that they have this debt. Current regulations that create and enforce the debt, state that an officer will have 3 months to pay the debt from the date of receiving the RSS, and if it is not repaid, interest will be applied at the government's NS&I rate, currently 3.6%. Each year, this process will continue and if the debt is not repaid, the interest will continue to be added, then upon retirement if the amount is not paid, the regulations allow for the administrator to deduct the debt from the officer's pension before it is put into payment. There is no ability for periodic payments or stepped payments. It is without doubt that when this process occurs, it will significantly affect the morale and mental wellbeing of many officers, especially if it follows a below inflation pay award that further reduces the value of the officer's remuneration package.

- Amendments to Annex F to implement the pay award for 2023/24

5.8 Each year following the outcome of the PRRB process, the home secretary will decide on the pay award. Then, for changes in officers' pay to become legal, the police regulations, namely Annex F of the Police Regulations need to be redrafted, consulted on, and then laid before Parliament. The pay decision is usually put into practice on the 1st September following the home secretary's decision and the regulatory changes happen soon after.

5.9 This year, the timetable was that the Home Office consulted on the changes to the regulations on the 28th September 2023, with a closing date for responses on the 10th November 2023. The PSA responded as follows to the consultation:

In response to the consultation can we request that the footnote in annex F that states:

Note:

(a) *With effect from 1 September 2024, pay point 3 increases to £106,079.*

Is changed to:

Note:

(a) *With effect from 1 September 2024, pay point 3 increases to £106,079. **This pay uplift is to be made before the application of the respective pay awards for the 2024.***

This would be in keeping with the PRRB recommendation:

- ***Point 3 of the chief superintendent pay scale to be uplifted by £2,838 from 1 September 2023 and £2,837 from 1 September 2024. These uplifts***

are to be made before the application of the respective pay awards for these years.

5.10 In the home secretary's statement to the House on the 13th July 2023, she accepted the PRRB recommendations in full.

5.11 Since that date and at the time of writing this report, the PSA has asked the Home Office for information on the outcome of the consultation and to see the regulation that will be laid before Parliament, but no date or commitment has been provided. We understand that the matter is with Home Office lawyers.

5.12 The PSA would therefore recommend to the PRRB that enquiries are made with the Home Office to determine what is causing the delay and whether the home secretary's commitment to the House will be followed through into the necessary regulations.

6. On- Call- PSA Evidence & Recommendation

6.1 Superintending ranks play a critical operational role within policing, usually working force-wide and sometimes nationally, operating at both Gold (Strategic) and Silver (Tactical) command levels. This is alongside their specific command roles such as strategic firearms commander, tactical firearms commander, or senior investigating officers. Such command at these levels carries significant risk and responsibility and requires strong personal resilience to do so effectively. The superintending ranks are the correct rank to discharge these responsibilities and do so voluntarily through various on-call arrangements. The alternative would need many additional resources to operate 24hrs a day, 365 days of the year. Without additional growth in establishments of superintending ranks, such command can only be operated via these on-call arrangements, as the growth required in numbers would be unaffordable.

The on-call allowance was introduced following the Windsor recommendation coming into force from 1st April 2013 for federated ranks.

In April 2020, after years of negotiations, the PSA successfully secured agreement from the home secretary that superintending ranks would be eligible for on-call allowance, in line with the federated ranks.

The amended section of the regulation is outlined below:

On-call

Substitution of Part 13, On Call Allowance

"13) ON CALL ALLOWANCE

a) A member of the rank of constable, sergeant, inspector, chief inspector, superintendent or chief superintendent shall receive an allowance of £20 in respect of each day on which they spend any time on-call.

b) In sub-paragraph (a) "day" means a period of 24 hours commencing at such time or times as the chief officer shall fix after consultation with the branch board and the

elected officials of the local Police Superintendents' Association Branch, and the chief officer may fix different times in relation to different groups of members.”²

The amendment was backdated to take effect from 1st September 2019. This allowance has not changed since.

An occasion of 'on-call' is a pre-determined requirement for a police officer to be available to attend or undertake duty, if called upon outside of his or her normal working hours. An occasion of 'on-call' is defined as a period of up to 24 hours determined as the force 'day' by the chief constable.

It should be noted that there is no lawful requirement to be on-call and officers do so purely on a voluntary basis. There is no police regulation that can be used to enforce an officer of any rank to undertake on-call duties. The regulations that are available to chief constables, are the regulations that allow them to set and alter shift patterns.

On-call and 'standby' have the same meaning, albeit different terms. On-call is a resource efficient method used by every force to cover the highest risk areas of policing outside of normal office hours. Every night, weekend and bank holiday across the country there will be hundreds of superintending and federated ranks, who have their freedoms restricted and who have made themselves available to respond to the various high-risk issues that the police service needs to deal with. Examples include – senior investigating officers, authorising officers for undercover operations, counter terrorism firearms commanders etc.

When a constable or sergeant from the federated ranks is on-call and the officer is required to re-commence a further period of duty, he or she will be paid the relevant overtime rate for the period involved (e.g. time and a third for a normal working day to double time if a bank holiday). This is not the same for any on-call inspecting or superintending ranks, who are not entitled to any additional remuneration when required to re-commence work whilst on-call.

For giving up their freedoms and ensuring they have alternative caring responsibilities etc, available officers of all ranks are paid £20 for a 24-hour on – call period. If these officers were not 'covering' the risk through an on-call function, the chief constable would need to have an officer on duty and available and would be paying their full salary costs. The latest PSA/SANI survey published 18th January 2024 indicates that 93% of superintendents perform an on-call function outside their core hours of duty.³

6.2 Comparative on-call payment analysis

This section provides examples of on-call (standby pay) from the public and private sector for comparison, where hourly or daily rates are applied. These comparative examples are

² The following determination “Annex U (Amendment) - Allowances” is made by the Secretary of State under regulation 34 of the Police Regulations 2003 (S.I. 2003/527), following consultation in accordance with regulation 46 of those Regulations. This determination has been made on 3 April 2020 and amends “Annex U - Allowances” (“Annex U”). The amendments have effect from 1 September 2019.

³ PSA/SANI 2023 Pay Survey Key Findings Document – 18th January 2024 – findings represent Superintendents and Chief Superintendents from all Home Office forces across England and Wales, the Police Service of Northern Ireland, British Transport Police, Isle of Man and the Civil Nuclear Constabulary.

taken from a report called 'Standby and Call-out Pay' – published by Incomes Data Research (IDR) in December 2022.⁴ The study is based on data collected by IDR between mid-September and the end of October 2022, from HR professionals at a range of organisations that operate standby and call-out arrangements.

Ageas Insurance

Ageas Insurance is an insurance provider employing 2,018 staff. IT development staff assigned to an 'on-call' rota are eligible for a payment of £350 for the whole week, from 8am Monday until 8am the following Monday.

Financial Conduct Authority

The Financial Conduct Authority is a financial regulator employing 4,000 staff, and has a standby weekly rota which is organised into shifts, Monday to Friday 5pm to 8am and all-day Saturday and Sunday. The fixed daily sum are as follows.

Standby payment	
Mondays to Fridays (5pm-8pm)	£50 per day
All other times	£100 per day

Payment for a full week on standby is £450.

Bracknell Forest Council

Bracknell Forest Council is a local authority employing 1,100 staff where standby pay varies between employee groups, for example, those in the Emergency Duty Service receive a standby payment equivalent to 10% of their salary, while adult social care employees receive a £100 standby payment per period (either 6pm to midnight, or midnight to 6am).

Airbus

Airbus is a designer and manufacturer of aerospace products and services, employing 10,000 staff in the UK. Standby pay varies by employee group and day as follows:

Employees	Nights	Weekends	Bank holiday Monday	Easter/Christmas bank holidays
Group 1: Aircraft on Ground (Technical Signatory for Airline)	£60 5pm-8pm	£140 per 24 hours	£140 per 24 hours	£210 per night
Group 2: Aircraft on Ground (Technical Signatory for AOG support)	£50 5pm-8pm	£120 per 24 hours	£120 per night	£180 per night
Group 3: Standard (Aircraft on Ground Support)	£40 5pm-8pm	£100 per 24 hours	£100 per day (8am – 5pm)	£150 per day (8am – 5pm)

Employees in groups 1, 2 or 3 who work a full week of standby receive a payment of £620, £520 or £420 respectively. For bank holiday working, additional TOIL is provided at 7.5 hours. Standby rotas are set six months in advance and employees on standby are expected to respond to call-outs within one hour.

Centrica

Centrica is an energy and utilities firm employing 18,880 staff. Gas and smart engineers and engineering supervisors receive a fixed daily sum of £25 per night between 9pm and 7am and £50 at the weekend and on bank holidays for being on standby.

Maidstone Borough Council

⁴ Standby and Call-out Pay – a report by Incomes Data Research – December 2022

Maidstone Borough Council is a local authority employing 530 staff. Standby pay is paid as a fixed daily sum of £48.70 on weekends and bank holidays and £49.41 for nights.

National Grid

National Grid is an energy company employing 6,699 staff in the UK. Standby pay is paid as a fixed daily sum of £49.70 on weekdays, £99.40 on weekends and bank holidays and £151.00 on Christmas Eve, Christmas Day, Boxing Day, New Year's Eve and New Year's Day.

Leeds Building Society

Leeds Building Society is a financial services business employing 1,500 staff. Standby pay is paid as a fixed hourly rate of £2.44 for evenings and nights and £3.79 at the weekend.

Royal Borough of Windsor & Maidenhead

Royal Borough of Windsor & Maidenhead is a local authority employing 550 staff. Standby pay is awarded as a fixed daily sum which varies between employee groups. For example, IT staff receive a standby payment of £55 from 5:15pm-8:45am on weekdays and Saturdays. Emergency planning support receive a payment of £150 for the hours of 5:15pm- 8:45am on weekdays and Saturdays.

Sainsburys

Sainsburys is a supermarket employing 154,000 staff. Salaried head office employees including engineers, communications managers and digital retail operations managers may be eligible for standby pay. This is paid as either an hourly or a daily, depending on the length of the standby period (greater or less than 14 hours). Employees receive a day rate and an hourly rate (hourly rate for under 14 hours and day rate for over 14 hours worked). Standby payments can be claimed at any point during the 24-hour time period, however in weekdays this is typically outside of normal working hours, e.g. 6pm to 8am.

	Daily standby payment (14-24 hours)	Hourly standby payment (up to 14 hours)
Weekdays	£31	£2.00
Saturdays	£55	£3.50
Sundays	£55	£3.50
Bank holiday Mondays	£75	£4.75
Easter/Christmas bank holidays	£75	£4.75

Schlumberger

Schlumberger is an oil and gas services firm employing 3,700 staff. Systems support and site reliability engineers receive £60 a day for being on standby.

6.5 Police On-Call Comparators

Police Scotland

Police officers serving in Police Scotland from 1st April 2023 receive an on-call allowance of £28.92 per period. This allowance is pensionable.⁵

⁵ [4.12 ALLOWANCE RATES – The Police Negotiating Board Scotland \(pnb.scot\)](https://pnb.scot)

Police Support Staff in England & Wales

The Police Staff Council (PSC) handbook is a set of nationally agreed terms and conditions which applies to police staff working in England and Wales where forces have signed up to the National Police Staff Agreement. Those not signed up are Metropolitan Police, British Transport Police, City of London Police, Thames Valley Police, Kent Police and Surrey Police. These forces are not part of the PSC due to previous arrangements. Kent and Surrey Police were not part of the local government and therefore did not transfer their set of terms and conditions when PSC was established. The Metropolitan and City of London Police have maintained terms and conditions from the civil service.

The payment is for:

1. Any period from the end of normal office hours working hours to the beginning of normal office working hours the next day or
2. A twelve-hour period at weekends or on a public holiday

The payment for each such period of standby duty with effect from 1st April 2022 is £32.23.⁶

6.3 Superintending Rank Impact Examples

As a reminder, the superintending ranks receive £20 for a period of 24 hours on call. There is no additional payment if they are called out. The rate has not been updated since 1st September 2019.

PSA and SANI members were asked to provide examples of the personal impact of being on call. Appendix B details 75+ comments received. The PSA/SANI are confident that having considered the responses, that these are not uncommon and are likely to be well articulated again if more members who conduct on-call were individually surveyed.

Anonymous	<p>I am grateful to get this opportunity to highlight the responsibilities of being on call and the significant impact it has which is something that I feel is not always fully understood.</p> <p>Being on-call has a very significant impact on my private and family life. I already work long hours and being on call can make it feel like my working day is infinite. This often means that I am not getting the time to wind down properly. Whether it is taking calls, making follow up calls and indeed the limitations that being on call brings, it is a significant intrusion into what should be a period of rest and relaxation.</p> <p>The encumbrance of on-call not only effects myself but also my husband and children. Being on-call means that I regularly find leaving the room and having to excuse myself from meals, social events and time with children. At times this can feel rude and can lead to some embarrassment. When I am away from home and in public this can be particularly challenging. It can often be difficult to find somewhere discrete to talk and this in itself can take up time. Whilst I do try to get on with my private life when on-call, the intrusion can be significant. There are also occasions when I know that I am likely to be called and I will</p>
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⁶ [Police Staff Council England and Wales handbook | Local Government Association](#)

	<p>therefore simply not be able to commit myself to certain tasks or activities.</p> <p>I have had to abandon half full shopping trolleys on more than one occasion and have missed out on school performances involving my children. Late night calls not only disturb my own sleep but also that of my husband. Another example of such intrusions includes helping children with homework. This is particularly difficult as the window of time available for this is limited. It seems particularly unfair that my children's education and other needs should suffer from the intrusion into family life that my work causes. I have therefore felt it necessary to pay for private tuition to assist my children. This is not my preferred option and is expensive.</p> <p>Whilst I recognise the necessity to being on call that my role carries it is frustrating that the impact it has on my private life is not properly remunerated. I regret to say that the current rate of on-call pay has a very negative impact on general morale within the organisation. The current rate suggests that this duty is undervalued and its impact is misunderstood.</p>
Anonymous	<p>As a mother of young children, being on call for a service silver weekend for example means having to be in work on a Saturday and Sunday from 0730. This impacts my ability to bring my children to weekend club commitments such as Football games and rugby, having an impact on my relationship with my children, but also meaning I have to rely on other mothers to take my children along with theirs, or asking family members for support. This requires a lot of planning and can be stressful to organise on top of normal career commitments. It also comes with a financial burden of childcare. My childcare provision is £4/hr per child, of which I need 4 cared for, so every hour in work that requires additional childcare costs me £16/hr, which is of no financial benefit when I receive £20 for being on-call and having to go in. I receive a modified rest day back in addition to the £20 for weekend cover, however being able to avail of Annual Leave is challenging enough, without trying to add additional rest days, so my bank of rest days is ever growing with an inability to avail of them. Furthermore, I have an agreed contract for childcare with additional hours at an additional cost so there is no financial saving to childcare through a re-rostered rest day.</p> <p>For weekday on call cover, for PACE/Service silver and duty officer rotas, these are already working days and therefore the only benefit is the on-call allowance of £20. Like with the weekend cover, this can require having to attend work, which means organising childcare support and on occasion requiring my children to miss clubs and sporting activities as I have no flexible support options for the ad hoc last minute requirements. Again, this can impact my relationship with my children, but in addition, it impacts my wider relationship with their father, of whom I have separated, and incidents such as these add strain on our reasonably amicable relationship of joint caring responsibilities and are used as ammunition for other matters. In addition to having to attend work, the on-call provision requires availability for phone calls throughout the evening/night, with some work required remotely via laptop during these hours. Having to find a quiet place for calls, and pause dinner plans/homework as well as clubs etc again has an obvious impact on my</p>

	<p>children and their wellbeing. I am passionate about policing and my children understand the requirements of my career and the importance of protected family time and days which we do, but this is not compensated for or recognised by the organisation in monetary reward. I understand the requirement for these additional duties, and am content to do my share, however I do not feel that the current allowance of £20/night is reflective of the personal sacrifice required to conduct the duty. It would be remiss to not also mention the impact to a normal working day. When on call, our core duties can be paused to facilitate the additional role. This can mean having to then do additional hours in the evening and weekend to catch up on core role administration for example. Again, this has the potential of all the personal impact implications mentioned above, with potential to impact service delivery and public confidence if our normal core obligations are not met.</p>
Anonymous	<p>Over the last 12 months I have completed more than 55 days on call, almost 11 working weeks.</p> <p>My on-call responsibilities have included the following;</p> <p>Force Duty Bronze,</p> <p>Silver and,</p> <p>Counter Terrorism Firearms Command</p> <p>After tax deductions the financial recompense for these roles is £12 per 24-hour period.</p> <p>Bronze: The reality of performing Bronze for the force, especially over the weekend, is back-to-back +15 hr shifts in addition to intermittent calls overnight. The role is 'in addition' to my day job and involves taking ownership of command areas outside my area of expertise. To fulfil this role effectively and efficiently it means maintaining CPD in addition to that which is related to my core function.</p> <p>Silver/CTFC: Due to the role of Silver each and every phone call generally results in a policy decision or the recording of detailed rationale. As a Supt I generally work in excess of 50hours per week in relation to my 'day job' and these phone calls typically occur out of hours meaning an on-call week can be significantly in excess of this. An example was during my on-call weekend 13-15th Oct where I recorded in excess of 36hours Duty Time – in essence I received £36 (£12x3) compensation for +12hours additional work.</p> <p>These 36 hours do not include sporadic 15 minute phone calls every night from the Central Authorities Bureau in relation to urgent telephone authorities.</p> <p>The personal impact to me is the following:</p> <p>I feel that I am not paid fairly for the responsibilities I carry whilst on-call.</p>

	<p>It means I unable to fully switch off, rest, recuperate or unwind on the run up to, or during the rostered hours.</p> <p>On-call is essentially 'free work' which due to the nature of it, puts me in a position where I am making significant decisions, (Firearms, Critical Incidents, Significant Police Responses, Personnel Issues) often fatigued without pay or additional legal protection/legal understanding.</p> <p>The lack of sleep and increased hours makes me more susceptible to illness, poor moods, poor skin/appearance.</p> <p>It leaves me with little time or energy for non-police activities.</p> <p>The cumulative fatigue puts undue strain on the relationship with my wife and children.</p> <p>It leaves me in position where I am unable to play a part in key events in my children lives (birthdays, Christmas, Parents Evening, football clubs etc)</p> <p>The impact on my family:</p> <p>My wife is unable to fully particate in her CPD/vocational activities which are often away from home or in the evening and are directly linked to her financial reward, recognition and progression. (Private Sector)</p> <p>My wife and family often consider me withdrawn, short tempered, tired or frayed.</p> <p>My children are unable to freely plan the events/time with friends/sporting clubs outside of normal work hours without cross-referencing against my un-paid work (on-call).</p>
Steve Wilson	<p>I am a currently a Chief Superintendent with Derbyshire Police and have performed 'on-call- functions, continuously, for the last 17 years. Primarily, this has been as a Silver/Tactical Firearms Commander, duty Critical Incident Commander, Gold/Strategic Firearms Commander and Force Duty Gold Incident Commander. I have performed on-call in both federated and superintending ranks.</p> <p>My experience of being on call is that it has had a significant impact on my work life, home life, personal relationships, finances and general health and wellbeing. The extent of such impact has varied dependent on the role but equally on the operating climate in terms of the levels of intrusion from the force Executive Officers, expectations around my own intrusion and thresholds for intervention in operational incidents. I will expand on this below.</p> <p>I would point out that in the last 17 years, the levels of rank responsible for the various roles has cascaded downwards to more junior ranks; Inspecting ranks now deal with what the Superintending ranks once dealt with and the Superintending ranks now pick up what was once the remit of the Chief Officer Team.</p>

Work Life

On-call arrangements are ordinarily in place to cover command functions, such as firearms, public order, incident command and multi-agency/LRF response command. As such, the time spent undertaking these functions is in addition to the roles and responsibilities of any 'day-job'. In my experience, the time required to effectively perform the functions of the 'day-job' routinely take the full working week. Any time spent on the on-call functions is above and beyond and there is limited opportunity to ever claw this time back from the time otherwise spent on the busy day job. I would argue that fatigue, time spent dealing with the aftermath of periods of on-call (completing logs, debrief reports, handovers, reading and creating profiles etc.) all distract from the day job and are rarely if ever acknowledged by Chief Officers as genuine time consuming, essential activities. I would therefore conclude that I am less effective in my core role due to the abstraction that being on-call brings, which has in the past, brought increased levels of stress and anxiety as a result.

Home Life

Being on-call is extremely restrictive on your home life. This manifests in a number of ways, such as restricting the types of activities you can undertake, distances you can travel from a suitable workplace, and maintaining a suitable workstation at home to be able to readily assume command of incidents. Activities such as the cinema, going to a restaurant or even going for a meaningful walk or run are not viable due to the constant need to be able to drop everything and turn in to work. I have also found difficulty in partaking in my children's activities, such as taking them for swimming lessons, dance classes and similar for the same reasons of having to be able to drop everything. Being on-call, I have never found an ability to fully relax, as you are constantly checking your phone for missed calls or positioning yourself in buildings and spaces to ensure you get a signal. As bizarre as it may sound, I change my habits according to whether I am on call or not; if I am on call, I will not enter my preferred supermarket as I know there is no signal and will opt for an alternative where I know a signal is more likely. Subtle issues, but ones that play on your mind nonetheless. My wife is a light sleeper and once awake, struggles to get back to sleep. For several years where we did not have the luxury of a spare room, I used to remain at work after my period of 'on-duty' had ended and I had gone to 'on-call', choosing to sleep on a camp mat in my office rather than risk disturbing the family.

Personal Relationships

There are a number of practical impacts on personal relationships, some eluded to above. I have sought to reduce the impact of being disturbed in the night by sleeping in the spare room (for the times we have had the luxury of one). Both my wife and daughter have commented on the impact of being woken in the night with the phone ringing and I am required to deal with an incident, with it virtually impossible to do this without some impact on the wider household. I know my wife has had periods of resentment for my work's on-call arrangements as they have

inevitably restricted not only our ability to do things together as a couple, but also her social life, as child care is needed in the event I have to return to work. As my wife returned to work after having children, we had an increasing need for outside child care to cater for my on-call periods.

Finances

Rather than being suitably compensated for being on-call, there has, over the years been an additional financial burden. In 2019 alone, I spent over £1,000 for childcare to allow me to be able to respond to periods of on call. I have found myself in the position on several occasions of having a babysitter sat in my house, while I await the call that may or indeed may not come. There have been times when we were a 1-car family where my wife has had to make alternative, costly alternative travel arrangements as I have needed the car on stand-by for on-call responsibilities. Whilst I do receive a small essential user allowance, I would argue this does cover the true cost of always having a vehicle available for on-call. Additionally, the mileage allowance currently paid does not cover the true cost of car mileage as assessed by the RAC/AA.

Ironically, as we have moved to be a family of 2 cars and a motorcycle, I now find myself in a position of having to insure all three for business use, as events within our family lifestyle will influence which vehicle is available for me to use for work. I am expected by my organisation to maintain a suitable space at home for use as a workstation for on-call but am not compensated for this, including provision of Broadband/WiFi.

General Health and Wellbeing

As described above, an increasing expectation from Chief Officer Teams around intrusion in operational incidents, along with changes to the bail act, cover for authorities such as telecoms, Domestic Violence Protection Notices (DVPNs) etc. has meant that what was once perhaps a rare event to be woken up in the night whilst on call, is now not only a regular event, but several times during any one period of on-call. This has a huge effect on my sleep duration and quality, and as described, subsequent workload to 'mop-up' any incidents dealt with through the night. The impact on my personal and home life causes unnecessary stress and anxiety as well as relationship tensions. I would most definitely cite the intrusion of my working arrangements and on-call responsibilities as being a significant factor in the breakup of my first marriage.

