

Inspecting Ranks Full Report April 2025

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1. Executive Summary

This report presents the findings of the Inspecting Ranks Survey which was conducted for the first time. The survey aimed to assess the experiences of Inspectors and Chief Inspectors regarding pay, working conditions, shift patterns, entitlements, and additional responsibilities. This report details the complete survey findings from all respondents.

1.1. Participants and procedure

The survey was launched on 5th August 2024 and was open for five weeks; it closed on 8th September 2024. Overall, 4,170 complete responses were received during this time. 79% of respondents were Inspectors and the rest were Chief Inspectors. 40% of respondents were detectives, while 60% were not. Additional questions were asked to respondents who said they worked part time as an Inspector or Chief Inspector. Statistically the sample sizes obtained within this survey were large enough that the percentages quoted in this report can be considered accurate within the normal bounds of academic rigor.

1.2. Salary Compensation

Pay dissatisfaction is widespread among Inspecting ranks, with 60% of respondents expressing dissatisfaction with their basic pay. This discontent is even higher among Chief Inspectors (70%), compared to Inspectors (57%). Allowance dissatisfaction is similarly high, with 81% of respondents dissatisfied, particularly those in specific roles including Road Policing (87%) and Investigations (85%).

A key area of concern is the lack of additional payment for working public holidays, which 85% of respondents disagreed with. The Central Communications Unit recorded the highest dissatisfaction levels at 91%. Officers also voiced frustration over Mutual Aid duties, where 65% disagreed with the current arrangement of not receiving additional payment for working in another force area.

1.3. Rest Days and Working Hours

The survey reveals that many officers are working beyond their contracted hours without fair compensation. During a four-week period 67% of respondents reported working 0-20 extra hours per week, while 23% worked 21-40 extra hours per week. Those officers who are part time are entitled to payment for the extra hours they work over their agreed hours during any week. This entitlement ceases when they reach 40 hours in any week. Only 30% of part-time officers were paid for these extra hours, and 54% said their additional hours counted towards their pension.

Many officers are also required to perform duties above their rank, with 74% reporting they worked 0-4 days across a four-week period at a higher responsibility level. Chief Inspectors were more likely than Inspectors to take on additional duties for extended periods, with 21% working 5-9 days above rank across a four-week period.

1.4. Shift Patterns and Knowledge of Police Regulations

Majority of respondents (93%) believe they should be entitled to a rostered shift pattern, reinforcing concerns over the unpredictable nature of their working hours.

The survey also explored respondents' understanding of police regulations. 38% rated their knowledge as "Neither poor nor good," while 41% rated it as "Poor" or "Very Poor". Chief Inspectors were more likely than Inspectors to rate their knowledge as "Good" (21%). However, Detectives were more likely to rate their knowledge as "Poor" (30%) than non-Detectives (26%).

1.5. Working Patterns

Part time work is rare among Inspectors and Chief Inspectors, with 93% stating they have never worked part time in these roles. However, for those who had, 88% reported working beyond their agreed hours, and 70% were not paid for these additional hours.

1.6. Additional Roles and Public Order Inspector

Many officers are required to undertake additional roles on top of their core duties. 10% are trained as Firearms Advisors, 9% as Public Order Inspectors, and 1% as Negotiators to name a few. Some officers also volunteer for additional duties, with 15% volunteering as Public Order Inspectors, 7% as Negotiators and 7% as Firearms Bronze/Silver/Tactical Advisor.

The majority of respondents (60%) would not be willing to take on the role of Public Order Inspector, with more Inspectors (61%) unwilling to take on the role compared to Chief Inspectors (57%). Work-life balance was the most common (76%) barrier to taking on the role, followed by day job capacity (68%) and remuneration (53%).

2. Introduction

The Inspecting Ranks Survey examines the experiences of Inspectors and Chief Inspectors regarding pay, working conditions, shift patterns, entitlements and additional duties. Inspectors and Chief Inspectors play critical leadership roles in major incidents, public order policing, and operational decision-making, yet recruitment and retention at these ranks is falling behind demand. This has significant implications for public safety and public order deployments.

There are persistent concerns regarding the wellbeing and working conditions of officers. The Police Federation of England and Wales (PFEW) annual Pay and Morale Survey (PFEW & SMF, 2025), encompasses all ranks and consistently reveals trends that are particularly relevant to Inspecting ranks, including concerns about excessive workloads, inadequate compensation, and the impact on officer wellbeing. These findings are further supported by research which examines the effects of extended working hours on police officer wellbeing (e.g. Garbarino, 2019; James et al., 2023; Peterson et al., 2019; Vila, 2006). While the Pay and Morale Survey (PFEW & SMF, 2025) has documented widespread dissatisfaction across policing ranks, it does not specifically examine why fewer officers are progressing into Inspecting ranks or why officers at this level are increasingly leaving the service and therefore, highlights a research gap in understanding the experiences of Inspecting ranks specifically.

Moreover, complexities surrounding pay, particularly for Inspecting ranks working part time and compensation for additional hours, which are often governed by agreements such as the 1994 Police Negotiating Board (PNB) Agreement, may contribute to a perceived lack of fairness. The absence of consistent shift entitlements comparable to those of constables and sergeants may exacerbate these concerns, creating further inconsistencies within police forces.

