



# Police Superintendents’ Association and Police Superintendents’ Association of Northern Ireland Pay Survey 2021 Headline Findings January 2022

Produced on behalf of the Police Superintendents’ Association and the Police Superintendents’ Association of Northern Ireland by the Police Federation of England and Wales

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# Executive Summary

## Sample and respondents

- 988 respondents took part in the 2021 Pay Survey between November and January 2021: a response rate of approximately 68% of Police Superintendents' Association and Superintendents' Association of Northern Ireland members. This is slightly higher than the 67% response rate attained in 2020 and 2019.
- The sample of respondents was broadly representative and was large enough that the percentages quoted in this report can be considered accurate within the normal bounds of academic rigour.
- Around a third of respondents had been a Superintendent for a year or less, and therefore were likely to be completing the survey for the first time in 2021. As a result, whilst the survey can be used to demonstrate year-on-year trends in the views of the Superintending ranks as a whole, it does not reflect the views of exactly the same group of individuals each year. This should be borne in mind when drawing comparisons between the responses in this year's survey and previous years' surveys.
- This is the second Pay Survey to have been conducted during the COVID-19 pandemic. As with last year's survey, this may mean that respondents are operating under different circumstances compared to previous years. This should be borne in mind when making year on year comparisons within the survey.

## Morale and motivation

- 29% of respondents in this year's survey said that their morale was currently low, this is a higher proportion of respondents reporting low morale than in any previous year that the PSA and SANI Pay Survey has taken place.
- Almost half of respondents said that their morale was lower now than it had been last year.
- The proportion of respondents who said that morale was low in their department/command was also higher than in any other year of PSA and SANI Pay Survey.
- Respondents were most likely to say that how the police are treated by the government, uncertainty regarding their pension and taxation policies had a negative impact upon their morale.
- A majority of respondents (57%) said that their personal motivation was currently high; however, the proportion of respondents who said that their personal motivation is high is the lowest seen in any year of the PSA and SANI Pay Survey to date.

- More than a third of respondents said that their personal motivation was now lower than it was 12 months ago.
- Just 39% of respondents said that they would recommend joining the police service to other people; down from 54% of respondents in last year's survey. 41% of respondents said that they felt valued in the police, a 13-percentage point drop since 2020, both of these proportions are lower than ever previously seen in the PSA and SANI Pay Survey.
- 43% of respondents said that they were now more inclined to leave the service than they had been 12 months ago.

## Pay Remuneration and Benefits

### Satisfaction with Pay

- Less than half of respondents said that they were satisfied with their basic pay, less than a third said they were satisfied with their overall remuneration, and just one in four said they were satisfied with their allowances. These proportions are all lower than in 2020.
- There has also been an increase since 2020 in the proportion of respondents reporting dissatisfaction with the value of the specific allowances they receive (including housing allowance/rent allowance, Northern Ireland Transitional allowance, Central Services allowance and regional allowances).
- A majority of survey respondents said that they now felt less fairly paid for the responsibilities of their job compared to 12 months ago.
- A higher proportion of respondents in 2021 did not feel that their pay was fair considering the stresses and strains of their job (82%) compared to 2020 (74%).

### Cost of living

- 61% of respondents said that they received enough money from their job to live comfortably, however 74% said that they had not received pay increases to maintain their standard of living.
- More than a third of respondents said that they felt financially worse off now compared to five years ago and compared to before the COVID-19 crisis.

### Targeted Variable Payments

- Just over half of respondents said that they now fulfilled the criteria to be eligible to apply for a Targeted Variable Payment (TVP), compared to 49% between September 2020 and June 2021. Despite this, respondents were slightly less likely to say that they have applied for a TVP since July 2021 compared to during the period to June 2021.

- The most common reason respondents gave for not applying for a TVP was they were aware the scheme was not supported by their Chief Officers. A quarter of respondents said that they had not applied because they were not aware they were eligible.
- The average TVP amount respondents received between September 2020 and June 2021 was £2,737. Since July 2021, the average TVP amount was £3,374.

## Pensions

- The proportion of respondents who were dissatisfied with their pension continues to increase year-on-year, and this year, just under two thirds of respondents (63%) said that they are dissatisfied with their pension.
- This year 45% of respondents said that they joined the CARE scheme on 1 April 2015 and did not have either full or tapered protection.
- With regards to retirement intentions, 41% of respondents said that they intended to stay in the police until they have 30 years' continuous service. A further 28% of respondents said that they intended to retire at 55, which is the earliest point at which they can claim their 1987 and CARE pension.
- This year, for the first time, a majority of survey respondents (52%) said that they incurred an Annual Allowance charge during the last financial year. This compares to less than one in ten in 2014/15 and 2015/16. The most common reason for breaching the annual allowance threshold was respondents' normal pay increment.
- The average amount by which respondents breached the annual allowance threshold has also seen a further increase compared to previous years; and was £24,355 in this year's survey.
- 41% of respondents said that their pension increased their intention to stay in the police service, whilst 38% said that their pension increased their intention to leave.

## The Police Remuneration Review Body

- More than a quarter of respondents (26%) said that they were not at all aware of how the PRRB process worked.
- 57% felt that the PRRB process was either unfair or very unfair, and 71% of respondents felt that the pay awards resulting from the PRRB process were either unfair or very unfair.

## Health Screening

- 30% of respondents this year said that their force provided them with a free health screening; compared to 34% of respondents in last year's survey.
- Amongst respondents who said that their force provided them with a health screening, 40% said that they had been provided with a health screening in the last 12 months.

## Uniforms

- More than nine out of ten respondents who were provided with a uniform said that they, rather than their employer, paid for cleaning and repairing their uniform.
- On average, respondents said that they spent £64.50 per year cleaning and repairing their uniform.

## Promotion and development

- 43% of respondents said that they intended to apply for further promotion, with 25% saying that they intended to apply for Chief Officer rank; however just over a third said that they were now less likely to apply for promotion compared to last year.
- Amongst respondents who had not applied for promotion, the most common reasons given for this were that they believe that promotion would have a negative impact on their work-life balance, that they had only recently been promoted, and that it would not be worth it due to changes in Annual and Lifetime Allowances on pensions benefits.
- A majority of respondents said that they were dissatisfied with the PDR process, and more than a third of respondents had not had a Professional Development Review (PDR) in the last 12 months. 35% of respondents not at the top of their pay scale (and therefore in receipt of incremental pay rises) also said that they had not had a PDR in the last year.
- More than half of respondents said they received support when they wanted to learn new skills. However, one in five indicated that they did not receive support to learn new skills, and almost a quarter (24%) said that they did not receive the necessary training to do their job well.
- 54% of respondents said that they were satisfied with their opportunities for CPD this year; but only 38% said that they were satisfied with Professional Development opportunities from the College of Policing.
- 5% of respondents said that they had applied to attend the 2021 Senior Police National Assessment Centre. 28% of those who attended the Assessment Centre felt that, overall, the Assessment Centre was unfair, compared to 33% who felt that it was fair. 77% said that the exercises they completed during the Assessment Centre were somewhat relevant to the role of a chief officer, but only 13% said that they were completely relevant.
- Amongst respondents who said that they had not applied to attend the Senior Police National Assessment Centre, the most common reasons were that they did not consider themselves ready and that they did not want promotion.

## Role and responsibilities

- Half of respondents said that they performed a Silver/tactical command function, whilst just over a third performed a Gold/strategic command function. The proportion of

Superintending ranks undertaking a Gold command function has shown a sustained decrease since this question was first included in the PSA and SANI Pay Survey in 2017.

- 64% of respondents said that they performed a PACE authorising function, and 43% said that they performed a RIPA authorising officer function. We continue to see a downward year-on-year trend in the proportion of Superintending ranks undertaking these functions.
- 31% of respondents indicated that they undertook a Senior Detective function.
- More than one in five respondents who undertook a Silver/Gold command function and one in four who undertook a RIPA authorising officer function, and just under one in three who undertook PACE authorising functions said that they were not trained or accredited to undertake these functions.
- 91% of respondents said that they performed an on-call function outside their normal hours of duty. 67% of respondents who performed an on-call function did so for more than one area of responsibility.
- 18% of respondents who performed an on-call function said that they were on-call on annual leave, whilst 69% said that they were on-call on rest days. There has been a slight increase this year in the proportion of respondents who said that they performed on-call on rest days and did not receive days(s) off in lieu.
- 83% of respondents said that they needed to travel by car for their role and on average, spent 7.5 hours driving as part of their duty per week. This is higher than both 2020 (which included the COVID-19 lockdown; 6 hours average), and prior to the pandemic in 2019 (7 hours on average).
- The proportion of respondents provided with a police vehicle in order to travel for their role continues to decrease year-on-year, and this year 67% of respondents who said that they travelled by car for their role said that they received Essential User's Allowance whilst 14% said that they received Casual User's Allowance.
- Those in receipt of Essential User's Allowance claimed 107 business miles per month, whilst those in receipt of Casual User's Allowance claimed on average 48 business miles per month.
- At least nine out of ten respondents said that they make business calls whilst driving during business hours (94%) and during their commute (90%); spending more than a third of their time whilst driving making calls.
- 40% of respondents said that prior to the COVID-19 pandemic they never worked from home during their core hours of duty. Since the pandemic this has reduced to 6% who said they never worked from home.



# Introduction

The 2021 Police Superintendents' Association (PSA) and Superintendents' Association of Northern Ireland (SANI) Pay Survey opened on 22nd November 2021 and closed on 23rd January 2021. During that time, **988 responses were received, representing a response rate of approximately 68% of PSA and SANI members**. This is slightly higher than the 67% of Superintending ranks who took part in the survey in 2019 and 2020.

Statistically the sample size was large enough that the percentages quoted in this report can be considered to be accurate within the normal bounds of academic rigour<sup>1</sup>. The response rate obtained this year was also in excess of other public sector surveys including the NHS Staff Survey (47%), the Armed Forces Continuous Attitude Survey (37%), and the Civil Service's People Survey (66%).

The following report highlights the key headline statistics from the survey, based on top-level analysis of the data. Some salient comparisons of responses from the PSA and SANI Pay Survey and the 2021 PFEW Pay and Morale Survey are also made within this report. Further details will be reported in the full data warehouse report, which will be available later in 2022.

Please be aware that this is the second Pay Survey to have been conducted during the COVID-19 pandemic. As with last year's survey, the pandemic may mean that respondents are operating under different circumstances compared to previous years. This should be borne in mind when making year-on-year comparisons within the survey.

## Representativeness

In order to calculate whether the sample size is representative, it is necessary to take the population size into account, along with the margin of error and the confidence level. In essence, the margin of error measures the maximum amount by which the results from the sample are expected to differ from those of the actual population, and is calculated using the sample size (the number of survey responses received from PSA and SANI members), the population size (the total number of Superintendents and Chief Superintendents that are a member of the PSA and SANI) and the confidence level.<sup>2</sup>

The smaller the margin of error, the more confident we can be that the results are representative of the overall sample. For example: If 60% of respondents answered 'Yes' to

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<sup>1</sup> Margin of error of  $\pm 2\%$  with a 95% confidence level

<sup>2</sup> A 95% confidence level is the generally accepted academic standard and means that you would expect to get the same results 95% of the time.

one of the survey questions and the margin of error is 5%, we can estimate that 55% - 65% of the whole population would answer the same if asked.

If the margin of error is less than 5%, it can be considered to be within the normal bounds of academic rigour. The margin of error for this report has been calculated, and at a 95% confidence level, this report has a **2% margin of error**.

## Demographics

28% of survey respondents were female and 71% were male. 4.4% were Black, Asian or another Minority Ethnicity. The average age of respondents was 47 (trimmed mean<sup>3</sup>). This year, respondents were also asked whether they had lived with a physical or neurological condition for more than a year that had a substantial effect on their daily life (even if they did not consider themselves to be disabled). 18% of respondents said yes to this question.

Overall, 76% of responses were received from Superintendents, whilst 24% were received from Chief Superintendents. 18% of respondents were on temporary promotion (up from 15% in 2020), with 17% of respondents in the rank of Superintendent and 24% of respondents in the rank of Chief Superintendent temporarily promoted. Respondents had been a police officer for an average of 24 years (trimmed mean) and had been in their current rank for 3 years (trimmed mean). 37% of Superintendents and 41% of Chief Superintendents had been in their current rank for one year or less.

As always with this survey, because a high number of Superintendents responding to the survey have been in their current rank for one year or less, around a third of survey respondents are likely to be completing the PSA and SANI Pay Survey for the first time in 2021. As a consequence, whilst the survey reflects the year-on-year trends in the views of the Superintending ranks as a whole, it does not purport to reflect the views of exactly the same group of individuals each year. This should be borne in mind when drawing comparisons between the responses in this year's survey and previous years' surveys.

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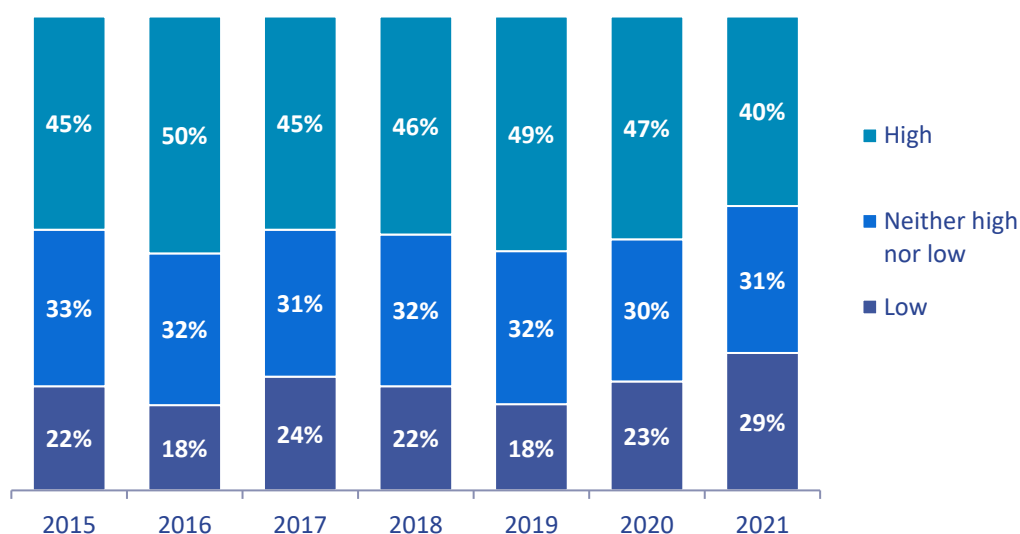
<sup>3</sup>The trimmed mean average is reported throughout this report, because this value excludes extreme outliers from the computed average.

# Morale and Motivation

## Morale

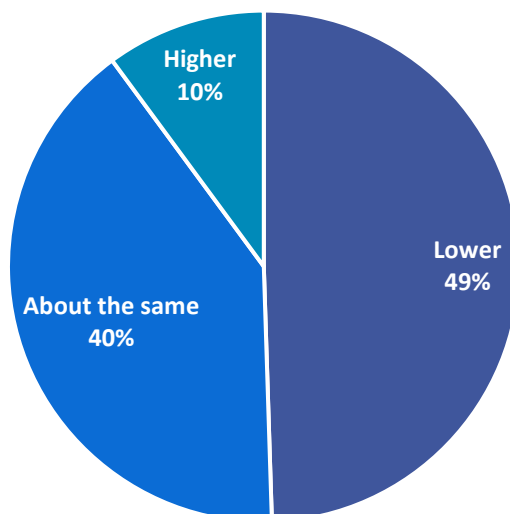
**29% of respondents in this year's survey said that their morale was currently low.** Whilst respondents were still more likely to say that their morale was high rather than low, **the proportion of respondents reporting low morale in 2021 was higher than in any other year** that the PSA and SANI Pay Survey has taken place.

