



**WRITTEN SUBMISSION TO THE
POLICE REMUNERATION REVIEW
BODY**

NOVEMBER 2016

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1. INTRODUCTION

The Northern Ireland Policing Board (The Board/ NIPB) welcomes the opportunity to make representation to the Police Remuneration Review Body (PRRB) as it considers Pay and allowances for the Federated and Superintending ranks of the Police Service of Northern Ireland (PSNI). This will be the third such submission to the PRRB.

The Board came into existence on 4 November 2001 by legislative authority of the Police (NI) Act 2000, as amended by the Police (NI) Act 2003 and has now been supporting policing for over 15 years.

The Board is a Non Departmental Public Body comprising 10 Members nominated from among members of the Northern Ireland Assembly and 9 Independent Members appointed by the Minister of Justice.

The General functions of the Board include the maintenance of the Police; contributing to police service effectiveness, efficiency, partnership working and good practice; and holding the Chief Constable to account for his and the functions of the Police Service as it seeks to build a safe, confident and peaceful Northern Ireland through preventing crime, detecting offenders and protecting the most vulnerable in our society.

2. BOARD PRIORITIES

Policing is an issue of significant public interest to communities in Northern Ireland and as the body responsible for police oversight and accountability, the Board seeks to represent public views on policing issues and relay community concerns to the PSNI.

Section 25(1) of the Police (Northern Ireland) Act 2000 provides for the Board to determine the objectives for the policing of Northern Ireland and to comply with its statutory duty, during 2016, the Board developed in partnership with PSNI a number of new Strategic Outcomes for Policing outlining what we collectively believe needs to be achieved by 2020. The Board had taken a wide range of community views and experiences of policing into account as part of this process including a wide range of research and evidence as well as the following documents: The NI Executive Programme for Government; The Minister of Justice's long term Policing Objectives; The Programme for Justice; The views of local people and representative groups obtained from the Board's Policing Priorities Consultation; The Board's Equality Impact Assessment of the 2015-16 Policing Plan; The PSNI strategic assessment of threat, risk and harm; and the financial and other resources available for policing.

Five overarching strategic themes for Policing have been identified:

Overarching Theme 1: Communication and engagement;

Overarching Theme 2: Protection of people and communities;

Overarching Theme 3: Reduction in offending;

Overarching Theme 4: More efficient and effective delivery of justice; and

Overarching Theme 5: More efficient and effective policing.

These are the areas which will have an impact on successfully delivering the long term outcomes for policing and which have been incorporated into the themes in the Policing Plan to reflect the language of Policing with the Community which is the bedrock of how PSNI deliver their service.

Linked to the Strategic themes are a number of associated Outcomes:

Strategic Outcome 1.1: Increasing trust and confidence in policing.

Strategic Outcome 1.2: Ensuring the PSNI engages with communities to improve understanding of the impact of policing decisions and involve communities wherever possible in those decisions.

Strategic Outcome 2.1: Reducing harm caused by crime and anti-social behaviour with a focus on protecting the most vulnerable.

Strategic Outcome 2.2: Protecting and supporting repeat victims.

Strategic Outcome 2.3: Keeping people safe on the roads.

Strategic Outcome 3.1: Working in partnership to identify and intervene with priority offenders.

Strategic Outcome 3.2: Working in partnership to address serious and organised crime.

Strategic Outcome 3.3: Working in partnership to address paramilitary activity.

Strategic Outcome 4.1: Delivering significant improvement in the quality of files and disclosure to the Public Prosecution Service.

Strategic Outcome 4.2: Achieving an effective partnership with the Public Prosecution Service and other key partners in the Criminal Justice System in

order to deliver an effective professional service which strives for positive outcomes for victims.

Strategic Outcome 5.1: Providing an efficient, effective police service focused on protecting frontline services and continually improving and responding to need.

Strategic Outcome 5.2: Demonstrating the best use of resources for the PSNI.