These factors raise serious concerns about the retention and recruitment of experienced officers at the Inspecting ranks. The demanding workload, coupled with perceived inequities in pay and working conditions, may deter potential candidates and lead to experienced officers seeking alternative career paths.

This report will detail the methodology employed in this survey, present the key findings regarding pay, working hours, entitlements, and offer evidence-based recommendations for addressing the identified challenges. By providing a clear and comprehensive picture of the

current situation, this research aims to contribute to informed discussions and policy development, ultimately supporting the wellbeing, retention, and recruitment of Inspecting ranks within police forces.

2.1. Procedure and Participants

The Inspecting Ranks Survey was open to all Inspectors and Chief Inspectors serving in police forces across England and Wales. The primary aim of the survey was to assess:

1. Officers' experiences regarding pay, allowances, and workload.
2. The impact of working conditions on Inspecting ranks, including the lack of overtime, additional responsibilities, and knowledge of entitlements.
3. Officers' views on the Public Order Inspector role, including willingness to take on the role and barriers preventing them from doing so.

To ensure consistency and comparability, the survey used a similar set of core questions to those employed in previous PFEW surveys on pay and morale. These questions covered pay satisfaction, allowances, and additional hours worked. This survey, however, introduced additional questions focusing on:

- Officers' views on working public holidays and mutual aid without additional pay.
- The extent to which Inspectors and Chief Inspectors are performing duties above their rank and recognition for this.
- The level of understanding and awareness regarding police regulations and entitlements to rostered shift patterns.
- The experiences of part time working officers, including whether they are required to work beyond agreed hours and if they receive compensation.
- Public Order Inspector role, examining willingness to take on the role and barriers preventing officers from assuming this responsibility.

Questions related to the Public Order Inspector role were included at the end of the survey to gain a deeper understanding of officers' perspectives on taking on high-risk operational leadership roles. The survey examined whether officers were willing to take on this role and whether barriers such as lack of knowledge, work life balance, or inadequate remuneration made them unwilling to take on the role. This was not to detract from other roles undertaken by members of the Inspecting ranks but rather as an ongoing piece of work around public order duties.

The survey was distributed via SurveyMonkey, with a survey link circulated to Inspectors and Chief Inspectors on the PFEW members database. Officers were encouraged to participate through targeted communications and emails to ensure broad representation across forces.

The survey was open from 5th August 2024 to 8th September 2024. All responses were collected anonymously and analysed by a researcher within the PFEW research team to ensure data integrity and unbiased interpretation of findings. The survey received 4,306 responses which represents a 48% response rate based on the total number of Federated Inspectors and Chief Inspectors from the Police workforce statistics published by the Home Office (Home Office, 2024). After data cleansing there was a total of 4,170 complete responses. 79% of respondents were Inspectors, while the rest were Chief Inspectors. In terms of Detective status, 40% of respondents were Detectives, while 60% were not. The Metropolitan Police had the highest representation (29%), followed by Thames Valley Police (7%). Officers represented various roles, including Investigations (21%), Response (15%), and Neighbourhood Policing (12%) to name a few.

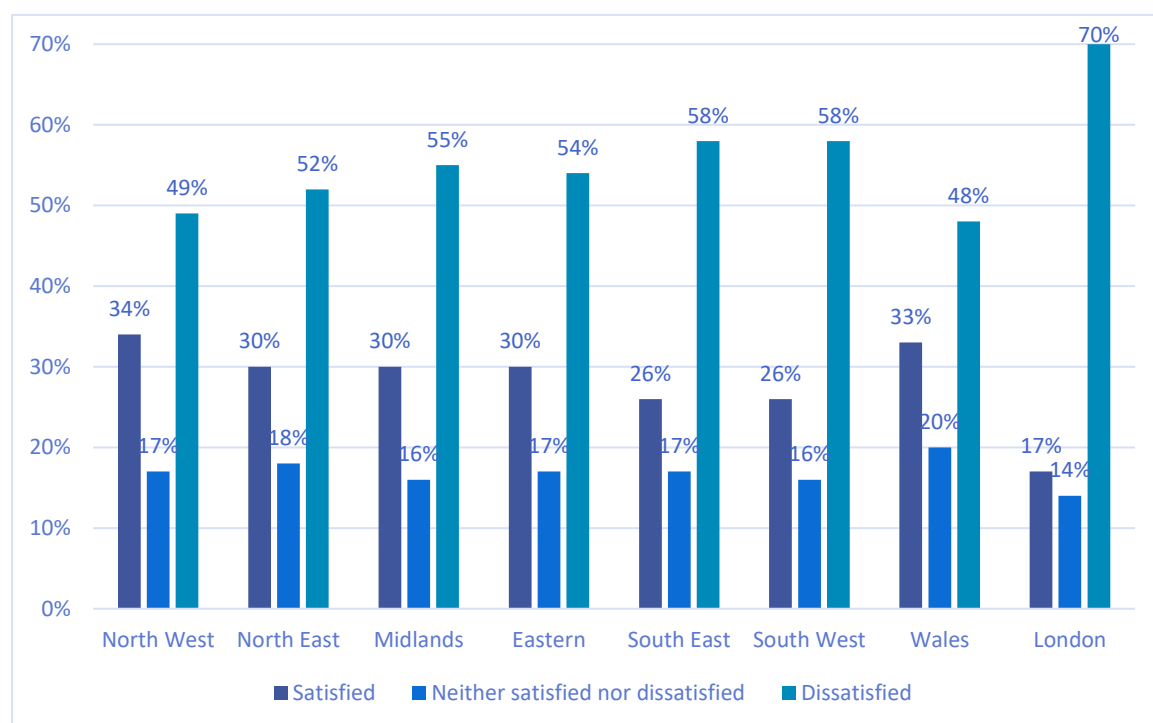
3. Findings

3.1. Salary Compensation

3.1.1. Basic Pay

Overall, 60% of respondents are dissatisfied with their basic pay. In terms of regional satisfaction, the North West had the highest percentage of respondents satisfied with their basic pay (34%) followed by Wales (33%). Conversely, London had the highest dissatisfaction rate at 70% followed by the South West at 58%, as shown in Figure 1.