Proportion of respondents reporting high and low morale since 2015



In keeping with this, **almost half of respondents said that their morale was lower now than it had been last year.** Amongst respondents who had been a member of the Superintending ranks for more than a year, 56% of respondents said that their morale was lower than it had been 12 months ago. However **even amongst respondents who said that they had been a Superintendent for a year or less, more than a third of respondents (36%) said that their personal morale was now lower than last year.**

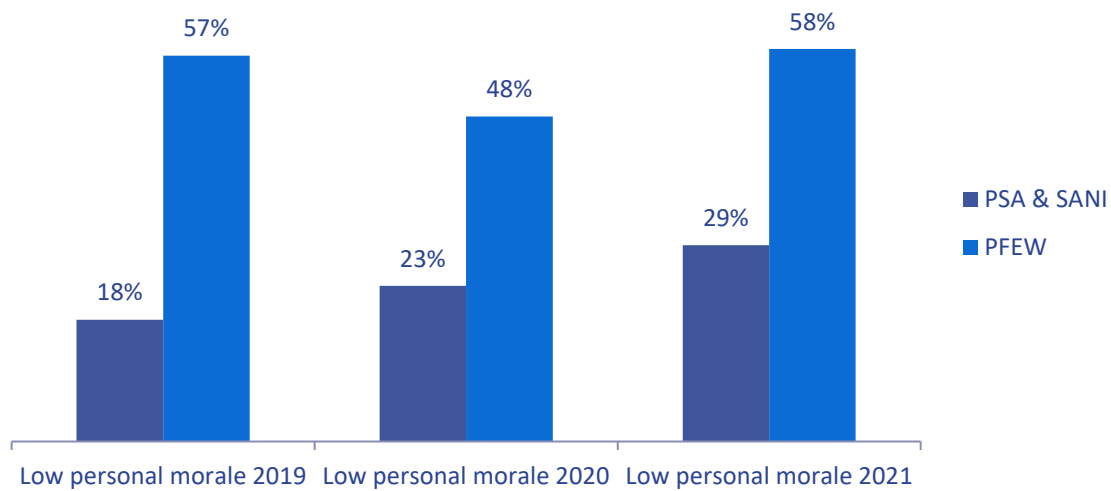
How does your level of personal morale compare with 12 months ago?



The proportion of respondents who said that morale was low in their department/command was also higher than in any other year of the PSA and SANI Pay Survey. Respondents were also more likely to say that morale was low in their force and in the service as a whole compared to 2020 and 2019. Despite this, Superintending ranks were still considerably less likely to report low morale compared to members of the Federated ranks.

	Department/command		Force		Service	
	Low morale	High morale	Low morale	High morale	Low morale	High morale
<b>2015</b>	33%	27%	65%	5%	84%	1%
<b>2016</b>	27%	31%	59%	7%	76%	<1%
<b>2017</b>	33%	32%	62%	6%	83%	1%
<b>2018</b>	31%	33%	61%	7%	85%	1%
<b>2019</b>	24%	39%	49%	11%	72%	4%
<b>2020</b>	22%	40%	39%	13%	63%	3%
<b>2021</b>	34%	29%	59%	7%	79%	2%

### Proportion of respondents reporting low morale in PSA & SANI and PFEW surveys since 2019



Respondents were asked to indicate what factors had a negative or a positive impact upon their morale. From the list of options provided, **respondents were most likely to say that how the police are treated by the government, uncertainty regarding their pension, and taxation policies have had a negative impact upon their morale.**

The proportion of respondents who said that uncertainty regarding their pension has had a negative impact upon their morale has increased each year since this question was introduced into the PSA and SANI Pay Survey in 2019, and **this year nine out of ten respondents said that pension uncertainty had negatively affected their morale.** There has also been a notable jump in the proportion of respondents who said that their pay has had a negative impact upon their morale; up from 29% of respondents in 2020 to 43% in 2021.

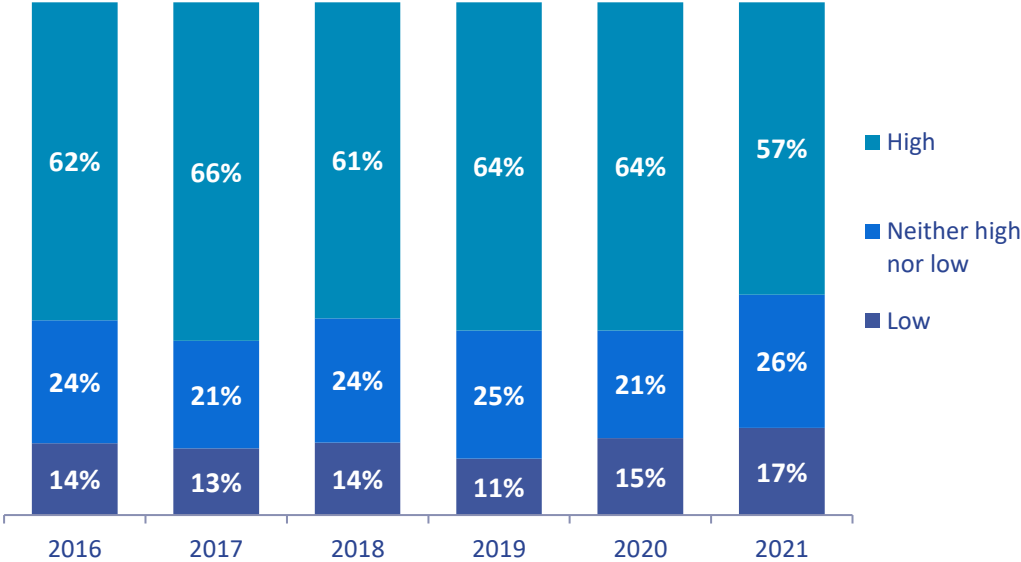
	Negative impact on morale					Positive impact on morale				
	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021
How the police are treated by the government	-	-	-	-	90%	-	-	-	-	1%
Uncertainty regarding your pension	-	-	76%	82%	90%	-	-	1%	<1%	<1%
Taxation policies	75%	85%	85%	82%	85%	2%	1%	1%	1%	<1%
Pension	43%	55%	56%	56%	69%	35%	29%	26%	27%	18%
How the police are treated by the public	-	-	-	-	69%	-	-	-	-	7%
Work/life balance	70%	71%	64%	62%	65%	18%	15%	17%	17%	15%
Workload and responsibilities	55%	51%	48%	60%	62%	29%	31%	26%	16%	12%
Health and wellbeing	51%	54%	48%	45%	51%	28%	25%	25%	29%	24%
Pay	40%	40%	31%	29%	43%	23%	21%	27%	34%	25%
Development and promotion opportunities	34%	32%	34%	33%	31%	30%	29%	29%	29%	28%
Treatment by line manager	13%	11%	11%	14%	14%	65%	65%	68%	66%	66%

## Motivation

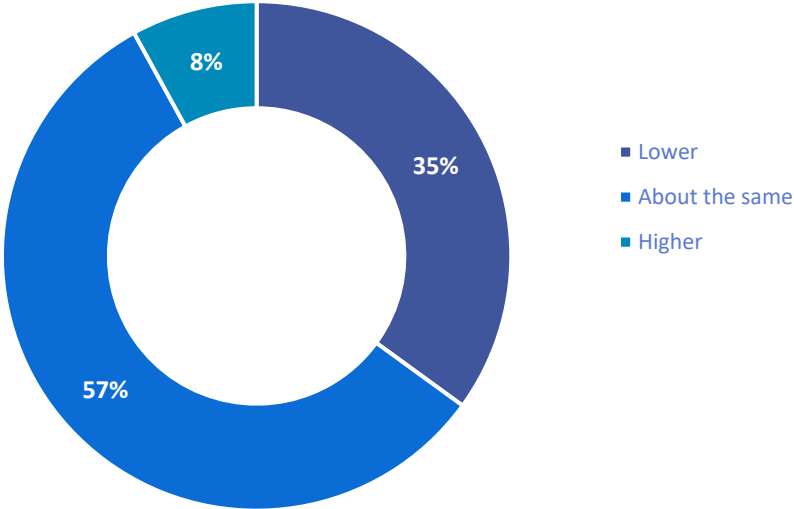
A majority of respondents (57%) said that their personal motivation was currently high, compared to 17% who said that their personal motivation was low. Despite this, and in keeping with findings on morale discussed above; **the proportion of respondents who said that their personal motivation is high is the lowest seen in any year to date** of the PSA and SANI Pay Survey. Moreover, whilst it was most common for respondents to say that their

personal motivation has not changed in the last year, **more than a third of respondents said that their personal motivation was now lower than it was 12 months ago.**

**How would you describe your current level of personal motivation?**



**How does your level of personal motivation compare with 12 months ago?**

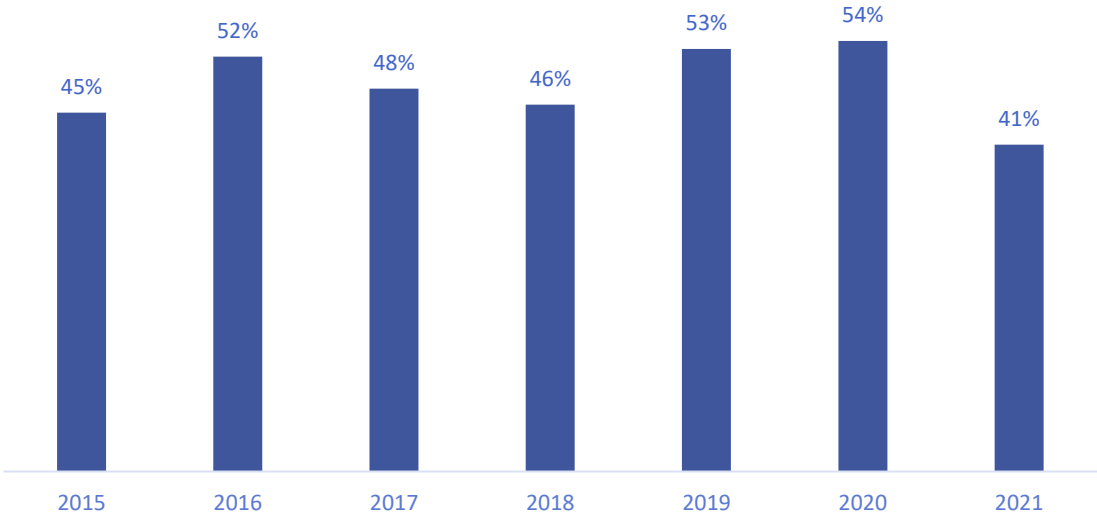


# Engagement

As seen elsewhere in this year’s survey, indicators of respondents’ engagement also saw a negative shift compared to previous years. **Just 39% of respondents said that they would recommend joining the police service to other people.** This is down from 54% of respondents in last year’s survey and, again, is lower than in any other year that the PSA and SANI Pay Survey has been conducted. **41% of respondents said that they felt valued in the police, a 13-percentage point drop since 2020, and a lower proportion than ever before.** In addition, whilst the vast majority of respondents said that they felt proud to be in the police, the proportion of respondents who felt proud was lower than ever previously seen within the Pay Survey.

	I would recommend joining the police to others		I feel proud to be in the police	
	Disagree	Agree	Disagree	Agree
<b>2015</b>	35%	47%	4%	91%
<b>2016</b>	25%	55%	3%	90%
<b>2017</b>	31%	49%	3%	93%
<b>2018</b>	34%	44%	5%	91%
<b>2019</b>	24%	54%	2%	93%
<b>2020</b>	23%	54%	2%	92%
<b>2021</b>	37%	39%	7%	85%

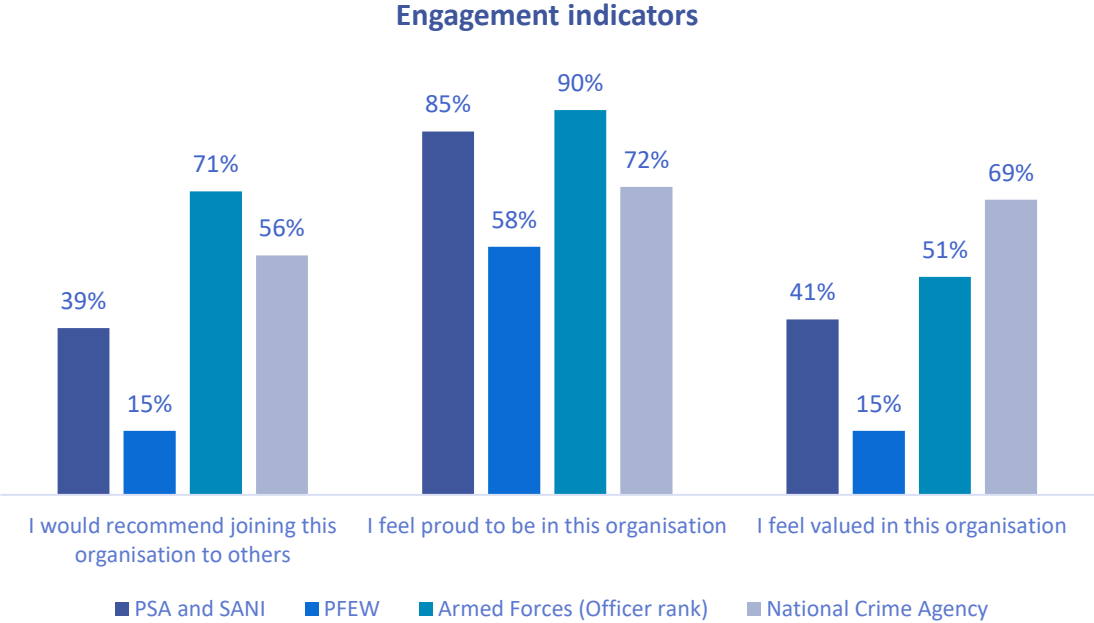
I feel valued in the police service





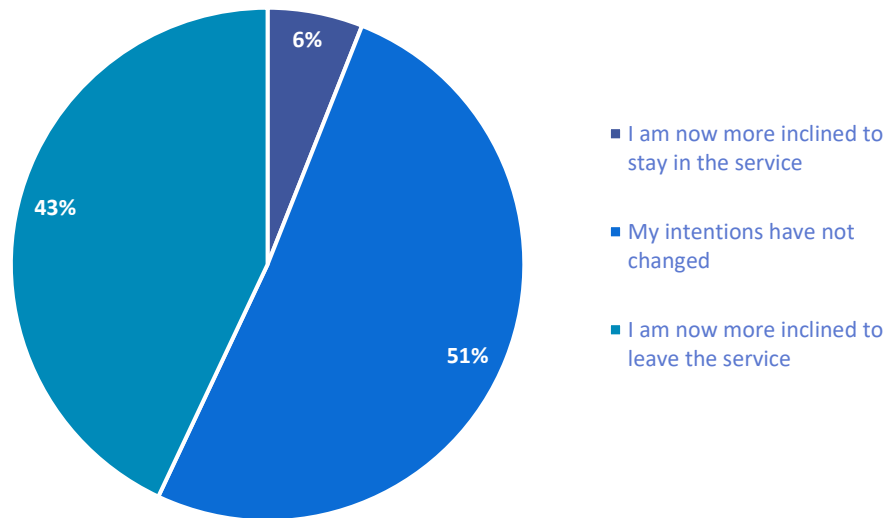
The indicators of engagement used in the PSA and SANI Pay Survey are also used in other public sector staff surveys, including the Armed Forces Continuous Attitudes Survey and the Civil Service’s People Survey. This allows contrasts to be made outside of the police service. Comparison to the most up-to-date data from these other staff surveys shows that a considerably smaller proportion of respondents in the PSA and SANI Pay Survey said that they would recommend joining the police and feel valued in the police service, compared to either Armed Forces personnel or members of the National Crime Agency (NCA).