Focusing on these tasks the Board:

- monitors the Annual Policing Plan, which sets the performance indicators and targets for an effective and efficient police service;
- monitors police performance in delivering key strategies – including the PSNI People Strategy; the PSNI Training & Development Strategy & Business Plan; the PSNI Equality, Diversity & Good Relations Strategy; Finance; Information and Communication Systems; the Police Estate; and the PSNI Policing with the Community Strategy;
- monitors the compliance of the police with the Human Rights Act;
- takes oversight of complaints and disciplinary proceedings against the PSNI;
- negotiates the annual budget for policing and scrutinises PSNI and Board expenditure;
- assesses the level of public satisfaction with the performance of the police and improving the performance of and assessing public satisfaction with Policing & Community Safety Partnerships (PCSPs);
- works in partnership with PCSPs and other stakeholders to make arrangements to gain the co-operation of the public with the police in preventing crime;
- fosters the development of partnership arrangements with the community, police, police staff associations, trade unions, central and local government, other accountability bodies and voluntary agencies; and
- ensures arrangements are in place to secure continuous improvement for the PSNI and the Board.

3. MINISTER OF JUSTICE'S REMIT TO PRRB

The statutory legislation for the remuneration of Police Officers to be determined by the Minister of Justice is 'The Police Service of Northern Ireland Regulations 2005'.

Additionally the Anti-social Behaviour, Crime and Policing Act 2014 established the 'Police Remuneration Review Body' with the remit of providing independent recommendations to the Home Secretary and to the Northern Ireland Minister of Justice on the hours of duty, leave, pay, allowances and the issue, use and return of police clothing, personal equipment and accoutrements for police officers of or below the rank of chief Superintendent and police cadets in England and Wales, and Northern Ireland respectively.

The Minister of Justice in her remit letter to the Chair of the PRRB dated 19 September 2016 acknowledged the important work of the PRRB in their review of pay for PSNI Officers and requested that in terms of 2017/2018 pay the Review Body provide recommendations on:

- The application of any pay award for these Police Officers effective from 1 September 2017;
- Whether any increase should be applied to the Northern Ireland Transitional Allowance or other allowances;
- Whether any increase should be applied to the Competence Related Threshold Payment (CRTP) pending its imminent review; and
- Given the forthcoming review of the CRTP scheme consideration of closing the scheme to new applicants pending its outcome.

In addition the Minister's remit letter indicates that she is intending to continue the practice of her predecessor in 'seeking the views of the parties in Northern Ireland on what the pay review bodies might realistically be asked to consider for the PSNI'.

As a consequence of this intention the remit letter indicates that the Police Federation "has specifically asked for consideration to be given to an increase in annual leave

provision for federated rank officers, and a reduction in the standard number of hours in a working week”.

Also the Superintendents’ Association “has referred to difficulties its members are having with regard to Rest Day working and on-call commitments, as well as access to Monthly Rest Days, calling for changes in how they are managed or additional financial recompense”.

In concluding the remit letter the Minister noted that the PRRB recommendations for the current year enabled uniformity with similar ranks in England and Wales and that it was important for PSNI that “no barriers to movement are created between forces and so parity in key areas of remuneration remains desirable”.

4. POLICE SERVICE OF NORTHERN IRELAND/ PEEL: POLICE EFFICIENCY

Last year in our submission the Board highlighted the particular aspects of policing which apply to Northern Ireland which may not be experienced elsewhere in the United Kingdom. The attacks on Police Officers, the need for a continued policing presence at interface areas and commitment to large scale events along with reducing police numbers and the ongoing security threat and associated demands on police resources. Regrettably these situations still present themselves in Northern Ireland.

The Board acknowledges that PSNI strives to keep people safe, meet increasing expectations and embed a Policing with the Community ethos whilst the financial pressures on policing continue to dominate and are challenging.

There is a statutory obligation on the Department of Justice under the Police (Northern Ireland) Act 1998, Section 41 (2) to commission Her Majesty’s Inspectorate of Constabulary (HMIC) to undertake ‘efficiency and effectiveness’ (PEEL) inspections of the PSNI on an annual basis. This is a core role of HMIC and in August 2016 the Board received from the Minister of Justice the HMIC Efficiency and Effectiveness report on the Inspections carried out in February 2016.