Of note, during the first 11 years of being on call, I performed additional hours (due to on-call arrangements) which were equivalent to performing an additional 5 years of duties. Whilst someone reading this might find it incredulous, it is the equivalent of routinely performing a 58 hour weekly average. This fact has been reported to no fewer than 3 Chief Officers with no subsequent support being forthcoming, I suspect, as this is seen within policing as the norm. I would further assess that for the 17 years of on-call performed, my additional hours have equated to more than my entire annual leave allowance for that period, i.e. my leave has

	effectively been wiped out. That is not to say of course, that I haven't taken undisturbed periods of annual leave.
Anonymous	<p>I am a NHP Superintendent and a Public Order Silver Commander. This means my local authority partners all work Monday to Friday and expect me to be available (from two local authorities) for statutory meetings. As a Silver Public Order Commander, I have a significant number of assessments to carry out.</p> <p>I carried out Silver Command for football last Saturday and was unable to take my RDIL on Monday as I have been on the Silver rota all week. Due to 6 Op Tarlac events over the next week I have had to come in during the day for meetings and Silver PO assessments. This week is also our force performance week where we have had meetings, I was required at work from 0800 and not finishing until 1600. More often than not I have to work longer than this before going home to carry out PACE extensions, manage high risk missing people, or other incidents like this. On Tuesday after returning home and having tea, I logged on until 2100 hours, not only to do more DVPNs and incident management, but also to catch up on my day job.</p> <p>I have also had normal NHP partnership meetings, e.g. the Youth Justice Board tomorrow at 1400 – 1600. From 1600 this week I have had numerous calls for PACE extensions, DVPNs, Grade 1s and 2s. Yesterday morning my last call was 0340, this morning it was 0200. I also have a football planning meeting today. Aside from the exhaustion I am currently feeling, I have made the decision today to do all of my meetings online. I felt it would have been dangerous for me to get in the car and carry out the 45 minute journey to work. This will cost a days' worth of heating and is only an example of something that I know others feel and has happened to me on numerous occasions.</p> <p>I have a fitness routine, that has always helped with my mental health and is currently helping with peri-menopause. I am unable to carry out this routine when I am on call as I am too exhausted. In turn this increases my stress, anxiety and reduces my resilience. This often results in me being ill with colds and severe digestive problems. Sometimes it has taken all of my rest days and more to recover. Peri-menopause has the added issue of poor sleep, which I was never great at. Being on call means I wake up often checking my phone and then when I do get called, it often takes hours to get back to sleep.</p> <p>The calls seem to be a lot more frequent and I feel the culture shift with new recruits and inexperience has contributed to this. The significant information flow through technological advances has contributed to workloads. This further impacts on work life as work is being carried out through emails, creating inefficiencies, duplication and increased risk of losing important information. I miss out on a significant amount of family and social events, or when I attend them I often spend more time outside on the phone. My husband, who also works full time, regularly gets disturbed by my calls and ends up as exhausted as me. This reduces quality time together and is often over a week before we can have a normal conversation. My husband is also part of my ability to reduce</p>

	<p>stress and anxiety and not being able to talk to him through sheer exhaustion further increases my stress and reduces my resilience.</p> <p>I often joke that I am being paid about £15 for the privilege of being on call. I do believe this payment does not justify the work carried out and I know I am not alone. I always know when a colleague is on call as they are usually looking exhausted and frail.</p>
Anonymous	<p>Being on call has an impact on my health and wellbeing through the need to undertake this at least once a month. I generally travel less distance or go out to socialise as I will be concerned that I will not have a phone signal and won't be able to answer the phone when I am expected to. This impacts on quality time with my Husband and children.</p> <p>Being on call means that I usually sleep very lightly, and when I am called the phone disturbs my husband. However, as a peri-menopausal woman I also find that the phone may ring at a time when I have barely dropped off to sleep due to my hormones and it is therefore more of a challenge to wake up quickly and make dynamic decisions.</p> <p>During an on call week of 3 or 4 in a row, when I have had disturbed sleep I will also often suffer from horrendous headaches that I refer to as my 'on call' headache. These are also incredibly debilitating and impact on my general wellbeing – as well as costing money on pain killers.</p> <p>There are also times when I am on call and then have to carry on with my day job – and again this is impacted by the frequent headaches I suffer from long shifts and a high amount of time spent in front of a screen on a computer.</p> <p>Whilst the on-call function is described as voluntary, there is an expectation that everyone contributes, and the volumes do not appear to be equitable for all – accepting there may be good reasons for some not being able to carry out the function.</p> <p>The risk that is managed, with long shifts and little sleep is not commensurate to the value of the on-call payment. For a weekend working you can often be the 'duty' Superintendent from 0600 on a Friday morning and then work each day until approximately 22.00 (with some breaks) due to the need to log on and authorise DVPNs late in the evening as well as conduct Superintendent extensions in custody – I often find myself sat up alone in the house late at night waiting for investigators and the custody staff to be ready when the rest of the household have gone to bed. This is particularly unpleasant in the winter. If I then get in to bed late, it can be an hour or so before there is another call for an unrelated matter – and then there is also a need to work the entire weekend. Sleep and relaxation are hard to find, and the financial compensation is very little.</p> <p>I feel that the decisions I make when I am on call may be scrutinised long after a time when I have retired which will have a detrimental impact on my career, and a long-awaited retirement after a career that has been, at times, tough. I know of very few other professions where people work 16 hour days at times for such little reward.</p>

6.4 On-call is expected as part of the superintending rank responsibilities, even though it is undertaken voluntarily. The qualitative data the PSA has collected for this submission to the PRRB suggests a disproportionate impact for our members who have caring responsibilities. Their costs in providing alternative care arrangements are likely to be considerably more than the current £20 allowance. Such members push themselves financially, physically, and mentally to be able to undertake on-call responsibilities. Through informal discussions we were aware that the requirement to undertake voluntarily on-call responsibilities has the effect of disproportionately affecting the progression of female officers, the qualitative data we have collected would appear to support this concern.

To further understand the numbers of the superintending ranks undertaking on-call functions and the regularity and impact, please see Appendix D.

6.5 Conclusion

6.6 When deciding the right amount of remuneration for being on-call as a superintending rank, consideration should be given to the frequency of the requirement to be on-call, the impact of being on-call and the responsibility for higher risk decisions and the frequency of that decision making. The PSA/SANI believe that the current rate of payment does not reflect the impact and frequency of being on call, and is well below comparators where the risk, demand and frequency is much lower. This payment has not been increased since 2019, so taking account of the examples provided from both the public and private sector, we ask that due consideration is given to recommending an increase in this allowance.

6.7 The PSA/SANI requests that the PRRB recommends to the home secretary, that the 24-hour on call rate be increased to £60 (which after income tax at higher rate of 40% would amount to £36 net per 24hr period of on call), and in addition that the £60 payment becomes reckonable for pensionable purposes. This would rightly recognise and reward those officers who are committing to manage the highest risk in the service, in addition to their daily duties and responsibilities.

7. Temporary Variable Payments

Temporary Variable Payments (TVP) are enacted by the following regulation:

ANNEX U (AMENDMENT)

REGULATION 34

ALLOWANCES

The following determination “Annex U (Amendment) – Allowances” is made by the Secretary of State under regulation 34 of the Police Regulations 2003 (S.I. 2003/527). This determination was made on 17 May 2023 and amends the determination “Annex U – Allowances” (“Annex U”). This determination comes into force on 1 July 2023.

1. In Annex U, in part (15) (Service critical skills payment), for paragraph (h) substitute—

“h) Service critical skills payments may only be made under this part (15) in relation to time served in eligible roles between 1 July 2021 and 30 June 2024.”.

2. In Annex U, in part (16) (Recognition of workload payment), for paragraph (e) substitute—

“e) Recognition of workload payments may only be made under this part (16) in relation to time served in eligible roles between 1 July 2021 and 30 June 2024.”.

Following Home Office consultation and the announcement that the regulation would be extended until June 2024, the NRT informed the staff associations of the Police Consultative Forum of the following on the 24th August 2023:

Following the letters which have recently been sent and received between the PFEW and the Home Office on Targeted Variable Payments (TVPs), we wanted to give you an update on the NRT's recent activity to finalise this work and timeline.

The NRT have been asked to produce a business case for the Policing Minister, which sets out the NPCC's case to make TVPs permanent when the temporary arrangement comes to an end in June 2024. We hope that this document, along with the HO EIA, will provide sufficient information to enable the Minister to decide on whether the determination becomes permanent. In response to the Policing Minister's letter (18th April 2023), the paper will outline:

- o how forces have been applying the determination.*
- o its effect on the recruitment and retention of service critical and demanding roles (in forces that have been applying them).*
- o the steps taken to drive consistent application within forces.*
- o the steps taken to reduce the risk of discrimination.*

We've been asked to submit the final business case to the Policing Minister by the end of September. Prior to this, we will agree it at the Pay & Conditions of Service Board (Sept 22nd) and discuss it at PCF (Sept 28th).

In advance to submitting the final paper, we've produced a preliminary document, which was used to help agree a format with the HO Team. This paper was produced in advance of receiving the updated data, so there are gaps which we are currently working on with forces and the Workforce Data team to finalise, in terms of the evidence and future methodology. I've attached the preliminary draft to this email and we would welcome any feedback that you may have. We are seeking to have completed a revised draft together with the data analysis by the end of next week. The data is being QAed, reviewed and assessed. We will share a summary of this data once we've pulled it together in the form of an appendix.

As you can see, the timescales between the updated data being made available to us from July and the Policing Minister's request to have the final business case to him by the end of September does present a tight timeline for us and is therefore our current priority. Any comments that you may have on the attached draft paper, we would appreciate it if you could share them with us as soon as possible. I am away

next week but Stella will be here, revising the attached paper, and is happy to discuss any comments that you may have.

7.1 On the 21st November, the business case was sent by the NPCC NRT to the minister and on the 27th November 2023, the NRT circulated the business case to the police staff associations. The recommendation in the business case, from the NPCC to the Police Minister states:

The preferred option of the NPCC is to make the legislation permanent as it is considered:

- The analysis shows they have been used for roles that align to the service to address the skills gaps, thereby reducing the risk to operational delivery and impacting on officer wellbeing and morale.***
- Permanency will ensure the service will continue to have access to an optional tool to help them manage identified strategic workforce risks, supporting operational resilience. There are no other suitable payments to financially incentivise roles.***
- TVPs are seen as a cost-effective mechanism and part of a wider recruitment and retention strategy.***

7.2 On the 4th December 2023, the NPCC NRT shared with the members of the Police Consultative Forum the Equality Impact Assessment they had completed and shared with the Home Office. At this time, the business case and Equality Impact Assessment are with the Home Office/minister with the above recommendation from the employer.

7.3 The PSA position is that we support the employers' recommendation to the minister. We would prefer that some of the discretions within the regulation afforded to the chief constable be removed, but we are accepting that this is unlikely to occur. **Therefore, we would recommend to the PRRB that they support the employers' recommendation that the current wording of the regulation is made permanent and formally recommends this as part of this year's report to the home secretary.**

7.4 There are two additional considerations we would ask the PRRB to take into account when considering our request:

- The first relates to the process being followed. The PSA believes the matter of TVPs and any change to the regulation around TVPs should form part of the PRRB process. The current process seems to be operating in parallel to the PRRB process.
- Within the guidance from the employer, it states:

8. General Guidance on Making TVPs

8.1. *Ongoing payments should be for a defined period and the officer in receipt of the payment must be notified of the relevant dates [Regulation 34 section 16 d).*

8.2. **Chief officers should be mindful of the financial dependency of officers in receipt of payments that might arise from TVPs.** *Officers in receipt of a TVP should be alerted to its nature and urged not to rely on it beyond an agreed review date.*

Ongoing payments should be for a clearly defined period, ideally linked to an annual workforce planning cycle, and the duration of the payment should be confirmed to the officer in writing. Where appropriate, the defined period should be re-affirmed at least annually. Similarly, notice should be given prior to the removal or reduction of a payment taking place.

8.3. At a Chief Officer's discretion, a payment may be tapered down gradually to ease the impact of its removal. Each case should be considered on its merits and this should be for a limited period only.⁶

⁶ For example, where an officer is moved for operational reasons prior to the defined period for payments ending, thus creating actual or potential financial hardship.

7.5 The current regulation ceases on the 30th June 2024, which at the time of writing is less than 6 months away. The officers that are currently receiving these payments are undertaking the demanding and 'hard to fill' roles, during a cost-of-living crisis. **If there is any possibility that the regulation is to be altered or not made permanent, then the PSA would ask the PRRB makes a recommendation, that those officers receiving the payments, should receive at least 12 months notice of the change to help manage any loss in income.**

8. PSA Commentary on the P- Factor

8.1 Whilst there remains no agreed, formal definition of 'the P-Factor', the PSA believes it is a unique, intangible feeling/weight or responsibility that comes with being a police officer, swearing an oath to the Crown and carrying a warrant card.

8.2 The PSA accepts that being a police officer or superintendent can be compared to numerous other roles. Through scientific mechanisms or formulas, the responsibilities, roles and accountabilities can be scored. Within this process there may be similar scores and there may be factors that increase the scoring for police officers. For example, when comparing a similar job to a police constable role, both jobs may need to drive a work vehicle to fulfil their role, but the police constable will be required to have a higher skill level, respond to emergency incidents, and in the correct circumstances offend against the law, so the PSA would expect the police officer role to have a higher score and thus a higher salary outcome as a result. Likewise, if you compare a superintendent to another similar executive role in the private sector, both roles will be responsible for and will need to make strategic decisions, but the superintendent will be the only one that will be making decisions to authorise potential lethal force, so again, the PSA would expect the police officer role to have a higher score and thus a higher salary outcome as a result.

8.3 The PSA believes the P-Factor should be an additional amount applied after the benchmarking process has produced an outcome. It is a premium that should be applied to recognise the intangible feeling/weight or responsibility that comes with being a constable.

8.4 The PSA has no expectation that the P-Factor will be precisely defined or costed through a scientific mechanism or any other type of formulae. **The PSA believes that valuing the P-Factor will only be resolved through a decision arrived at by the collective wisdom, judgement, and experience of the PRRB. We therefore ask that after taking in the vast amount of evidence that has been submitted and discussed, the PRRB makes a**

judgement on the value of the P- Factor, that should be applied in addition to the salary produced through an agreed benchmarking process.

In addition:

- When providing verbal evidence, the PSA national secretary would like to explain and provide examples of the P-Factor
- In 2019, the NPCC tried to describe the factors that make up the P-Factor and produced the following list:

Category	Sub-category
Physical	Uniquely confrontational
	High risk of harm / assault
Psychological	Trauma of exposure to distressing incidents / materials
	Level of scrutiny
Legal	Nonfeasance
	Exposure to risk (non-core police business)
	Accountability and scrutiny
	Membership Trade Unions and political activity
Social / economic	Use of social media
	Victimisation based on profession
	Disruption to family life
	Associates and business activity

9. SANI- Specific Evidence and Requests to the PRRB

9.1 SANI represent approximately 76 officers in the two ranks of superintendent and chief superintendent, spread across the Police Service of Northern Ireland (PSNI) - an organisation of approximately 6,500 officers. Our statutory remit concerns the welfare of our officers and the efficiency of the PSNI, including representation on areas of pay, pensions and terms and conditions of work.

9.2 Despite years of providing evidence relating to matters which we believe should be put to the PRRB, we have continually been denied access to the remit letter by the Department of Justice and the Home Office. This is something we know our members continue to feel is unfair and prevents the consideration of key matters affecting the workforce.

9.3 The political situation in Northern Ireland continues to result in stark differences between outcomes for officers in England and Wales and those in Northern Ireland. For example, there remains no decision on implementing the recommended pay award for Northern Ireland, despite this being settled and agreed for those in England and Wales. This has a

significant impact on officer morale and a feeling of disadvantage in comparison to colleagues in the United Kingdom.

9.4 We face stark challenges with regards to police budgets. It is felt by the majority that funding allocation has been inadequate, alongside the implications of being unable to carry over annual efficiency savings, nor raise additional funding via the precept. This puts the chief constable at a clear disadvantage when assessing affordability of pay increases and the critical need for recruitment.

9.5 The 2020 'New Decade, New Approach' agreement stipulates that the Northern Ireland Executive will increase police officer numbers to 7,500, and that this should not come at the cost of officer pay and conditions. Radical change is required to achieve this, with the reality being a current projected reduction of 300+ officers, a reduction in staff, a freeze on recruitment until now, and limitations in promotion and development opportunities. These factors have undoubtedly contributed to the results of our most recent survey data, showing that the morale of the police workforce is the lowest it has ever been. This cannot contribute towards the positive cultures we need to ensure the highest standards of service.

9.6 It must be acknowledged that whilst England and Wales received a reported increase of 20,000 officers in 2022, PSNI did not receive any form of uplift. With the freeze on recruitment and continued challenges in retention, PSNI faces a projection of falling below 6,000 officers by 2025. This is hitting frontline policing and directly impacting confidence in policing in Northern Ireland. It also impacts our ability to meet our workforce diversity requirements.

9.7 With technology advances, changing crime trends and increasing demand, the expectations on officers have increased, including at the superintending rank.

We are seeing increased demand as other workforces strike to secure better pay deals, with the largest ever strike action being observed in Northern Ireland on 18th January 2024. This is galling for the police workforce in Northern Ireland, who are unable to voice their frustrations around a lack of pay award, yet are often asked to pick up the demand resulting from other organisations fighting against unfair pay.

9.8 The remuneration package we therefore seek is commensurate with the value attached to the vital role played by police officers, who also operate in a uniquely challenging political environment within Northern Ireland. We believe they require greater recognition of the contributions they make to society as a whole. We want to secure a fair, reasonable and warranted pay increase and reward/benefits package for all police officers in Northern Ireland.

Recommendations

1. **Implementation of 2022/23 recommendations**, to include an increase to chief superintendents pay point 3 by £5,675 and a commitment to timely implementation of recommended pay awards in future reviews with an oversight body for governance.
2. **Maintaining parity of pay with colleagues in Home Office forces in respect of core pay scales**. This has been a long-standing request to ensure the continued ability for cross force co-operation and to secure the recruitment into and retention of superintending ranks in the PSNI. The 2022 Pay Survey has revealed that 56% of the Superintending ranks are dissatisfied with their overall remuneration, an increase of 6% on the previous survey. (On top of this, SANI is being asked to make a submission to PRRB when the previous submission has yet to be implemented. This

has an adverse impact on morale with 58% of respondents to the 2022 pay survey reporting lower morale compared to 12 months previously.)

3. **In addition to parity of pay, parity of additional discretionary bonuses for senior ranks should be applicable.** At present, PSNI superintending ranks cannot apply for the CRTP payment that applies to federated ranks in Northern Ireland. We are also unable to apply for TVP. Superintending ranks should have parity with colleagues in England and Wales of the same rank, but should also have the same access to PSNI allowances as federated colleagues.
4. **An increase in pay scales and the Northern Ireland Transitional Allowance in line with the cost of living.** In the 2022 Pay Survey 84% of respondents disagree that with the current pay increases they are able to maintain their standard of living. The threat level in Northern Ireland is Substantial with officers not able to live a normal life due to the fear of being targeted by terrorists. This was evidenced by the callous attack on DCI Caldwell's life in February 2023.
5. **Payment for Rest Days and Public Holidays that cannot be taken due to exigencies of duty and an extension of their availability to 24 months.** SANI members continue to report the loss of rest days owing, which with the ongoing reduction in numbers from the superintending ranks, can only lead to increased workloads. We continue to see this impacting on member's wellbeing, resulting in absences due to stress and mental health issues. The unique policing environment members operate in demands time to recuperate, which at present they are being denied.
6. **An introduction of the retire and return scheme to PSNI, as applicable to England and Wales colleagues under the Home Office Regulations.** At present we are not recruiting, but on average see 70-80 retirements/resignations per month. This creates an additional workload on those remaining in posts, particularly with certain skill/knowledge requirements when training and recruitment are delayed.
7. **An increase in allowances to include mileage rates in line with the cost of living increase.** In the 2022 Pay Survey, 84% of respondents disagree that with the current pay increases, they are able to maintain their standard of living. The review of additional allowances would assist officers in meeting the increased cost of living such as travel costs.

Appendices

Appendix A – A copy of the joint statement on police officer pay

Appendix B – PSA individual on-call impact statements

Appendix C - The latest PSA survey data from the November 2023 survey of superintendents regarding the implementation of the Pay Progression Standard

Appendix D - The latest PSA survey data from the November 2023 survey of superintendents regarding regularity and impact of on-call

Appendix A – A copy of the joint statement on police officer pay

Joint statement

This is a joint statement on behalf of the National Police Chiefs' Council, Chief Police Officers' Staff Association and the Superintendents' Association of England & Wales, and Northern Ireland.

This year's submission sets the direction and outlines the need for a wider review of the police pay structure, underpinned by the development of a longer-term work plan and people strategy for the service. It also focuses on immediate areas for action in relation to constable pay and the annual pay award to ensure policing attracts and retains the professional skills and leadership needed to take the service forward.

Policing remains a demanding and stressful occupation where individuals are exposed to high levels of threat and emotionally demanding situations. It is a profession that requires moral and physical courage. Most citizens will experience between three to four potentially traumatic events in their lifetime, whereas each police officer is likely to experience between 400 to 600 in their policing career.^[1] Exposure to traumatic incidents is high, with 1 in 10 officers reporting unarmed physical attacks from the public at least once a week.^[2] 18% of officers reported that they had required medical attention for injuries caused by work-related violence during the previous 12 months. The P-Factor purports to recognise, by way of remuneration, the unique nature of policing both in terms of the physical and emotional factors, but also the inability to withhold labour, increasingly used in other sectors as a lever for pay negotiation. It is estimated^[3] that in the year to May 2023 c3.9million working days were lost through industrial action fuelled by concern amongst public sector workers over real terms pay decline.

Police Officers were awarded a 7% consolidated pay rise from 1st September 2023 across all ranks as the main element of the pay award in response to the 2023 PRRB report. It is acknowledged this sought to balance issues of recruitment and retention necessary to maintain officer levels, a key government commitment, whilst recognising affordability. Although welcomed, in this year's PRRB's considerations this must be set against the context of inflation running at 6.7%,^[4] as well as the evidence presented last year of the real terms pay cut over the last decade (pay award v September cpi) of almost 17%. **This year's submission therefore seeks a funded, above inflation pay award that is applied equally across all ranks, together with a recommendation for a longer-term strategy linked to a future multiyear settlement aligned to the next CSR that continues to reduce the real term pay cuts described above.**

The service has demonstrated its commitment to building the workforce, maintaining officer numbers, and improving workforce representation.^[5] The not unreasonable expectation from Government and the Home Office that the service will improve both efficiency and productivity on the back of the significant investment in policing needs to be tempered with the reality of a slowly maturing workforce where one in five officers are currently in training and 40% of the workforce having less than five years' service. In the short term, the service needs to build the experience and expertise of the Uplift generation, whilst securing investment in the infrastructure and technologies which will maximise their productivity.

Across forces in England and Wales,^[6] officer numbers may be at their highest level but for individual forces and the system as a whole capacity remains below 2010 levels.^[7] When population growth is factored in, the growth in officers has not brought additional capacity and crime data finds that workload per officer exceeds 2010 levels. That said, the service also recognises that productivity gains in relation to the workforce can and must be made as articulated in the Police Productivity Review report^[8], through working in partnership, exploiting technology and sharing good practice.