Despite the reduction seen in this year’s survey, PSA and SANI Pay Survey respondents were still more likely to be proud to be in the police service compared to members of the NCA. But this year were less likely to be proud to be in the service than members of the Armed Forces.



Finally, respondents were also asked whether their intentions with regards to staying in or leaving the police service have changed in the last 12 months. A specific question on retirement intentions was also included in the survey, and is discussed within the Pensions section on Page 32 below. Whilst a majority of respondents said that their intentions with regards to staying in or leaving the police have not changed in the last year, **43% of respondents said that they were now more inclined to leave the service than they had been 12 months ago.** For comparison, in the 2020 Pay Survey, 25% of respondents indicated that they were more inclined to leave than they had been the year before.

### How have your intentions with regard to staying in or leaving the Police Service changed in the last 12 months?



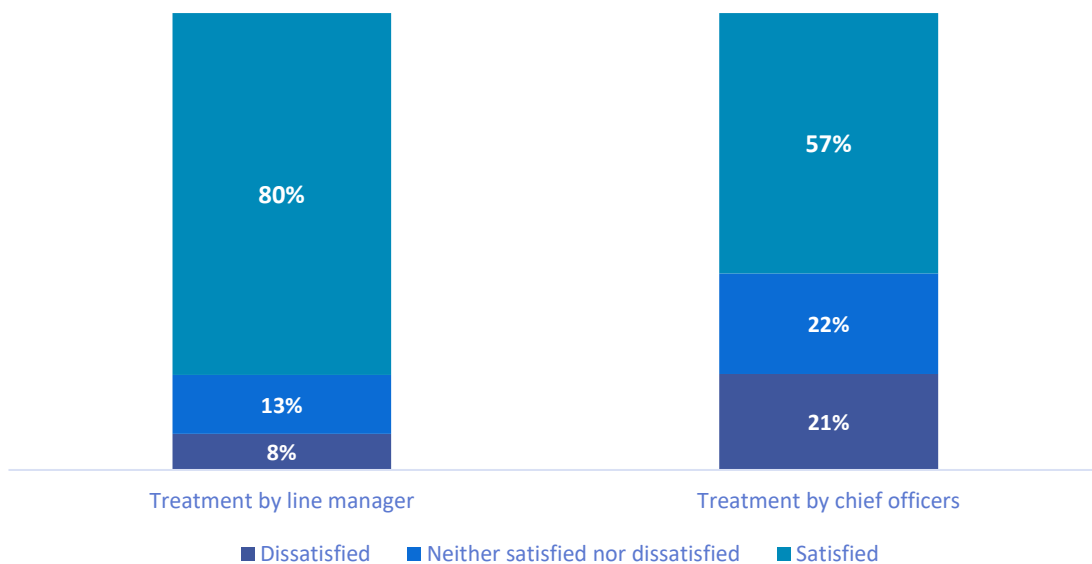
### Fairness

**61% of respondents agreed that they were treated fairly**, compared to 17%, or approximately one in six, who did not feel fairly treated. Again, **the proportion of respondents who felt fairly treated was lower than any other year** of the PSA and SANI Pay Survey. In addition, for the first time, less than half of respondents said that decisions that affected them were usually made in a fair way.

Yet, despite this, **eight out of ten respondents were satisfied with how they were treated by their line manager**. A majority of respondents (57%) were also satisfied with how they were treated by chief officers. However more than one in five respondents this year said that they were not satisfied with how they were treated by chief officers.

	Decisions that affect me are usually made in a fair way		I am treated fairly		There is a general sense amongst the people I work with that things are handled in a fair way	
	Disagree	Agree	Disagree	Agree	Disagree	Agree
<b>2015</b>	22%	59%	13%	71%	23%	55%
<b>2016</b>	21%	58%	14%	71%	29%	49%
<b>2017</b>	25%	54%	17%	66%	29%	47%
<b>2018</b>	24%	51%	16%	63%	30%	44%
<b>2019</b>	24%	53%	18%	64%	30%	47%
<b>2020</b>	23%	55%	17%	66%	26%	50%
<b>2021</b>	26%	47%	17%	61%	31%	42%

### Satisfaction with treatment by managers



# Pay, Remuneration and Benefits

## Pay and Allowances

### Satisfaction with pay

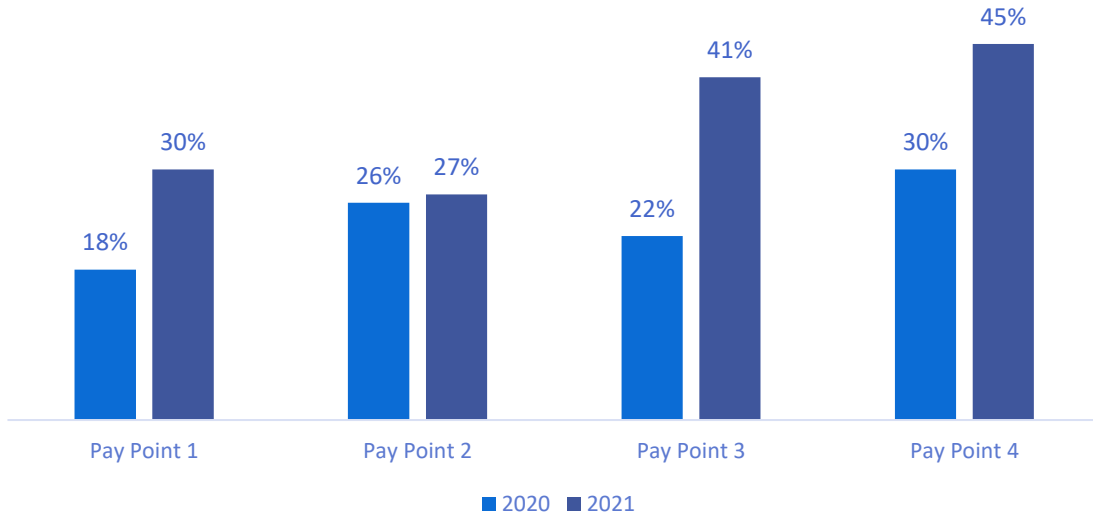
In comparison to 2020, this year’s survey has seen a drop in the proportion of respondents who were satisfied with their basic pay, with their allowances, and with their overall remuneration. **Less than half of respondents said that they were satisfied with their basic pay, less than a third said they were satisfied with their overall remuneration, and just one in four said they were satisfied with their allowances.**

	Basic Pay		Allowances		Overall Remuneration	
	Dissatisfied	Satisfied	Dissatisfied	Satisfied	Dissatisfied	Satisfied
2015	38%	45%	44%	33%	44%	39%
2016	27%	53%	40%	35%	35%	45%
2017	39%	43%	51%	27%	47%	31%
2018	40%	41%	58%	23%	53%	27%
2019	30%	52%	60%	23%	47%	32%
2020	26%	57%	45%	34%	36%	44%
2021	37%	46%	54%	25%	48%	32%

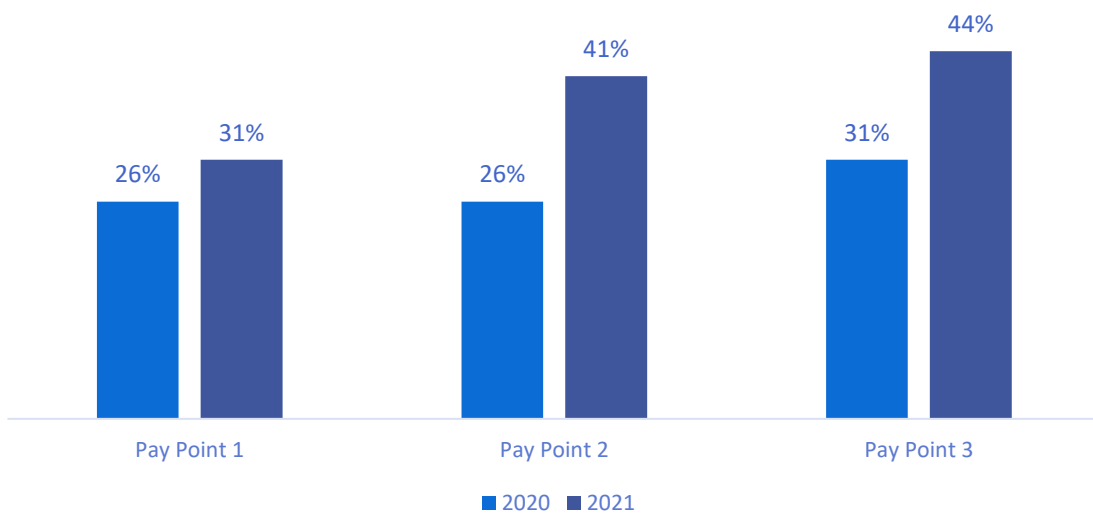
Looking at respondents’ dissatisfaction with their basic pay across different pay points, **respondents towards the top of their rank’s pay scale were more likely to be dissatisfied with their basic pay than those towards the bottom of the pay scale.** For example, this year 45% of Superintendents at Pay Point 4 of the Superintendents’ Pay Scale were dissatisfied with their basic pay, compared to 30% of those on Pay Point 1. Similarly, 44% of Chief Superintendents on Pay Point 3 were dissatisfied compared to 31% of Chief Superintendents on Pay Point 1.

However, there was no clear evidence this year to suggest that the amount of time respondents had spent at the top of their pay scale was directly linked to their dissatisfaction with their basic pay. Additionally, dissatisfaction with basic pay has increased across most pay points, compared to 2020, even for those recently promoted to the Superintending ranks. For instance, whilst 18% of respondents on Pay Point 1 of the Superintendents’ Pay Scale said that they were dissatisfied with their basic pay within last year’s survey, in 2021, 30% of this group reported that they were dissatisfied.

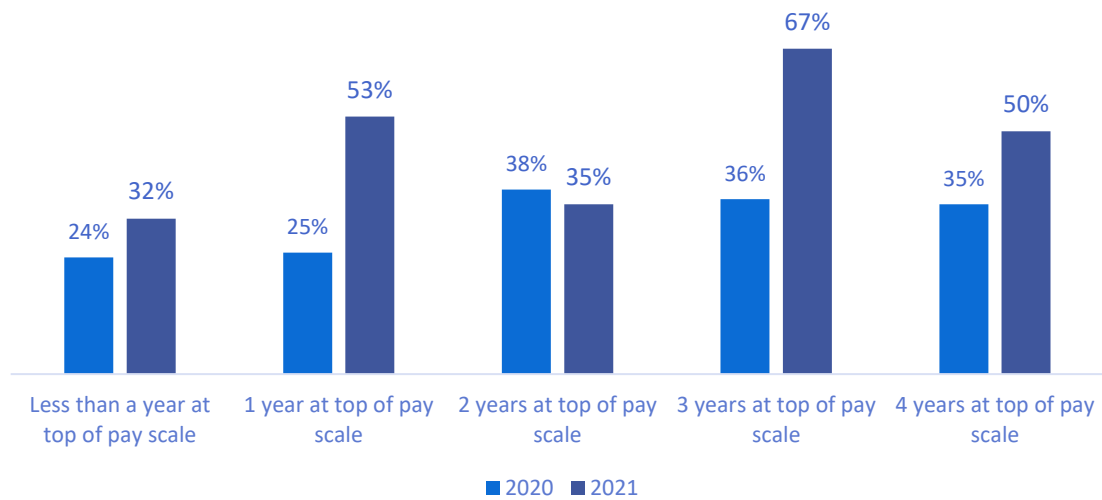
### Proportion of Superintendents reporting dissatisfaction with basic pay at different pay points



### Proportion of Chief Superintendents reporting dissatisfaction with basic pay at different pay points



### Proportion of respondents at top of pay scale reporting dissatisfaction with basic pay



Dissatisfaction with basic pay	Superintendents		Chief Superintendents	
	2020	2021	2020	2021
Less than a year at top of pay scale	21%	33%	32%	29%
1 year at top of pay scale	31%	53%	14%	50%
2 years at top of pay scale	38%	34%	38%	37%

Please note, there are insufficient data to provide breakdowns by rank for respondents who have been at the top of their pay scale for more than 2 years

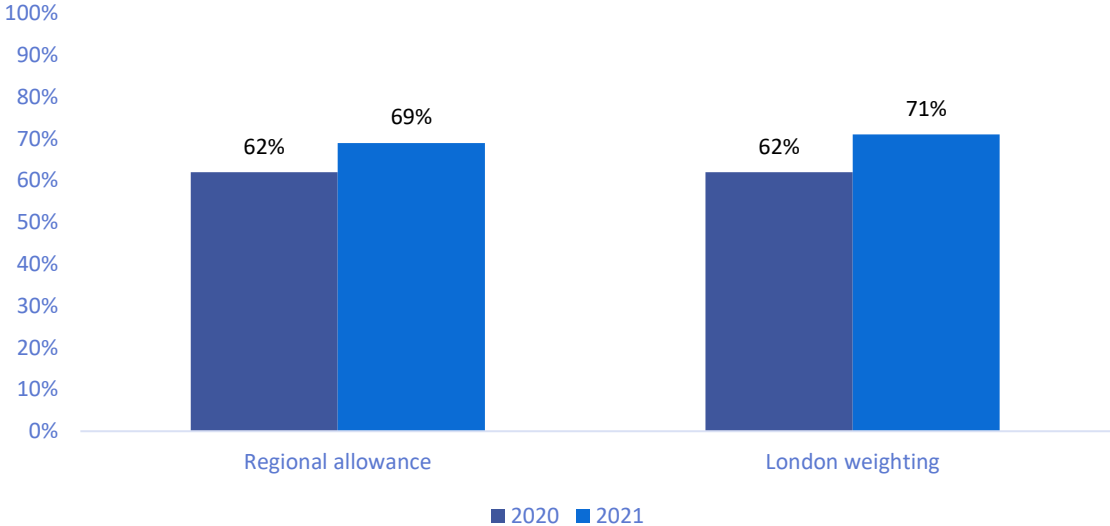
Turning attention to respondents' allowances, **in general there has also been an increase in the proportion of respondents reporting dissatisfaction with the value of the specific allowances they received.** 34% of respondents who received housing allowance/rent allowance said that they were dissatisfied with the amount of this allowance, up from 26% in 2020. 48% said that they were dissatisfied with their Northern Ireland Transitional Allowance, up from 24% in 2020. And 40% reported dissatisfaction with their Central Services Allowance, compared to 31% in 2020.

The survey also asked respondents working in forces in London and the South-East about their satisfaction with regional allowances. More than two thirds of respondents in these forces

were dissatisfied with the amount of their regional allowance, and 71% were dissatisfied with the amount of the London Weighting.