For the purposes of this submission the Board draws upon the findings of the Efficiency Inspection and following consideration of the Report and discussion with the Chief Constable a PSNI Action Plan is being taken forward.

The HMIC efficiency inspection assessed how a police service maximises the outcomes from its available resources focusing upon the overall question *‘How efficient is the force at keeping people safe and reducing crime?’*

In completing the effectiveness report 3 key areas were examined:

- How well does the PSNI use its resources to meet demand?
- How sustainable and affordable is the workforce model?
- How sustainable is the PSNI Financial position for the short and long term?

The inspection considered how well the PSNI understands the demands, how well the PSNI matches resource to demand, how public need is met and how well the PSNI is using new working methods to improve services. Whilst the report’s assessment was *‘good’* and recognised that the PSNI’s operating model matches resources to demand, it highlighted that the service should improve how it manages demand. Note was made that the PSNI does not have a Crime Prevention Strategy and that focus needs to be given to use the new community planning powers to reduce demand.

In examining how the PSNI has structured its workforce mix (officers, staff, part time officers) an assessment was made of whether this was affordable and sustainable in light of financial challenges; and what the service was doing to make sure it had the right mix of skills and capacity to fight crime, both now and into the future. The Report provided a summary of the findings with an assessment of *‘requires improvement’*. The inspection report stated that the PSNI “current model relies heavily on overtime both to meet surge demands often associated with security and because long-term sickness levels are high in the PSNI”. There is a need to develop a sustainable plan for its future workforce that is aligned with its overall demand and budget. HMIC make mention this should include future resource allocations and the mix of skills required by the workforce.

In reviewing the PSNI’s financial position HMIC examined how the PSNI achieved savings over the spending review period, the savings plans the service has developed for the future, and the assumptions the service has made in the understanding of the financial challenges ahead. Assessment was also made of financial controls and

governance arrangements and whether spending reflects priorities outlined in the policing plan. The Report provided a summary of findings and with an assessment of 'good'.

Recognising the planning challenges presented by recent in year budget cuts, HMIC noted the PSNI draft corporate plan which shows that PSNI has a long term outlook but that it must develop clear and realistic plans for achieving the likely savings required beyond 2015/16.

The Board has noted how the PSNI has changed how it delivers policing services with local policing teams in each district now being responsible for answering calls for service, crime investigation, prisoner processing, file completion, visible patrol, neighbourhood engagement and problem-solving.

The Board is aware that across the UK, Police Services have been exploring different ways in which the public can access policing services at a time where austerity requires that overheads are minimised. For PSNI the continuing security threat makes co-location with other services, including access points in shopping and city centre locations extremely difficult. The service has compensated for this in part by increasing its social media presence and is planning an interactive website in the future.

Body-worn video cameras following a pilot scheme is being introduced across the service as a step to increase the efficiency of policing operations. Current mobile devices are being examined and alternatives being exploring. Opportunities for collaboration continue to be difficult and limited because of:

- geographic isolation, in particular the absence of a land border with another UK police force;
- the lead-in time for mutual aid from police services in England and Wales means that the PSNI needs to retain its own surge capacity to make sure it can keep people safe during outbreaks of public disorder. Whilst Mutual aid is available from police services in England and Wales, the arrangements necessary for arranging travel, accommodation, briefing and deployment mean that these resources are not immediately available to respond to spontaneous disorder. Mutual aid worked

better for planned operations such as the policing of the G8 summit several years ago in 2013 rather than the ongoing spontaneous response to disorder; and

- the additional armed officers PSNI must contribute to a public order team from England and Wales to provide firearms cover, which in turn reduces the cost saving to PSNI from mutual aid.

The reality is that the PSNI has to maintain sufficient resources of its own to allow it to act independently in response to serious disorder and cannot cut officer numbers or reduce police support unit (PSU) training in the same way that English and Welsh police services can through collaborated units and mutual aid arrangements.

The PSNI does not have a collaborative arrangement with its neighbouring police service, the An Garda Síochána (AGS), for service provision or policing arrangements although the PSNI does have some joint information-sharing agreements in place and secondment arrangements with the AGS but formal collaboration, as seen in England and Wales, is legislatively not possible.