Although pay has not previously featured high on the list of attraction drivers, the stark reality of the rising cost of living means it is becoming more important in relation to both recruitment and retention, with 86% of police officer reporting *feeling ‘dissatisfied’ or ‘very dissatisfied’ with their basic pay* and 69% that they *worry about the state of their finances ‘every day’ or ‘almost every day’*.^[9] There is also clear evidence of increasing numbers of police officers not joining the police pension scheme due to their personal financial circumstance. There remains a risk that if we do not adequately reward to a level that recognises individual and collective societal contribution, and allows a good standard of living, we increasingly limit our recruitment pool especially for those transitioning careers and will struggle to drive higher professional standards and rebuild public confidence.^[10]

The service is not self-funded and the ability to absorb additional cost pressures and invest in the areas that will drive efficiency is limited. Between 2010 and 2023, police funding increased by 23% compared to a 43% increase in inflation. The majority of the increase in grant funding in recent years has been to fund officer growth and therefore did not represent additional spending power. This said, the service is equally committed to improving the way it costs new burdens associated with; changes to legislation, standards, policies, and guidance, including recommendations and requirements made by inspectors and other regulatory bodies.

This year’s submission again outlines the challenging financial position for the sector and the need for central funding to support the pay award. Although central funding (above 2.7%) was made available to forces for last year’s award, funding was proportioned by grant, resulting in a shortfall in 18 forces, causing significant impact on local budgets, and a surplus in 25 forces. Should the same approach to allocating funding be applied for this year’s pay award, additional targeted support for the worst affected forces will be required. **Affordability needs to consider not just the national context but pressure points in individual forces, both revenue and capital, which have been compounded by a centrally mandated workforce strategy with funding tied into police numbers.**

We would ask the PRRB and SSRB to make the appropriate recommendations on police pay to the Secretary of State and Prime Minister which take full account of the areas outlined, current and future economic conditions and which are fully funded.

^[1] Research Capture data on traumatic incidents, Avon and Somerset Police Federation, 2021

^[2] National Policing Wellbeing Survey, Oscar Kilo with the policing research unit at Durham University, www.oscarkilo.org.uk/resources/national-wellbeing-survey, 2022.

^[3] Resolution Foundation

^[4] September 2023 Bank of England data

^[6] Excludes PSNI and Police Scotland.

^[7] As of 31 March 2023, there were 233,832 FTE police workers (including officers, staff, designated officers and PCSOs), compared to 244,497 FTE in March 2010.

^[8] Policing Productivity Review (accessible) - GOV.UK (www.gov.uk).

^[9] Based on respondents to the 2022 Wellbeing Survey.

^[10] To note PSNI have not implemented the recommended 2023 pay award.

Appendix B – PSA individual on-call impact statements

Item	Name	Impact statement
1	Anonymous	<p>I have been a Superintendent for 7 years and have fulfilled an on-call responsibility throughout this time for firearms, PSD, P.A.C.E and authorities.</p> <p>On call periods are more demanding now than they have ever been, so it is not uncommon to work all day and continue into the evening and through the night taking phone calls, making decisions and authorising various different Police powers, such as DVPN's and telecommunications applications. I am regularly woken several times during the night which is extremely impactful on both me and my young family.</p> <p>There have been many occasions whilst being on-call where I have started work at 0800hrs and not finished until 2200hrs or 2300hrs and then taken further calls throughout the early hours as a direct result of being on-call, which is utterly exhausting. There have also been other occasions where I have worked an 18 hour shift due to being called out to manage a firearms incident. The £20 allowance is simply not adequate compensation for the disruption caused to my home life and the amount of hours that are worked whilst on call which are always in addition to the high number of hours I already work in my core role. The £20 allowance also does not adequately recognise the level of personal responsibility I hold when fulfilling this role and the professional jeopardy I am exposed to when making key decisions and managing critical incidents.</p> <p>On Call periods are tiring as I am still required to work the following day despite having disrupted sleep during the night. This then has a significant impact upon me and my family life as I am left fatigued.</p> <p>Furthermore, my on-call duties heavily restrict my family life, particularly at weekends as I have to remain available and close to work in order to fulfil the role. The on-call periods restrict my wife as she has to cancel, delay or alter plans in order to be available to look after our young children whilst I remain available for work related calls.</p>
2	Anonymous	<p>I have been on a call rota for over ten years as on call DI, Critical Incident Manager and now Gold Commander. When I was first on call I had small children who were not old enough to be left alone for any period, my husband is in the police so it was difficult to manage as if he was on nights it was a call as to whether I got childcare over night 'just in case' or if I disturbed my elderly parents to come round for childcare should I need them. I was lucky in that they lived near by and were willing to do that. I recall a time when I had to call them at 4am to come to my house and stay there to then take the children to school as both myself and my husband were needed at the same firearms job. This was not a one off and it is only luck that I had the family support to be able to do it, without that promotion would not have been an option.</p> <p>As Gold Commander I do 24 hour call once a week for 7 weeks then have 2 weeks off, often I am required to do extra shifts (as are others) due to sickness, annual leave etc so it is rare the pattern is as it should</p>

	<p>be. During the 24 hours I also complete my day job for a minimum of 8 hours. Most people in Gold Command positions will have a job that doesn't allow specific time for command due to commitments. This results, on the majority of occasions, in me working between 12 and 15 hours during a 24 hour period. It also results on many occasions in me having to get up in the night for calls. Again, my day job doesn't allow for me to then take the time back the next day due to demands so inevitably I lose sleep which long term I am aware can impact on my health.</p> <p>I by no means mind doing on call, I do see it as part of my job but I don't think we are recompensed accordingly for the impact it has on my home life and health.</p>
<p>3 Anonymous</p>	<p>The disruption to family life is substantial. On-call periods commit me to be within one hour physically from FHQ and available instantly on the phone. My wife and I have two seven year olds and between full time working and on-call there remains little time that is not committed with work or subject to the risk of instant disruption. Visits to the cinema, restaurant, friends and family have to be managed by us taking two vehicles when on call in case we get called in – the only other option is to take one and risk ruining the event for the whole family.</p> <p>We often restrain ourselves from arranging events with others when on-call because we do not want the uncertainty of our arrangements to impact on other who did not choose to join the police.</p> <p>Our family and friends are not all local and so when on call we are restricted to socialising only with those within hour range of FHQ.</p> <p>Childcare is a problem when my wife is on lates as I have to contingency plan child care options in case I get called in or have an incident to manage/extension etc. This additional draw down on paid childcare or goodwill is hard to manage and impossible for some colleagues.</p> <p>When duty Supt we are frequently called out of hours with substantial disrupted sleep and because calls are often short the WTD is not affected and we are expected to work the next day as planned. This can mean we are making silver/gold level decision the next day on limited sleep.</p> <p>The overnight calls also impact the family, unless all on-calls are spent sleeping on the sofa.</p> <p>The combination of these factors makes the taxed £20 payment slightly insulting. The frequent response that this disruption comes with senior ranks does not cut the mustard, we are struggling to recruit any way, and why do senior leaders have less right to work life balance and a balanced family life – at least without</p>

		<p>meaningful compensation. Some officers are now refusing to do on-call, particularly when our force does not give any targeted payments to the Supt ranks. CO tried to order senior managers to do this, but in the same way that the Met had to face hard facts with the AFO 'period of reflection', it is still essentially voluntary. This puts more pressure on others which risks more attrition among those willing to take on-call.</p>
4	Anonymous	<p>As a mother of young children, being on call for a service silver weekend for example means having to be in work on a Saturday and Sunday from 0730. This impacts my ability to bring my children to weekend club commitments such as Football games and rugby, having an impact on my relationship with my children, but also meaning I have to rely on other mothers to take my children along with theirs, or asking family members for support. This requires a lot of planning and can be stressful to organise on top of normal career commitments. It also comes with a financial burden of childcare. My childcare provision is £4/hr per child, of which I need 4 cared for, so every hour in work that requires additional childcare costs me £16/hr, which is of no financial benefit when I receive £20 for being on-call and having to go in. I receive a modified rest day back in addition to the £20 for weekend cover, however being able to avail of Annual Leave is challenging enough, without trying to add additional rest days, so my bank of rest days is ever growing with an inability to avail of them. Furthermore I have an agreed contract for childcare with additional hours at an additional cost so there is no financial saving to childcare through an MRD.</p> <p>For week day on call cover, for PACE/Service silver and duty officer rotas, these are already working days and therefore the only benefit is the on-call allowance of £20. Like with the weekend cover, this can require having to attend work, which means organising childcare support and on occasion requiring my children to miss clubs and sporting activities as I have no flexible support options for the ad hoc last minute requirements. Again this can impact my relationship with my children, but in addition, it impacts my wider relationship with their father, of whom I have separated, and incidents such as these add strain on our reasonably amicable relationship of joint caring responsibilities, and are used as ammunition for other matters. In addition to having to attend work, the on-call provision requires availability for phone calls throughout the evening/night, with some work required remotely via laptop during these hours. Having to find a quiet place for calls, and pause dinner plans/homework as well as clubs etc again has an obvious impact on my children and their wellbeing. I am passionate about policing and my children understand the requirements of my career and the importance of protected family time and days which we do, but this is not compensated for or recognised by the organisation in monetary reward. I understand the requirement for these additional duties, and am content to do my share, however I do not feel that the current allowance of £20/night is reflective of the personal sacrifice required to conduct the duty. It would be remiss to not also mention the impact to a normal working day. When on call, our core duties can be paused to facilitate the additional role. This can mean having to then do additional hours in the evening and weekend to catch up on core role administration for example. Again this has the potential of all the personal impact implications mentioned</p>

		above, with potential to impact service delivery and public confidence if our normal core obligations are not met.
5	Anonymous	<p>I have performed on call functions for over 20 years.</p> <p>This has included.</p> <p>On call Detective, SIO On call for serious crime murder, Kidnap on call, Superintendent on call, Force Silver, RIPA Authorities. SFC and GOLD on call</p> <p>My current on call functions include:</p> <p>Force Silver/Superintendent on call – PACE, Authorities, critical incident management and daily business management</p> <p>One month in nine DVI on call for the FCO Strategic Firearms Command currently one week in six, although this fluctuates and I have done one week in three.</p> <p>Each of these roles carries significant risk –</p> <p>As examples</p> <p>K&E – I undertook a week long organised crime kidnap thank fully resolved on another force where the firearms team recovered the hostage from the boot of a vehicle. I felt relief at this point.</p> <p>As SFC I led a one week long armed siege where everyone in the command structure believed that we may shoot the suspect. Thankfully we didn't. That responsibility is accepted by the police service along with the significant years of scrutiny that would have accompanied it at a personal level. I certainly felt the weight of pressure during that week and my wife and children could see it during the times I returned home to rest. My thoughts were what would it mean for them if this went wrong, which everyone involved thought was a strong possibility.</p> <p>Whilst on call I complete my usual working hours being on call outside of this 24 hours a day. This frequently means being woken in the night, sometimes multiple times and in almost all cases returning to work the</p>

following day to continue my day job. Over the last six months I can only think of a small number of occasions where I haven't been woken in the night.

Whilst remuneration is one part of this, there is also the impact on wellbeing, sleep patterns, missed family events, cover through Christmas etc. As SFC you need to be available and deployable instantly, as such whilst on call but not at work, you can't go out for a walk as you need your firearms logs, radio and computer at hand and ready to use. I have taken these calls whilst driving on the motorway and not in a position to stop so have to complete the role on a recorded line as a record of my decision making.

Many of the on call functions carry significant risk to life and personal risk if they go wrong; not only to me as an officer but my family and my role in providing for them. Currently as recognition for this I am awarded £20 for a 24hour period. £12 after tax. 50 pence an hour. – Nobody performs on call for that remuneration it is done out of a sense of duty and service. Acknowledging on call is voluntary as are many of the Command responsibilities I often wonder why we all do it – Public service and a will too protect people are the reasons. If it was for the current remuneration of 50 pence an hour. My children wouldn't wash my car for that remuneration and many working people would not accept the risk management associated with the roles unless the remuneration was significantly more.

A question for attendees of PRRB, would you carry these risks for 50 pence an hour remuneration ?, if not what remuneration is reasonable to those who do undertake these functions and is a fair amount to the public who receive the service.

The only alternative to on call is rostered duties, in many forces there simply aren't enough Superintendents for this to work effectively whilst maintaining resilience for daytime roles.

Of note the fixed remuneration has remained static for many years.

6 Anonymous

I currently perform the role of on call duty Supt/PACE Supt (Not TFC or SFC).

The core on call requirements in relation to authorities being:

Authorisation of DVPN's
Authorisation for phone analysis
In custody extensions of PACE clock for detainees
Bail extensions or bail to RUI

		<p>I will also get contacted in relation to other force threat or risk incidents to ensure appropriate oversight. This can be at any time in the 48 or 72 hours that I am on call for.</p> <p>My force currently operates a pattern of performing on call duties on a 2,2,3 capability (Monday/Tuesday, Wednesday/Thursday, and Friday-Sunday).</p> <p>When on call I will work my daily duty and then continue to be on call in the evening and overnight.</p> <p>I would say that being on call has a significant impact on my personal time and that of my family. I regularly get calls throughout the evening and overnight. The calls overnight significantly impact on my sleep quality and then my abilities to perform my core role the following day to the best of my ability. I am limited in relation to being able to plan when on call which has led to me missing family occasions such as birthdays and Christmas. I am unable to participate in my wellbeing yoga classes whilst I am on call as I must be available constantly to answer the calls.</p> <p>I would say that as I have got older, my ability to deal with the interrupted sleep and lack of sleep has a significant impact on my wellbeing and I frequently find myself feeling irritable, lethargic and run down due to the hours and work that I complete when on call. I also now have responsibilities in relation to my elderly parents, that being on call can have an impact on if they clash with a hospital or GP appointment that I need to take my parents to.</p> <p>I have been a serving officer for over 26yrs and for the majority of that time I have performed on call duties in different roles. I would say that the on-call role of the duty Supt by far outweighs any other on call duties I have undertaken, in terms of demand, risk and having a significant impact on my personal life.</p>
7	Anonymous	<p>Over the last 12 months I have completed more than 55 days on call, almost 11 working weeks.</p> <p>My on call responsibilities have included the following;</p> <p>Force Duty Bronze, Silver and, Counter Terrorism Firearms Commander</p> <p>After tax deductions the financial recompense for these roles is £12 per 24 hour period.</p>

Bronze: The reality of performing Bronze for the force, especially over the weekend, is back to back +15 hr shifts in addition to intermittent calls overnight. The role is 'in addition' to my day job and involves taking ownership of command areas outside my area of expertise. To fulfil this role effectively and efficiently it means maintaining CPD in addition to that which is related to my core function.

Silver/CTFC: Due to the role of Silver each and every phone call generally results in a policy decision or the recording of detailed rationale. As a Supt I generally work in excess of 50 hours per week in relation to my 'day job' and these phone calls typically occur out of hours meaning an on call week can be significantly in excess of this. An example was during my on-call weekend 13-15th Oct where I recorded in excess of 36 hours Duty Time – in essence I received £36 (£12x3) compensation for +12 hours additional work.

These 36 hours do not include sporadic 15 minute phone calls every night from the CAB office in relation to urgent phone authorities.

The personal impact to me is the following:

I feel that I am not paid fairly for the responsibilities I carry whilst on call. It means I am unable to fully switch off, rest, recuperate or unwind on the run up to, or during the rostered hours.

On-call is essentially 'free work' which due to the nature of it, puts me in a position where I am making significant decisions, (Firearms, Critical Incidents, Significant Police Responses, Personnel Issues) often fatigued without pay or additional legal protection/legal understanding. The lack of sleep and increased hours makes me more susceptible to illness, poor moods, poor skin/appearance.

It leaves me with little time or energy for non police activities

The cumulative fatigue puts undue strain on the relationship with my wife and children. It leaves me in a position where I am unable to play a part in key events in my children's lives (birthdays, Christmas, Parents Evening, football clubs etc)

The impact on my family:

		<p>My wife is unable to fully participate in her CPD/vocational activities which are often away from home or in the evening and are directly linked to her financial reward, recognition and progression. (Private Sector)</p> <p>My wife and family often consider me withdrawn, short tempered, tired or frayed.</p> <p>My children are unable to freely plan the events/time with friends/sporting clubs outside of normal work hours without cross-referencing against my un-paid work (on call)</p>
8	Anonymous	<p>The impact of on being call is significant. Last year I was on call for all or part of 18 weekends, either as Duty Superintendent or Tactical Firearms Commander. That's over 1 in 3 weekends. I only claim time back when I am actually called in. I work Monday to Friday so around 25% to 30% of my days off are affected by on call responsibilities.</p> <p>I have a wife and young family and the commitment can have a significant impact on family life. I cannot plan anything for days off as I always need to be able to get into work with an hour. In practice that means for many of my weekends I am confined to the boundaries of Warwickshire. We have family in other parts of the UK and I often have to miss family visits because I am tied to Warwickshire. I am also on call on weekday evenings – about 1 or 2 a week, which also affects the ability to do things in the evenings.</p> <p>I don't have a problem with being on call. I am a high earner and expect to work hard for my salary. The issue I do have is around fairness. Most on call roles are voluntary, but at the same time critical. Without volunteer firearms commanders, public order commanders and specialist investigators forces cannot operate 24/7. The roles also come with substantial personal risk – which again I expect as a high earning Chief Superintendent. However, there is no incentive for taking on one of these specialist roles, which means some officers of the same rank earn the same as me without any of the inconvenience. In fact, there is a strong incentive not to take them on, as you then get every evening and weekend free to do what you want.</p> <p>I don't think policing can continue to run a system where the only incentive for people taking on additional responsibilities (such as TFC) is a pre-tax £20 allowance (about £9 after deductions). It's quite galling as someone who does multiple on call rotas to see other officers of the same rank getting paid the same and having every evening and weekend off.</p> <p>I'm not even suggesting that the overall finance pot has to increase, but I do think there should be a greater difference in recompense for those who do on call rotas and those who don't. In practice that would mean a slighter lower weighting to the fixed salary, and a slightly higher rating to on call allowances.</p>
9	Anonymous	<p>On-call working has significantly impacted my personal life, family dynamics, and overall well-being, compounded by the meagre daily on-call allowance of just £20. The financial compensation fails to acknowledge the magnitude of disruption and the weight of responsibility carried during on-call periods.</p>

The unpredictable nature of on-call duties has introduced an unsettling unpredictability into my daily life. This constant state of readiness disrupts planned activities and personal time, and the nominal allowance fails to reflect the true cost of this sacrifice. Consequently, my family life has suffered, with missed gatherings and strained relationships due to the demands of on-call responsibilities.

Moreover, the irregular sleep patterns and heightened stress levels associated with on-call duties have adversely affected my general well-being. The financial compensation does not account for the physical and mental fatigue that has become a constant companion, impacting my overall health with is a cause of worry.

In light of these challenges, it is imperative to reconsider the on-call allowance to reflect the true impact on personal and family life, recognising the substantial responsibilities shouldered during these periods of heightened professional commitment.

10 Anonymous

I have been on an on-call rota as a Superintendent since March 2018.

During this time I have completed duties as a Force Silver (PACE/Comms Data authorities/critical incident response etc.), Tactical Firearms Commander, Force Gold and Strategic Firearms Commander in two police forces. I have always covered on a 24 hour on-call basis (as opposed to being on duty overnight). There have been multiple occasions where I have had to return to duty overnight, particularly as a TFC. I have always gone into my workplace for weekends when I have been on call – changing rest days to duty days.

During the majority of this time (2018-2022) I was a single parent with primary caring responsibilities for my son who is now 13, without any family support in the local area.

In order to undertake an on call rota, carrying out exactly the same proportion of duties as all of my Superintendent/Chief Superintendent colleagues, I employed an au-pair – this enabled me to be able to respond to overnight call outs.

The impact of this was predominantly financial – but during the times when I did not have an au pair, the arrangements I needed to make and the impact on my family life was significant.

I have undertaken duties on the basis of 7 days 24/7, 3 days and then 4 days 24/7 and most recently 24 hour periods/weekends (as an effort by my local Supts Association to limit the impact of on call duties). Prolonged periods of on call, alongside a busy “day job” have, in the past, had an impact on my health and wellbeing – particularly as a firearms commander.

I have never sought to reduce my commitment to an on call rota – it is recognised as being part of a Superintendent/Chief Superintendents role, but the £20 payment per 24 hour on call, which is taxed (so effectively equates to £12 per 24 hour period) and is not pensionable, in no way provides an appropriate recompense for the impact of covering single or multiple rotas where a significant amount of risk is carried by an individual. In my experience, there is also limited organisational understanding or consideration of the impact on an individual who makes high level decisions when suffering from fatigue and the likelihood of Supts/C.Supts admitting fatigue or asking for support is limited because they don't want to over burden their colleagues.

Whilst financial recompense is not the only area of recognition which should improve, it would go some way to demonstrate a recognition of the weight of responsibilities upon Superintendents and Chief Superintendents in comparison with other senior roles in other comparative sectors.

11 Steve Wilson

I am a currently a Chief Superintendent with Derbyshire Police and have performed 'on-call- functions, continuously, for the last 17 years. Primarily, this has been as a Silver/Tactical Firearms Commander, duty critical incident commander, Gold/Strategic Firearms Commander and force duty Gold incident commander. I have performed on-call in both federated and superintending ranks.

My experience of being on call is that it has had a significant impact on my work life, home life, personal relationships, finances and general health and wellbeing. The extent of such impact has varied dependent on the role but equally on the operating climate in terms of the levels of intrusion from the force Executive Officers, expectations around my own intrusion and thresholds for intervention in operational incidents. I will expand on this below.

I would point out that in the last 17 years, the levels of rank responsible for the various roles has cascaded downwards to more junior ranks; Inspecting ranks now deal with what the Superintending ranks once dealt with and the Superintending ranks now pick up what was once the remit of the Chief Officer Team.

Work Life

On-call arrangements are ordinarily in place to cover command functions, such as firearms, public order, incident command and multi-agency/LRF response command. As such, the time spent undertaking these functions is in addition to the roles and responsibilities of any 'day-job'. In my experience, the time required to effectively perform the functions of the 'day-job' routinely take the full working week. Any time spent on the on-call functions is above and beyond and there is limited opportunity to ever claw this time back from the time otherwise spent on the busy day job. I would argue that fatigue, time spent dealing with the aftermath of

periods of on-call (completing logs, debrief reports, handovers, reading and creating profiles etc.) all distract from the day job and are rarely if ever acknowledged by Chief Officers as genuine time consuming, essential activities. I would therefore conclude that I am less effective in my core role due to the abstraction that being on call brings, which has in the past, brought increased levels of stress and anxiety as a result.

Home Life

Being on-call is extremely restrictive on your home life. This manifests in a number of ways, such as restricting the types of activities you can undertake, distances you can travel from a suitable workplace, and maintaining a suitable workstation at home to be able to readily assume command of incidents. Activities such as the cinema, going to a restaurant or even going for a meaningful walk or run are not viable due to the constant need to be able to drop everything and turn in to work. I have also found difficulty in partaking in my children's activities, such as taking them for swimming lessons, dance classes and similar for the same reasons of having to be able to drop everything. Being on call, I have never found an ability to fully relax, as you are constantly checking your phone for missed calls or positioning yourself in buildings and spaces to ensure you get a signal. As bizarre as it may sound, I change my habits according to whether I am on call or not; if I am on call, I will not enter my preferred supermarket as I know there is no signal and will opt for an alternative where I know a signal is more likely. Subtle issues, but ones that play on your mind nonetheless. My wife is a light sleeper and once awake, struggles to get back to sleep. For several years where we did not have the luxury of a spare room, I used to remain at work after my period of 'on-duty' had ended and I had gone to 'on-call', choosing to sleep on a camp mat in my office rather than risk disturbing the family.