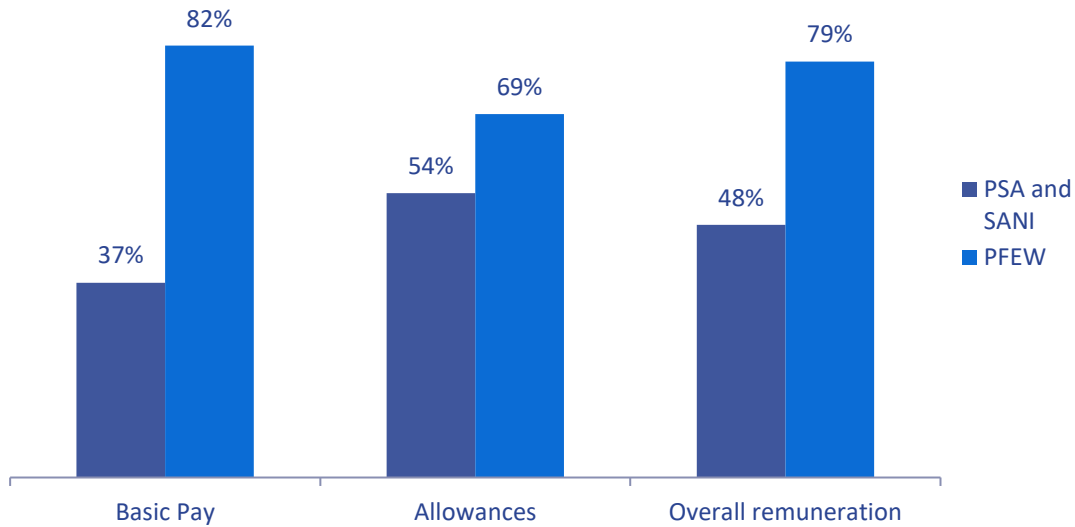
The data were subsequently broken down to examine differences in satisfaction between respondents in London, in the “inner” South-East forces, who are eligible to receive a higher amount of South-East allowance, and the “outer” South-East forces who are eligible to receive a lower amount of South-East allowance. This analysis found relatively similar levels of dissatisfaction across these three different groups. 69% of respondents in a London force said that they were dissatisfied with their regional allowance, compared to 71% of those in an “outer” South-East force, and 74% in an “inner” South-East force.

**Dissatisfaction with allowances (amongst those who receive the specified allowances)**



Finally, whilst there is clear evidence that respondents in the PSA and SANI Pay Survey were more dissatisfied with their remuneration this year in contrast to 2020, **comparison with respondents in PFEW’s Pay and Morale Survey shows that Superintending ranks are still substantially less likely to be dissatisfied with their basic pay, allowances and overall remuneration compared to members of the Federated ranks** (albeit this difference is notably less pronounced for dissatisfaction with allowances compared to basic pay).

### Proportion of respondents reporting dissatisfaction in 2021 PSA & SANI and PFEW surveys



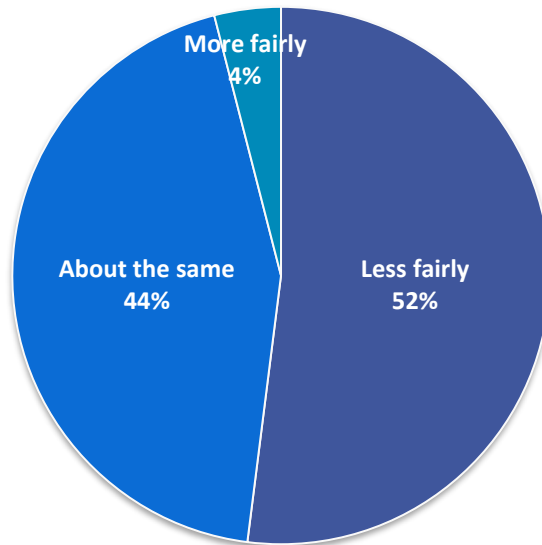
#### Fairness of pay

79% of survey respondents said that they did not feel that their pay was fair compared to employees doing similar work in other organisations, and **a majority said that they now felt less fairly paid for the responsibilities of their job compared to 12 months ago.**

This is also reflected in comparison between respondents' perceptions of fair pay in this year's survey with previous years. 77% of respondents in 2021 said that they did not feel that they were fairly paid considering the responsibilities of their job, compared to 67% of respondents in 2020.



Compared to 12 months ago, and in relation to the responsibilities of your job, do you feel that you are now paid....?



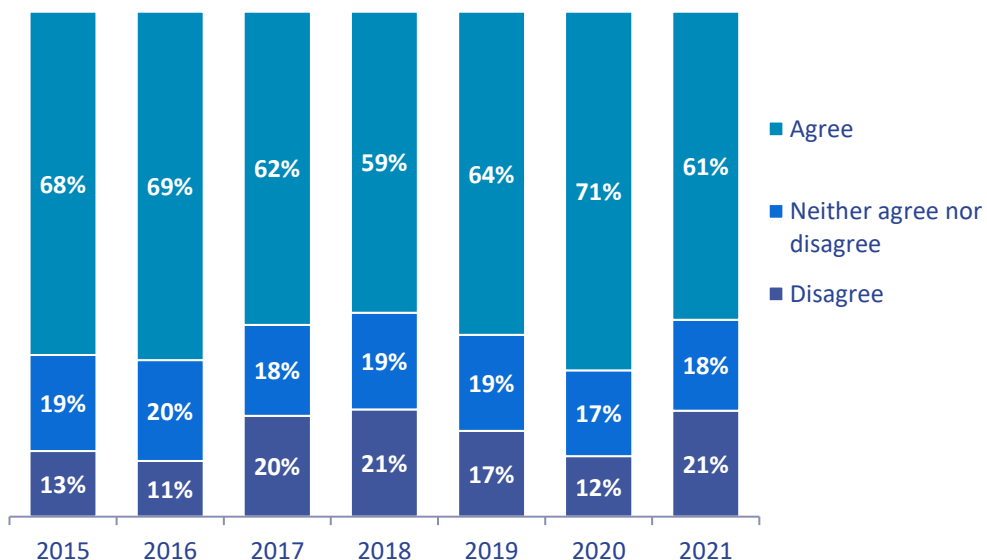
The year-on-year data also shows **that a higher proportion of respondents in 2021 did not feel that their pay was fair considering the stresses and strains of their job (82%) compared to 2020 (74%)**. Similarly, the proportion of respondents who felt unfairly paid considering the number of hours they work in order to do their job has also seen a marked increase in the last year.

I am fairly paid considering...	The stresses and strains of my job		The responsibilities I have within my job		The number of hours I work in order to do my job	
	Disagree	Agree	Disagree	Agree	Disagree	Agree
2015	74%	15%	68%	21%	73%	15%
2016	70%	18%	66%	23%	68%	17%
2017	81%	11%	76%	16%	78%	12%
2018	85%	9%	81%	12%	80%	10%
2019	78%	12%	75%	15%	74%	13%
2020	74%	16%	67%	23%	69%	17%
2021	82%	11%	77%	15%	78%	11%

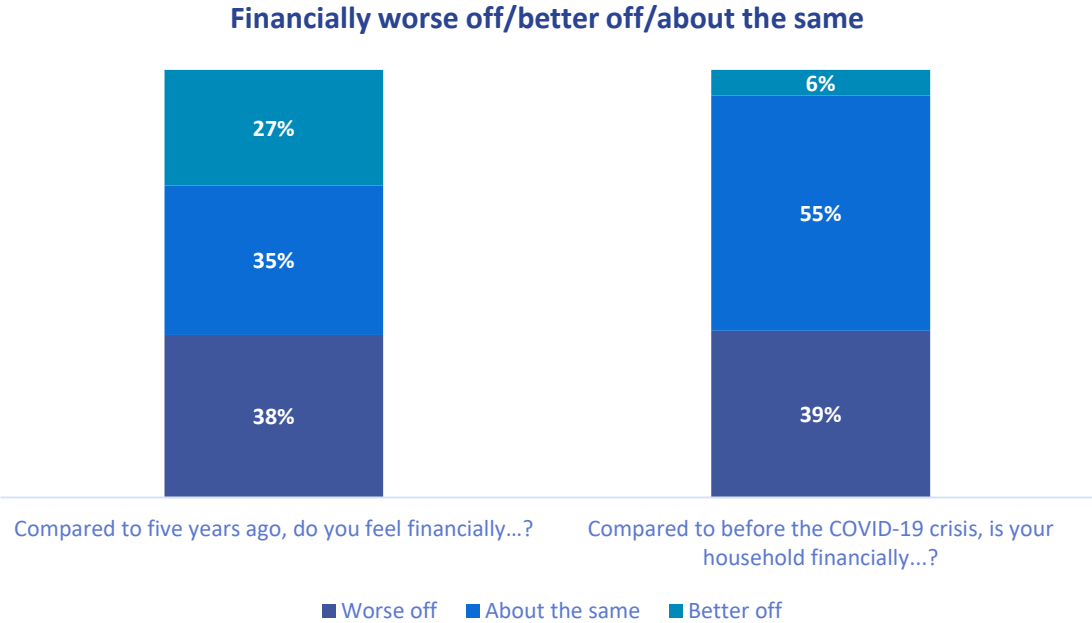
### Cost of living

A majority of respondents (61%) said that they got enough money from their job to live comfortably. However more than one in five said that they did not get enough money to live comfortably and 74% of respondents said that they had not received pay increases to maintain their standard of living. Amongst respondents currently on the top pay point of their rank's pay scale 79% expressed this view, however even amongst respondents not at the top of their pay scale, 70% said that they had not received pay increases to maintain their standard of living.

"I get enough money from my job to live comfortably"



More than a third of respondents (38%) said that they felt financially worse off now compared to five years ago, in contrast to 27% who felt better off. In addition, 39% said that their household was now financially worse off compared to before the COVID-19 crisis. This is considerably higher than in 2020, when 21% of respondents said that their household was worse off financially compared to before the pandemic.

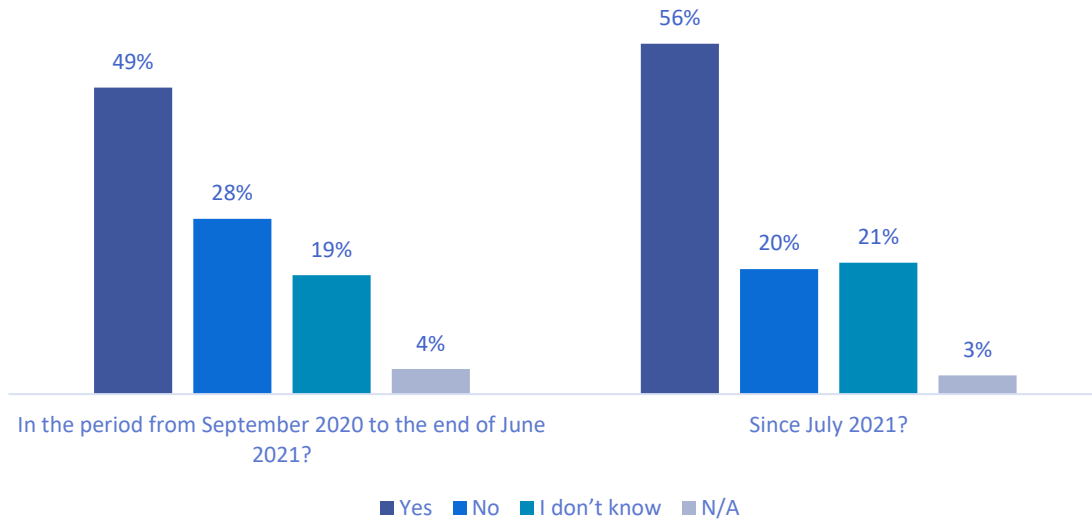


**Targeted Variable Payments**

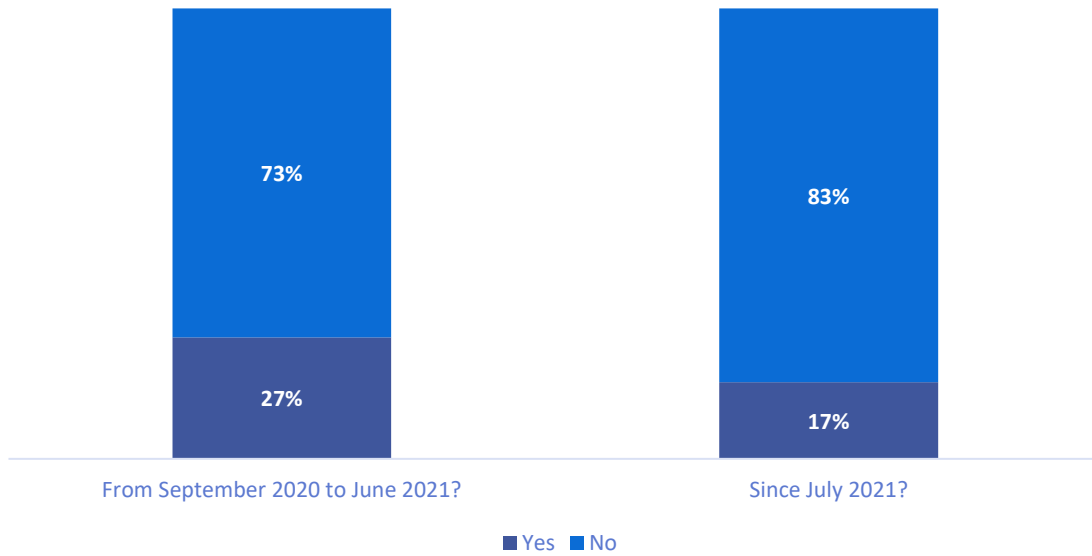
Respondents were asked as series of questions about Targeted Variable Payments (TVPs) in this year’s survey. Due to changes in the eligibility criteria and provisions of the scheme in July 2021, respondents were asked about TVP payments both in the period September 2020 to June 2021 and in the period since July 2021.

**Respondents were slightly more likely to indicate that they fulfilled the criteria to be eligible to apply for a TVP since July 2021, compared to the period between September 2020 and June 2021.** Just over half of respondents said that they now fulfilled the criteria, compared to 49% between September 2020 and June 2021. **Despite this, respondents were slightly less likely to say that they have applied for a TVP since July 2021, than during the period to June 2021;** at 17% and 27% respectively. 41% of eligible respondents who applied to receive a TVP in the period between September 2020 and June 2021 said that they had not also applied to receive a TVP since July 2021.