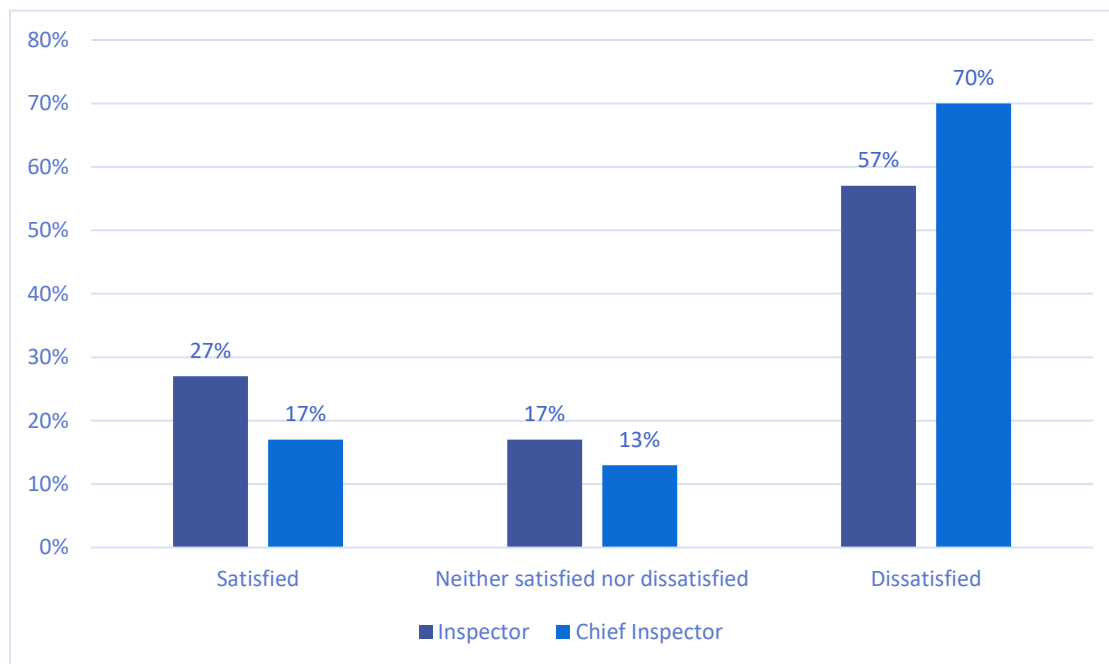
Figure 1: Satisfaction with basic pay by region



In terms of roles, those in Roads Policing reported the highest dissatisfaction rate, with 73% of respondents expressing dissatisfaction with their basic pay followed by National Policing and Public Protection with 67%. Conversely, the Training Department showed the highest satisfaction rate with 37%.

Regarding Detective status, 63% of Detectives were dissatisfied with their basic pay, while 58% of non-Detectives also reported dissatisfaction. When comparing ranks, Chief Inspectors had a higher dissatisfaction rate (70%) compared to Inspectors at 57%, as shown in Figure 2.