Personal Relationships

There are a number of practical impacts on personal relationships, some eluded to above. I have sought to reduce the impact of being disturbed in the night by sleeping in the spare room (for the times we have had the luxury of one). Both my wife and daughter have commented on the impact of being woken in the night with the phone ringing and I am required to deal with an incident, with it virtually impossible to do this without some impact on the wider household. I know my wife has had periods of resentment for my work's on-call arrangements as they have inevitably restricted not only our ability to do things together as a couple, but also her social life, as child care is needed in the event I have to return to work. As my wife returned to work after having children, we had an increasing need for outside child care to cater for my on-call periods.

Finances

Rather than being suitably compensated for being on-call, there has, over the years been an additional financial burden. In 2019 alone, I spent over £1,000 for childcare to allow me to be able to respond to periods of on call. I have found myself in the position on several occasions of having a babysitter sat in my house,

while I await the call that may or indeed may not come. There have been times when we were a 1-car family where my wife has had to make alternative, costly alternative travel arrangements as I have need the car on stand-by for on-call responsibilities. Whilst I do receive a small essential user allowance, I would argue this does cover the true cost of always having a vehicle available for on-call. Additionally, the mileage allowance currently paid does not cover the true cost of car mileage as assessed by the RAC/AA.

Ironically, as we have moved to be a family of 2 cars and a motorcycle, I now find myself in a position of having to insure all three for business use, as events within our family lifestyle will influence which vehicle is available for me to use for work. I am expected by my organisation to maintain a suitable space at home for use as a workstation for on-call but am not compensated for this, including provision of Broadband/WiFi.

General Health and Wellbeing

As described above, an increasing expectation from Chief Officer Teams around intrusion in operational incidents, along with changes to the bail act, cover for authorities such as telecoms, DVPNs etc. has meant that what was once perhaps a rare event to be woken up in the night whilst on call, is now not only a regular event, but several times during any one period of on-call. This has a huge effect on my sleep duration and quality, and as described, subsequent workload to 'mop-up' any incidents dealt with through the night. The impact on my personal and home life causes unnecessary stress and anxiety as well as relationship tensions. I would most definitely cite the intrusion of my working arrangements and on-call responsibilities as being a significant factor in the breakup of my first marriage.

Of note, during the first 11 years of being on call, I performed additional hours (due to on-call arrangements) which were equivalent to performing an additional 5 years of duties. Whilst someone reading this might find it incredulous, it is the equivalent of routinely performing a 58 hour weekly average. This fact has been reported to no fewer than 3 Chief Officers with no subsequent support being forthcoming, I suspect, as this is seen within policing as the norm. I would further assess that for the 17 years of on-call performed, my additional hours have equated to more than my entire annual leave allowance for that period, i.e. my leave has effectively been wiped out. That is not to say of course, that I haven't taken undisturbed periods of annual leave.

12 Anonymous

I have undertaken on call duties as a Constable (SFO/OFC) on the Firearms Teams as well as in the Inspecting Ranks as a Cadre TFC and continuing onto the Supt Ranks where I was substantively been promoted to where I undertake PACE Duty (Duty Supt) as well as Cadre TFC role.

My initial perspective is that on-call should only be used for occasions where there is a need for it and it is not possible to cover with on-duty staff where the demand does not necessitate this. (It should not be used to

cover 'gaps' or where demand is known / or as a cost saving measure) this is by way of principle. It must be a voluntary duty and this is often mis-understood that you can't be compelled to do this or you can step down from it at any point and is often not understood, so there is a lot of good will involved for all ranks that do such duties. This good will is eroded by poor payment and working practices. I have previously had a relationship breakdown due in part to on-call demands and the hours also worked from that and only on reflection do you see the impact.

Turning to 'quantum', 10-12 years ago £20 was 'worth more' than it is today were the purchasing power has been eroded by inflation, it was not a huge sum but then I was also a Con so I was not paying 40% tax either. Inflation has eroded the payment value and this has never been addressed when other allowance such as the dog handlers allowance / London weighting etc have been uplifted. Insp and above do not get OT payments or time back so it is purely the £12 to reward you for the risk / hours and personal interruptions.

The risk that one holds after Tax / NI is removed for £12 per day is not balanced against what the staff side get for on call which is very significantly more for often minimal risk so there is a huge disparity in feeling valued around is our 'personal / home life' not worth as much as others who work in policing? Plus many of the staff roles tend not to be 'called out' very often especially at a senior level.

I have not been given any bonus payment / other allowance around workload, I don't expect it but that is the local context where other forces I know award this in blanket form or to specific roles of the Supt ranks. SPP was withdrawn years ago but it did help on the ARV to compensate additionally.

£12 per day does not compensate for having to take two cars to family events (should I be called away) or previously having to source child care at short notice (I don't receive car allowance) as well as other expenses for example short notice cancellations when on-call rotas are changed at short notice and you may lose a deposit on a booking. Small and frustrating but it adds up and increased tensions at home.

An example from personal experience – Managing ones day job rota'd hours 0800-1600hrs but 3 days consecutively managing on call but approx. TOD of 0700-2200 then 0700-2305hrs then 0715-2230 PLUS travel home. No breaks and running MASTS / TFC considerations. I enjoy the work, am passionate about the TFC work and keen to deliver this for the force / public but I have not seen my family, am a bit tired and its voluntary for £12 per day and I understand why my wife and daughter say that its ridiculous and I should not volunteer any more and that before the implications of any IOPC or other adverse matter arising! I reflect on my prior relationship breakdown and do my best to minimise impact on the family but I know they are

frustrated and even when one is not out the house on a call out you are not always. The above is not unusual but there are more examples of this in recent years in force but I hope others will comment on this.

There is the expectation that if on lates you would do the 'work through' a lot of the time, often unspoken but seems the norm across forces and that increases hours, and lets not forget we likely all work on our RD's for a few hours doing emails in addition.

I would like to be a STFC (CT) but that's another rota and I have decided although the opportunity is advertised and maybe I have something to offer that I won't volunteer for it because it is more demand. I soon will have 'elder care' to contend with (lets not forget the age profile of the PSA generally i.e. the 'squeezed middle' between children and parent care which is tricky for many peers as well. This would maybe more impactive on single parent families.

Ideally we should not have 'oncall' but that's not realistic but I would like to see that it is fairly compensated and also regs changed to ensure rest periods and work throughs discouraged unless an exigency? Parity between staff and officers as well as some form of 'risk payment' for higher risk con-call roles) would be fair and fairness and some work life balance for all members would be good. The question I suppose would be if the good will stopped or reduced, it would need to be resourced from 'shifts' so a fair payment that increases with CPI is a very good insurance policy for this. I also think that there are generational differences to 'oncall' whilst not in the supt ranks (but over time people will be promoted to the rank) but there is a shift towards the 'what's in it for me' consideration and we see this in people not volunteering for other roles as you can earn a months on-call money just as a Sgt / Con for doing 1 TOD working in custody for minimal home impact..... this will leave policing poorer in the long term and I would not want to see this.

13 Anonymous

I am Superintendent and provide on-call capability for the Tactical Firearms Command role and Specialist Tactical Firearms Command Role. I tend to cover around 12 days a month.

As a senior police officer responsible for commanding firearms operations, my commitment extends far beyond the typical working hours. Engaging in time-consuming and often unpredictable calls, often in the middle of the night. Whilst some calls can take minutes to resolve, others can lead to multiple calls, disturbing our home life, our sleep, or our working day. Often these calls lead to additional work, assessment of threat and risk, briefings etc, this can regularly lead to several hours of work, but time which I do not get back or recompensed for.

Whilst I am dedicated to ensuring the safety of the public, the demands of this role require a substantial investment of time and effort, frequently extending beyond the original principles of the 24 hours on-call, yet

		<p>the financial compensation remains inadequate at £20 per day. This disparity between expectations and recompense underlines the need for a fair acknowledgment of the vital work we undertake, especially considering the challenging responsibilities we have in our core role and the significant taxes we contribute. A more equitable compensation structure is crucial to recognising the dedication and sacrifice inherent in our roles and ensuring continued commitment to public safety.</p>
14	Anonymous	<p>Due to a variety of roles and long career in the Police I have been completing on call duties now since 2009 and primarily in firearms roles. That is 15 years where I have had to be available to cover these roles in both Forces, I have worked in; Sussex and Kent. The impact on that is that over that 15 years I have probably covered around 20-30 days plus each year.</p> <p>This has had an impact on me, and my family and the greatest impact is that when on call it is very hard to relax or not worry about a call that may come in. Policing tends to be a profession where we pride ourselves on capability and the level of threat involved in on call work now, far outstrips what happened 15-20 years ago. Society itself has changed with the increase in firearms offences, violent crime, and potential with terrorism.</p> <p>I have missed out of family events and occasions with friends as the on-call demand is very impactful and it's often in addition to the day work/role. As it is often voluntary or articulated as voluntarily the actual reality is that for promotion and reputational requirements, that it must be done and if those of us didn't do it, then the cost to policing would increase significantly as day roles would be uncovered.</p> <p>I personally am quite resilient, but on call does affect your sleep patterns and mental health and stress. The challenge is that you are tied to the hours you work on call and know that at any time you may be totally consumed into an incident that may take a significant amount of time to deal with. The impact on my family is that they know that I tend to set myself up in a space where I am immediately available just in case and this impacts on interactions and family time.</p> <p>The financial recompense is a pittance, based on the negative impact it has on the individual and family. Private trade and industries who provide on call cover for far less serious issues, pay far higher rates and do not expect their staff/roles to complete a normal day role in addition to their on-call work.</p> <p>The fact that on call is described as voluntary but is defined by rank and responsibility and at the heart of it, has so much risk and responsibility for colleagues and me. We could end up facing the repercussions of decisions made in relation to on call role for years after we have retired or left the service. Often it is I the on-call roles that deal with deaths on police contact or fatal shootings and it is these incidents which are the most impactful.</p> <p>These decisions may ultimately lead to scrutiny and court processes over a protracted period of time, which will subsequently affect myself, my team and family. This reality in comparison with the on-call allowance does not in any way provide any security or compensation for the time and effort in covering these vital duties.</p>

		<p>Policing is something I have delivered to my best ability for my career based on personal pride and service, but I and colleagues feel undervalued and left exposed to deliver a critical role that is about protecting the public, but there is not enough protection for those of us who deliver this.</p>
15	Anonymous	<p>The current on call rota provision is not fit for purpose and is having a significant impact on my day job and my health and wellbeing.</p> <p>I regularly work 10 – 12 hour days, have a daily 3 hour commute and conduct the overnight on call provision. Generally, I receive calls throughout the day and these increase from 5pm onwards. I have regular disturbed sleep with requirements for DVPNs and urgent telecoms work right up until 4 and 5 am. This does not include the firearms command provision which I do also.</p> <p>The following day is impacted on from a day job point of view and the build up of tiredness takes me approx. 3 – 4 days to recover from. I sleep in the spare bed when on call as the volume of calls is unfair on my family and I have concerns how tiredness can affect decision making.</p> <p>The £20 allowance is an insult to the impact on our work life balance, health, and already busy day jobs. It carries a lot of risk; the volume of work is increasing and the on call provision impacts way longer than the 24 hour on call window.</p>
16	Anonymous	<p>I am a NHP Superintendent and a Public Order Silver Commander. This means my local authority partners all work Monday to Friday and expect me to be available (from two local authorities) for statutory meetings. As a Silver Public Order Commander, I have a significant number of assessments to carry out.</p> <p>I carried out Silver Command for football last Saturday and was unable to take my RDIL on Monday as I have been on the Silver rota all week. Due to 6 Op Tarlac events over the next week I have had to come in during the day for meetings and Silver PO assessments. This week is also our force performance week where we have had meetings, I was required at work from 0800 and not finishing until 1600. More often than not I have to work longer than this before going home to carry out PACE extensions, manage high risk missing people, or other incidents like this. On Tuesday after returning home and having tea, I logged on until 2100 hours, not only to do more DVPNs and incident management, but also to catch up on my day job.</p> <p>I have also had normal NHP partnership meetings, e.g. the Youth Justice Board tomorrow at 1400 – 1600. From 1600 this week I have had numerous calls for PACE extensions, DVPNs, Grade 1s and 2s. Yesterday morning my last call was 0340, this morning it was 0200. I also have a football planning meeting today. Aside from the exhaustion I am currently feeling, I have made the decision today to do all of my meetings online. I felt it would have been dangerous for me to get in the car and carry out the 45 minute journey to work. This</p>

will cost a days' worth of heating and is only an example of something that I know others feel and has happened to me on numerous occasions.

I have a fitness routine, that has always helped with my mental health and is currently helping with peri-menopause. I am unable to carry out this routine when I am on call as I am too exhausted. In turn this increases my stress, anxiety and reduces my resilience. This often results in me being ill with colds and severe digestive problems. Sometimes it has taken all of my rest days and more to recover. Peri-menopause has the added issue of poor sleep, which I was never great at. Being on call means I wake up often checking my phone and then when I do get called, it often takes hours to get back to sleep.

The calls seem to be a lot more frequent and I feel the culture shift with new recruits and inexperience has contributed to this. The significant information flow through technological advances has contributed to workloads. This further impacts on work life as work is being carried out through emails, creating inefficiencies, duplication and increased risk of losing important information. I miss out on a significant amount of family and social events, or when I attend them I often spend more time outside on the phone. My husband, who also works full time, regularly gets disturbed by my calls and ends up as exhausted as me. This reduces quality time together and is often over a week before we can have a normal conversation. My husband is also part of my ability to reduce stress and anxiety and not being able to talk to him through sheer exhaustion further increases my stress and reduces my resilience.

I often joke that I am being paid about £15 for the privilege of being on call. I do believe this payment does not justify the work carried out and I know I am not alone. I always know when a colleague is on call as they are usually looking exhausted and frail.

17 Anonymous

I am a substantive Superintendent within South Yorkshire Police and have performed on call duties regularly over the past 12 months.

Through austerity SYP made reductions in line with many national peers across the service at all ranks and roles. These changes reduced the Superintendents within the force and therefore as a consequence increased the frequency of on call requirements of the rank.

The reality of on call requirements equate to one night every two weeks commencing at 6pm and concluding at 7am the next morning this may also include covering a day shift on a weekend from 7am to 6pm. When covering this on call I am required to be the contact for – 1. All PACE issues, 2.All DVPO applications, 3.All on call Authorities SPOC work.

I have used my last on call period as an example of what this entails – 9/1/24.

Commence duty at 7.30 with my first meeting at 08.30am

Series of meetings through the day concluding my duty at around 16.30hrs.

(Times are approx. but will be within 30 mins accurate)

18.00 Commence on call.

18.15 – First call in respect of an extension for a prisoner in custody. Request further information from the DS briefing me.

18.45 – Second call and discussion around the extension and reject this, logging on to write a rationale as to why this has occurred.

20.30 – Conversation with the SPOC regarding an High Risk missing person and authority – Make notes at the time relating to my actions and decision / rationale.

22.00 – Conversation with the SPOC regarding another High Risk missing person and authority – notes etc as above.

22.15 – Call regarding a DVPO – Tasked the officer with further enquiries prior to making a decision .

01.15 – Call regarding a DVPO – Had to log on to authorise this DVPO, typing the document and return this to the officer to serve.

01.54 – Call regarding a DVPO – Had to log on to authorise this DVPO, typing the document and return this to the officer to serve.

05.09 – Call regarding a DVPO - Had to log on to authorise this DVPO, typing the document and return this to the officer to serve.

08.00 – Commence work undertaking a full day of meetings

16.00 – Conclude Duty

As a result of this on call I had a full evening disturbed. As a father I was unable to take my children to sports clubs as I need to be near a laptop with a solid signal in the event I need to log on. My evening family meal was disturbed and resulted in me eating alone. My wife slept in the spare room so as not to be disturbed by the repeated phone calls and I suffered with significant fatigue as a result of the sleep disturbance. Personally I felt lethargic and was irritable. I then fell asleep on the sofa on Friday evening due to fatigue which caused the loss of further time from my family.

I have tried in vein to work a late turn on the day of the on call and the day after but this is not practicable due to the nature of my role and the meetings I am required to attend, force lead responsibility I have. On call requirements have a significant impact on my fatigue, wellbeing and also on my families wellbeing. The compensation current is insufficient to recompense this impact. The role is not optional, I cannot opt out of this its an expectation regardless of the impact it has on me.

I know this will be felt by peers across the country who no doubt share the same challenges that I have.

18 Anonymous

The oncall arrangements for me as a Ch Supt are extremely demanding. Oncall for various different essential rotas it means I am often oncall for a number of weeks at a time.

For me it affects sleep as you are always expecting the phone to ring so I often extra tired when have the oncall to worry about. It is stressful and you don't relax properly checking e mails etc.

You can't do many social activities as feel you need to be in a position to get onto one's laptop and be near to paperwork etc. It certainly impacts the ability to go out any distance from home.

You can't participate in drinking alcohol which affects the social interactions.

I will often stay at relatives so I am nearer to work to be able to get in as we have no oncall vehicles and I live out of force area. This puts a burden on the good will of relatives.

For 20 pounds a day I have considered relinquishing oncall duties but feel I owe it to my colleagues to continue.

19 Anonymous

I perform three force on call functions on separate rotas, this is not an uncommon level of rotas across the association. It is important to remember on call is voluntarily, but it is a necessary provision to ensure the best possible service can be maintained on top of demanding day jobs. If we were to work shifts, we would not be

		<p>able to manage the portfolios we all hold and numbers in the ranks would need to increase. The biggest impact of being on call is not the impact on me but my on my partner. I have two young children and I must ensure that my partner is available to take over primary caring for these periods. Reflecting on this my partner has chosen employment based on these demands and constraints. I also regularly sleep in the spare room during on call periods in an attempt to minimise disruption to the rest of the household as the norm is to be contacted at least once overnight. I am fortunate I work in a supportive force that has good consideration of the impact of being on call overnight dealing with issues. The force is realistic of your ability to return to work the next day. This does still need to happen as you are chairing meetings and dealing with issues that require your input however well planned you make your diary expecting the worst! The current provision is not reflective of the imposition this function has on your home life. The current reward would not pay for a meal out for a family of four after a week of on call to thank them for putting up with the disruption.</p>
20	Mark Edgington	<p>I have been a Supt for 5 years now and have performed the PACE/Duty Supt/Force Silver role (which we have never defined clearly) for all that time. In addition, I have been on the public order Silver roster and previously performed a variety of on call functions as a DCI (PSD, CID etc).</p> <p>The Duty Supt role is by far the most demanding and impactful on call responsibility I have held. The role has changed over the last 5 years moving away from PACE responsibilities to now running the force business as a force silver. We are an organisation of 7,000 people and only have 15 Supts. The expectations of the Duty Supt role now include the following (as taken from a recent communication to all Supts on what the expectations are):</p> <p>The role should</p> <p>Be visible.</p> <p>Chair the 9am. This brings equality of leadership to ASC and focuses on an agenda that looks at overall risks and demand, and considers requests for service and support equally. It streamlines the Silver:Gold relationship, supports strategic priorities and moves challenges along more efficiently, particularly at heightened demand times and where resourcing in any Directorate is in focus. It provides support, direction and learning to the FDOs. [This could be easily transitioned should there be an appetite to have one Pacesetter review in the middle of the morning, and a reporting line to Gold rather than a Gold Chair at the additional Pacesetter]</p> <p>Ensure all areas of business have strong grip and leadership for the day ahead. This will allow productive and rapid delegation to the appropriate ownership from this role</p> <p>Pay particular attention to custody matters – with the expectations that these are briefed into the role by CJ Inspectors at the morning meeting.</p>

		<p>Manage bail extensions with proactivity around quality of investigative standards (view to support teams with current wicked issues, like DFU and Forensic challenges, supervisor reviews, perpetrator focus). The insight gained in robust bail management assists our overall support to our teams and informs our strategic overview. It is, for Supts outside of CJ and CID perhaps the only insight into investigative quality and therefore an ideal opportunity for their ‘fresh eyes’ and additional support.</p> <p>Manage DVPN requests proactively and with curiosity. As above, the situational awareness of DA, vulnerability and VAWG challenges and investigative quality are observed through this, and the inexperience (and learning potential) of our new officers and supervisors need the support accordingly.</p> <p>Lead on significant staff welfare matters (i.e. police perpetrator reports, assaulted staff, significant IOJ etc).</p> <p>Lead Op Link where the lead agency is police (i.e. Significant crime necessitating immediate Partnership collaboration, large RTC)</p> <p>Support in the leadership of significant community impact events</p> <p>Authorise and lead critical incident management</p> <p>Initially lead and then support Major incident management</p> <p>I am currently the Head of Professional Standards and it is virtually impossible to set aside the day job when performing Duty Supt responsibilities. Duty Supt shifts are now consistently 15hr days with no rest bite and this as you can imagine impacts upon family life. The sense of feeling is that all our Supts are working really hard, are tired and want to do the best for the public. I think the expectations on us as a cohort is significant yet we are not adequately remunerated for this through TVP’s (these were recently rejected) or by the £20 on call allowance. This, in my view, does not reflect market factors and in no way reflects the responsibility and risk that we carry.</p>
21	Anonymous	<p>I am a T/Superintendent and I take part in two on-call rotas. I am a planned tactical firearms commander and part of the Duty Superintendent’s rota. During these periods, I am on call 24/7 and can claim the £20. In addition to this, I am regularly “unofficially” on call, particularly in relation to ongoing armed operations or threats to life. As I am not part of a rota during those times, I do not claim any financial benefit during these periods. I carry out at least one weekend (Fri-Sun inclusive) a month on call, and maybe two week days a month. Since 1st November 2023 I have been on call for 11 days. During those periods I have worked outside of normal working hours (0800-1700) on 6 of those days, inc two calls in the middle of the night.</p> <p>Being on call is incredibly disruptive to my personal life, and I do not consider myself to be “off duty” at all during these times. I cannot make any plans- I have to carry my phone everywhere, on loud, and be within 5-10 minutes of my car, laptop and radio at all times. I have to keep all my electrical items charged and have a “go bag” ready. Even meals have to be planned so I can miss them or take them with me. I cannot make any leisure plans, and many pastimes are impossible anyway; I can’t go swimming/cinema/theatre or for any form</p>

of exercise that takes me too far away from a car; this includes a simple Sunday afternoon walk. I can't plan anything involving friends or family, and in fact decline any offers, as I will be distracted, constrained and at risk of cancelling last minute. I certainly couldn't commit to any caring responsibilities. This does impact on relationships, of course.

Being on call means being slightly on edge at all times, as the next call could bring a high risk incident with it. I find I am constantly checking my phone; I even take it into the bathroom and leave it visible when I am having a shower. I cannot sleep soundly. I do a number of things to try to calm myself before going to sleep: I lay out clothes so I can leave in a rush and check the command and control system before bed to make sure there are no ongoing incidents that may turn into something that requires me. But it doesn't really help. When I do work late or get a call out overnight then clearly this massively impacts on me. But it also impacts on my partner who is woken up too.

Even if called out overnight, the day job is still waiting for you, so I find myself rolling straight into the day duties anyway. During a busy multi-day pattern this leads to me snatching sleep where I can (usually in the early afternoon). If I try to have a lie in after night activity, I find myself behind the pattern at work and constantly racing to catch up, so it's not worth it. Unsurprisingly, by the end of a weekend I typically find myself exhausted and heading in to work on a Monday morning emotionally fragile for a full working week. I try to plan in rest days to recover hours and prevent burnout, but operational tempo and the demands of the day job don't always allow it.