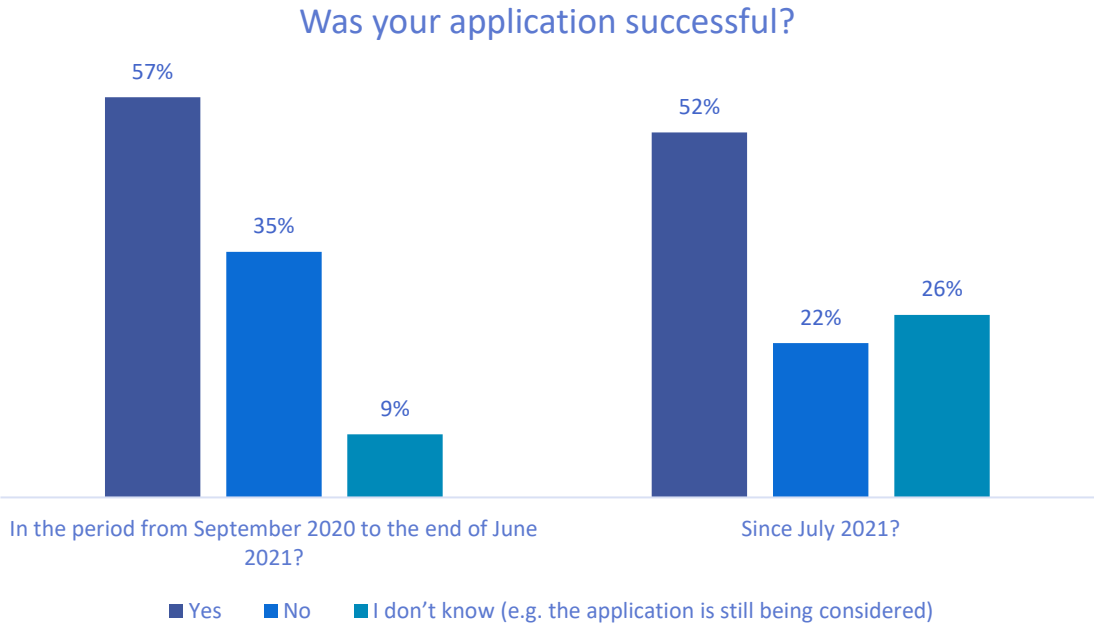
### Did/do you fulfil the criteria to be eligible to apply for a TVP payment...?



### Did you apply/have you applied to receive a TVP...?



A higher proportion of respondents said that their application for a TVP was unsuccessful in the period between September 2020 to June 2021, compared to the period since July 2021. However more than a quarter of respondents who have applied for a TVP since July 2021 said that they did not know if their application was or was not successful (e.g., because their application was still being considered). This means that direct comparisons cannot yet be made between success rates under the old and new TVP schemes.



Respondents who fulfilled the criteria to be eligible to apply for a TVP since July 2021, but had not done so, were asked to indicate the main reason why they had not applied. **The most common reason for not applying was that they were put off applying as they were aware the scheme was not supported by their Chief Officers** (this reason was given by 45% of respondents). A quarter of respondents said that they had not applied because they were not aware they were eligible.

In addition to a change in the eligibility criteria after July 2021, the maximum TVP amount that could be awarded also increased. Comparison of the average TVP amounts respondents were awarded showed that up to June 2021, the average TVP amount was £2,737 (trimmed mean). Since July 2021, the average TVP amount was £3,374 (trimmed mean).

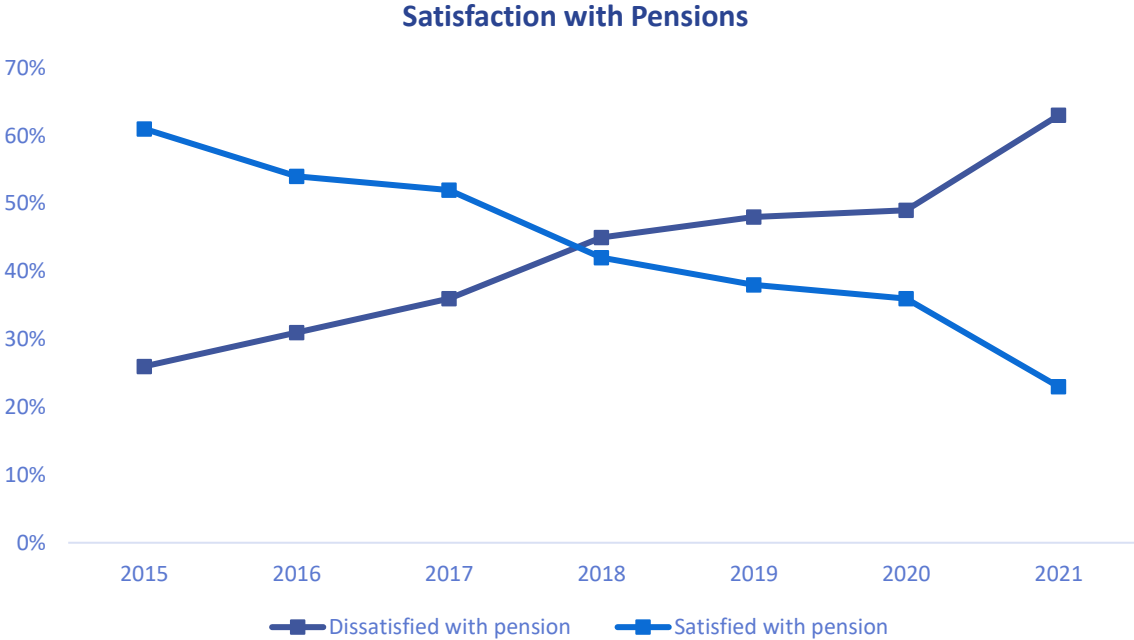
Finally, respondents were also asked whether they had been awarded a bonus payment or a Service Critical Skills Payment (the latter had previously only been paid to members of the

Federated ranks). 3% said that they received a bonus payment and 1% said that they had been awarded a Service Critical Skills Payment.<sup>4</sup>

## Pensions

### Satisfaction with pensions

The proportion of respondents who said that they were dissatisfied with their pension has increased considerably in the last year, and **just under two thirds of respondents (63%) said that they are dissatisfied with their pension**, in comparison to only 23% who were satisfied.

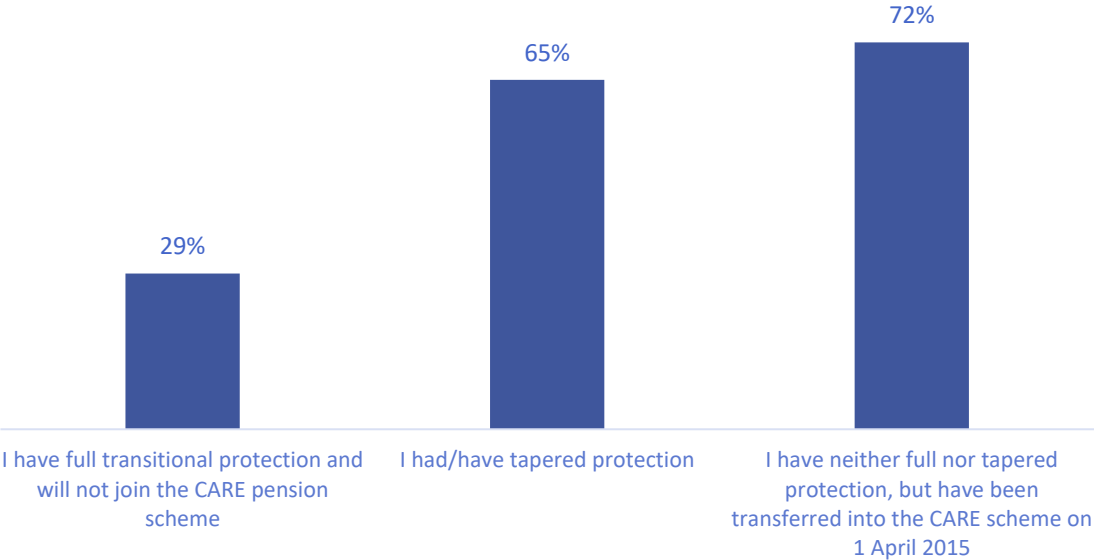


	Dissatisfied with pension	Satisfied with pension
<b>2015</b>	26%	61%
<b>2016</b>	31%	54%
<b>2017</b>	36%	52%
<b>2018</b>	45%	42%
<b>2019</b>	48%	38%
<b>2020</b>	49%	36%
<b>2021</b>	63%	23%

<sup>4</sup> Whilst respondents were asked to indicate the amount of these payments, the numbers are too small to reliably compute the average amount received.

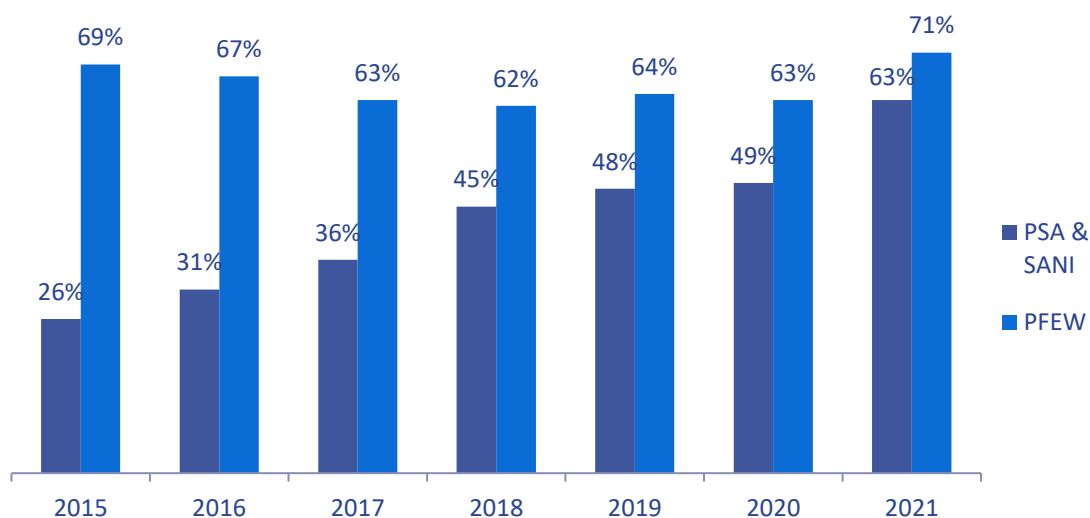
Respondents' pension scheme is likely to be a key factor in explaining the increase in dissatisfaction with pensions over time. Respondents without full transitional protection were substantially more likely to report dissatisfaction with their pension than those who do have full transitional protection, and this year **45% of respondents said that they joined the CARE scheme on 1 April 2015 and did not have either full or tapered protection**. This compares to just 9% of respondents in the year the CARE scheme began. A further 37% of respondents this year said that they have or had tapered protection. In contrast, just 10% of respondents in 2021 said that they had full transitional protection and would not join the CARE scheme. In comparison, in 2015 two thirds of respondents had full transitional protection.

**Proportion of respondents reporting dissatisfaction with pensions**



Moreover, the gap continues to close between the proportion of respondents reporting dissatisfaction with their pension in the PSA and SANI Pay Survey and the proportion of respondents in the PFEW Pay and Morale Survey who said that they were dissatisfied. In 2015, there was a 43-percentage point difference across the two surveys. By 2021, this difference has reduced to just eight percentage points.

### Proportion of respondents reporting dissatisfaction with pension in PSA & SANI and PFEW surveys since 2015



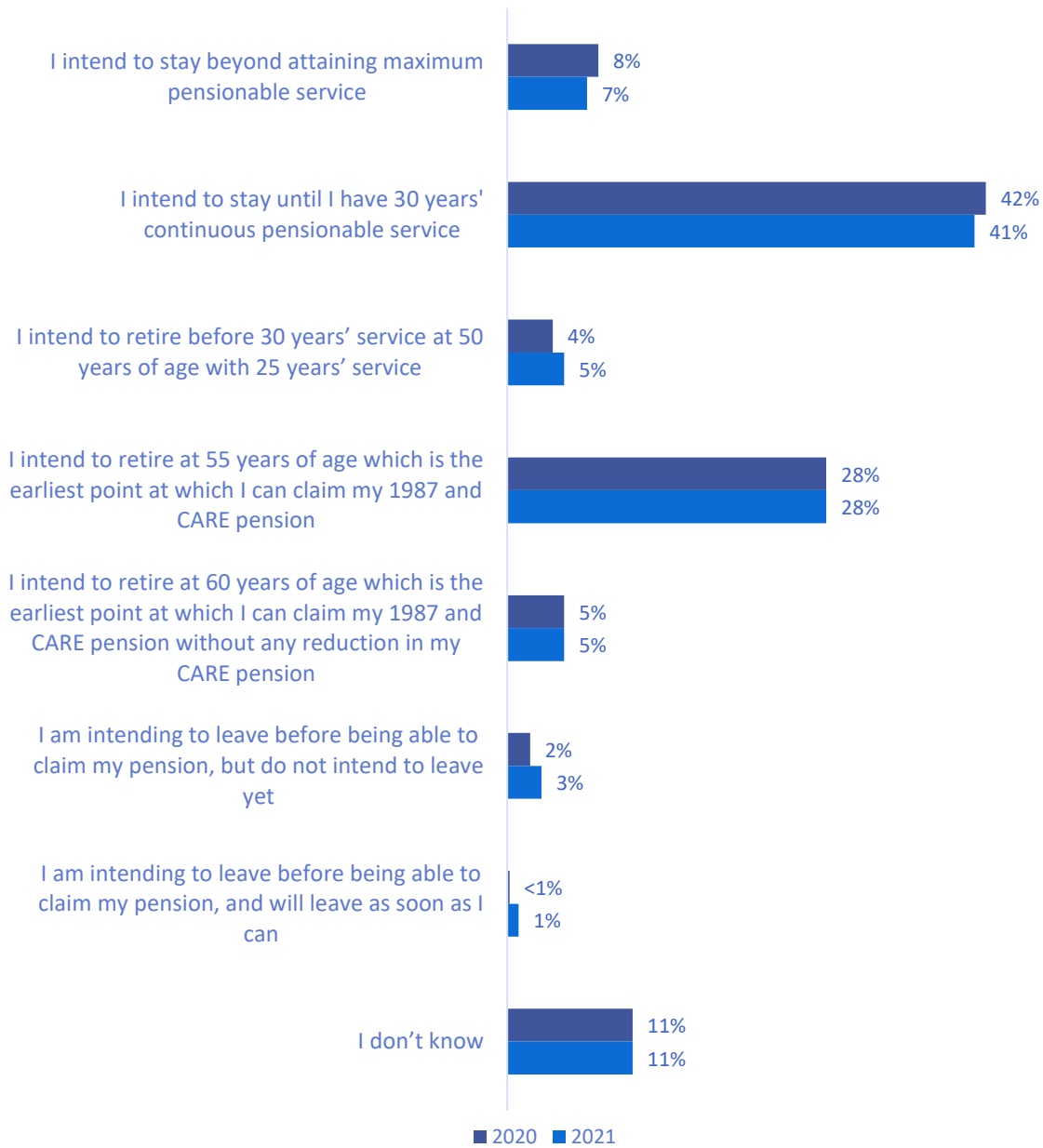
### Retirement intentions

**41% of respondents said that they intended to stay in the police until they have 30 years' continuous service;** this was the most common intention with regards to leaving the police service. A further **28%** of respondents said that they intended to retire at 55, which is the earliest point at which they can claim their 1987 and CARE pension.

However more than one in ten respondents were unsure of their plans regarding leaving the police. In addition, **4% of respondents said that they intended to leave the police before being able to claim their pension.** Whilst this still reflects a small minority of respondents, this has increased since last year's survey, when 2% of respondents expressed this view.

