

Dear Mr Rimmer,

Thank you for allowing National association of Muslim Police (NAMP) the opportunity to contribute towards the Independent review of remuneration and conditions of service for police officers and staff. The Police Federation, Superintendent Association and Staff Unions are best placed to comment to the wider issues in this review as they have a vast experience on these matters, however, NAMP feels that it can make the below contribution.

### **Entry system, specials**

We support the idea of direct entry above the rank of PC, as this has proved to be successful in other public and private sectors. The successful candidate should be supported with a comprehensive introduction and an ongoing mentoring by a senior officer.

Home Office and ACPO should work in partnership with DSSA's who have an excellent relationship with communities. A national strategy involving ACPO and DSSA's to work with Universities to recruit specials. Consider approaching private companies such as Tesco and McDonalds to recruit specials from their staff and also to have a free stands at supermarkets and Universities.

### **Improving Diversity in the Police service**

Whilst this is best left to forces and chief constables, NAMP feels that local demographic demands be taken into consideration along with diversity. We need to consider fundamental changes as arguably all other initiatives have failed. There is no accountability on diversity targets, chief constables need to give same impetus to diversity target as they do to policing targets. We also need to value, support and recognise the work of individuals working in the field of Equality and Diversity such as DSSA's colleagues. Be more performance management focused, diversity is the only part of the police service where we fail to set clear targets and hold people to account for failing to deliver. NPIA needs to be more specific in what it will deliver. A powerful political figure must take ownership of the Equality and Diversity agenda for the police service; this will show leadership and real commitment from the Home Office.

The UK police service is respected worldwide for its professionalism and dedication to community safety; however, we have not been able to fully resolve the issue of under representation. Currently, there are only 4 Black and Minority Ethnic (BME) ACPO officers across the country. NAMP believes we must address progression of BME officers to senior ranks to encourage our diverse communities. The BME communities need to see if they join they will make it to the top at the moment we cannot show that.

### **Reducing Overtime**

A great deal of police overtime is due to poor planning. We must ensure colleagues in charge of planning and preparing rosters and operations have the right skills and training to perform the job. We need to show better planning and contingency planning to ensure the service is not ridiculed about its expenditure.

### **Performance related pay, SPP, Bonus etc**

We feel that performance related and priority payments are a vital in maintaining retention and development, especially for staff as there appears to be little in terms of progression opportunities. However, this comes with a health warning that any such awards and the any appeal process is independent to avoid the previous pitfalls of local politics taking over and

muddying a process. Consideration should be given to community and DSSA staff being part of any such board and appeal process.

**Pay scale for progression, retirement etc**

NAMP feels that we still need to maintain both as each play a part in retention of our staff, if we focused on just one e.g. progression in the current times or similar occurrence where progression was limited, there would be little incentive for officers and staff. We suggest a similar view as for the above, consideration be given to more independent scrutiny to avoid any bad practice or calls of unfairness. The system must be transparent and have some level of independence.

**How officers leave the police service (including ill-health retirement and possibly redundancy terms)**

There needs to be better structure and management of this process including exit interviews and better representation of wider individuals e.g. DSSA's in this process. Clearly the need to review health retirement needs to be conducted ASAP, there are signs that this is not managed effectively. We would urge better representation and transparency, i.e. where there is clear independent evidence and this can be verified by other sources, retirement should be an option or consideration for redeploying under a new contract. We would reduce the skill loss; there are examples where individuals have been lost to the service when they could contribute in a positive manner. We feel that the Federation and Unions should be more proactive in this field.

NAMP