The £20 allowance is faintly absurd. Last weekend, in response to a question from some members of the public, I explained that I get £20 a day for my on call duties and the associated disruption & responsibilities. This led to a mixture of shock and laughter. It's fair to say, that I cannot rely on the money to compensate me for the disruption and stress. It certainly doesn't compensate for the risk associated with the roles. So I have to rely on the knowledge the role is important, keeps the public safe and that someone has to do it.

22 Anonymous

Whilst I am an individual who goes above and beyond my required number of shifts (over 80 per year more BH shifts than required, and ¼ shifts of which were at weekends last year) I am not entirely convinced that any dissenting voice or criticism will not be held against me! Sad times.

Needing to be local, at a police premise for a full shift before taking on call overnight impacts upon my life and freedom. I abstain from alcohol and eating out, remain in county (so I can respond within ½ hour) and ensure children are cared for by others 'just in case I am called'.

		<p>When I am called, I am busy for hours. When I need to return to work it is often with limited sleep and always after having worked a full shift – and they are often 10hrs plus.</p> <p>My role necessitates that I need to work day shifts often chairing partnership meetings – and so my cadre shifts are often late turns (by choice) AFTER my ordinary shift to minimise impact on others in my organisation and partners. I do sometimes shorten the earlier shift – (but not often enough) meaning I regularly work 15/16 hours at least once a week – sometimes 2 or 3 times a week.</p> <p>Cadre responsibilities impact on my day job if there is a call. There is an expectation I take rest period – but it is not often the case that I can.</p> <p>£20 for the impact, (on me and my family) and the RISK that is expected to be managed is really a laughable sum when considered with private industry on call payments - as is the Bank Holiday enhancement of £5.00.</p> <p>A child can earn that in an hour refereeing a game at the weekend!!</p> <p>I am nearing the end of my service now, and will unlikely see any material benefit to any change by the time it might be negotiated – but for those who will come after me..... please make it better.</p> <p>No wonder people are less willing to volunteer for it, given the impact versus reward.</p> <p>I am a CIM (Critical Incident Manager) occasionally to help out, but a CTFC in the main. As a Supt I also support Gold duties on occasion too.</p>
23	Anonymous	<p>I have been a t/Supt for 11 months. In that time I have undertaken an average of 1 on call duty each week. With those on call duties, I have been woken up during the night on 80% of duties for phone authorities/ DVPN's.</p> <p>I have never completed a duty without having a call outside of office hours. The most calls I've had during sleeping hours (11 x 0700) is 4 calls causing disrupted sleep.</p> <p>Of note, Leicestershire allocates on call duties on RD's,</p>
24	Anonymous	<p>I currently perform on call duties for three functions within my force. These are:</p> <p>Strategic Firearms Commander CBRN on call</p>

Superintendent on Call/PACE/Gold Commander

I regularly work between 15-20 on call days a month, in five day blocks. When on call I must be able to get to work within an hour and have access to a work vehicle with all my kit and equipment in. During periods of on call I cannot drink, cannot make plans to socialise and can never book events or tickets as I am aware I may not be able to be free from work. During my SFC and on call duties it is not uncommon to receive a call outside of working hours during periods of sleep/rest, and often these duties are worked over an above a fifty hour working week. When an incident requires attendance or command this can result in a recall to duty. As a superintendent when you need to take time back your work is not covered by anyone else, so you are reluctant to take the time back as you will still need to complete any work you have missed. Now in my force there are only three occupationally and operationally competent Strategic Firearms Commanders, meaning I and colleagues have to work additional days to cover the gaps that exist. Luckily, my colleagues and I work closely to ensure we can still have some respite from on call duties to attend family events and other functions.

When I look at the arrangements for police staff and on call within my own force there is an uplift of 8 – 10% of basic salary. If I work an average of 15 days on call per month I would receive £3600 a year. If I were to receive the same reward as police staff receive at 8 – 10% of my salary I would receive between £7,200 and £9,000 a year, which would seem to be a fairer reward for the constant disruption and restriction to my personal life.

My current force do not recognise that on call performed on a rest day is in fact a working day. So the compensation for performing on call on a rest day is £20.

25 Anonymous

I perform four different regular on call functions as a Superintendent. Two of these are mandatory for my role and two are because of specialist skills that I have. I am a single mother. Every time I am on call I have to find cover for my daughter in case I get called out in the night. This means that my 77 year old mother has to commute to stay at mine, where for years we only had two beds so my daughter would have to sleep in my room so my mother could have a bedroom to stay in. This is incredibly impactful on all of us. This last weekend I had to ask a friend to have my daughter for a sleepover at very short notice to cover an overnight period. It is hard to give up time with my daughter when I don't have her full time as it is. It makes me sad on every occasion. My daughter also suffers from my on call duties, often having to give up her time with me for me to take calls when we are at home or commuting as well as having to stay away from me on occasion to enable me to be on call.

Two of these on call functions often require call outs in the evenings or during the night which gets harder to recover from with every year older I get and often interferes with social plans. This means that for weeks at a time the only things I have on in my life are work and childcare. Social and family support structures are shown as protective to PTSD and other mental ill health so relinquishing these for on call is not good long term. My marriage broke up in no small part because of the impact of my job on our evenings, nights and weekends over an extended period of time when my day job was 0800-1600.

I also have to maintain my driving and therefore eyesight and other skills (working at height, CPD days etc) to perform my on call functions which takes time out of my diary that is hard to find when I run a national capability. There is talk of having to also cover nights for front line policing which will further add to the burden both on my family and my health.

Often you do not get the time back for call outs as it compromises your day job and you go straight into a full day's work from a call out in the night. This impacts effectiveness but it also means that I am often operating very tired which is not good for long term health.

I still have over 20 years to serve and it is only fair that we are sufficiently compensated for the extra that we do over and above our days jobs, especially when the impact on our family life, social life and health are potentially catastrophic.

26 Anonymous

I perform the following operational responsibilities:

Supt authorities – overnight from 1800 until 0700hrs – the majority of which are on a weekend for me. I will work 1800-0200 and then be on-call until 0700hrs – some Superintendents will work their day shift hours and then do the overnight on-call. These shifts generally include calls from the SPOC unit for urgent authorities (can be numerous overnight) and officers wanting to discuss DVPN applications (again routine). Cadre TFC (and Critical Incident Manager) – shifts can be days 0800-1800 (with the 0700-0800 on-call) or late evenings 1800-0200 followed by on-call until 0700hrs.

Cadre TFC and Supt authorities are often combined for late evenings to provide in effect dual command cover to reduce the numbers of officers needed for covering the rotas.

I am one of our force CBRN commanders where I am allocated 24-hour on call responsibilities for CBRN incidents - a mix of normal working days and across rostered rest days (weekends mainly).

		<p>I am a Specialist Tactical Firearms Commander and in our force we have a rota with four of us on it (other 3 not STFCs yet) providing support to level 2 operations – the days covered are classed as on call for that 24-hour period. In a month this is about 7-8 days to share it out.</p> <p>In any given week, I generally have 3 out of the 7 days with some on-call responsibilities – a combination of the above.</p> <p>Add in my Silver POPS work and it soon adds up to be potentially overwhelming at times.</p> <p>I find the impact mentally draining (waiting/dread of the phone ringing especially during the night) and disturbed sleep when the phone does ring during the night not just for me but my family as well – naturally they wake as they hear me on the phone, something I do not think is taken into consideration around the ethos of on-call. Socially, I am unable to leave the county and must be within a reasonable response of being in a position to deal with on-call calls. This has an impact upon family and personal plans to do activities.</p> <p>The £20 per 24 hour period really is an insult for the level of responsibility carried. I'd like to think I do more than my fair share of command/on-call responsibilities however the negative impact deserve more than is currently being paid.</p>
27	Victoria Sullivan	<p>I currently do 3 on call rotas, one of which is National and was also approached recently with another BCU Super rota. Although we have declined, I am not sure where this position is at the moment but it's simply not sustainable. I forgo lots of weekends which rack up lots of extra RD's, worked Xmas day this year and have a young child.</p> <p>Last night I was on call Kidnap, went to bed at 3.30 and up again at 6.30 to sort out my child and then do my day job..... Dealing with the highest risk criminality, no sleep and 11 hours overtime for £20.</p>
28	Anonymous	<p>I do approx. 52 Gold shifts a year, a mix of day and lates followed by night turn on call. We also cover weekends (12 hours) and are on top of my day job as divisional commander for one of our 3 divisions. All are 12 hour shifts. I perform the role as Gold, SFC, PACE and telephone approval officer on these shifts. Our NPCC officers do not do Gold or SFC duties. Our Supt's do not get and of the supt payments as a matter of policy beyond the £20 on call payment.</p> <p>I live on my own and have two autistic children aged 9 and 12 which adds to the need for me and my ex wife to share childcare as much as possible, due to their enhanced needs.</p>

		<p>On the weekends and evenings of on call and working I am not able to have my children. This means that when I am not working I always have them so do not get respite.</p> <p>I can make this work, but it does add to my tiredness and stress, and has an impact on both my ex wife and children in that it limits the support they can be given. My eldest is not able to be looked after by anyone other than me and my ex wife safely due to his needs and he is out of full time schooling.</p>
29	Anonymous	<p>I do think that the current arrangement of £20, non pensionable and taxable does not give fair credit in relation to the commitment that is required for the role.</p> <p>The impact on not only the day to day role, requiring the need to be flexible to dealing with immediate requests for the on call requirements, but it has a significant impact on my off duty time with my family, again requiring the need for me to be near a laptop or able to return to a duty station at short notice. This also impacts on the ability to be able to undertake any fitness or family activities outside of work for fear of getting a call, so health and wellbeing also is impacted.</p> <p>The calls can be significant, at all times of the day and early hours of the morning and late at night and it without doubt impacts on my sleep as it is either disturbed by a call or not sleeping well due to being in anticipation of a call. This can last for the duration of the on call function.</p> <p>The hours of commitment can be 15 minute calls or as long as several hours depending on the nature of the commitment, i.e. mental health detention outside of PACE or Superintendents extensions. The total length of the days commitments can be often difficult to quantify in terms of overall daily hours and often its not the time but the number of calls that causes the fatigue. It can be hard to then rebalance the hours back alongside a busy role with other competing demands.</p> <p>When I have been observed by family members taking the commitments off duty and the impact it causes, they cannot believe that the recompense is £20 and taxable and literally think for the level of responsibility I am joking, which says a lot about public perception of the appropriateness of the level of current recompense.</p>
30	James Turner	<p>The on call superintendent role is by far the most time consuming on call duty I have undertaken in my policing career. I have previously performed the role of on call PSD, TFC and COVID advisor during the pandemic. The difference with the Supt when comparing with previous command roles I have performed is the consistency of the out of office hours calls that you receive. Every shift that I have performed this role I have worked a minimum of an additional 5 hours on top of my rostered 8 hour shift. As the on call superintendent I am performing the role of silver commander for our force which is a organisation that employs nearly 7000 people and has an annual operating budget of £350 million. I do not believe that £20 is</p>

		<p>an appropriate rate of remuneration for the responsibilities that are required of me. I would welcome a review of this amount in view of the hours worked and decision making that is required and propose a review of market factors relating to on call functions that are undertaken in roles within the private sector.</p>
31	Neil Billany	<p>I have been a Superintendent for 3 years (and a police officer for nearly 23 years). I was promoted to Superintendent in the Met and spent a year as a Response lead, while also covering local 'on-call' duties and on-duty cover for the wider North London area on nights and weekends. The Met system (in part an option owing to the sheer number of Superintendents in the Met) means that I was never on-call at night, and that when off, my weekends were generally my own.</p> <p>In early 2022 I transferred to Cambridgeshire (as a Superintendent) and now work on a full on-call rota covering Force Gold responsibilities. This is undertaken from either 6am on a Tuesday to 6am on Friday, or 6am Friday to 6am Tuesday. The expectation as Force Gold is to cover 2 busy custody suites in terms of PACE responsibilities, chairing and acting as decision maker for the Force Management Meetings (daily at 0830 and 1500 hrs), covering Grade 1 and occasionally Grade 2 applications for communications data, reviewing and authorising DVPN and SPOs for those in custody and also ensuring that incidents requiring critical status are accorded the appropriate level of oversight and governance / consideration of, and setting up / chairing of, Strategic Co-ordination Group meetings / undertaking Strategic responsibilities to the Cambridgeshire Local Resilience Forum / JESIP. I also have found people contact me for general advice – for example Force Silver has called me in the early hours for a second opinion on whether a PIP was needed, I also have had calls about how to proceed with higher risk cases, for example someone who is to be released from custody who presents a high risk to their partner and there was genuine fear he would cause her significant harm.</p> <p>I have 3 daughters of school age (11, 11 and 10) and my wife is a full time Detective Superintendent in the Met, working on a busy inner-city BCU and also covering her own on-call responsibilities.</p> <p>There are occasions where I can be called 4 or more times through a night, mainly to authorise urgent phone work to locate high risk missing people – and in virtually all cases these are authorised as the grounds are significant in terms of an active and documented intention to cause harm to themselves, or the fact they are likely in a highly unsafe situation and need to be found quickly (CSE / CCE / County Lines type scenarios). Obviously once a call is taken and information listened to, getting back to sleep can be difficult, and even 1 call in a night can have an adverse impact on my ability to concentrate the next day. This is especially important when you consider the accumulative effect of working on-call for a period of 96 hours over the weekend, and then following straight into my 'normal' working week where there is no allowance of me having worked 5-7+ days in succession with interrupted sleep.</p>

It's also worth adding that to be called, at the level of Superintendent, means that something is of significance. I am called to advise on whether something needs to be referred to an immediate Post-Incident Procedure, whether Professional Standards or the IOPC need to be engaged, whether an officer should be suspended for an urgent misconduct issue, whether we need to initiate mutual aid to resolve a public order situation.

I frequently take phone calls relating to on-call matters when I am off-duty and with my family. I have to be exceptionally careful that they are not exposed to sensitive conversations about people wanting to kill themselves, children who are being sexually abused and conversations about serious crimes that might impact on their wellbeing. This is especially important / of note when I am driving them in the car and have my work phone connected to the Bluetooth – I cannot pause my role as a father so have to work around this – deferring phone calls to when I can safely pull over, or reach my destination. I also have to consider that ideally I need to be in a position to immediately drop everything at home and head into work – for example should a colleague be seriously injured or worse or a major incident develops. The reality is that with my wife working full time this is very difficult and when my wife is at work, or elsewhere, when I am on-call and looking after the children I feel a genuine nervousness that should something happen I would need to find emergency childcare at very short notice, which would probably look like asking my aging (late 60's) parents to help me, although they live some distance from me and I would therefore need to take my children to them – and at times this could be the early hours.

I have found the move from the Met (where on-call was performed between 0700-2100 Monday to Friday) and Cambridgeshire significant in terms of this. The expectation and reality of on-call in a county force is significant and I feel a huge responsibility as the single most senior officer on duty. I am well aware that my performance as Force Gold is subject to scrutiny at NPCC / external levels, and that there is a pressure on me to make 'perfect' decisions at all times of the day and night, regardless of how much sleep I have had.

That said, there is a network of support within my force and I if necessary I wouldn't be afraid of asking for assistance, or informing the on-call NPCC officer if I was struggling. I have previously agreed to split Gold for competing incidents with the ACC and this has helped me deliver to a higher standard over a prolonged period of time. This is especially relevant with incidents involving firearms, as the NPCC lead covers SFC and I have no formal role in firearms incidents as the Force Silver is the TFC. Aside of SFC the NPCC on-call will generally not get involved in anything operational unless I proactively ask. I am entirely comfortable with this as it aligns with the CoP APP around Command and Control – also acknowledging that this document makes it very clear what is expected of Gold and the level of responsibility that sits with them.

	<p>Considering the current on-call allowance, especially when looked at after tax is removed (although it is not much better before) it really does not compensate for the significant impact being on-call puts on me, both mentally and physically. I am not able to fully switch off when on call, cannot relax and have a glass of wine with family (for example when I was on-call recently over Christmas '23) and I find myself waking up in the night and checking my phone, as I am worried I will miss an important call in relation to a life or death situation. I could not live with this happening as I joined the police to serve the public and be there in peoples hour of need. On-call has also meant I have to compromise on the attention I can give my wife and children, and at times does place an extra level of stress on our collective relationships.</p> <p>Being on-call causes me anxiety and I am physically and mentally exhausted when my cover finishes. It generally takes me a day or two to get back to normality, and then I get (dependent on where I am on the rota) either a 3 week, or 4 week, break before my next round of cover commences.</p>
<p>32 Anonymous</p>	<p>The on call payments in the context of inflation and the attrition of experience within forces are not necessarily the right model to support the delivery of 24/7 services for the public.</p> <p>At present on call rotas are being run predominantly on the good will of those who undertake the rotas. Rotas are often staffed with a small number of people to populate the rotas, this is particularly acute for those which require specialist skills sets, and where the training requires a significant financial investment. For areas where people are Authorising Officers, or Appropriate Authorities at superintendent level, and for roles such as POLSAs, drones etc at Federated ranks, there can sometimes be a rota which is populated only by two people. In the enabling services non-warranted colleagues are often expected to perform on call functions without payment, which doesn't feel fair.</p> <p>The pressures experienced by those on the rota not only inhibits progression for some under-represented groups who are not necessarily able to access the same training as those who can work 24/7. But also means that recruitment onto rotas themselves can be a challenge.</p> <p>From an individual perspective, being on call has the following impact:</p> <p>Requirement to have a vehicle to use for work, and maintenance costs not being covered by essential user allowance. Officers are essentially out of pocket for doing on call, whereas if they were self-employed they would be able to tax deduct these expenses.</p> <p>Significant impact on work/life balance. The requirement to be close to a work laptop, vehicle prohibits simple things like going for a run, being part of any club / society which has a regular evening slot.</p> <p>Disrupts sleep which has a proven impact on life expectancy and overall health.</p>

Smaller forces ending up 'double-hatting' on call across multiple functions which is not compliant with national guidance and exposes individuals to personal risk.

Consideration could be given to reviewing the current on call provisions to ensure that where officers are working double shifts that there are some expectations within regulations to enable these hours to be consistently taken back.

Consideration could also be given to undertaking some meta analysis of the PAS to understand the hours being worked across different ranks and functions.

Consideration should also be given to mapping the increases and changes in demand for superintending ranks owing to changes in law (DVPO/ N, SPO, bail etc) as it feels as though the engagement and costs associated with these changes aren't fully understood and are predicated on the assumption that there is 24/7 cover for this rank which is only true in a couple of forces. I think there is a fundamental legal discussion we should be having about some of these authorisations and the rank required. DVPNs require a supt but bail conditions (which can be longer and more stringent) don't. There seems to be a lack of consistency across who needs to do what, and there are significant public sector savings that could be made by mapping and quantifying the public cost of these decisions. This would both enable us to ensure funding is being spent in the most appropriate way, and also looking at better consistency with decision making across the service.

33 Joseph Banfield

I am the Head of Protecting Vulnerable People for Northants Police and perform the role of 'Duty Supt' on a regular basis with all other Supts in force. By way of context an on call day would involve me running a 0945 force level Daily Management meeting a similar meeting at 1600 to ensure later turn officers are aware of the set priorities from the 0945 meeting and then a 2100 meeting to ensure the night resources are similarly briefed. Before, during and after those meetings I am expected to manage my daily workload and meeting schedule around all PACE issues, authorising urgent verbal telecoms applications, authorising DVPNs and SPOs and managing all critical incidents and matters that require SILVER oversight.

Whilst anyone who takes on the responsibility of the Supt rank does so with their eyes open as to the additional responsibility, the impact of being 'on call' at this rank is hard to understand until you are performing the role. When on call I typically start at home at 0800, manage my working day from the office and will then be on my laptop at home until well after 2200. Rarely does a night go by when I am not then called overnight, mostly regarding MISPERs or DVPNs. This clearly has detrimental impact on family life as I am unable to assist with childcare on these days due to the impact of my on call duties. Being on call overnight impacts not just me but my whole family who are sometimes all disturbed when I am called overnight.

		<p>Regardless of the quality of sleep, overnight interruptions and whatever family life throws at me I am present in work the next day to manage daily business as well as the additional elements of the on call role. The payment of £20 for this additional responsibility is laughable at best, especially when no consideration is taken as to the scope of the on call role and remit involved to gain the payment. In previous on call roles at DI and DCI level I have been on call with a defined and minimal remit – such as on call SIO for Homicides - the impact of this type of on call is much easier to manage and it has less of an impact on work life balance as the volume of calls over a year are considerably lower.</p>
34	Anonymous	<p>I would like to submit my experience of undertaking on-call duties in Superintending ranks. I am currently temporarily in the post of ACC, however this is only as of the last 3 weeks and I have been a Chief Supt substantively since August 2023 and have undertaken on-call at the rank of Supt and Ch Supt continuously on rotas since late 2018.</p> <p>I am a mother of a three-year old child and on my return from maternity I went back onto the on-call rota as Duty Silver (Superintendent, including TFC) and back to full-time hours when my child was 9 months old. I have since undertaken Temporary and now substantive Chief Superintendent, which required me to undertake on-call Gold and SFC duties – this was initially for a 3-4 day period and now in my current force it is for a 7- day period 24hours.</p> <p>I understand and support the requirement for on-call at this level and it is a reasonable expectation in my opinion. I have willingly undertaken the SFC and MAGIC courses and am happy to contribute to this critical role. It does, however, come with a cost – for the duration of the on-call period I cannot arrange time away with my family, I have to be permanently available for calls, I have to undertake weekend work to manage the force and I take out of hours calls. This means that every time I leave my house I have to have a means to record decisions, I have to consider if I can take my daughter anywhere on my own in case a call comes in and I cannot give her the attention she requires – this means that some activities are not possible and some places are not ideal because of the need to be able to speak in confidence.</p> <p>When there is a critical issue requiring Gold intervention or oversight I inevitably also work longer hours in the workplace meaning I have to ensure I have cover to collect my daughter from nursery – my partner is also a serving officer so it impacts on his working hours we have to balance both of our on-call responsibilities to ensure we don't do this on the same day.</p> <p>All of this results in impact not only for me but for my family and it inescapably results in fatigue at the end of each on-call period due to disturbed sleep and extra pressure. Without us volunteering to undertake this additional on-call duty the Police service would be unable to ensure appropriately experienced and qualified</p>

		<p>oversight of critical matters and firearms command because we do not have sufficient people at each rank to undertake this on a duty rota, it would be impossible. Currently one week every month as a minimum I undertake this additional rota cover and this impacts on my work/life balance.</p> <p>The request is simply for fair recompense for this additional work, which sits on top of a job that already entails long working hours and critical decision-making and risk management.</p>
35	Anonymous	<p>Within our force and as a detective, we tend to get more on calls as “duty role” due to many not holding Public Order or Firearms to name another couple of additional responsibilities. I am however a Senior Investigating Officer, Senior Identification Manager and hold other responsibilities for the force.</p> <p>Currently, as Duty, I perform either 2 days (48 hours) or 3 days (72 hours) every 2.5 weeks if not sooner. It is important to note, this is around the day role of Head of SOC, Surveillance, Intelligence (DOI), ANPR and force lead for numerous Drugs/Firearms and Vulnerability strands. The day job does not go away so am often working extended hours but still having to chair partnership meetings on a daily basis often with limited sleep. On call cannot be under estimated. It is not the work or responsibility, it is the fear of missing a call for help so often sleep is disturbed and has a knock on for the rest of the week or rest days.</p> <p>An example was I was as Duty required to work alongside partners for the floods. This ended in working an extended period overnight with no sleep. This was due to the risk presented, being the senior officer on duty, leadership and ensuring we kept people safe. This had a real impact on my home life due to not being around for the children, animals, as my wife works also, sleeping patterns and left me tired for many days afterwards. It is a regular occurrence to get calls for DVPNS and urgent phone work throughout the night. This ranges from 1 to 8 calls (record) per night. This then impacts on the day role as identified above.</p> <p>I trust this supports the PRRB review of on call allowance. Whilst I accept we are rewarded in the role, this does impact on both work and homelife balance.</p>
36	Anonymous	<p>I have undertaken 3 primary on call duty types in the 6 years I have been an association member The most intense is PACE/Authorities – this is a high demand role often resulting in multiple calls throughout waking time away from work and the night whilst sleeping. The calls generally relate to complex decisions relating to:-</p> <p>the authorising of submissions to court for orders relating to domestic abuse perpetrators, the authorising of telecommunications data for people at immediate risk of death or serious injury, or extensions to bail arrangements.</p>

All 3 of these are lengthy assessments, where a large volume of competing factors have to be carefully weighed in order to reach a safe and defensible decision. All 3 carry significant risk if the wrong decision is made – it is no exaggeration to say the ramifications of the wrong decision include death and serious injury to a victim or vulnerable person.