Figure 2: Satisfaction with basic pay by rank

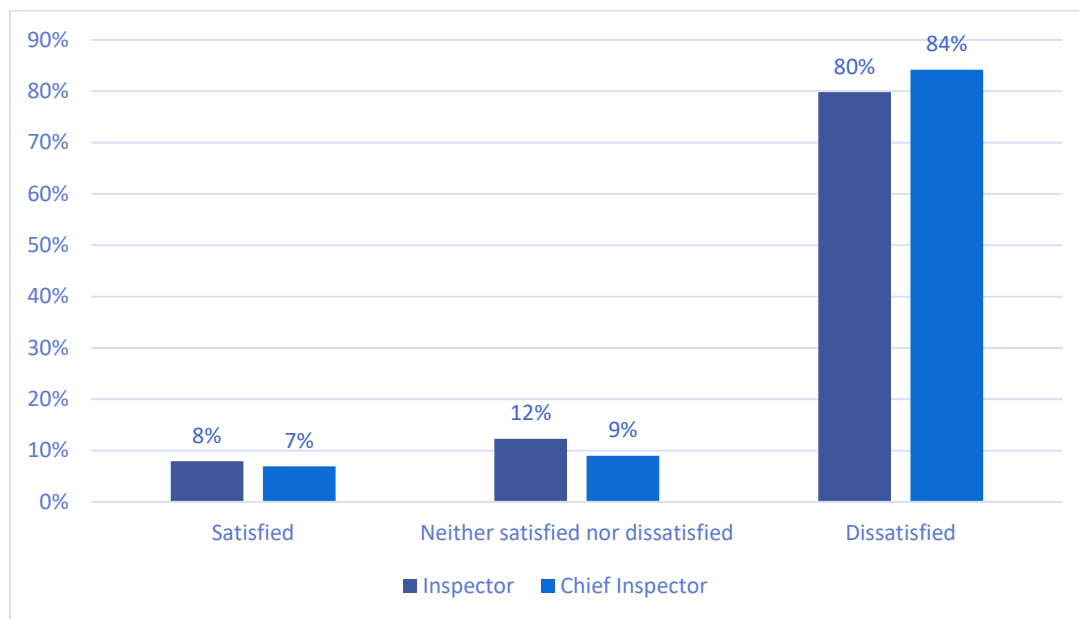


3.1.2. Allowances

Overall, 81% of respondents reported being dissatisfied with their allowances. Dissatisfaction levels remained consistent across roles. Road Policing officers reported the highest level of dissatisfaction (87%), followed by those in Investigations (85%) and the Central Communications Unit (84%). The group with the highest satisfaction rate was Administration Support, where 23% of respondents reported being satisfied with their allowances.

A similar trend was observed when comparing Detective status, as 83% of Detectives and 79% of non-Detectives are dissatisfied with their allowances. Widespread dissatisfaction with allowances is also apparent among Inspecting ranks, with 80% of Inspectors and 84% of Chief Inspectors expressing dissatisfaction (see Figure 3).

Figure 3: Satisfaction with allowances by rank



Regional differences were also evident. The Midlands had the highest proportion of dissatisfied respondents, at 88%. In contrast, London and the North West had the highest percentage of satisfied respondents, though satisfaction remained low overall, at 10% respectively.

3.1.3. Overall Remuneration (Pay and Allowances)

Most respondents expressed dissatisfaction with their overall remuneration (78%), which includes both pay and allowances. Specifically, 84% of Chief Inspectors and 77% of Inspectors reported dissatisfaction with their overall remuneration.

When looking at role-specific differences, 81% of Detectives expressed dissatisfaction with their overall pay and allowances compared to 77% of non-Detectives (see Figure 4).

Figure 4: Satisfaction with overall remuneration by Detective status

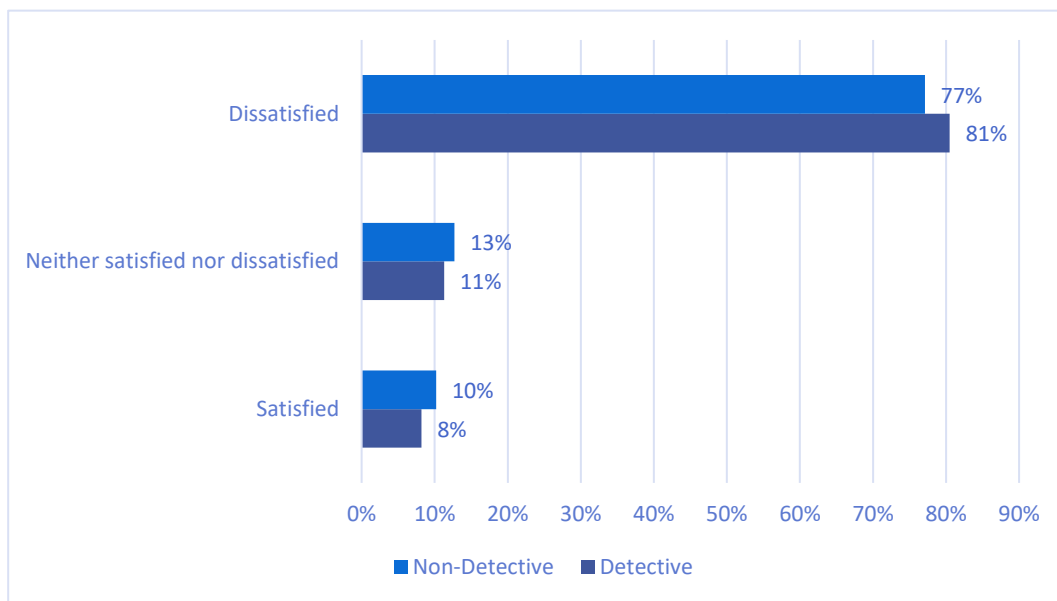
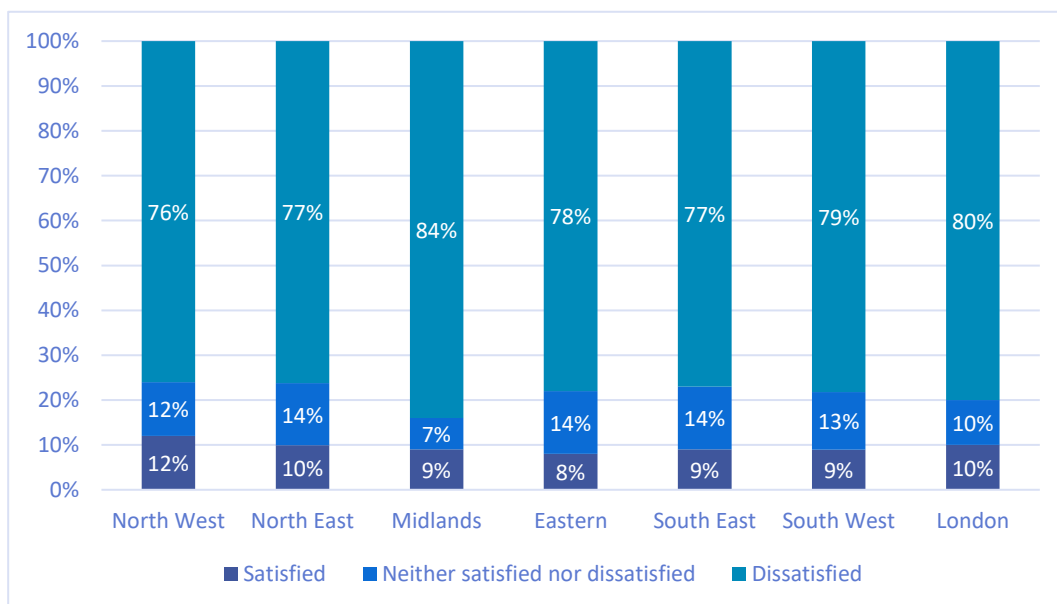