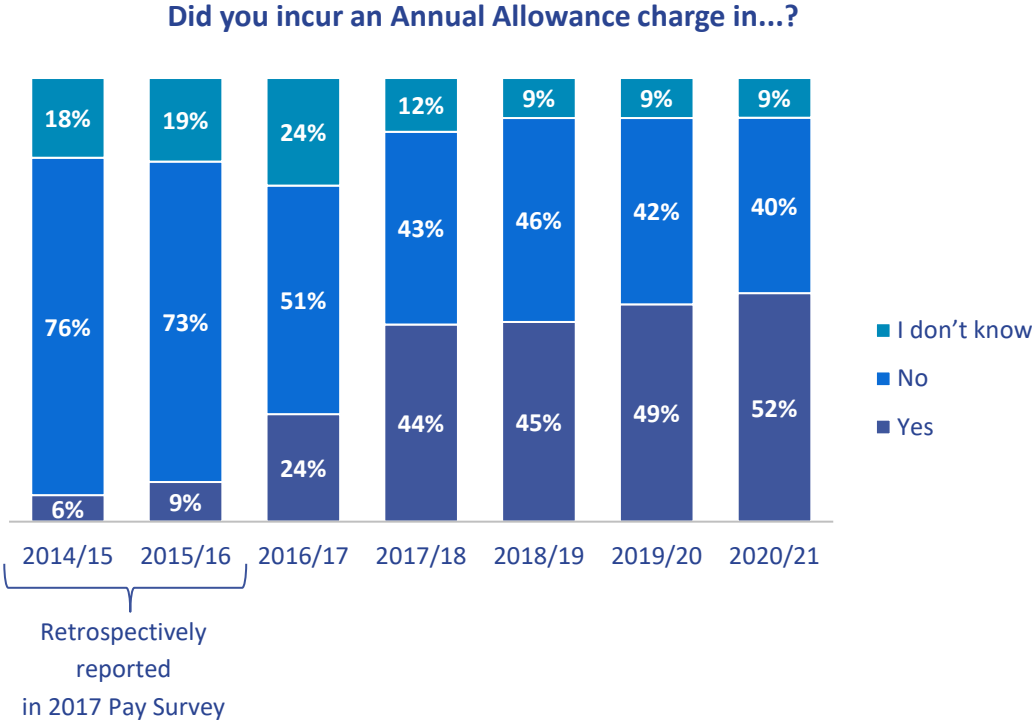


## Respondents intentions with regards to leaving the police service



### Annual Allowance

The proportion of survey respondents who said that they incurred an Annual Allowance charge in the last financial year continues to increase year-on-year. **This year, for the first time, a majority of survey respondents (52%) said that they incurred an Annual Allowance charge in the previous financial year.** This compares to less than one in ten in the 2014/15 and 2015/16 financial years.

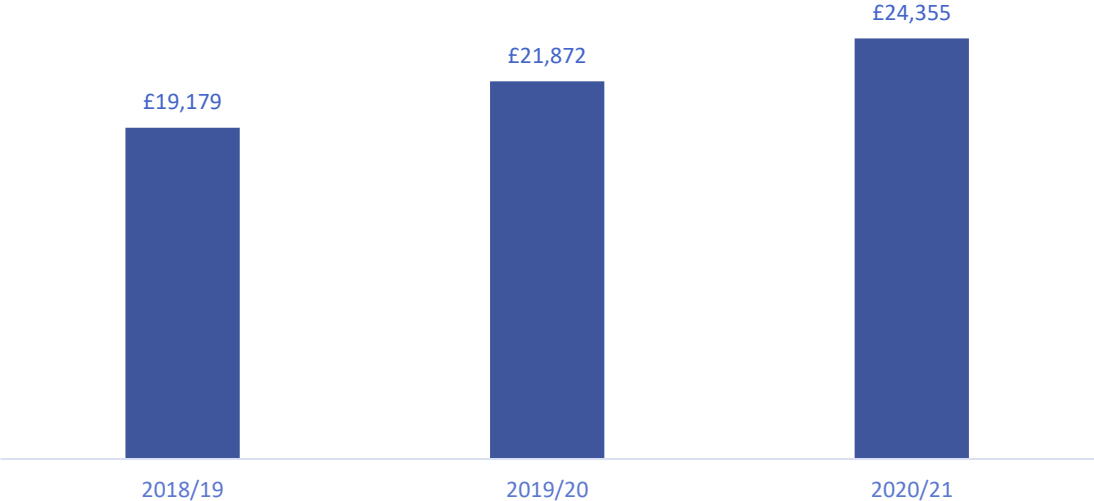


The average amount by which respondents breached the Annual Allowance threshold has also seen a further increase compared to previous years. This year, **the average amount by which respondents breached the Annual Allowance threshold was £24,355** (trimmed mean). However, **a quarter of respondents said that they breached the threshold by £40,000 or more** (up from 19% of respondents in 2020).

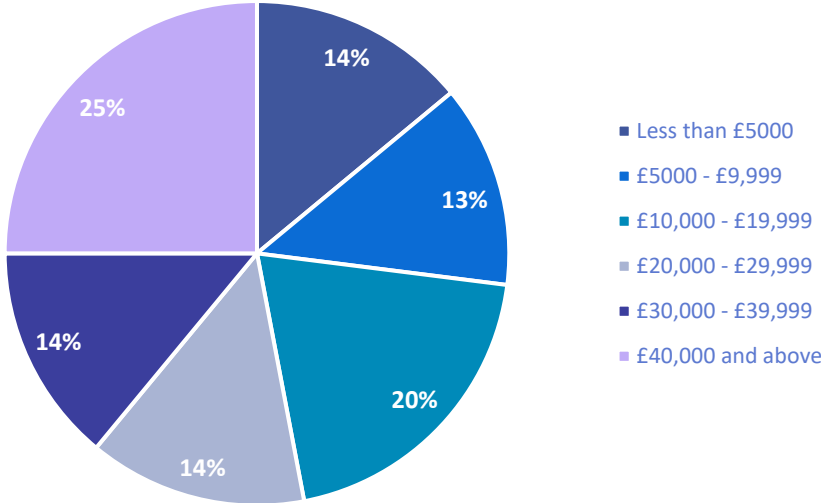
As in previous years, **the most common reason for breaching the Annual Allowance threshold, cited by 48% of respondents, was respondents' normal pay increment.** 26% said that they had breached the Annual Allowance threshold because they had been promoted to Superintendent, whilst 14% said that they had breached the threshold because they had been

promoted from Superintendent to Chief Superintendent. 12% said that inflationary pay increases had resulted in them breaching the Annual Allowance threshold.

**By how much did you breach the annual allowance threshold?**



**By how much did you breach the Annual Allowance threshold?**



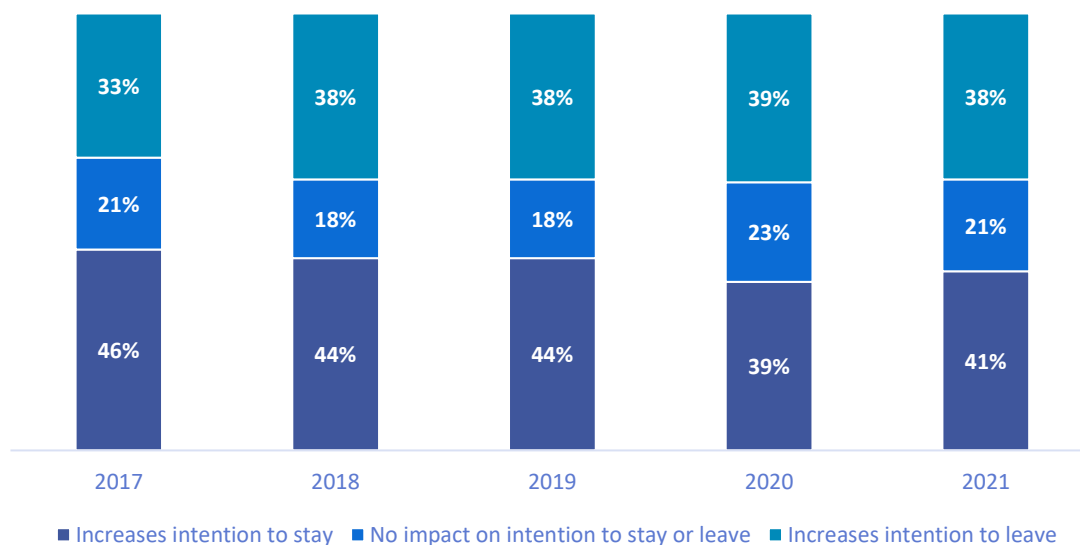
Reason for breaching Annual Allowance threshold	2019	2020	2021
Normal pay increment	56%	53%	48%
Promoted to Superintendent	21%	26%	26%
Promoted from Superintendent to Chief Superintendent	14%	8%	14%
Inflationary pay increase	18%	20%	12%
Promoted through more than one rank	1%	<1%	1%
Undertook a period of temporary promotion to Assistant Chief Constable/Commander	-	1%	1%
Other reason	5%	4%	6%

### Impact of pension on intention to leave

**41% of respondents said that their pension increased their intention to stay in the police service, whilst 38% said that their pension increased their intention to leave.** These proportions have not changed considerably compared to previous iterations of the PSA and SANI Pay Survey.

**Of the 38% of respondents who said that their pension increased their intention to leave, the most commonly given reasons for this were that respondents did not trust the government not to change their pensions for the worse again in the future (85%), and that, due to recent changes, the pension they will receive is different to what they were led to expect (75%).** There has also been a notable increase in the proportion of respondents this year who said that their pension increased their intention to leave because they could not get an accurate forecast of the pension they could expect to receive when they retired. In 2021 59% of respondents expressed this view, up from 40% of respondents in 2020.

### Impact of pension on intention to stay in or leave the police



#### *Of the 38% of respondents who said that their pension increased their intention to leave...*

I don't trust government not to change our pensions for the worse again in the future	85%
Due to the recent changes the pension I will receive is different to what I was led to expect	75%
I can't get an accurate forecast of the pension I can expect to receive when I retire	59%
The likelihood of breaching the Lifetime Allowance tax threshold	58%
I have to pay too much pension tax (Annual Allowance)	56%
I have reached pension age and so I can leave with an immediate pension	15%
I can't access the money from my pension if I need to before I retire	15%
The contributions I have to pay are too high/unaffordable	12%
The level of my pension is too low	10%
I believe I can get a better pension elsewhere	2%
Any other reason	8%

**60% of the respondents who said that their pension increased their intention to stay said that this was because the level of the pension was good compared to other jobs.** This has dropped from 74% of respondents in last year’s survey. Just over half of respondents who said that their pension increased their intention to stay said that being able to retire at an earlier date than most people increased their intention to stay.

Last year 50% of respondents who said that their pension increased their intention to stay cited their belief that their pension is safe within a government sponsored scheme. This proportion has dropped to 35% in this year’s survey.

<i>Of the 41% of respondents who said that their pension increased their intention to stay...</i>	
The level of the pension is good compared to other jobs	60%
Despite recent changes, I am still able to retire at an earlier date than most people	54%
The benefits provided to my surviving dependents if I die are good	42%
The benefits provided for me if I become ill are good	36%
My accrued pension is safe within a government sponsored scheme	35%
I want to build a larger pension	22%
I can already retire with an immediate pension but if I stay longer I will have an even bigger pension	9%
Other reasons	16%

**Attitudes towards pay reform proposals**

Respondents were asked a series of questions in this year’s Pay Survey to gather their views about the practicality and appropriateness of pay reform proposals set out by the National Police Chiefs’ Council. These questions mirrored those included in the 2020 survey. As in last year’s survey, respondents were provided with an outline of the NPCC’s proposals, then asked a series of follow up questions about whether respondents felt this was deliverable within their force.

For ease, the outlines of the NPCC’s proposals that were given to respondents are provided below.

*The NPCC is proposing that no officer will progress up their relevant rank pay scale unless statutory and mandatory training has been completed. The NPCC has proposed that this should include Officer Safety Training and First Aid training, plus up to two local priority training areas (such as prioritised in a Police and Crime Plan, Force Management Statement, or HMICFRS recommendation).*

In relation to this proposal, respondents were asked about whether forces ensured all officers completed Officer Safety Training (OST) and First Aid training, given that officers' pay would be contingent on completion of this training. 75% of respondents said that their force currently ensured that all officers received OST and first aid training, up from 72% in 2020. 18% said that their force currently does not ensure that all officers received OST and first aid training and 7% did not know.<sup>5</sup>

32% of respondents said that their force delivered other mandatory training to all officers, up from 26% in 2020. 26% said that no other mandatory training was delivered to all officers. The most common response to this question, given by 42% of respondents was that they did not know if other training was delivered.

*The NPCC is proposing that where an officer manages others, no officer will progress up their relevant rank pay scale unless they have completed PDRs and made PPS decisions on behalf of those they manage.*

In relation to this proposal, respondents were asked whether they felt they would have sufficient time and capacity to ensure this was implemented effectively within their department/command. Respondents were relatively evenly split between those who responded "Yes" (i.e. they would have time and capacity; 41%) and "No" (i.e. they would not have time and capacity; 45%) to this question. 13% said that they did not know. The proportion of respondents who felt they would have sufficient time to ensure this was implemented has decreased slightly since 2020, when 46% said that they would have the time and capacity.

47% of respondents said that they would not be at all content for their own pay progression to be dependent on completing PDRs and PPS decisions on behalf of those they managed, compared to 45% of respondents in 2020. 42% of respondents this year said that they were mostly content, whilst 10% said that they were completely content.

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<sup>5</sup> It should be noted that not every post will necessarily have an OST requirement, although in many forces force policy is that every officer should receive OST regardless of their current posting. Therefore, not ensuring that all officers receive OST in certain forces can be the result of a specific policy decision, rather than a failure to deliver the necessary mandatory training to officers.

*The NPCC is proposing that no officer will progress up their relevant rank pay scale unless a Professional Development Review (PDR or appraisal) has been completed in accordance with the agreed force process. This should confirm that an acceptable level of performance has been achieved, because no formal capability process is in place.*

A majority of respondents (54%) felt that they personally would not have sufficient time and capacity to ensure that this was implemented effectively within their department/command. This has increased from 42% of respondents in last year's survey. Just under a third (32%) said that they would have sufficient time and capacity to ensure that this was implemented effectively.

63% of respondents felt that their force would not be ready from a practical perspective to implement this by March 2022; this compared to 41% of respondents in last year's survey who felt their force would not be ready. Just under three quarters (74%) said that their force would not be ready from a cultural perspective to implement this. Again, this proportion has increased since last year, when 59% felt that their force would not be ready.

Respondents were also asked whether they felt this proposal would result in improved performance in their force. 73% of respondents did not believe that preventing officers from moving up their relevant pay scale unless a PDR has been completed would improve performance within their force (compared to two thirds of respondents last year). 10% felt that it would improve performance and 17% said that they did not know.