Authorities of these types are predicated on briefings from front line officers who, due to recent drives to recruit and the loss of older officers, tend to be very inexperienced. This exacerbates the encounters – rather than simply being the authorising officer, I find myself having to quality assure the safeguarding strategy of a DA victim, or the search plan for a high risk missing person, of the investigative quality relating to a bail extension. In such cases, where the threshold is not meant to grant the protective authority, this creates a further dilemma and I now need to ensure alternative measures are in place going forwards to mitigate the risks that are still present.

The other two roles relate to Tactical and Strategic Forearms – again – both result in calls, during evenings and whilst sleeping overnight, to assess complex information and make decisions where the ramifications of an error include serious injury or death.

None of this decision making activity is unreasonable to ask of a PSA member – it is what we are paid for and most of us really enjoy it. But during an on-call period, which are frequently 72 hours and occasionally 7 days long, the cumulative effect of calls outside of normal working hours is exhausting. These duties are undertaken on top of a normal working days, which are frequently 10-12 hours long. Despite this, the prevailing view of local PSA members is that getting the on call duties ‘out of the way’ in blocks (and then enjoying a relative longer period free from them) is less impactful on wellbeing and family time than lots of ad hoc single days

In the evenings, prior to actually going to sleep, I find that I am constantly checking my phone to make sure I still have a signal, the phone hasn’t dropped on to silent and that I haven’t missed a call. I have to take the phone to the toilet and the shower with me. I cannot invest in an activity such as swimming, going out for a family meal etc, as such activities are not compatible with having a phone to hand or are activities which the taking of a call would really impact upon. In addition, most of the responsibilities involve having access to a laptop, phone and paperwork which cannot be left unattended in a car due to its sensitive nature. So trips out of any kind involve carrying a go bag around a supermarket or other venue. Often, a trip out with family or partner means taking two cars so one can leave at short notice without cutting short the day for the other(s). This presents a further logistical issue and diminishes the value of the family time and, notably, increases the fuel costs.

		<p>During the night, I don't sleep properly when on call. I cannot take my mind into a relaxed state whilst I am effectively waiting for my phone to ring and simultaneously feeling the weight of the consequences if I were to miss a call.</p> <p>The on -call duties are absolutely necessary for the force to function, but they have a significant effect on tiredness, wellbeing and an ability to be 'present' with family. They impact on caring responsibilities for children and elderly dependants, disturb sleep, and sap energy impeding ability to exercise. They significantly hamper my mood.</p> <p>If a normal working day is taken as 8 hours, then a £20 allowance for the other 16 hours equates to £1.25 per hour. A rough calculation places a mid-level Chief Supt at £47 per hour when working. The difference between the two hourly rates does not seem proportionate and I would support the case for an increase.</p>
37	Anonymous	<p>I have performed 'on call' now for many years, in a range of areas, including PACE, duty Senior Leadership Team, and firearms command, both at TFC and SFC levels.</p> <p>My experience in all of these areas is that the volumes of calls, together with the risk levels, can be highly demanding, and a taxable £20 payment for the 24 hour period comes nowhere near compensation for that risk, or the interruption to sleep and family and social life.</p> <p>For instance, as just one example last year, I was SFC for a firearms incident involving a highly dangerous individual, the call for which came in at 2am. I had worked the previous day, and was in work the following day. I was up, admittedly at home, but at my computer with the radio and written logs, and leading this operation from 2am to 5am in a high risk arena, for which I was able to claim £20. Senior Doctors would be expecting significant recompense for undertaking an emergency procedure in such circumstances.</p> <p>One PACE weekend two years ago, and in one day, I recorded 41 phone calls made or received in relation to DVPNs, PACE extensions, mental health escalations and reviews. These took place out of hours, and significantly impeded work-life balance, placing pressure on families and others. This is not atypical.</p> <p>Being 'on call' is part and parcel of being a senior leader and commander – but the financial recompense for these responsibilities seems to me to be woefully inadequate when compared with other systems in the private and public sector.</p>
38	Anonymous	<p>I am a temporary Superintendent in a small force which does place all ranks into 'on-call' duties, including on rest days. As a temp I cover my original 24hrs/day seven days/week rota in my old CI post and the duty super</p>

role, also 24/7. When duty super at weekends this is a 'duty day' and I add it to my large pool of rest days that are troublesome to take off. My original on-call rota is not a duty day.

As well as a policeman, I'm also a dad, have elderly parents and have interests and hobbies outside of work which involve me travelling to areas within which I can pursue them. I struggle to fathom how ten pounds net can be sufficient compensation for many weeks of my life in which I must be available to work, have access to I.T, restrict my wife from using our car, not carry on with my leisure activities on rest days and stay in region whilst my family go elsewhere. The added inflexibility the misuse of on-call causes within annual leave planning adds further pressure to personal and family life.

Whilst I accept on-call is 'voluntary'; I think we can be frank in reflecting upon culture, expectations and politics when considering if officers are truly willing to be the few who do not support our communities and colleagues by filling the gaps left by austerity measures, Windsor Reforms, poor central understanding of the policing landscape (no, we are not 'just the like NHS') and the disparity between large and small forces capacity and capability.

I would accept that on-call should be mandated for certain specialist roles which require expertise to be available but not necessarily 'on duty'. However, these roles should be reflected with TVP's and rewarded with equally proportionate on-call payments as those sought by the superintendents. Whilst the 'one for one' working time directive compensation and 'interruption on a rest day' caveat is useful to reclaim our time I would consider a higher on call payment more beneficial to Superintendents than improving time compensation conditions.

39 Anonymous

I am a force Superintendent. I work as oncall silver as Duty Superintendent and also cover weekend SLT cover within my own command.

When Duty Supt, within my Force, this is in addition to your day job and we do Monday-Thursday, or Friday-Sunday. We only do approximately 4 of each set in every 12 months and I do approximately the same additional weekends for my own command weekend cover.

I very much enjoy being Duty Silver and as I currently work within a specialised area of policing, it enables me to refresh my operational command skills and keep up to date with other commands and aspects of policing. However, the impact on my home life is significant.

My husband is a PC with the same force and works full shifts on a 10 week rota. We have 2 children together and he has a son from a previous relationship. Whilst I am fortunate to have family support for childcare, we

do not have anyone who is local enough to assist with school runs and we have nobody who is able to have the children overnight. I am fortunate and through planning a long way ahead, am able to book my Silver (on call) shifts for when he is rest days. Therefore I plan these and whenever he has a long weekend off, I always work these as my working weekends. This is because I would not be able to do on-call if he is on an early/late or night as if I was called out, I wouldn't be able to leave the children. This means that unless we use annual leave, we never have a weekend off together. We never plan things together as a family and this impacts us all.

Personally, I also recognise that my own coping mechanisms and mental health wellbeing is impacted by my ability to participate in sport. Whilst on call I cannot do this. I cannot commit to playing in matches or anyone relying on me, as I never know when I will finish work or be called again. I am also currently training for the London marathon and cannot go out for a run whilst on call. Therefore my planning schedule is difficult and when I cannot keep up with the plan, my stress levels increase. Whilst only minimal oncall overall, this impacts me as stress levels are higher and coping mechanisms are removed.

The hours working whilst on-call are described by my husband as 'inhumane'. During the week, I will do an ordinary day shift (approximately 9-10 hours) and then from 1700 hours have all silver responsibilities including PACE for the Force. Sometimes this impact is minimal, other times you can be awake all night or woken several times for different matters. You then get up and start again. By the end of a set of on call it is entirely expected that I will be exhausted and run-down, with a cold on the way. It is not always easy to take rest days, so sometimes a weekend working will lead to a 12 day stint.

I have certainly experienced sets where I have worked 16 hours a day and then dealt with several incidents overnight, only to do the same again the following day. The hours you work is only compensated by the £20 oncall allowance. This certainly means your actual hourly rate is halved!

40 Anonymous

Currently the only role I am required to undertake by rank on call is the County on Call duty Superintendent rota. I also undertake on call for armed policing as a cadre TFC as there is an expectation we have a discretionary role which I believe is correct to do. However this is not consistent across the rank portfolio. In addition to the required and TFC functions, which I see a role related, I also undertake on call negotiator coordinator, but I choose to do this accepting the impact. I can therefore spend 50% of the month on call, but accept a third of that is my choice and I do it because I enjoy negotiation (and wouldn't change that – I consider it my hobby!)

With regards the County Duty Supt role the impact is primarily the disruption throughout the 24 hours and the expectation that you will still do the day function. So you can have a busy work day, then required on call

several times overnight, and back to work tired. It absolutely brings your work home into the house, finding space away from young children who hear [one end of] calls about crime and criticality, and the phone that continually rings waking partners up. Personally with this role, unlike when I do on call for negotiator or armed policing, I don't sleep as soundly, and end up drinking more caffeine to try stay alert when you do get woken.

When on call periods are sandwiched around a day role, mandatory training and leave commitments with peers, you can easily work +7 days in a row; I think 15 days continuously is my personal "record". But I accept there is a personal responsibility to challenge that, and also a historic culture which is improving to take more time off. When you add up the number of hours you work in a day vs. the pay you get per hour it's a not an industry comparable remuneration; twenty pounds for 3 calls overnight and 4 hours work, a woken child or partner and 2-3 hours' sleep seems imbalanced. I am conscious when I talk to peers in Force and nationally there are definitely those who manage and cope with the on call better than others.

I do have that disruption with the TFC and Negotiator Role, but its less intense, more manageable, and easier to plan around. The physical impact of tiredness and health don't change mind.

I think on reflection I am at the point where on call is just part of the personal life. Not sure if its healthy but that is how my partner and I see it. When on call the on call bag goes in the car if we go out for a family day, and depending on role family commitments are planned around the risk of the phone ringing. I guess we have adapted and flexed, and I feel lead a relatively normal lifestyle at weekends. Technology has enabled more flexibility. Only occasionally are plans disrupted or cancelled.

For me the on call is a necessary part of the roles. I am not sure I could or would quantify "fair" payment; the value doesn't give back the sleep, hours or time with family, but I do feel the discretionary commitment should be.

41 Anonymous

I was on call for our Major Crime response on the 17th of December. I received notification of a Category A murder enquiry and went into work at approximately 1930hrs having booked off at 1600 earlier that day. I then remained in work until approximately 0300hrs and double backed into work at approximately 0700 to relieve the on call Inspector who had also rolled out overnight. I remained on duty until 0100 and double backed into work 0700 the next day, I voluntarily sacrificed my first annual leave day of my winter leave to maintain the momentum of the investigation until I had reached a point where I could safely hand the case over to my deputy SIO. The extended hours of work when called out is not financially compensated at a professional rate in my opinion.

42 Anonymous

I perform on call duties every other week, performing one day shift and one late shift during the working week. The following week will be free of on call, unless I have to cover another officers rota for leave or sickness. This means if I want to book 2 weeks annual leave in a row I have to swap my on call shifts for at least one of the weeks. My force states that this is my responsibility (regardless of how far in advance I look for leave) this causes additional stress when seeking to book time away from work with my family.

On call shifts are either 0700-1800 or 1800 – 0700.

Each period of on call falls on a day where I will have already worked an 8 hour day. On day shifts the impact of this is more limited, however if a call is received at 0700 it impacts on my ability to care for my two school age children, meaning that task falls to my partner. Single parents performing this role will not have the same option.

On-call overnight has a more significant impact. I often receive 2 or 3 calls overnight, waking me up, disrupting my sleep and all after a full days work, and falling directly before another full days work, where I will be expected to make high level operational and organisational decisions.

I often feel tired, if not exhausted after a night where I have had multiple calls.

Every 8 weeks I perform a weekend Supt cover duty. This means I go on call at 6pm on Friday evening and remain on call until 7am Monday morning, I also work 2 full day shifts on the Saturday and Sunday. I am the only Superintendent available on duty/on call for the whole weekend, regardless of what hours I have to work or how many out of hours calls I receive. This has a significant impact on me and I am regularly extremely tired, still having to make decisions and with no other Supt to fall back on for PACE authorities. I am unable to make any plans in relation to family activities, or travel far from home for the entire weekend even when not in work in case I am required. £20 (less 40% tax) is not an appropriate level of remuneration for this responsibility. In the private sector it would be significantly higher at this level of seniority.

For an on call late shift (1800 – 0700) £12 after tax is less than £1 per hour on call, there is no additional remuneration if I am required to work 2, 3 or 4 hours during the night, nor is there the ability to claim TOIL at my rank. During the day when working normal hours my time is valued at over £40 per hour (before tax etc.)

General on call duties overnight have similar impact on me, making me tired and reducing my ability to make plans with my family.

On call is voluntary, officers do not have to perform on call duties, but forces are relying on on-call in my view rather than rostering superintendents to cover night shifts on duty, to get cover 'on the cheap'.

		My view is that the base rate for on-call should be significantly higher, and there should be a further payment for any calls received or hours worked when called (or both).
43	Rachel Carr	I wanted to contact you as a T/ Chief Superintendent and a mother of a five-year-old who completes an on-call function as a Strategic firearms commander who completes at least 4 -5 shift involving an on call period every month. I also juggle a partner who is also a serving officer who competes an on-call function. The impact of the on call means I often have to pay for additional after school care for my child as the on call period is for 12hrs. the on call period overnight also impacts a family significantly and we have had to accommodate different sleeping arrangements within the house so that the possibility of a call does not disturb our daughter. All of this comes at a cost that far outweighs the taxable allowance. My on call is also a requirement of the rank and not negotiable. I would thoroughly support an increase in the allowance to outweigh the personal impact and the cost.
44	Anonymous	<p>I have performed on call functions for over six years. This was initially on Front Line Policing and was approximately 1 in 4 weeks although more like 1 in 3 during covid given some colleagues isolated.</p> <p>The level of work required was significant given the nature of the BCU in which I worked. It required me to chair the DMM and from then on lead on all critical and major incidents, VAWG such as DVPNs, mispers, injured officers, PACE matters, oral and written surveillance authorities, briefing upwards, tasking, advice- all of which is commonplace in any shift in the BCU where I worked. This is all in addition to my day job and was literally from 0700-2100. My usual shift was 0900-1700 so an additional 6 hours per day, every day of on call.</p> <p>My on call role now is as part of a specialist function- it is 7 days a week 24 hours a day approximately 1 in 5 weeks. It is really really challenging on making plans and impacts heavily on my childcare and colleagues as I work flexibly for childcare. This means that a colleague has to pick up my on call once a week. My family have to pick up childcare, it costs me more money in childcare when they cannot help against a backdrop of tightened finances. The background stress is considerable as I cannot commit to family plans. I should add, I am the primary carer for my child.</p> <p>After tax I understand the on call payment is £12 per day which for the extra work , financial cost and the massive risk, is not sufficient. I am grateful for the work the PSA is doing to push this.</p> <p>Cluster on call for frontline policing was approximately once every 6 weeks and was rostered. This was massive risk as I am the senior officer on duty for north London on nights (2100 to 0700) dealing with criticals, majors, DA, PACE, RIPA, injured officers, mispers and anything else in London overnight with no one to turn to. There are approximately 4000 officers on duty. This is massive risk and there is no extra payment, it is</p>

		<p>simply rostered in and I get a day back. Once again this impacts on the day job as you carry over many of the risk incidents and have an input.</p>
45	Anonymous	<p>I will describe an average week of being on call as a TFC in West Mids Police.</p> <p>West Mids has the highest number of firearms deployments outside the Met and I became a TFC back in 2016 as I genuinely want to get guns off our streets.</p> <p>We have on call TFC 1 & TFC 2 seven days a week. We are on call approx every 5/6 weeks and work in clusters of 4 depending on who is qualified and signed off.</p> <p>A recent example involved getting an initial call from a SIO who sent me an intel product to read. This then led to a planning meeting with the SIO, Tac advisor and OFC. – 4 hours so far</p> <p>I then start to arrange a meeting with the SFC working around their commitments – this was booked for 1800hrs</p> <p>In the meantime I start to type my TFC application – 2 hours</p> <p>The SFC brief took 2 hours</p> <p>The operation was complex involving multiple addresses so arrived at the ops centre at midnight to brief the teams at 0100hrs</p> <p>The operation concluded and debrief was 0600hrs</p> <p>This was one operation that took almost 24 hours with the exception of a few hours. However in the meantime I take phone calls from officers asking for a TFC assessments. It is common to get 6 phone calls a day asking for assessments.</p> <p>We do try to cover for each other and divert phones when we can to allow us some sleep but the reality is we regularly survive on ¾ hours sleep and then the day starts again. By day 7 of being on call I am exhausted. My 'day job' doesn't get touched for the week other than try keep on top of emails.</p> <p>Our Exec team do support us when we are unable to attend meetings relating to our day job</p>

		<p>I do think the TFC role has more of an impact on individuals compared to other roles like POPS or Crime Supt roles due to the demand in west mids area.</p> <p>Supts do not attract unsocial hours so £20 allowance does not offer sufficient compensation.</p>
46	Anonymous	<p>In my force I am required to regularly perform on-call gold duties as a superintendent, this receives a £20 flat payment. On-Call is to cover 24/7 for 7 days as force Gold. As part of this role there is a morning meeting to chair 7 days a week, and an afternoon call to chair 7 days a week. There are also multi-force/agency calls that come up regularly depending on demand, on my last on-call this was one relating to public order activity, but my last on-call they were daily. My day job is Monday to Friday 0800-1600, so any divergence from these impacts my time with my family and young children, at weekends I will miss their sports and social activities, which as a father are precious to me and to them.</p> <p>Further to this, I may be called back to force regularly to conduct PACE extensions for detained persons in custody (or if I am lucky virtually reviewing and then doing this), as well as to deal with any critical incidents. On my last on-call there was a multitude of critical incidents called, which wiped out most of my weekend, thus I ended up working 12 days without a day off. If people 'multi-hat' and conduct several on-call roles, then this is exacerbated.</p> <p>So, in essence, £20, which after tax, national insurance and pension contributions, equates to a few pounds is not any form of suitable recompense for both the time this role takes, and the impact it has on your family life, during which time no plans can be made and you are never more than a few inches from your phone, which rings, a lot.</p>
47	Anonymous	<p>On-call has a significant impact on evenings and overnight. It is very restrictive in that you must be able to answer a call and be working pretty much immediately when considering, for example, commanding firearms incidents or reviewing people in custody for fast-time things like DVPNs. It isn't a case of getting a call and then slowly making your way into work – as stated, you must be in a position to start working, logging onto the laptop etc pretty much immediately. This means that you can't really relax and it places huge restrictions on what you can actually do and where you can go. Also, you tend to get many calls whilst on-call for a variety of matters. It is difficult to sleep properly overnight when on-call, regularly waking to check the phone. Arguably, you are in 'work mode' throughout, and £20 before tax for such a period of impact, expectation and demand is disproportionately low.</p>
48	Anonymous	<p>I am a part time supt working 3 days a week (27 hours) I am expected to carry out a full 7 days week of on call duties 3 times a year. This includes chairing and prepping for a daily meeting even on my free days, as such I have to find a pay for childcare on those days as well as being unable to do anything at the weekend</p>

		<p>with my family. There is an expectation that on all gold will be in the office mon-fri so I have to arrange additional child care throughout the week.</p> <p>This year I have been placed on call for the whole period of Christmas 23-29th. There was no consultation on this and unless I can find cover I have to do this week. I have two young children 5 & 8 and elderly parents and this will mean that I cannot enjoy the Christmas period at all due to needing to chair the daily meeting it will impact any travel plans over the period that I would have planned. To only get £20 a day compensation is meaningless for the impact on family life and my ability to enjoy time with my family.</p>
49	Anonymous	<p>I am the Joint Force Authorising Officer. This role attracts a 24/7 on-call function 365 days per year due to the sensitivities associated with managing the risk to Covert Human Intelligence Sources (CHIS). Therefore my standard working practices are Monday-Friday 0800-1600hrs (although I work more hours than this) and then I am on-call from 1600hrs to 0800hrs every day and 24 hours for every weekend period.</p> <p>IPCO have stated that a deputy must undertake the full role of a superintendent and cannot just 'Act up' to undertake authorities and therefore any deputies cannot just 'Act up' to give me a break. I commenced this role in September 2021 and I only obtained a deputy at Chief Inspector Rank 6 months ago. As you are aware, due to the sensitive nature of managing CHIS, it was deemed that other people within the organisation who have undertaken the AO course, would not support on-call for CHIS as it presents a risk to the CHIS and the trained AO if they do not know the profile of the CHIS.</p> <p>Therefore since September 2021, I have retained on-call for CHIS during rest days, annual leave, re-allocated rest days, sickness and the only time I have not been on-call is if I am out of the country and then this has been covered by my boss as they are the only other one that is regularly briefed on CHIS.</p> <p>The impact of this includes always requiring to have access to a force laptop (whilst away with my family/conferences/training), not able to drink alcohol at events I attend with my family/friends and therefore has had a significant impact on my personal life over the past two years. This is impacted by being a small force.</p> <p>I will also highlight that I retain firearms command (although not on a rota) and undertake POPS events on weekends in addition to my day role.</p>
50	Anonymous	<p>I am a detective superintendent and am head of my Force's CID. Long hours are part of the role for me and I have a supportive family who assist where they can.</p> <p>However, my husband is an officer in a different Force and works shift and we have a seven year old child. To say that the on call element to the role is complex would be doing it a disservice. I work predominantly days</p>

but have a weekend on call every 7 weeks and regular on call, 24 hour duties throughout the week. I would suggest I cover around one a fortnight.

This is incredibly difficult anyway but when I add into the mix childcare arrangements, I often have to rely upon aging parents to support. Regularly, if my husband is on a late or night shift, so not at home during my most likely call out hours, I have to send my son to my parents' house, which is disruptive for them and him. I know they have a marvellous time and love having him but this does have an impact in the week on his ability to get school work completed, breaks a much needed routine and restricts their being able to go out.

As on call officers at Superintendent level with PACE/K&E responsibilities, we are not able to go far from home at any stage during the 24 hours/weekend period as it is almost impossible to take calls whilst out. This is further restrictive to my family and often, particularly with last minute covers, means we have to cancel arrangements or overhear my son saying, 'mum's not coming again', which is difficult but we do it because 'that's what we do'.