Figure 5 highlights satisfaction with overall remuneration by region. Geographically, the Midlands have the highest percentage of dissatisfied respondents at 84% followed by London at 80%. North West has the highest number of respondents reporting that they are satisfied (12%).

Figure 5: Satisfaction of overall remuneration by region

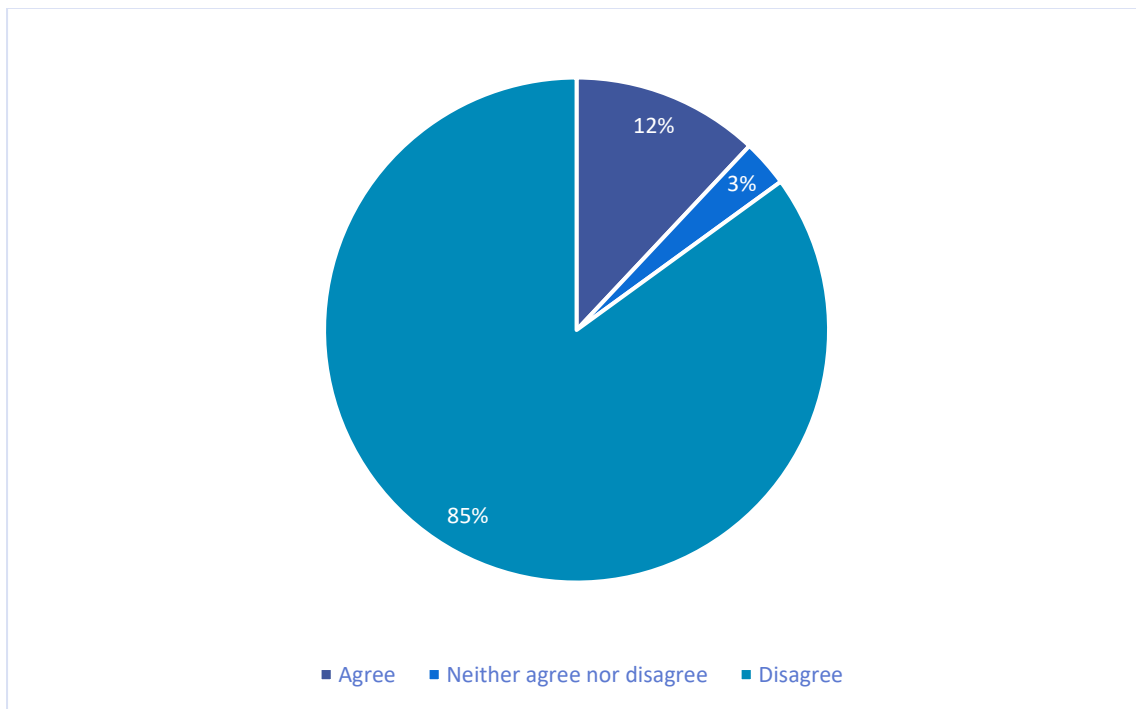


In terms of roles, the role with the most respondents reporting dissatisfaction with their overall remuneration is Roads Policing with 89%, followed by Investigations with 83%.

3.1.4. Public Holiday Work

Participants were also asked about their level of agreement with not receiving additional pay when working on public holidays. A significant number of respondents (85%) disagreed with this, as seen in Figure 6.

Figure 6: Levels of agreement with not receiving additional payment when working on public holidays