Mention has been made earlier of Sickness Absence especially the outworking of long-terms absence. The PSNI has a wellbeing plan and the Board through the Resources Committee monitors this topic regularly with scrutiny of the PSNI People Strategy and progress with the agreed Outcomes. PSNI has reviewed its sickness policy ensuring principal managerial responsibilities such as home visits and return to work interviews is put into practice. The PSNI is also in the process of identifying a substantial number of posts in the organisation suitable for police officers returning to work on restricted and recuperative duties.

The Board believes that the PSNI needs to do more to give officers and staff confidence in the fair and consistent application of its sickness management policy. As observed through the PEEL Inspection PSNI Officers and support staff have conflicting perceptions about the application of the policy which has not helped with morale issues.

Evidence exists to demonstrate that improved absence/ sickness management is important for morale, the wellbeing of officers and staff and should result in increased

attendance. However, a substantial improvement in sickness rates relies upon a reduction in excessive working time and increasing the resilience of officers and staff.

The ongoing demands on PSNI would seem to suggest that there will be a continued reliance on overtime to support the resource-intensive policing of contentious parades, events and protests and to respond to threats to officer and public safety.

The Stormont House Agreement¹⁸ in December 2014 provided funding to reduce the number of civil servants in Northern Ireland under a voluntary exit scheme (VES). The PSNI made a successful business case to the Department of Justice and the Department of Finance and Personnel for VES funding to be made available to the PSNI to reduce the numbers of police staff. The PSNI secured £20m over 2 years to fund up to 400 staff leaving the service, in four tranches, to enable greater efficiency in the support to frontline policing.

The structure of the VES scheme meant that the PSNI could not restrict those who were eligible from applying for voluntary exit. The scheme offered higher benefits to those staff with longer service and those on upper pay grades. Approximately 300 police support staff left during the lifetime of the VES Scheme and in the short term this has had a negative effect on the morale of some police staff that has had to pick up additional workloads without training required to perform the additional tasks and duties.

In our submission for 2016/17 the Board made mention of the Police Federation of Northern Ireland survey carried out in 2015 and which identified low morale among police officers with the principal issues being: flexible working; rest days; performance reviews; changes to pensions; and injury on duty.

Subsequently the PSNI worked with Durham University to carry out an employee engagement survey similar to that used by several police services in England and Wales. The questionnaire sought to gather information which could be utilised to improve staff and officer engagement, and address and better understand the concerns of police officers and police staff.

Whilst the PSNI has been recruiting police officers aiming to reach officer strength of 6,963 it has been hampered in this desire due to activities at the Police College which

have resulted in the Chief Constable commissioning an external review of practices and a short term freeze on recruitment. As at 30 September 2016 the headcount of PSNI Police Officers excluding the Reserve was 6832.

PSNI anticipates that during the 3 year period from December 2015, 1,438 officers will become eligible for retirement, more than 20 percent of the workforce. While the number of people applying to join the PSNI is strong, the rate at which police trainees are undergoing training will not replace the officers who could retire and will not, even if the funds were available, enable the service to employ up to 6,963 officers.

As noted earlier the PSNI has relied upon excessive overtime, cancelled rest days and limitations on leave to meet current demands using its current and projected workforce model. It anticipates that the threats and demands which have placed such high requirements on the workforce are unlikely to reduce in the short and medium term. HMIC in its PEEL Inspection Report have indicated that they considers that without new ways of working it will be difficult for the PSNI to sustain its workforce model and at the time of the Inspection, "The service has no clear plan to meet these demands in ways that reduce the pressures on officers and staff".

The Board have engaged with the PSNI to constructively assist PSNI and the Resources Committee in September 2016 discussed with PSNI the range of budget cut scenarios put by the Department of Justice and the potential impact of possible budget reductions.

Even with budget cuts at the lowest end of the range (3%), combined with other financial pressures, the PSNI could be required to absorb as much as £62m in 2017-18. As the Chief Constable reported to the Board, "This would undoubtedly have a significant impact on our capacity and capability".