So impact on social life is one thing, couple with not being able to go to parties and football matches when on call but for me the impact is actually greater on my relatives than anyone and whilst an increase to the payment we receive wouldn't assist them, it would make those many last minute calls for help, those late cancellations and not being with my child at important events in his formative years ever so slightly more palatable.

Would I still do it if the payment didn't increase? Of course I would and I know the professionalism of colleagues across the UK would mean they would likely do the same. However I am sure that I will not be the first officer to cite impact and reliance on family as being the reason for a considered uplift to this payment.

51 Anonymous

I cover on call duties as Duty Superintendent, TFC or a combination of both.

For the days on cover, a 2 or 3 day stint, it impacts on my home life as I am not able to go out with my wife or family in the evening / over the weekend, walk my dog the distance I would usually take him or socialise with friends. When disturbed late night or overnight this can have a significant impact in terms of fatigue. A recent example was when I was woken up at 2.30am for a DVPN and did not manage to get back to sleep until 4.30am. I got up at 6.15am to travel to our HQ where I had meetings most of the day. When I set off home, I was so exhausted I felt myself nodding in the car and had to pull over at the services get a drink and have a walk around to try and energise myself. I have been disturbed since at a similar time and worked from home that day rather than travel in. The impact of being disturbed overnight can take a couple of days to recover from. With back to back meetings most days, some of the work in terms of authorities / TFC intelligence

		reviews either causes me to have to play catch up on meetings or remain at work longer to get through my work.
52	Anonymous	<p>I am on two on-call rotas within my force as a Duty Superintendent as well as a Tactical Firearms Commander (TFC). On average I am on call 1 in 3 days per month. I live out of force about 27 miles from the headquarters, as such when on call I am very restricted as to where I can go and what I can do, as I have to be able to return my family home if out with them and then attend the force if called in. As such when I am weekend call out we often end up staying home as a family rather than going about our normal weekend activities. Or my family go out without me and I stay behind, just in case of a call out.</p> <p>Due to the low number of TFCs available for on-call within my force I am also finding that I am being asked to be on call during annual leave periods. This is not ideal and the force are trying to train/accredit more cadre TFCs, however this has been ongoing for over 6 months now. At Christmas I was on-call as TFC on Christmas eve while on annual leave for a 24 hour period (normally we do 12 hours TFC cover) due to low numbers available. I attended a Christingle service with my family at church where my son was due to give a reading. On sitting down I received a call from the control room regarding a developing firearms job. I ended up leaving my family at the church, knowing others would offer them a lift home. I then returned home and spent a number of hours working on the job. This then necessitated me completing a firearms assessment on Christmas day, I was not on call, but by this point had best knowledge of the job.</p> <p>I do feel that on-call responsibilities have a very real detrimental impact on my life and quality of family time. Why I accept it as part of the job, the number of on-calls has now risen to a point where I am on call multiple times per week with regular weekend commitments.</p>
53	Anonymous	The impact is similar to many colleagues, in that I have managed over 100 substantive calls over the last 12 months ranging from the incidents described in the attached, to PACE matters. When on call, my average working week would be circa. 65 hours, with the usual issues affecting sleep (both quality and duration) and limiting the quality of contact I have with my children which is challenging as a single parent.
54	Gavin Moss	I have now been undertaking on call responsibilities for in excess of 20 years in various roles throughout my career. I am a Kent officer and perform the role of On Call Authorising officer for Kent and Essex, which predominantly means I authorise comms in respect of high risk missing persons. The volumes of calls does vary, however it is not unusual to receive numerous calls throughout the night, which can be in addition to urgent authorities for covert deployments. Whilst I recognise the need and I have no specific issue with that, it can be completely exhausting and yes it does mean there is an impact on my family life insofar as not being able, through tiredness, to do much else. It can also be very restricting in terms of doing things with family.

		<p>My main concern however is the £20 payment, less tax and not pensionable, which I consider to be an absolute disgrace given what is expected. I have spoken to many friends outside of policing who find it unbelievable such an amount is being paid. Although I am due to retire later this year and will not benefit from any potential increase, I do believe it is only right to speak up on behalf of my colleagues. I would certainly be very interested to see what industry pay. There is also disparity in terms of police staff, who receive a slightly more enhanced rate.</p>
55	Anonymous	<p>My last period of on call was during this month (January 2024), this was 3 days force Silver cover which is a responsibility on top of my day job, we work during the day and then on-call overnight. It would be helpful to provide the hours I worked during my last period to provide some context, which is in no way an uncommon experience.</p> <p>Monday (on call) – commenced duty 0650hrs – finished work 0115hrs the following morning (Tuesday) remaining on call overnight</p> <p>Tuesday (on call) - commenced work at 0800hrs – finished work 2315hrs remaining on call overnight.</p> <p>Wednesday (on call) – commenced work at 0700hrs – finished work 0015hrs the following morning (Wednesday) remaining on call overnight</p> <p>Thursday – normal working day (0700 – 1700)</p> <p>Friday – normal working day (0700 – 1700)</p> <p>Saturday – weekend command cover (0700 – 1730)</p> <p>Sunday – Rest Day</p> <p>As a Superintendent I certainly expect to work more than my 40hrs a week, it's a role I volunteered for and I was not forced into it. However, it is fair to expect an appropriate level of remuneration when the hours significantly exceed a reasonable expectation, which routinely happens either when on call or when just on "normal" command cover.</p> <p>By way of impact : I do not wish to catastrophise or embellish, I will however speak with absolute honesty, the simple fact is I am amazed I can hold down a relationship. To routinely expect my partner not to know when I might be home, when I will see my children and what support I can provide around the home / family in not</p>

		<p>acceptable. The organisation (Policing) I feel just “expects” that its part of the role and that you complete those extra hours for what is in effect free of any form of remuneration.</p> <p>Being on call also significantly limits any form of social activity (other than in the home) for the whole period that you are on cover, again the £20 (before tax) is a woeful token that does not balance the impact.</p> <p>I did not join policing thinking I would ever be “rich” nor did I seek promotion for money, I do it because I deeply care about keeping the public as safe as possible. It is however totally reasonable to expect that an appropriate level of remuneration be in place when your life is on hold for days at a time when you are on call.</p>
56	Anonymous	<p>I’m on SIO and duty officer rotas. I have a child in infant school and my husband is a police officer</p> <p>When on call my life comes to a halt. I don’t feel confident to leave the house / office (if at weekends) and decline all social engagements for when on call. This limits quality time with my young daughter and husband. He also has to adjust his working hours to ensure childcare if I get a call due to having limited family support nearby.</p> <p>I struggle to sleep when on call and wake several times during the night if not called out. I have to sleep in a different room to my partner so as not to disturb him. Due to my incredibly busy day job, work does not get done and rest days do not get taken. For example I am on call this weekend and working a 12 day stretch as I am unable to get cover for force boards I am expected to attend this week.</p> <p>In general, I do not like being on call. I have levels of anxiety when the phone rings that do not pass and my overall wellbeing declines during this period. I do not exercise or take time for me in case of a call. I find it incredibly stressful yet feel there is little sympathy to this position from a male dominated hero culture organisation therefore I get on with it.</p>
57	Sam Price	<p>I am on the Force Gold / SFC rota and can encounter a range of different emotions. In May 2023, whilst on call, I began to get intense headaches and a stiff neck, but by the end of that stint on call my headaches were so extreme I was hospitalised for 5 days. I’m not saying that on call was the only reason this happened, but it absolutely was a significant contributing factor.</p> <p>Whilst on call I find it hard to sleep well, constantly waking and thinking I have missed a call. When I do get a call in the middle of the night, it’s not easy to wake quickly and make fast time decisions. These decisions could have long lasting consequences, even years after I retire, and would clearly impact on my life as well as my entire family.</p>

		<p>Even if I don't get a call, I am restricted as to what I can do – I can't go anywhere or do anything where I cannot have immediate access to my phone, not even the bathroom. I even need to carry a pen and pad with me whilst walking the dog.</p> <p>The minimal on-call allowance is merely a token gesture and does not in anyway compensate me for these vital duties.</p> <p>I would rather be 'on duty' instead of 'on call'. Much of the above would be minimised with an 'on duty' shift.</p>
58	Anonymous	<p>On call has a huge impact on work life balance, the ability to switch off and the ability to take a meaningful rest day at the weekends. I generally don't mind being on call on a working day, its difficult to switch off and sleeping with the phone by your bed isn't as restful as knowing you are going to have an uninterrupted nights sleep but I accept this.</p> <p>There is however no consistency around on call on a rest day and £20 compensation isn't good enough for not being able to go away from London, having to dial into meetings (often) and having to carry your laptop everywhere/ be prepared to go into work immediately. This is the case for MTA on call, CBRN on call and CADRE on call (all of which I perform). At MetCC when the Supts were on call at weekends we wouldn't book on (unless something happened that necessitated several hours work) but would dial into the 9am Pacesetters meeting and generally pick up a few bits and pieces. I currently have 55 rest days outstanding, if I had booked on for every day I was on call on a rest day you could probably at least double that. I just think there needs to be a consistent and fair position around this, especially given the amount of on call the job requires of individuals.</p>
59	Anonymous	<p>I am grateful to get this opportunity to highlight the responsibilities of being on call and the significant impact it has which is something that I feel is not always fully understood.</p> <p>Being on-call has a very significant impact on my private and family life. I already work long hours and being on call can make it feel like my working day is infinite. This often means that I am not getting the time to wind down properly. Whether it is taking calls, making follow up calls and indeed the limitations that being on call brings, it is a significant intrusion into what should be a period of rest and relaxation.</p> <p>The encumbrance of on-call not only effects myself but also my husband and children. Being on-call means that I regularly find leaving the room and having to excuse myself from meals, social events and time with children. At times this can feel rude and can lead to some embarrassment. When I am away from home and in public this can be particularly challenging. It can often be difficult to find somewhere discrete to talk and this in itself can take up time. Whilst I do try to get on with my private life when on-call, the intrusion can be</p>

		<p>significant. There are also occasions when I know that I am likely to be called and I will therefore simply not be able to commit myself to certain tasks or activities.</p> <p>I have had to abandon half full shopping trolleys on more than one occasion and have missed out on school performances involving my children. Late night calls not only disturb my own sleep but also that of my husband. Another example of such intrusions includes helping children with homework. This is particularly difficult as the window of time available for this is limited. It seems particularly unfair that my children's education and other needs should suffer from the intrusion into family life that my work causes. I have therefore felt it necessary to pay for private tuition to assist my children. This is not my preferred option and is expensive.</p> <p>Whilst I recognise the necessity to being on call that my role carries it is frustrating that the impact it has on my private life is not properly remunerated. I regret to say that the current rate of on-call pay has a very negative impact on general morale within the organisation. The current rate suggests that this duty is undervalued and its impact is misunderstood.</p>
60	Simon Thompson	<p>I write this personal impact statement in the hope that it may help to describe and understand the impact that being 'on call' in policing can have on health, wellbeing and personal life. Having performed a multitude of 'on call' functions covering a wide variety of roles and ranks over a 20 year period I hope I can give a qualified view on this topic.</p> <p>Having key police roles available 'on call' is a necessity of policing twenty-four hours a day and three-hundred and sixty-five days a year. The public would be right to expect no less. However, there are no 'on call' roles that I have undertaken that do not carry significant risk and responsibility in respect of the decisions and actions that are required of you.</p> <p>As an example, I am currently a Duty Gold Commander, which means that I am the strategic commander and senior officer in Kent Police outside of 'office hours'. Inevitably, only the most serious and significant issues will be the subject to a call being made to me. Importantly, I would also highlight that this also includes the role of Strategic Firearms Commander, whereby your decisions may literally be of 'life and death' importance and potentially lead to scrutiny at court or enquiries. This is a role I enjoy and am proud to perform; however, I must articulate that such responsibility will often weigh heavy on your mind.</p> <p>Family life is always worked around my 'on call' responsibilities. I, and often my wife and children, have had to turn down many social and family gatherings due to the fact that I am on call. I can't be in a position whereby I may struggle to effectively and quickly command a serious incident or not be able to deploy to a specified location to command some of the most significant responses. Even if I do partake in such social gatherings, I would be unable to fully enjoy the occasion due to both the knowledge and reality that you could be called at any time.</p>

		<p>There have also been times when I have had to decline or step out of important events in my children's lives due to being 'on call', which is incredibly sad for me and my family, albeit accepted as part of the job I have. More seemingly trivial daily tasks and pastimes are also impacted when I am 'on call'. For example, I would not decide to go out for a run or bike ride for fitness or with my family in case of either missing a phone call or not being in an appropriate position and location to effectively command.</p> <p>Albeit one becomes used to being 'on call' it will still impact on sleep patterns. A first 'on call' night will more often than not lead to a disturbed night's sleep. The significance of your decisions naturally leads to such restlessness as does the knowledge that you may have to make critical policing decisions within potentially minutes of having woken from sleep. I undoubtedly feel more fatigued after a set of 'on call' shifts. My wife would also confirm that her sleep is also affected during 'on call' periods.</p> <p>I love policing and this includes the work I do when I am 'on call' and I am fortunate to work in a force that does all it can to support commanders and ensure strong and fair 'on call' rotas. However, I firmly believe that the allowance that is currently provided for 'on call' falls well short of what a reasonable person would consider to be fair considering the, often, great risk that the role carries and the toll it can take on your life – both professional and personal.</p>
61	Anonymous	<p>I have been on some kind of on call rota (whether a DS rota, a DI rota, a PSD rota and a Supts rota, sometimes more than one at any one time) since 2013. The remuneration since this time has remained static at £20 – which when I explain this to my colleagues outside of Policing seems to attract derision and shouts of 'there's no way I would do that for £20!' This is further mocked when I explain that since becoming an Insp – when arguably the level of responsibility if called out is greater, I will not get paid the overtime for being called out.</p> <p>The personal impact is one of having to remain within a certain radius of my home station in case of a call, not booking family events/meals which can be disturbed by being called and not consuming alcohol on evenings when on call as this would be a potential conduct issue (discreditable conduct).</p> <p>There is a greater impact which I have always experienced but I have noticed is exaggerated on the Supts rota – that of disturbed sleep. I have never slept well on call but as I have increased responsibility (and got older!) I note this has become more of an issue, particularly if you are called (obviously) but often even if you aren't – I think I sleep more lightly in anticipation of being called which is becoming more pronounced as I increase responsibility (fear of making a poor decision whilst tired?) which could also be, as I say, age related – I think all of the things I have described are inter-related in fact.</p>
62	Anonymous	<p>Being on call has an impact on my health and wellbeing through the need to undertake this at least once a month. I generally travel less distance or go out to socialise as I will be concerned that I will not have a phone</p>

signal and won't be able to answer the phone when I am expected to. This impacts on quality time with my Husband and children.

Being on call means that I usually sleep very lightly, and when I am called the phone disturbs my husband. However, as a peri-menopausal woman I also find that the phone may ring at a time when I have barely dropped off to sleep due to my hormones and it is therefore more of a challenge to wake up quickly and make dynamic decisions.

During an on call week of 3 or 4 in a row, when I have had disturbed sleep I will also often suffer from horrendous headaches that I refer to as my 'on call' headache. These are also incredibly debilitating and impact on my general wellbeing – as well as costing money on pain killers.

There are also times when I am on call and then have to carry on with my day job – and again this is impacted by the frequent headaches I suffer from long shifts and a high amount of time spent in front of a screen on a computer.

Whilst the on-call function is described as voluntary, there is an expectation that everyone contributes, and the volumes do not appear to be equitable for all – accepting there may be good reasons for some not being able to carry out the function.

The risk that is managed, with long shifts and little sleep is not commensurate to the value of the on-call payment. For a weekend working you can often be the 'duty' Superintendent from 0600 on a Friday morning and then work each day until approximately 22.00 (with some breaks) due to the need to log on and authorise DVPNs late in the evening as well as conduct Superintendent extensions in custody – I often find myself sat up alone in the house late at night waiting for investigators and the custody staff to be ready when the rest of the household have gone to bed. This is particularly unpleasant in the winter. If I then get in to bed late, it can be an hour or so before there is another call for an unrelated matter – and then there is also a need to work the entire weekend. Sleep and relaxation are hard to find, and the financial compensation is very little.

I feel that the decisions I make when I am on call may be scrutinised long after a time when I have retired which will have a detrimental impact on my career, and a long-awaited retirement after a career that has been, at times, tough. I know of very few other professions where people work 16 hour days at times for such little reward.

63 Anonymous

The impact of the reality of being on call as a force Gold is significant. The implications of leading an incident – whether Firearms, Public Order, multi-agency or other crime/operational incident – mean that for the entire

period of being on call I need to be in a position ready to exercise command immediately to the highest level. The implications of not doing so could be incredibly damaging from the force perspective as well as the individual liability and jeopardy. The potential scrutiny, disciplinary, court or inquiry processes which may follow any period of being on-call does create an additional burden on top of the practicalities and logistics created by being on call.

As a result through personal choice to do the best I can in the role whilst Gold, I significantly alter my lifestyle which has an impact on my husband and children, as well as wider family and friends. I do not go out to social functions, I do not participate in the voluntary work I usually regularly do and I often miss family events.

Due to the responsibilities of the role and the need to be contactable 24/7 I can find it tiring and difficult to 'switch off' even during quiet periods (ie when a job is not running) of being on call.

Whilst the command duties on call are described as voluntary the reality in most forces, including my own, is that it is a requirement of specific ranks. Having said that I do think it is important as a senior leader to undertake such duties, and to put yourself forward to maintain operational credibility – that is what makes the role of police officer different to any other senior staff leaders. I do not however believe that the current on call allowance goes anywhere near compensating for the sheer volume and risk that is held; for the hours that are spent over and above the 'norm'; for the personal, physical and emotional impact and for the additional training demands created by such duties.

64 Clive Beatty

I do on-call for 1 week (7 days) roughly every 6 weeks.

As I am a higher tax payer, I get roughly £12 for each 24 hour period.

I do not sleep properly for the whole week as my District colleagues depend on me to initially be on the end of the phone to support them in running the District outside of office hours.

I do not sleep properly as I do not want to miss a phone call.

I would receive a call most evenings, some post 10pm when both myself and my wife are sleeping. My wife gets up at 5am each morning to start her day and when I get a call that wakes her, she suffers for no reward – when she suffers, I then suffer due to her sleep deprivation and frustration! If I don't get a phone call, I often have to check-in with the night duty Inspector to ensure there are no resourcing issues, emerging issues and/or ensure they have been briefed on any significant ongoing issues. To do this I have to wait-up past

10pm to speak with them, which means my sleep routines are disturbed, and my wife's too if I can't creep into the bed quietly enough!

Should I get a phone call that requires important decisions to be made (which is usually the point of the phone call), I cannot get back to sleep, sometimes for hours post the call due to the activity going on in my brain.

When I get up to answer the phone call, I have to leave the bedroom and creep around the house so not to wake my children. I then have to remain downstairs to allow my wife to get back to sleep before a creep back into bed and try not to wake her – this results in sleep deprivation for me as I now do not get the recommended 8 hours per night.

When I get phone calls where I set actions that requires me to be updated, I often have to sleep on the sofa so as not to wake my wife again as I know I will get a follow-up call at some point.

If I do have to go back into the office, these additional hours do not receive any financial compensation and any hours worked, I have to try to avail of some hours off at another time – hour for hour, which never seems to work out.

Some nights I do not get a phone call but I am restless waiting on the call, whether I get the call or not!

I am a professional police officer who carries significant responsibility and colleagues depend on me to be there for them in their time of need but for less than £1 per hour nett for each on call day and the disruption to my family and health, it is not worth it!

65 Anonymous

I complete Force Gold on call on a weekly basis and sometimes cover at short notice.

The role is enjoyable but there is a significant impact of the oncall requirement as we are responsible for:

SFC

Gold for critical and major incidents

DVPNS

TLU

PACE

The above results in high demand out of hours and a knock on to the daily demand on the day of the shift and the following day if we are used throughout the night.

The oncall does bring work into the home and can impact on sleep.

I do not feel that the £20 before tax reflects the additional demand this places on us.

66 Anonymous

I would like to submit my experience of undertaking on-call duties in Superintending ranks. I have been a Supt for just over 2 years and am currently on 2 on call rotas, namely the Duty Supt (force Silver) as well as the TFC Rota. Whenever I undertake Duty Supt, due to low numbers of TFCs within North Yorkshire Police I have to "double hat" and do both roles. But sometimes I am also required to be on call just for TFC roles. I would estimate that on average I undertake around 6 days a month on call. This is usually either a Monday and Tuesday, Wednesday and Thursday or Friday, Saturday and Sunday. If I am Duty Supt over a weekend, I work my 8 hours and get 2 RDIL back for this. If I am purely TFC, I am on call all weekend but do not get any RDs rostered back unless I am called out to deal with a firearms incident.

I understand and support the requirement for on-call at this level and I believe this is a reasonable expectation. I willingly undertake Duty Supt and TFC duties and am happy to contribute to these critical roles. It does, however, impact on my ability to have rest and recuperation on rests and negatively impacts on my time with my family.

I cannot relax or sleep when I am on call as I am constantly on alert, or worrying that I might miss a call if I fall into a deep sleep. More often than not I will get calls in the night and mine and my husband's sleep is disturbed. I then cannot get back to sleep after a call as I am laying awake reflecting on the call and ruminating on whether I have missed anything due to being not fully alert when decision making. Consequently I am tired and this affects my mood the following day.

In addition to this, for the duration of the on-call period I cannot arrange time away with my family, I have to be permanently available for calls, I have to undertake weekend work to manage the force and I take out of hours calls. This means that every time I leave my house I have to have a means to record decisions, I have to consider if I can take my children out which means that some family activities are not possible and some places are not ideal because of the need to be able to speak in confidence.

When there is an authority to consider and write up, or even more protractive, a firearms incident, I inevitably work longer hours than I would do normally.

All of this results in impact not only for me but for my family and it inevitably results in fatigue at the end of each on-call period due to disturbed sleep and extra pressure. Without us volunteering to undertake this additional on-call duty the Police service would be unable to ensure appropriately experienced and qualified oversight of critical matters and firearms command because we do not have sufficient people at each rank to undertake this on a duty rota, it would be impossible.

The request is simply for fair recompense for this additional work, which sits on top of a job that already entails long working hours and critical decision-making and risk management. I do not believe the current on call compensation of £20 is realistic, fair or reasonable. Especially when you take into account the financial compensation granted to Police Scotland. We should at least be in line with them.

I do not know how many other colleagues will provide statements but I do not know of any other Supts that would disagree with this view.

67 Anonymous

In relation to the below I would like to add my own experience of the pressure around on call and caring responsibilities. The below goes wider than on call to a general lack of support and understanding for part time working at senior level but I hope by including the wider issues it shows context to the pressure put, particularly on females around the rotas.

I was then promoted to T/Supt in Sept 2022 and a Substantive Superintendent in September 2023. Since being promoted I have tried to balance work and home life as mum of a 3 year old. I feel I regularly fail to get this right due to the demands and when I went for Temp promotion I recall a member of the Exec advising me to consider if it was appropriate to do with a young child because of the ask on you at Supt level. This was done out of genuine concern but we should be encouraging female senior leaders with families to step into this space, not deterring them. Even in this early conversation the need to pick up a rota was mentioned. I would not change my promotion and I love what I do and I do it very well but the pressure to be on a rota is considerable with no flexibility around this.