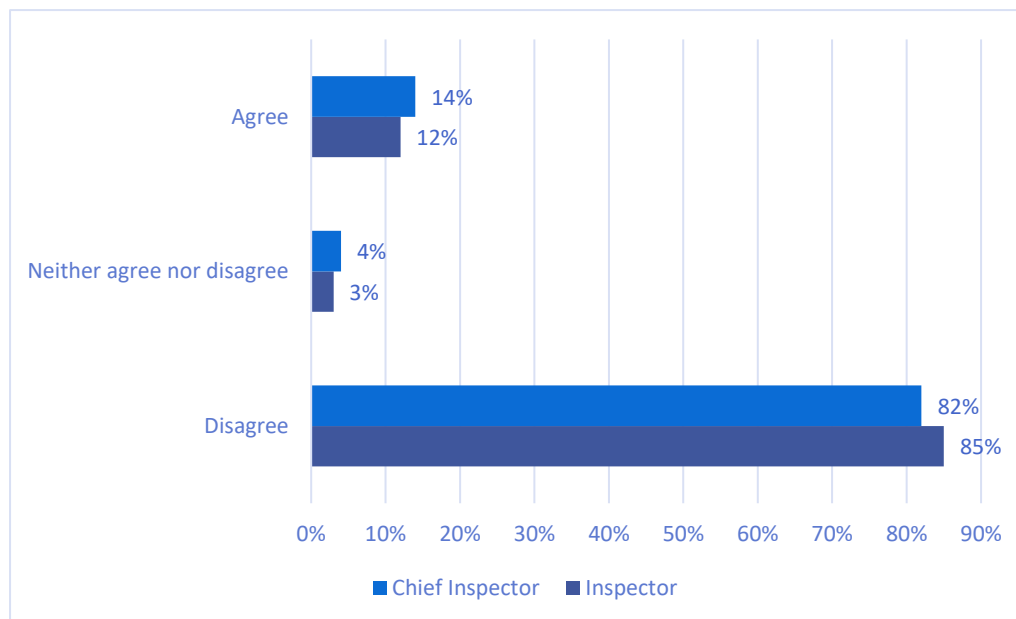


The Central Communications Unit has the highest level of disagreement with 91%. This was closely followed by those working in Custody with 90% also disagreeing with the lack of extra compensation.

Notably, a substantial proportion of Detectives and non-Detectives also voiced their dissent, with 84% and 85% indicating their disagreement.

Furthermore, the disagreement was also seen in both ranks, with Chief Inspectors and Inspectors expressing notable levels of dissatisfaction. Specifically, 85% of Inspectors and 82% of Chief Inspectors disagreed with the current holiday pay arrangement, as seen in Figure 7.

Figure 7: Levels of agreement for not receiving additional payment when working on public holidays by rank

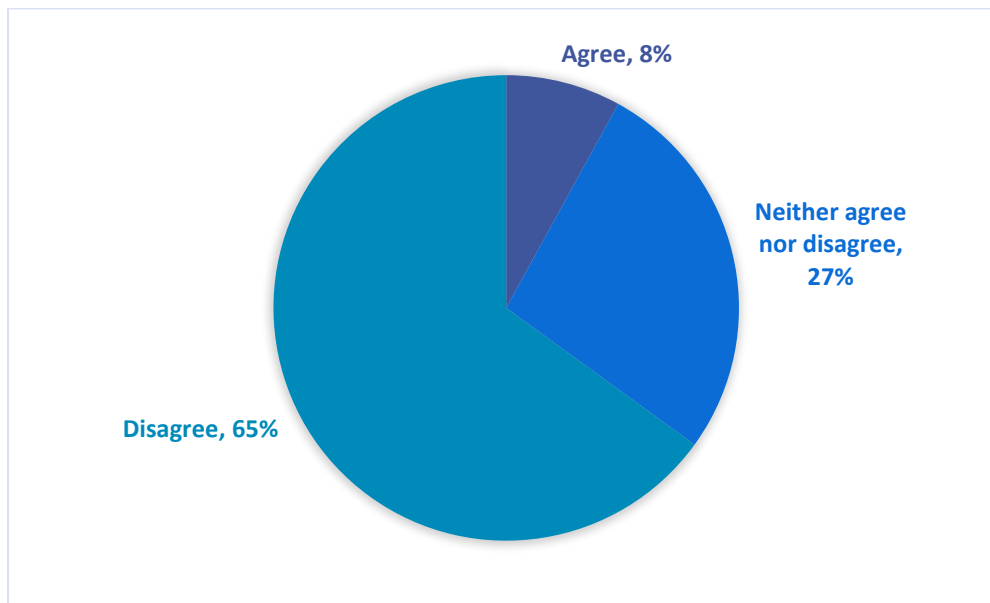


Geographically, the North East region had the highest level of disagreement concerning holiday pay with 88% of staff in this region expressing dissatisfaction. This was closely followed by the North West with 87%.

3.1.5. Working in Another Force Area (Mutual Aid)

In addition to public holiday pay, participants were asked about their agreement with not receiving additional payment when working in another force area (mutual aid). 65% of respondents disagreed with the arrangement, with 27% neither agreeing nor disagreeing and only 8% agreeing (see Figure 8).

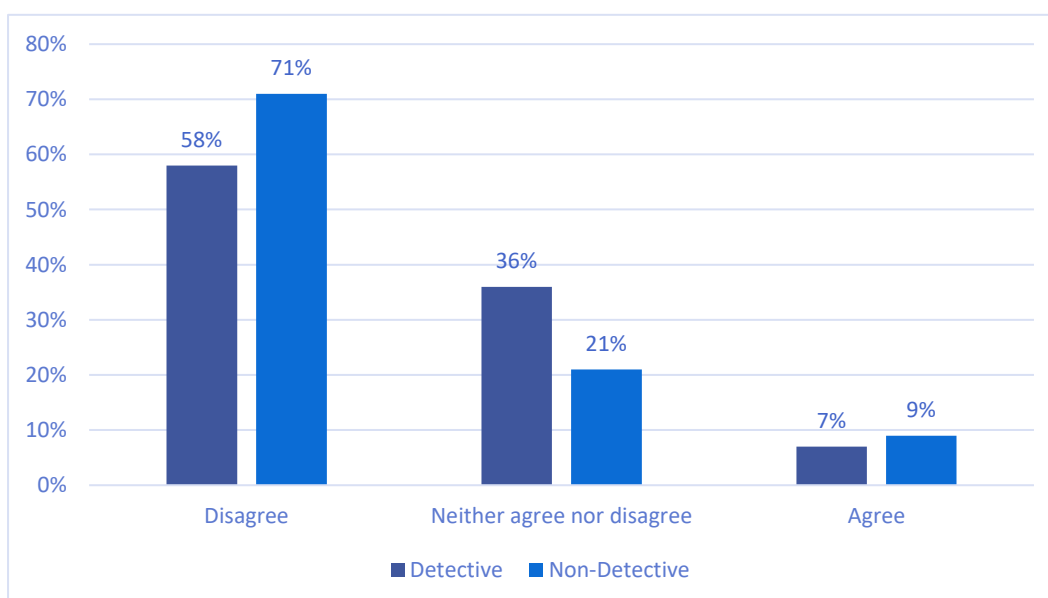
Figure 8: Agreement with not receiving additional payment when required to work in another force area