In respect of Employee Engagement and Wellbeing PSNI has advised that following the results of the Employee Engagement and Wellbeing Survey, completed in conjunction with Durham University, an action plan has been developed to ensure that the learning from this survey is carried forward. An Employee Engagement Working Group has been formed and six initial actions will be delivered by the end of 2016, namely:

- Implementation of a Wellbeing Strategy that focuses on the wellbeing and personal resilience of officers and staff
- Refocus of PSNI Sickness Absence and Temporary Duty Restrictions Policies to ensure they are consistently applied and are not seen to unfairly impact on staff
- Re-establishment of the Corporate Flexible Working Advisory Group to examine the operation of the PSNI flexible and remote working policies and balance this with demand modelling in Districts and Departments
- Allocation of duties, annual leave and overtime to ensure an appropriate distribution across Districts and Departments with due regard to early notification of working arrangements at key family times (for example Christmas and school holidays)
- Student officer allocation and transfer requests to be re-examined to ensure the process is transparent and equitably applied in a 'common sense manner' that considers individual and organisational needs, and
- Locally delivered employee engagement mechanisms to be implemented from an agreed, consistent and corporate framework.

5. PRRB SECOND REPORT ON NORTHERN IRELAND 2016

The Board has noted the second PRRB Report for 2016 presented to the Minister of Justice in June 2016 and that the Minister had accepted the recommendations made in respect of pay provision for the federated and superintending ranks of the PSNI.

In particular the Board acknowledges the comments made in the Executive summary that:

- "PSNI police officer workforce – while total police officer numbers continue to be below the target number, recruitment is healthy and the quality of recruits is high. High levels of sickness days continue to be a cause of concern and the staff associations have highlighted the low morale of police officers and the increasing workload pressures; (Paragraphs 2.38 to 2.51 of the PRRB report)

- Economy and earnings – the economic situation of Northern Ireland has improved but it remains behind the rest of the UK economy; (Paragraphs 2.15 to 2.28 of the PRRB report)
- Policing environment – we recognise the unique and special nature pertaining to policing in Northern Ireland and the severe security threat level; (Paragraphs 2.6 to 2.10 of the PRRB report)
- Links to England and Wales – we note the intention to maintain broad consistency and parity with England and Wales. The policing reforms in England and Wales could have an impact on consistency with Northern Ireland and on movement between forces. To support this debate, we suggest information is provided to us for the next pay round (see paragraph 2.58 for more details of the PRRB report); (Paragraphs 2.12 to 2.14 of the PRRB report)
- Government pay policy and affordability – the most recent Pay Remit Approval Process and Guidance related to 2015/16 and included a 1% pay award limit, where public bodies were encouraged to include contractual progression increments. (Paragraphs 2.29 to 2.37 of the PRRB report)”

The Board agrees with the PRRB view that in terms of pay provision that uniformity with England and Wales remains important as this supports interoperability and assists with sustaining recruitment, retention and morale; and that there is no specific evidence emerging to support treating police officers here in Northern Ireland any differently from their counterparts in England and Wales, nor with the public sector generally in Northern Ireland that have had pay awards within the Government Pay policy.

Specific reference has been made to the Competence Related Threshold Payment (CRTP) which was abolished in 2011 for England and Wales on the basis that it had not worked as it was intended to. The Board notes the comments that in Northern Ireland there will be will a comprehensive review of the CRTP led by PSNI with the expectancy for evidence and proposals from all the parties and justifications for change if proposed in readiness for the 2018 pay round.

In response to the PRRB suggestion that additional statistical information be provided by the parties it should be noted that with the exception of information gathered through research about the PSNI's policy and practice on the ground, the Board is largely reliant on information provided by the PSNI.

This will be true for the evidence requirements which have been highlighted in the second PRRB report. Much of the Information the Board has, is received either through correspondence with the Chief Constable or through face to face meetings between the PSNI and the Board or through questions from the Board.