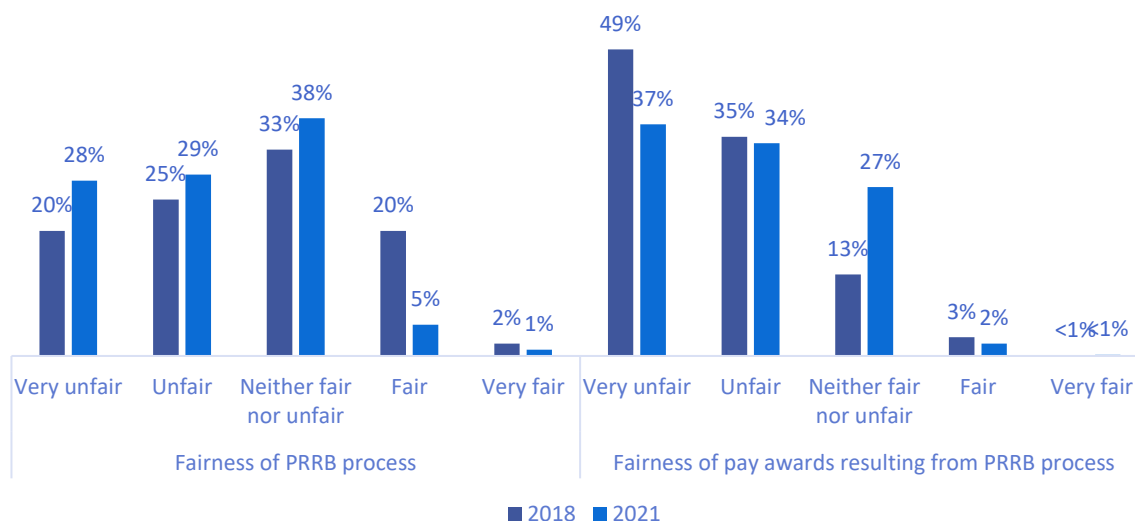
## **The Police Remuneration Review Body (PRRB)**

Following PSA's withdrawal from the PRRB process in 2021, questions were included in this year's Pay Survey to examine respondents' awareness of, and attitudes towards, the PRRB process and outcomes (these questions were last included in the Pay Survey in 2018). **More than a quarter of respondents (26%) said that they were not at all aware of how the PRRB process worked.** 67% said that they were somewhat aware and just 7% said that they were very aware.

**A majority of respondents (57%) felt that the PRRB process was either unfair or very unfair,** in contrast to just 6% who felt it was either fair or very fair (this has decreased from 22% of respondents who felt the process was fair or very fair in 2018). **71% of respondents felt the pay awards resulting from the PRRB process were either unfair or very unfair,** compared to 3% who felt they were fair.



## Fairness of PRRB



## Health screening

**30% of respondents said that their force provided them with a free health screening; compared to 34% of respondents in last year's survey.** Half of respondents said that their force didn't provide any form of health screening, whilst 21% did not know. **Amongst respondents who said that their force provided them with a health screening, 40% said that they had been provided with this in the last 12 months; last year this figure was 44%.**

Respondents were most likely to say that they were provided with a health screening every year (44% of those who said that their force provided them with a health screening). 29% said they were provided with a health screening once every two years, 24% said less than once every two years, whilst 3% said that they were provided with a health screening more than once a year.

## Uniforms

76% of respondents said that they were provided with a uniform. **The vast majority of respondents who were provided with a uniform (98%) said that they, rather than their employer, paid for cleaning and repairing their uniform.** 90% said that they cleaned and repaired their uniform at home, whilst 8% said that they had it professionally cleaned and repaired. Just 2% said that their employer paid for cleaning and repairing their uniform (1%

said their employer had a facility to clean and repair it and 1% said that their employer refunds their personal expenses for cleaning and repair).

**On average, respondents said that they spent £64.50 (trimmed mean) per year cleaning and repairing their uniform.** 50% of respondents said that they spent £50 or less per year (median); 75% of respondents said that they spent £100 or less (75<sup>th</sup> percentile). 0.5% said they spent more than £250 per year.

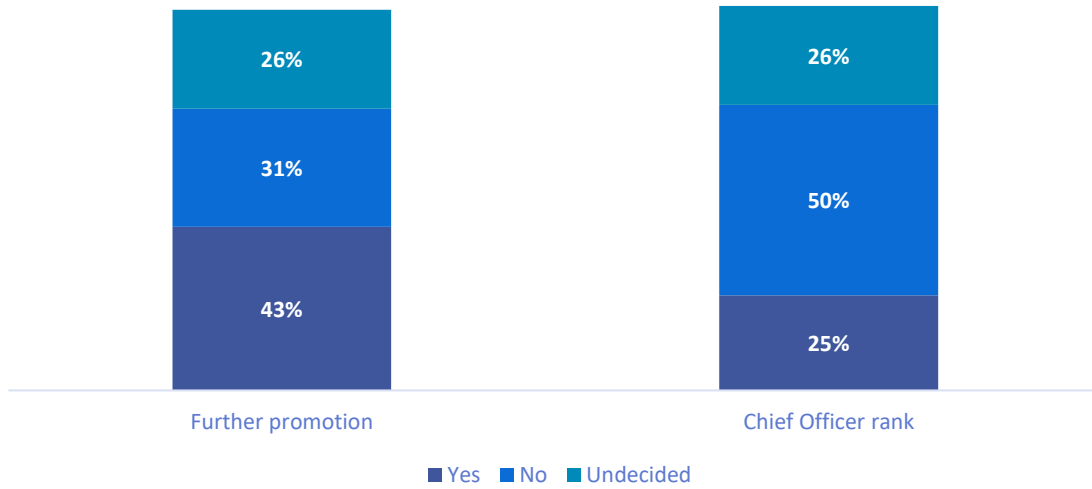
## Promotion and development

### Promotion

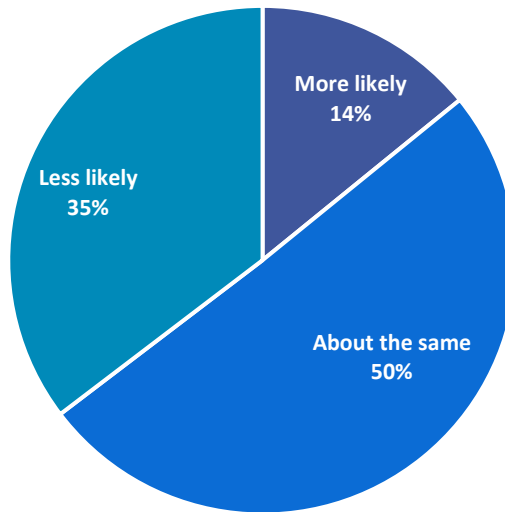
**43% of respondents said that they intended to apply for further promotion, with 25% saying that they intended to apply for Chief Officer rank.** This compares to 41% of respondents in 2020 who intended to apply for further promotion, and 22% who intended to apply for Chief Officer rank. Half of respondents said that their intentions with regards to promotion had not changed in the last 12 months, whereas **just over a third said that they were now less likely to apply for promotion compared to last year.**

Superintendents were slightly more likely than Chief Superintendents to intend to apply for further promotion (at 45% and 40% respectively). On the other hand, Chief Superintendents were more likely than Superintendents to intend to apply for Chief Officer rank (at 36% and 21% respectively). However, **the proportion of Superintendents intending to apply for Chief Officer rank has increased slightly since 2020**, when 17% said they intended to apply.

### Do you intend to apply for...?



### Are you now more or less likely to apply for promotion compared to 12 months ago?



**82% of respondents said that they had not applied for promotion to a rank higher than the one they are currently in during the last year.** 14% said that they had applied and been unsuccessful, and 4% said that they had been successful and were awaiting promotion. Please bear in mind that this question asks respondents whether they have applied for promotion to

a rank higher than their current rank, and does not ask about whether they have been promoted in the last year. We know from the information respondents provided on their time in rank that the number of respondents promoted in the last year is much higher.

**The most common reasons respondents gave for not applying for promotion to the next rank were that they believe that promotion would have a negative impact on their work-life balance, that they had only recently been promoted, and that it would not be worth it due to changes in Annual and Lifetime Allowances on pensions benefits.**

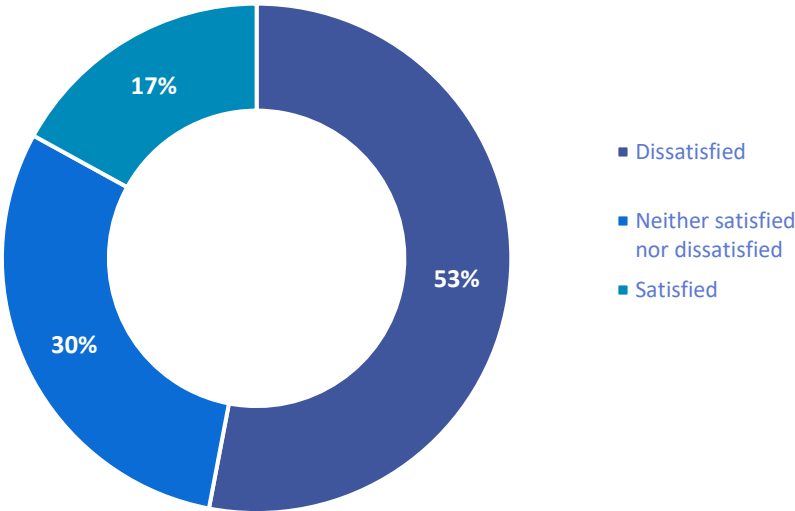
Reason for not applying for promotion	2015	2016	2017	2018	2019	2020	2021
I believe that promotion would have a negative impact upon my work/life balance	-	24%	27%	29%	27%	28%	30%
I have only recently been promoted	-	30%	34%	27%	32%	32%	29%
It would not be worth it due to changes in Annual and Lifetime Allowances on pension benefits	26%	25%	27%	35%	37%	29%	27%
I want to stay at my current rank	28%	17%	16%	18%	18%	17%	17%
I do not feel ready yet	20%	14%	15%	11%	13%	13%	16%
It would not be worth it for the salary on offer	10%	11%	14%	16%	18%	14%	15%
I plan on retiring or resigning soon	-	16%	14%	14%	14%	12%	15%
I intend to apply within the next year	20%	13%	16%	18%	15%	16%	12%
My career is now longer, so I am not yet considering promotion	-	-	12%	14%	11%	12%	9%
There are not enough positions at the next rank	13%	11%	12%	10%	11%	11%	8%
I do not have the support of my line manager/chief officers	1%	2%	3%	3%	3%	4%	3%

## In-role development

This year a **majority of respondents (53%)** said that they were **dissatisfied with the PDR process**, up from 47% of respondents in 2020. **More than a third of respondents (36%)** said that they had not had a **Professional Development Review (PDR) in the last 12 months**. Despite the NPCC’s intentions to link completion of a PDR to pay progression from this year, the proportion of respondents who had not had a PDR in the last 12 months was only slightly lower than the 38% who had not had a PDR in 2020 and in 2019. Moreover, **35% of respondents not at the top of their pay scale (and therefore in receipt of incremental pay rises) also said that they had not had a PDR in the last year**. 67% of those who had a PDR in the last year said that they received a rating of Excellent, whereas 33% said that they received a rating of Competent/Satisfactory.

**More than eight out of ten respondents (87%)** who had a PDR in the last year felt that the rating they received in their PDR was a fair and adequate reflection of their performance, compared to 10% who said that the rating they received was not fair. However, the proportion who felt that their rating was not fair rose to more than a quarter (26%) amongst respondents who received a rating of Competent/Satisfactory rather than Excellent on their PDR.

Satisfaction with PDR Process



A majority of respondents said that they were encouraged to use their talents to the full and got a feeling of accomplishment from their work. Yet **less than half of respondents this year said that their work gave them the opportunity to achieve their full potential.**

**More than half of respondents (52%) said they received support when they wanted to learn new skills,** a slight increase on the 49% of respondents who expressed this view in 2020. Nonetheless, one in five still indicated that they did not receive support to learn new skills. 49% of respondents said that they received the necessary training to do their job well (identical to the proportion seen in 2020), but **almost a quarter (24%) said that they did not receive the necessary training to do their job well.**

54% of respondents said that they were satisfied with their opportunities for CPD this year; up from 48% of respondents in 2020. However, the proportion who were satisfied with their opportunities for CPD this year was identical to that seen before the pandemic in 2019 (perhaps suggesting that the slight dip last year was in some way linked to access to CPD and training opportunities during the pandemic). Moreover, **only 38% said that they were satisfied with Professional Development opportunities from the College of Policing,** compared to a quarter who were dissatisfied.

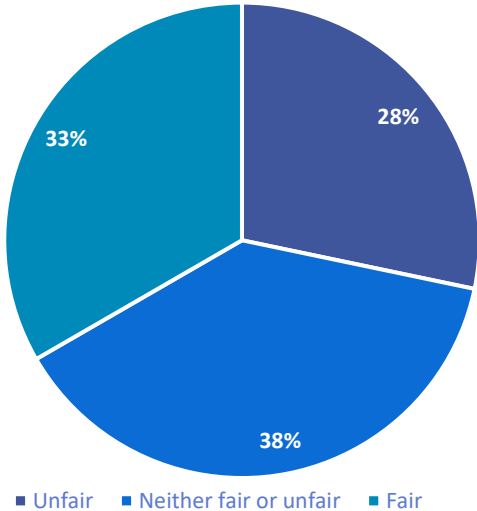
	I am encouraged to use my talents to the full		My work gives me the opportunity to achieve my full potential		I get a feeling of accomplishment from my work	
	Disagree	Agree	Disagree	Agree	Disagree	Agree
<b>2015</b>	28%	45%	27%	50%	11%	74%
<b>2016</b>	31%	46%	32%	44%	12%	74%
<b>2017</b>	28%	53%	28%	48%	12%	74%
<b>2018</b>	27%	51%	29%	46%	13%	73%
<b>2019</b>	27%	53%	28%	49%	11%	73%
<b>2020</b>	26%	54%	28%	50%	12%	73%
<b>2021</b>	26%	53%	30%	47%	14%	67%

Respondents this year were asked about the Senior Police National Assessment Centre. In total, **5% of respondents said that they had applied to attend the 2021 Senior Police National Assessment Centre,** with 4% saying that their application had been approved by their Chief Constable and 1% saying that their application had not been approved. **Of those who attended the Assessment Centre, 23% were successful and 77% were unsuccessful.** 28% of

those who attended said that, overall, they felt that the Assessment Centre was unfair, compared to 33% who felt that it was fair.

**Considering the role of a Chief Officer, 77% said that the exercises they completed during the Assessment Centre were somewhat relevant, but only 13% felt that they were completely relevant.** In contrast, 10% felt that the exercises they completed were not at all relevant.

How would you rate the overall fairness of the Police National Assessment Centre?



**Amongst respondents who said that they had not applied to attend the Senior Police National Assessment Centre, by far the most common reasons for not applying to attend were that they did not consider themselves ready and that they did not want promotion.** In contrast just under one in eight said that they had not applied because they knew that their Chief Officers would not support their application.

Reasons for not applying for PNAC	
I did not consider myself ready	52%
I don't want promotion	42%
I was aware that my Chief Officers would not support my application	12%
I was told not to apply	1%
I was told that I would not be supported	1%

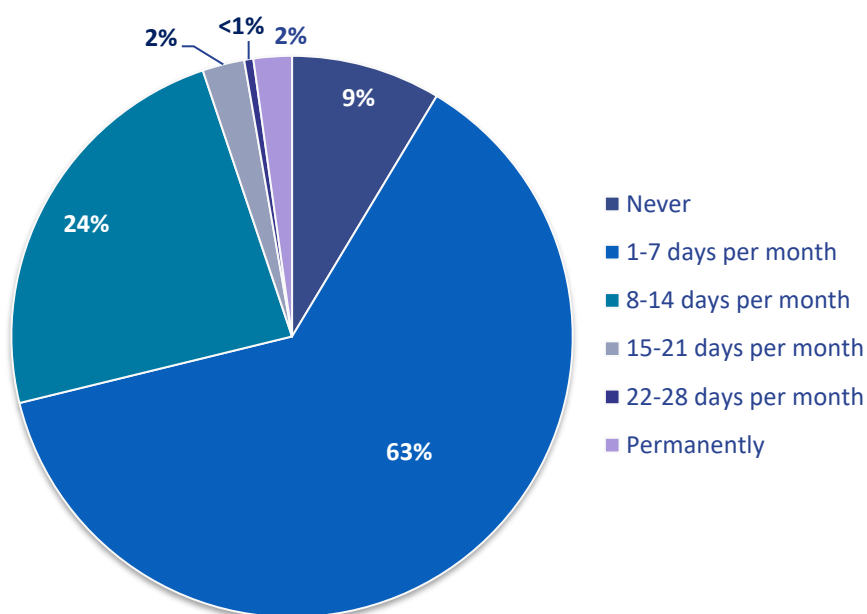
# Role and responsibilities

## On-call duties

**91% of respondents said that they performed an on-call function outside their normal hours of duty**, this is similar to the 92% who said that they performed an on-call function in 2020. **67% of respondents who performed an on-call function did so for more than one area of responsibility.** The proportion of officers on temporary promotion who said that they performed an on-call function has increased slightly in the last year, from 81% in 2020 to 85% in 2021. **Just under two thirds of respondents said that they performed on-call duties between one and seven days per month**, whilst just under a quarter (24%) said that they performed on-call duties between eight and 14 days per month; this has increase from 21% of respondents in 2021.