Regarding rank, Chief Inspectors had slightly less disagreement (61%) compared to Inspectors (66%), but both had the same percentage of respondents agreeing (8%).

There was a notable difference between Detective status as 58% of Detectives disagreed while 71% of non-Detectives disagreed, as seen in Figure 9.

Figure 9: Agreement with not receiving additional payment when required to work in another force area by Detective status



When looking at agreement amongst different roles, 75% of those working in Operational Support disagreed the most followed by 72% of those working in Neighbourhood Policing.

Regionally, this disagreement was similar across the board. Midlands having the highest number of respondents disagreeing (74%), followed by the South West region (71%).

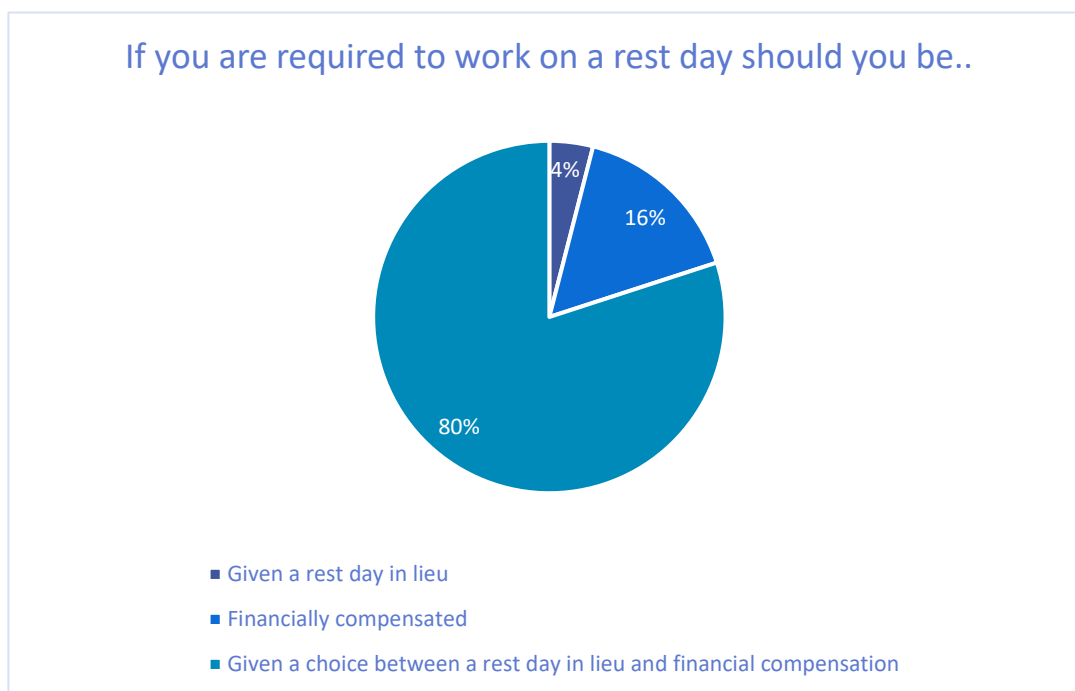
Although Midlands had the highest disagreement, they also had the highest percentage of respondents agreeing (12%). South East and London had the highest respondents who were undecided compared to other regions responding with “Neither agree nor disagree” (30%).

3.2. Rest Days and Working Hours

3.2.1. Rest Day Work Compensation

As seen in Figure 10, 80% of respondents prefer a choice between a rest day in lieu and financial compensation, 16% opted for financial compensation only and a small percentage (4%) would like to be given a rest day in lieu only.

Figure 10: How people would like to be compensated for working on a rest day



Amongst the different ranks, majority of both Inspectors and Chief Inspectors would like to be given a choice between a rest day in lieu and financial compensation, with 81% of Inspectors and 77% of Chief Inspectors choosing this option. Only 16% of both Inspectors and Chief Inspectors would like to be financially compensated and the remaining given a rest day in lieu.

This pattern remained the same across different roles. The role with the highest percentage of respondents expressing that they would like to be given a choice was Road Policing with 90%, followed by Criminal Justice (86%) and Custody (85%).