The Board's accountability function is however strengthened with access to information such as that collected by HMIC and CJINI (Criminal Justice Inspectorate Northern Ireland) in the course of its work (e.g. PEEL Inspection/ CJINI Reports) and such information enables the Board to question the Chief Constable using an evidence based approach.

In concluding this section of our submission on the PRRB second report and considering the future PRRB work programme, the Board accepts that other strands of the reform agenda in England and Wales could have significant implications for the PSNI and that there are advantages for the PSNI should they engage more proactively with the College of Policing as policing reforms develop.

6. CONSIDERATION OF MINISTER OF JUSTICE'S REMIT TO PRRB FOR 2017/18

Whilst the NI Executive has not agreed a public sector pay policy applicable to Northern Ireland for 2017/18 the principle has been endorsed to adhere to the UK Government Public Sector Pay policies and approach.

The Government's pay policy indicates that public sector workforce pay awards will be funded "of an average of 1 per cent a year, up to 2019/20".

The Department of Finance & Personnel (now Department of Finance) officials in oral evidence to the PRRB for the 2016/17 pay round, reiterated that pay progression was a contractual entitlement for police officers, a point confirmed in legal advice they had received the previous year. They clarified their view that the affordability of pay proposals was a matter for the service and relevant department to agree upon, in this case PSNI and DoJNI. It is therefore taken 'as read' that any pay award recommended will be in addition to such contractual pay progression.

Indeed the Board has noted that in the PRRB 2nd Report for England and Wales 2016 it is the view of the PRRB that “we agree that the pay bill costs on progression should continue to be treated as separate from the costs of the annual pay award”.

As highlighted above the Board recognises the unique situation and challenges that still continue to exist in Northern Ireland for policing and would be of the view that a 1% increase pay award be recommended for the federated and superintending ranks of the PSNI from September 2017. However in making this comment the Board highlights the Department of Justice ‘Policing Policy and Strategy Division Circular 6/2014’ and the agreement that all pay progression would be more closely tied to an appraisal system through the ranks and would wish to have a PSNI commitment that this is being consistently applied. With the recent short term freeze on recruitment and the retirement of officers the Board understands that a 1% pay progression applied across all federated and superintending ranks could be funded in 2017/18.

The evidence exists to demonstrate that police officers in Northern Ireland operate under very difficult circumstances with the threat level remaining as ‘Severe’. Additional specific data making this point will no doubt be detailed in other submissions to the PRRB. There is every justification therefore for the Northern Ireland Transitional Allowance (NITA) to be uprated by 1% from September 2017. In keeping with its position of previous years whilst suggestions continue to be made that the NITA should be made ‘pensionable’ the Board would not support such a move.

The remit letter makes reference to increases being applied to ‘other allowances’ and in this regard the Board would recommend an uplift of 1% to the Dog Handler’s Allowance. The Dog Handlers provide a necessary service and with the additional responsibilities of ensuring the wellbeing of the animals it is important that this service is recognised.

Turning to the Competence Related Threshold Payment (CRTP) Scheme in the PSNI. It was in November 2002, that the Secretary of State for Northern Ireland gave his formal approval to operate a Competence Related Threshold Payment (CRTP) Scheme in the PSNI. This scheme was introduced as part of the pay-related package agreed at PNB in 2002, and was designed to increase the rewards available to officers in the Federated ranks (constables, sergeants, inspectors and chief inspectors) who were at the maximum point of their respective pay scales. The scheme has been operating in the PSNI since 2003, is managed by PSNI and enables such officers, to receive a competence-related

threshold payment at the appropriate rate each year; provided that his/ her determining officer has determined that he/she has demonstrated high professional competence under each of the following national standards:

- Professional competence and results
- Commitment to the job
- Relations with the public and colleagues
- Willingness to learn and adjust to new circumstances.

However the Police Arbitration Tribunal recommended that the CRTP be phased out over 3 years from April 2013 to April 2016. Police services in England and Wales have implemented a phased withdrawal of the allowance over three years to be abolished in 2016 as follows: From 1 April 2013 £900 per annum; from 1 April 2014 £600 per annum; from 1 April 2015 £300 per annum; from 1 April 2016 £0.00.