Shortly after returning from maternity I had increased my hours to 36 as I was continually working over a 45 hour week. On promotion to Supt I remained the only part time supt and kept my 36 hours flexible pattern due to no child care on a Tuesday or Friday but due to demands was working well in excess of 50 hours. My immediate line management supported me remaining off a rota accepting I was working above and beyond my hours to balance demands of one of the highest risk departments in the Force. However there was a regular message from Exec level that I needed to start 'working towards' picking up a rota soon.

Over this time I was asked to increase my hours to full time at Force request. I agreed to do this as I was working over full time hours but not being paid for this (this was acknowledged and payment made retrospectively for the additional hours I had worked) however I still had no child care on a Tuesday and Friday and my husband worked every other weekend and still does. Despite no child care on these days I have always been flexible and call into several hours of meetings on these days and will ask for a family favour to manage this or put my son in front of the TV (not proud parenting time). My parents are approaching 80, my mother is partially deaf and my father has mobility issues and suspected Parkinsons. My husband's mother is in 70's, so this is not something I can put on them regularly. I therefore compressing full time into 3 days and catch up on weekends where able and still call into meetings on my childcare free days.

I continue to do this as my son is still only 3.5 years old so I have limited nursery provision, regularly work from 9am until 11pm Monday, Wednesday and Friday. Whilst this is not easy I accept the demand and this works for us. However in the last 6 plus months there has been growing pressure to pick up a rota and I have continually been made to feel like I am not pulling my weight or being difficult. All I have asked for is a break from rotas until my son starts school in September but this has not been viewed positively. I have been sent regular emails asking me to cover and been added to a rota Teams site. Everytime I have an email about the rota I feel anxious as I do not know how I can manage anymore than I already do and I feel (rightly or wrongly) I am judged on this. I could work a lot less hours, deliver a lot less and work a lot less hard but if I picked up a rota to accompany this I would be given a gold star. And alongside this I feel guilt. Guilt that right now I struggle to pick up a rota and guilt that I give so much to the job at a time when I should be giving my son as much as I can. He too often comes second and that isn't right.

When rotas were originally raised I was still part time but placed on it with no discuss and no consideration of my flexible pattern and child care. I only found out I had been put on the rota when another told me they'd seen my name on the shift pattern. My immediate line management had some difficult conversations with the Exec lead to get me removed for a period but on the proviso they would find another rota for me to go on.

The Force has mandated every Supt will be on a rota 'regardless of circumstance'.

My husband sees me working most nights until 11pm and struggles to understand those demands let alone the ask now to work a full week of 7 days and 7 nights of on call- a 24 hour shift pretty much. It would be easier and less impactive to work a night shift than technically a 24 hour shift for 7 days in a row with a 3 year old.

I would have loved to remain part time but the Force cannot support it. I also understand the operational need to fill rotas but I would have hoped for this short window in a 30 year career the Force would have accommodated me staying off rotas until my son is in reception and I have childcare every day.

The money is almost irrelevant as it is so shamefully poor. I would give up any additional payment to be able to be given a better work life balance with my son but I accept the excess hours I have to work and the constant exhaustion of doing this alongside having a pre-school child but to pick up a rota on top of this I don't know how I will do it. (My first 7 night set starts in 3 weeks so my husband has taken some leave to help balance this). It is the absolute exhaustion of being an older mum who is going into the menopause and having to work seven 24 hour days on top of what I already deliver.

My situation is complicated as I am also going on adoption leave imminently (our path to having children was not an easy one which is why I find myself later in my career than perhaps, if given the choice, having children at a younger age and at a lower less pressured rank). At any point in the next 28 days or 12 months, depending when a match is found I will be gone and will be taking a minimum 12 month adoption leave. Due to the rota pressure I am considering a career break when I come back to allow me to find my feet as a mum of an adoptive child who will have suffered trauma. However the Forces' insistence that all need to go on rotas means I am now going on a 10 days course in 2 months time at the cost of nearly £4000 so I can go on the nominated rota. One individual has already been pulled off this course with the Force forfeiting their £4000 to allow me to take this place to appease the Force requirements.

It is no wonder we have such a small footprint of females at senior ranks. The stress and pressure around this triggered Occupational Health funded counselling support to help me manage the demands and my resilience.

Those individuals who are able to pick up rotas, and lets not get away from the fact the majority are males, who are often supported by part time partners, absolutely should be paid more than what is really an offensive amount for what is required and the risk associated with a rota at this level. Those individuals also fill in gaps I have been unable to pick up and for that I am truly appreciative.

As a service we need to move to a position where those that are able to pick up rotas and the additional stress and demands associated with them are properly acknowledged but we also need to understand there has to be flexibility around rotas for others.

68 Anonymous

In respect of the on call discussions I would like to articulate some of the particular challenges that go along with this for myself.

I undertake on call responsibilities for two different roles – day job role within Public Protection and also PACE cover – both include on call responsibilities across the country. This equates to approximately 9 -10 working weekends (Friday to Monday for Public Protection), with maybe 2 or 3 week day on calls for Public Protection and then PACE week days and weekends as required throughout the year (averaging 1 to 2 days per month across the year – depending if taking on additional cover where there are gaps).

My personal circumstances are that I am a mum of two young children, with their father also being in an on call role (even more regularly than mine and therefore not in a position to undertake this responsibility for child care). I also do not have any family living close by, with my closest family member being in their late 70s, a non-driver and some 60+ miles away.

In my day job the role within PPB requires that I am visible in Belfast to teams at least 4 days, if not every day in a working week, I find myself travelling 120 miles each day to and from work, requiring paid child care for school drop offs, afterschool clubs and at times pick-ups from school. When I am performing on call I am required to have a plan for on call cover should I be required in the middle of the night or on weekends which take me further away, which again normally includes paid child care arrangements.

As an example of the travel associated with this I outline one 24 hour period over a working weekend.

Travelling Portstewart to Belfast for normal routine role – contacted mid afternoon to highlight that there would be evening custody requirements in Omagh (Belfast to Omagh and then Omagh to Portstewart) Upon arriving home at approximately 10.30pm I was contacted about another potential PACE requirement in which the officer briefing didn't know when I would actually be required because the detainee was at hospital and they weren't sure when he would return but when he did he only had a couple of hours left on his clock. This uncertainty meant ensuring that there was an overnight plan in case I was required to attend at particularly short notice considering at best it would take 90 minutes to travel from home to Musgrave. Upon undertaking this review and travelling back home again I was contacted about PACE requirements in Strand Road. This equated to driving approximately 376 miles in a little over 24 hour period and being away from home the majority of this time as well.

I appreciate that my personal circumstances are not unique and that I made the choice to undertake roles that have dual on call and seek promotion however I just wanted to lay out some of the factors that this means I am juggling for the on call rate of £20 per night.

69	Anonymous	<p>In Wiltshire we share the on-call responsibility, we do a set of 4 days, Monday morning until Friday morning or a set of 3 days, Friday morning until Monday morning.</p> <p>This is a double role for those trained and involves Duty Supt and SFC at the same time.</p> <p>The on-call also involves holding two Daily management meetings per day, one at 0900 and one at 1600.</p> <p>Due to the demand of my day job on a Monday to Friday, I am unable to take my RDs in the week, this results in me working 12 days in a row (when I'm duty at the weekend).</p> <p>Most nights on-call result in at least one call, either for SFT or a grade 1 missing person authority, DVPN or a general question. This can become very challenging when juggling being Duty Supt, SFC and managing my day job, often having been woken up at least once on most nights.</p> <p>In my view, £20 per 24 hours (before tax), doesn't compensate for the lack of sleep and impact on my health.</p>
70	Anonymous	<p>For context, I am a mum to two young children (9 & 7). My husband is a PC in the Met with very little flexibility in his role. Between us we do one end of the day for drop off and pick up, plus using school breakfast and after school club.</p> <p>I have, in the last 18 months, only had one on call shift where I didn't get a call! I never sleep well and I will inevitably have done a long shift in the office before being on call so I always end up exhausted.</p> <p>The amount of on calls we do is significant, especially for me on weekends – I tend to cover more weekends because my husband is around more and I don't have the school drop offs. This means that I can end up doing 12 days in a row due to my inability to take a day off in the week.</p> <p>Its not a notional on-call allowance due to the amount we get called. The personal impact is:</p> <p>I sleep in spare room I get disturbed regularly My calls often wake up my children The calls are inevitably early hours of the morning which mean just as I fall asleep, I am woken up again.</p>
71	Anonymous	<p>I have worked as a superintendent for almost 4 years and performed on call duties across 2 different forces in this time. The expectation and impact of on call is significant and in both forces has had a impact on my personal life and work life balance.</p>

In the first force the impact was substantial, the force has implemented a shift pattern for Superintendents which breaches regulations so in order get around this they place the Supt "on Call" as opposed to working. This results in a 12 day set of shifts, 6 of which are 24 hour on call duties. When on call in this fore you cover PACE, authorities and if you are trained TFC for a 24 hour period. On multiple occasions I would have back to back days resulting in 48 and sometimes 72 hour stints where I would be constantly contacted and required to make decisions. I would regularly work 18 or 9 hour shifts and this was expected alongside my main day job. I missed family events, personal commitments and had many occasions where I was genuinely concerned around the expectation on me to make decisions after 18 or 19 hour duties. It felt like a "test" that we just got on with it and if anyone questioned or challenged it then you would be seen as "not a team player" or "not visible" as a leader. I regularly worked 70 hours a week, and this had obvious and detrimental impacts on my well-being.

In the other force the situation is much better, we only ever work 12 hours on call at any given time. We are however expected to be officially "on call" between 0800-1800 and there is no on call payment for this as it is stated to be a duty day. The impact of being on call still has a significant affect on work life balance as if called out overnight there is still an expectation that the following day you are on a normal duty day. This leads to working excessive hours whilst being tired. However comparatively to my other force I have to say it is so much better and there is a recognition that 24hours is not an acceptable duty.

Personally, I love the role of being a superintendent and I really enjoy the work that on call brings- both a AO and as a TFC, it beings me closer to the teams and gives me a insight into the everyday challenges that the officers face. I enjoy the privilege of making some very important and impactful decisions, despite the impact it has on me and my home life. Personally, the on call payment is more of an insult into a lack of appreciation or understanding of the work we do, and the responsibility we have rather than being about a financial incentive.

72 Anonymous

I am a Uniform Superintendent and currently conduct on call duties for authorities including DVPN applications, grade 1 cell site applications, PACE authorities including custody extensions and mental health escalations.

The on-call cover is for a 24-hour period from 06:00 hrs to 06:00 hrs. Currently there are eleven Superintendents on the rota therefore the cover is once every eleven days.

Being on call overnight causes significant disruption to myself and my family. It is extremely rare not to receive a phone call throughout the night which requires me to wake up and log onto my laptop to review the

application and then make several phone calls once I have considered the application. My wife will also wake up when I receive a phone call and my two young children wake up as they hear my phone ringing, hear me walking downstairs and hear me on the phone.

I am then up for work at 06:00 hours and required to complete a full day's work having been continually disturbed throughout the night which impacts my own wellbeing and concentration levels. My wife and children are also up for work and school having been disturbed, which has an impact my children's concentration whilst at school.

In addition to this, being on call at weekends when on rest days impacts on quality time with my family. The phone calls are generally constant throughout the day for DVPN applications, grade 1 cell site authorities and sometimes custody extensions with the furthest custody office being an 80-mile round trip. Time off with my family is extremely precious due to the demanding nature of the rank of Superintendent during the week and weekends can often be disrupted due to being on call and having to be within the county with access to IT equipment.

I fully understand the requirement to be on call, however I feel the current payment of £20 is not commensurate with the disruption caused to my family and me.

73 Anonymous

As a negotiator we carry out 4 weeks on call per year as a minimum on top of all other on call Supt responsibilities.

At the end of last year whilst performing this role I was called to a job in central London at about 1am just as I had got to sleep. This involved a complex negotiation with a young girl who was threatening suicide into the Thames, over the course of the hours spent speaking with her she waded into waist deep water. It was extremely cold and the waves were at times covering her whole body, had she lost her grip she would likely have been carried away quickly in the dark. Lifeboats were nearby but any attempt to approach was met with a threat to jump in. After several hours fortunately the young lady accepted help and was brought to safety I expect not far off suffering hyperthermia.

I was driven home and got to bed again at 5am. I had a meeting on the other side of London that morning which meant I needed to be up shortly after 8am. On 3 hours sleep I attended this meeting and then after a couple of hours was called to another negotiation job in North London. This job again lasted many hours and ended with the male jumping from a window and a PIP being called.

	<p>After several hours of sitting in a North London Station subject to non conference warnings, considering legal advice and severely sleep deprived, fortunately the PIP was stood down as the males injuries were (miraculously) not life threatening. I then had to be taken home across London again finally arriving home at about 10pm.</p> <p>This meant in around a 24hr period I had had 3 hours sleep, travelled across London several times, attempted to carry out my day job and dealt with two complex negotiations which were both mentally and physically exhausting. I did not get to spend any time with my 1yr old or my wife over this period.</p> <p>I choose to be a negotiator but, in that circumstance, and many others I question whether £20 a day is proportionate to be called upon 24/7, juggle a private life and still complete a very busy day job.</p>
<p>74 Anonymous</p>	<p>I currently cover Duty Supt (on call) and TFC on call. Most often these roles are at the same time ie covering duty supt and TFC on the same day. There are occasions where I will just do TFC or just Supt.</p> <p>During the working day you have your day job to do and cover any calls in relation to what you are duty cover for. Once the office day finishes, I am then on call and could receive calls into the evening, early hours, depending on what it is. More so when Duty Supt than TFC. There are times when I have worked 12hr shift and then received further calls in the night and early hours, there is no accurate way to record these calls, through the duty process, apart from your day book.</p> <p>Being on call on weekends – apart from being on the work estate, you are limited in what you can do, as you need to be able to have access to the computer/phone etc if duty supt, we work during the day and then on call the rest of the evening. If covering TFC this tends to be an on call, but you are reliant on people ringing you, I often have to keep checking e mails as Intel will just e mail and not inform you of a DART pack for example.</p> <p>You need to remain close so if you need to attend a station you can do, so planning anything in terms of taking children somewhere is severely limited because you are conscious of the phone ringing or the need to log on and carry out work, you are not able to enjoy your weekend.</p> <p>I appreciate that there is an on call payment however this is minimal compensation for the impact it has on home life. I am aware of private sector and other businesses that have on call and the payment is a lot higher. It is not necessarily about the pay but about the impact it has for little compensation. During the working week it is not as impactive as you have been at work anyway but when you are on call all weekend, as I have just have this limits what you can do, i.e. I worked 15th January to Friday 19th January, I was on call</p>

	TFC from the 18 th Jan to Monday morning 0700hrs 22 nd January. Then a full working week from the 22 nd Jan to the 26 th . So although the weekend was on call, that is 14 days working without being able to switch off.
75 Anonymous	<p>Being on call as a Superintendent has its challenges. Whilst it is accepted when seeking the rank you will be required to do more of it, the reality is, once doing it, the demand, expectation, relentlessness of your work life increases and at times considerably. With the requirements around our busy 'day jobs' further responsibilities in the shape of on call duties mean additional stresses and strains. Balancing this to get some type of work/life balance is a skill in itself, it can be exhausting at times.</p> <p>As a father of 2 young children the on call rotas place an additional significant burden on my family and with a partner who also works in policing it can at times feel overwhelming in terms of commitment to 'the job'. Being recompensed financially to a suitable amount for the on call duties would provide some level of comfort that you're being rewarded for your efforts but that is not the case. The financial payment for being on call is pitiful and in my opinion condescending for the level of threats, risks and demand we're dealing with. Often I will work a day shift 0800-1600 followed by late on call 1500-0700 to enable me to meet the commitments of my day job, attend meetings and ensure my visibility amongst command teams and with my staff whilst ensuring I am available for the next 16 hours on call working until late. When I do finally get to bed, no sooner do I close my eyes for some rest I am then woken during the early hours for some type of authority, disturbing not only myself as my phone rings but also my family. This takes me out of a deep sleep into a restless remaining sleep if I am lucky for the rest of the night. Often I will not get back to sleep and at times my family have been woken also. I know this is not healthy and impacting on me and others but at time it feels there is little option. Simply put, it has to be done for the job to work.</p> <p>It can't be right that for the volume of work, level of responsibility and impact on our personal lives that we're paid so little. It is demeaning and embarrassing we're paid so little. I do not feel valued.</p>
76 Anonymous	<p>I have been on an on call rota since 2012 – with no gaps – so that is a total of 12 years. I will be remaining on call for the rest of my career.</p> <p>2012-2018 – SIO Crime on call</p> <p>2018-2020 – CI Bronze on call</p> <p>2020-2021 – TFC on call</p> <p>2021-date – Two on call rotas. TFC on call and Silver on call.</p>

My duties are Mon-Thurs – working all day and all night – we do not have a late turn provision and we are expected to manage normal diary at the same time - and then Fri-Sun 24/7 cover. When we work weekends our rest days are booked , one before and one after the weekend – so we lose out on two full days together - which impacts on rest and recuperation for a whole two week period. The reality though that for me as Head of safeguarding, lead for Op Soteria, Lead for Phases 2,3,4 RCRP – I cannot remember the last time I actually had a rest day not impacted by work.

I wanted to make the following points about personal impact.

My on call demand has become more and more demanding over the years. As silver on call I take multiple calls every night and even though they may only be CAB calls – I never settle back to sleep.

I worked on call over NYE weekend – worked 4 days on call with zero support. No ET/LT/NT split.

As I am getting older, there is more pressure on health and I can honestly say that exhaustion has set in for me with a hugely demanding day job and two on call rotas. Additionally, I am only one of 7 TFC's who are accredited meaning I have to do additional on calls to mentor those awaiting accreditation.

I don't feel as if I am a particularly stressy person. But I am always on edge when on call. I never make plans with family or friends when I'm rostered.

I am a mum to two – and my youngest was only 5 when I started my on call duties – my on call has impacted in my family in term so my husband having to juggle his working day to cover when I get a call out in the middle of the night, My husband was also on call (now retired)– so there was very rarely a day when one of us wasn't on call.

I know I have a strong sense of public service, but I have never felt so dis-empowered by on call duties and the lack of recognition we get (financially and impact awareness) as we do right now.

What annoys me more is that officers who work PIM (who RARELY get called out) get paid the same amount. They don't take multiple calls a night - They may get called out once a year!

This week (for example) – I have worked Mon-Fri – Sat and Sun on call TFC (mentoring) – and working next week with Thursday as my rostered RD. In effect that is me working a solid 10 days if I get Thursday off. Those 10 days aren't 8 hours either. I work a consistent 10-12 hour day every day.

I am down to work a 7 day stint at the end of Feb for TFC.

Appendix C- The latest PSA survey data from the November 2023 survey of Superintendents regarding the implementation of the Pay Progression Standard

The PSA/SANI Pay Survey was conducted between Wednesday 8th November 2023 and Monday 11th December 2023. Almost two thirds of the membership completed the survey with a completion rate of 65.55% (1052 of 1605). 100 members did not submit demographic information about their gender or ethnicity.

There were 647 males (68%), 282 females (30%) and 23 who preferred not to say (2%) – total 952.

With ethnicity there were 11 Asian or Asian British (1%), 6 Black or Black British (1%), 1 Chinese or other ethnic group (0%), 24 Mixed/Multiple ethnic groups (3%), 879 White (92%) and 31 prefer not to say (3%).

Question 37 – In the last 12 months, has your line manager made you aware of the Pay Progression Standard (PPS) process and what will be expected of you within this process?					
2023			2022		
Yes	No	I don't know/I can't remember	Yes	No	I don't know/I can't remember
49%	45%	6%	28%	67%	4%

Question 38 – In the last 12 months, have you undertaken the PPS yourself?					
2023			2022		
Yes	No	I don't know/I can't remember	Yes	No	I don't know/I can't remember
38%	57%	6%	6%	90%	4%

Question 39 – Were you successful in the PPS process?					
2023			2022		
Yes	No	I don't know/I can't remember	Yes	No	I don't know/I can't remember
91%	1%	9%	71%	2%	28%

Question 40 – Were you required to complete a local training requirement as part of the PPS?					
2023			2022		
Yes	No	I don't know/I can't remember	Yes	No	I don't know/I can't remember
18%	71%	11%	10%	71%	19%

Question 44 – Do you have line management responsibilities?			
2023		2022	
Yes	No	Yes	No
96%	4%	95%	5%

Question 45 – Have you been able to complete a PDR for every officer you line manage in the last 12 months?					
2023			2022		
Yes	No	I don't know/I can't remember	Yes	No	I don't know/I can't remember
89%	11%	1%	78%	22%	<1%

Question 46 – Have you been able to complete the PPS process for all your direct reports in the last 12 months?					
2023			2022		
Yes	No	I don't know/I can't remember	Yes	No	I don't know/I can't remember
64%	25%	11%	22%	62%	16%

Question 47 – You indicated that you have been unable to complete the PPS process for all your direct reports in the last 12 months.

Have you been able to make all of your direct reports aware of the PPS process and what will be expected of them within this process?

2023			2022		
Yes	No	I don't know/I can't remember	Yes	No	I don't know/I can't remember
35%	55%	10%	31%	61%	7%

Appendix D- The latest PSA survey data from the November 2023 survey of Superintendents regarding regularity and impact of on-call

The PSA/SANI Pay Survey was conducted between Wednesday 8th November 2023 and Monday 11th December 2023. Almost two thirds of the membership completed the survey with a completion rate of 65.55% (1052 of 1605). 100 members did not submit demographic information about their gender or ethnicity.

There were 647 males (68%), 282 females (30%) and 23 who preferred not to say (2%) – total 952.

With ethnicity there were 11 Asian or Asian British (1%), 6 Black or Black British (1%), 1 Chinese or other ethnic group (0%), 24 Mixed/Multiple ethnic groups (3%), 879 White (92%) and 31 prefer not to say (3%).

Question 75 – Do you currently work?	2023	2022
Full-time	97%	98%
Part-time	1%	1%
Compressed hours	2%	1%

Question 76 – Which of the following best describes your working pattern (excluding 'on call' arrangements)?	2023	2022
I work Monday to Friday with weekends off	17%	19%
I work Monday to Friday but do operations and events at weekends as required	22%	22%
I work Monday to Friday but am also on a rota which includes evening/night/weekend shifts	49%	52%
I am part of a cadre that provides 24/7 critical incident/other command functions on a shift basis	7%	8%
Flexible working	1%	0%
Compressed hours	1%	0%
Other	3%	-

Question 77 - Do you perform an 'on call' function outside of your core hours of duty?		
	2023	2022
Yes	93%	93%
No	7%	7%

Question 78 – How often do you perform 'on call' duties?		
	2023	2022
1 – 7 days per month	69%	68%
8 – 14 days per month	25%	26%
15 – 21 days per month	4%	3%
22 – 28 days per month	1%	0%
Permanently	1%	3%

Question 79 – Are you required to perform on-call whilst either on rest days or annual leave for which no compensatory day(s) off in lieu is then provided?	2023			2022		
	Do not perform on-call	Perform on-call and receive day(s) off in lieu	Perform on-call and do not receive day(s) off in lieu	Do not perform on-call	Perform on-call and receive day(s) off in lieu	Perform on-call and do not receive day(s) off in lieu
Rest days	28%	40%	32%	26%	43%	32%
Annual Leave	83%	11%	6%	84%	9%	7%

Question 80 – Are you 'on-call' for more than one area of responsibility, ie PACE, firearms, public order, authorising officer, SI, etc?		
	2023	2022
Yes	67%	67%
No	33%	33%

Question 81 - Are you receiving allowance for all of the on-call duties that you undertake?		
	2023	2022
Yes	83%	94%
No	15%	5%
I don't know	3%	1%