**More than nine out of ten respondents (91%) who performed an on-call function said that they were receiving on-call allowance for the on-call duties they undertook, up from 89% last year.** Respondents who said that they were not receiving on-call allowance most commonly were SANI members (30% of those respondents who said they did not receive on-call allowance were from Northern Ireland, with the remaining 70% spread across English and Welsh forces).

How often do you perform on call duties?





**18% of respondents who performed an on-call function said that they were on-call on annual leave, whilst 69% said that they were on-call on rest days.** Up to 2020, there had been a gradual decline in the proportion of respondents who said that they performed on-call on rest days, down from 77% in 2017 to 68% in 2020. However, this downward trend has not continued this year, with a one percentage point increase in the proportion of respondents who performed on-call on rest days since last year.

In addition, amongst respondents who perform an on-call function, **there has been a slight increase this year in the proportion of respondents who said that they performed on-call on rest days and did not receive day(s) off in lieu, this year 28% said that they did not receive day(s) off in lieu, up from 25% last year.** If we specifically focus only on those respondents who say that they do perform on call on rest days, we see that **41% of those who perform on call on rest days do not receive day(s) of in lieu, compared to 59% who do receive day(s) in lieu.**

	<i>Do not perform on call</i>	<i>Perform on call and receive days(s) off in lieu</i>	<i>Perform on call and do not receive day(s) off in lieu</i>
<b>Annual leave</b>	82%	11%	6%
<b>Rest days</b>	31%	41%	28%

### Responsibilities

**Half of respondents said that they performed a Silver/tactical command function, whilst just over a third performed a Gold/strategic command function.** Both of these proportions are slightly lower than the proportion of respondents who said that they performed either a Silver or a Gold command function in 2020. **The proportion of Superintending ranks undertaking a Gold command function, in particular, has shown a sustained decrease since this question was first included in the PSA and SANI Pay Survey in 2017.** In keeping with this, there has been an increase over time in the proportion of respondents who said that only Chief Officers undertook a Gold command function in their force. This year, 26% said only Chief Officers undertook this function, compared to 14% back in 2017.

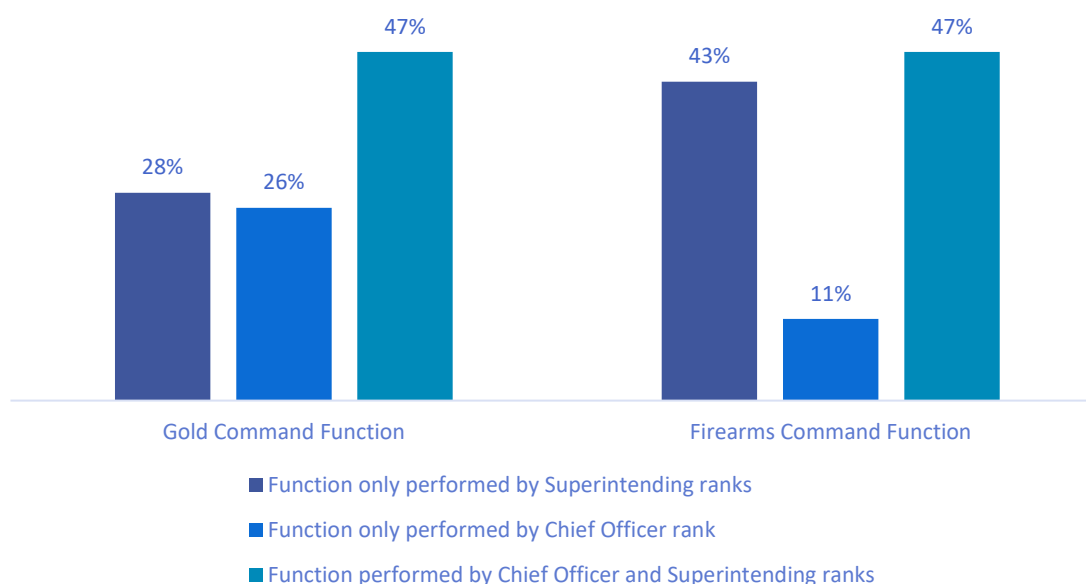
64% of respondents said that they performed a PACE authorising function and 43% said that they performed a RIPA authorising officer function. Again, these proportions have dropped very slightly since last year, and we continue to see a downward year-on-year trend in the proportion of Superintending ranks undertaking these functions. This year, we also asked respondents if they undertook a Senior Detective function; 31% indicated that they undertook this function.

	2017	2018	2019	2020	2021
Silver/tactic command function	-	56%	55%	56%	50%
Gold/strategic command function	48%	40%	41%	38%	35%
PACE authorising functions	73%	67%	66%	66%	64%
RIPA authorising officer function	61%	58%	53%	46%	43%
Senior Detective function	-	-	-	-	31%

Amongst respondents who undertook these functions, a large majority said that they are trained and accredited for the functions they undertake. However more than one in five respondents who undertook a Silver/Gold command function, one in four who undertook a RIPA authorising officer function, and just under one in three who undertook PACE authorising functions said that they were not trained or accredited to undertake these functions.

	2017	2018	2019	2020	2021
I am trained and accredited for the Silver/Gold Command functions that I undertake	80%	84%	82%	81%	77%
I am trained and accredited for the PACE authorising functions that I undertake	65%	67%	68%	69%	68%
I am trained and accredited for the RIPA authorising officer functions that I undertake	75%	73%	78%	76%	75%
I am trained and accredited for the Senior Detective function that I undertake	-	-	-	-	84%

### Responsibility for Command Functions



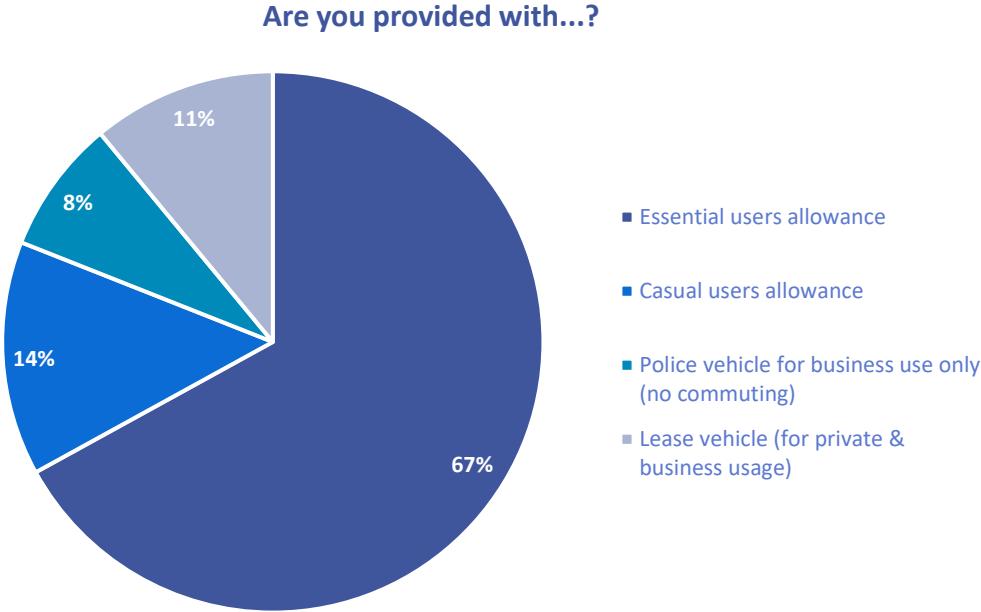
## Business miles

**83% of respondents said that they needed to travel by car for their role, down from 86% in 2020. Respondents this year spent, on average, 7.5 hours (trimmed mean) per week driving for their role.** This has increased since last year when respondents spent on average 6 hours (trimmed mean) driving. The lower driving hours last year is likely to have been influenced by lockdown restrictions as a result of COVID-19. However, it is notable that the average hours

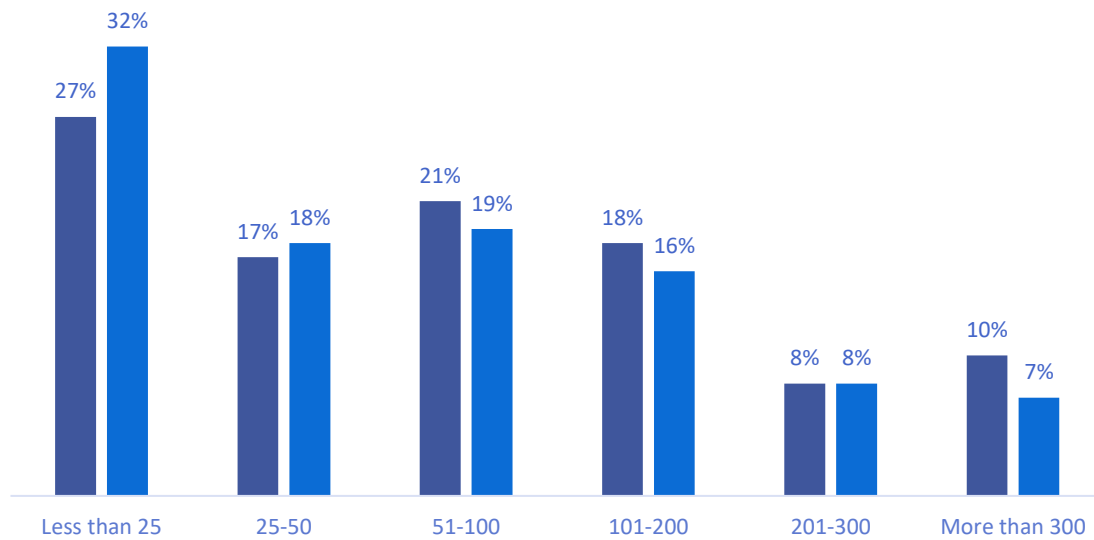
spent driving in 2021 was also higher than the average of 7 hours (trimmed mean) respondents spent driving in 2019 prior to the pandemic.

**The proportion of respondents provided with a police vehicle in order to travel for their role continues to decrease year-on-year.** 18% this year said that they were provided with a vehicle, compared to 19% of respondents in 2020, 21% in 2019 and 25% in 2018. **67% of respondents who said that they travelled by car for their role said that they received Essential User's Allowance** (up from 64% of respondents in 2020 and 58% of respondents in 2019), whilst 14% said that they received Casual User's Allowance (down from 17% of respondents in 2020 and 21% in 2019). Amongst respondents who said that they received Essential User's or Casual User's Allowance, respondents claimed on average 101 business miles per month (trimmed mean). **Those in receipt of Essential User's Allowance claimed 107 business miles per month (trimmed mean), whilst those in receipt of Casual User's Allowance claimed on average 48 business miles per month (trimmed mean).**

43% of respondents who received either Casual User's or Essential User's Allowance said that since the introduction of the Memorandum of Understanding (MOU) on mileage allowance released in June 2020 they were still required to deduct their home to work mileage from all journeys (this has increased slightly compared to last year, when 38% of respondents indicated that they were still required to do this).

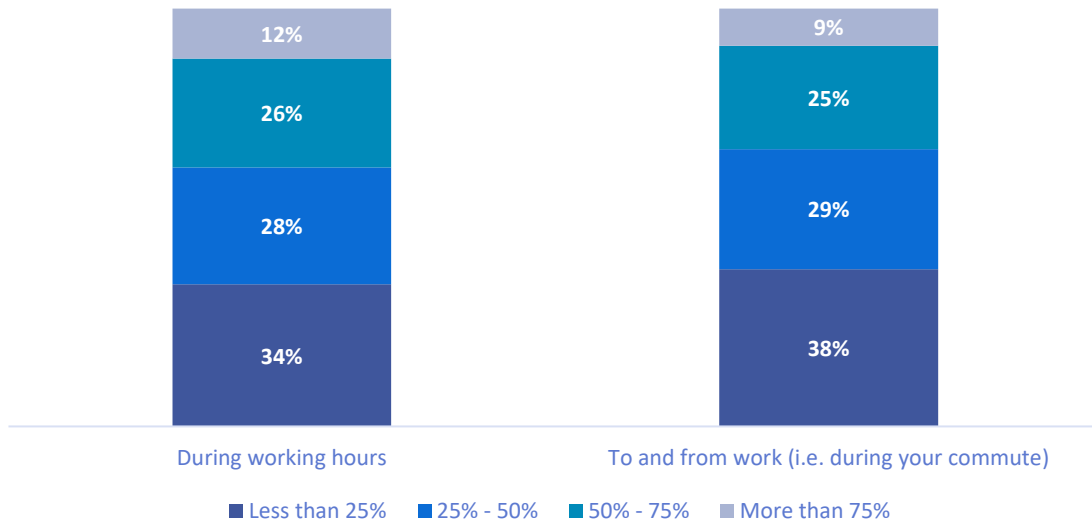


### Approximately how many business miles do you claim per month?



**94% of respondents said that they make business calls whilst driving during working hours.** These respondents said that, **on average, 39% of their time driving during working hours was spent making calls (trimmed mean).** This has not changed substantially in the last two years, when respondents spent on average 38% of their time driving on duty making business calls. In addition, **90% of respondents said that they make business calls whilst driving to and from work.** These respondents said that **they spent an average of 35% of their commute making business calls (trimmed mean),** this average proportion has also not changed since last year.

**What proportion of your time do you spend making business calls whilst driving...?**



However, whilst the average time spent making business calls has not changed substantially compared to previous years, **there has been an increase in the last year in the proportion of respondents who said that they spent at least half of their time driving making business calls.** In 2020, 26% of respondents said they spent at least half of their time driving during working hours making business calls. This has increased to 38% of respondents in 2021. Similarly, in last year’s survey, 20% of respondents said that they spent at least half of their commute making business calls. In 2021, 34% of respondents said they spent at least half of their commute making business calls.

# Working from Home

Finally, respondents this year were asked about their working from home arrangements both before and during the COVID-19 pandemic. **40% of respondents said that prior to the COVID-19 pandemic they never worked from home during their core hours of duty. Since the pandemic this has reduced to 6% who said they never worked from home**, either whilst lockdown restrictions were in place or at the point of completing the survey (it should be noted that the government’s work from home guidance was reintroduced whilst the survey was open in December 2021, which may have an impact on these results).

**More than a third of respondents said that they had often or always worked from home whilst lockdown restrictions were in place, and 17% said that currently they either often or always work from home.** In contrast prior to the pandemic, just 3% of respondents either often or always worked from home.