The Board has noted that PSNI in their 2016/17 submission to the PRRB that eligibility ranged from 55% of Constables through to 78% of Superintendents and that the PSNI were committed to conducting a review of the payment of CRTP commencing in January 2016. The Board understands that this review is not yet complete and that PSNI has concerns that the removal of the CRTP at this point may lead to a further loss of experience within the PSNI. Although the Board have not examined the operation of the CRTP in the PSNI recently the evidence base and requirements of the Review as listed in the 2nd PRRB Report 2016 is welcomed and the Board will examine the data closely when it is supplied by the PSNI.

In the submission for the past 2 years the Board has indicated that it would be seeking the removal of the CRTP scheme and did not support any increase. As noted above it has not worked well for England and Wales and was removed under the Winsor review. Remuneration for PSNI Officers still reflects the availability of the CRTP.

The Board reiterates its view and would not support any increase in the CRTP payment for 2017/18.

The Minister's remit letter asks the PRRB to consider closing the scheme to new applicants pending its outcome. Whilst the Board has noted the reduction in the Constable Pay band points and the ability for officers of that rank to progress more quickly through the pay band and become eligible for CRTP it nevertheless believes that without examination of the PSNI data it could not express a view on this at this time.

Concerning the other matters referenced in the Minister's letter it is noted that the Police Federation has raised the matters of increase in annual leave provision and a reduction in the standard number of hours in a working week and the Superintendents Association the matters of 'Rest Day' working, on call commitments etc.

The Board believes that the current arrangements for annual leave provision and the number of hours in a standard working week are adequate although the reliance on overtime and the ability for officers to avail of 'Rest Days' is concerning and a topic which the Board is taking forward with the Chief Constable as a follow up to the Employee Engagement survey and the HMIC PEEL Inspection.

Turning to the matter of 'Parity' and the policing reforms being taken forward by the College of Policing the Board whilst noting that the PSNI do engage with the College of Policing regularly on initiatives are aware that the Chief Constable as a member of the National Police Chief's Council (NPCC) is also involved with the policing reforms who suggest a stronger link between pay and competence. More recently the Chief Constable has engaged with the Board on direct entry to the Service at Superintendent Rank and there are aspects of the College of Policing 'Leadership Review' which are to be considered.

The Board through the PSNI People Strategy are monitoring closely the absence management situation in the PSNI and the topic features regularly in both the Chief Constable's Monthly Report to the Board and also as a result of Board Members questions to the Chief Constable.

These Reports and Questions/ Answers also embrace the topic of morale in the PSNI and the Board has noted that in the PRRB 2nd Report for England and Wales 2016 the comments, "Specifically, we advocate a regular national survey of police officers, established by the NPCC, to enable a comprehensive assessment of attitudes to important aspects of their work and views on the remuneration package, particularly to pick up trends in morale and motivation". With the Chief Constable having membership of the NPCC the Board would suggest that such a national survey should also encompass the PSNI albeit some alteration may be required to reflect the unique policing situation in Northern Ireland. This would be advantageous especially in terms of gathering information to assist in the ongoing 'parity' discussion.

The Board also notes the PSNI involvement with the Large Forces (Metropolitan Police Service, Greater Manchester Police, West Midlands, Police Scotland, Northumbria, West

Yorkshire, and PSNI) College/ Training meetings which are facilitated by the College of Policing and of the PSNI desire that these valuable benchmarking and best practice sharing events increase in frequency and depth.

7. RECOMMENDATIONS

For its 2017/18 submission the Board would make the following recommendations to the Police Remuneration Review Body:

- An uplift to the pay for PSNI Police Officers of up to 1% from 1 September 2017;
- A 1% increase to the Northern Ireland Transitional Allowance and it should not be changed from its current non-pensionable status;
- No increase should be applied to the Competence Related Threshold Payment but a 1% increase should be applied to the Dog Holder's Allowance;
- No change to the annual leave provision for Police Officers or for a reduction in the standard number of hours in a working week; and
- No additional financial recompense for non-availability of rest day working and on-call commitments.

NORTHERN IRELAND POLICING BOARD

NOVEMBER 2016