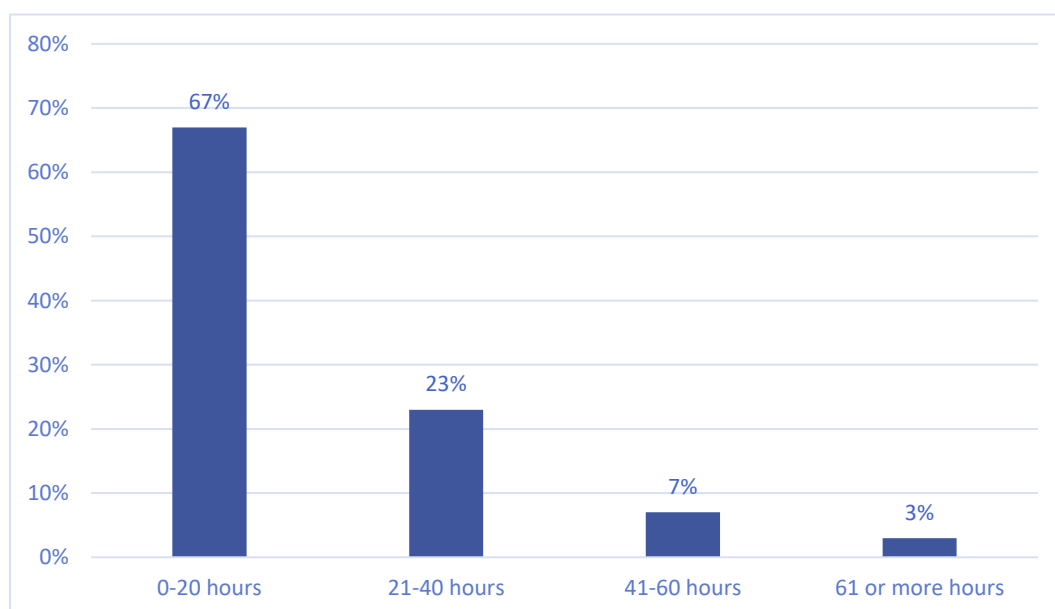
With Detective status, 80% of both Detectives and non-Detectives would like to be given a choice between a rest day in lieu and financial compensation. Similarly, between the two, 15% Detectives and 16% non-Detectives would like to be financially compensated.

Regionally this pattern also remained the same with all regions preferring to have the choice. The Midlands had the highest respondents (87%) opting for a choice between a rest day in lieu and financial compensation and North East followed closely second with 84%. In terms of those who reported wanting to be financially compensated only, London had the highest percentage (19%) compared to other regions.

3.2.2. Working Hours

The survey reveals that many officers are working beyond their contracted hours without fair compensation. During a four-week period, 67% of respondents reported working 0-20 extra hours above 40 hours per week (or above their agreed part time hours), while 23% said that they worked 21-40 extra hours per week (see Figure 9).

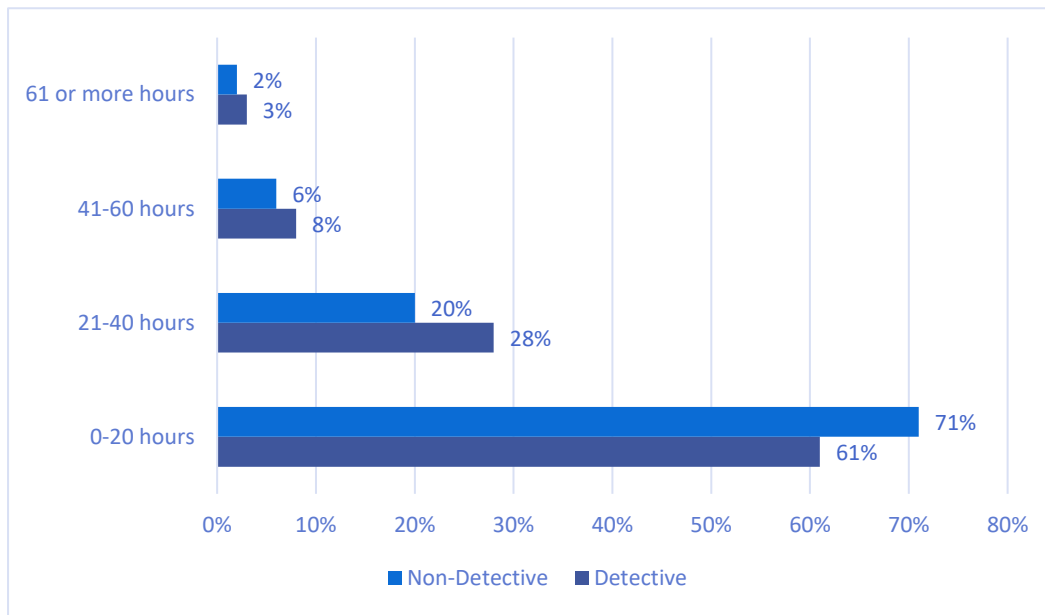
Figure 11: Percentage of extra hours worked per week during a four-week period



From those who reported working 21-40 extra hours per week, 21% were Inspectors and 31% Chief Inspectors. More Inspectors reported working 0-20 hours extra per week (71%) compared to Chief Inspectors (54%).

There were some differences with the number of extra hours worked by Detective status. 61% of Detectives reported working 0-20 hours extra per week compared to 71% of non-Detectives. More Detectives reported working 21-40 hours per week (28%) compared to non-Detectives (20%), as seen in Figure 12.

Figure 12: Percentage of extra hours worked per week during a four-week period by Detective status



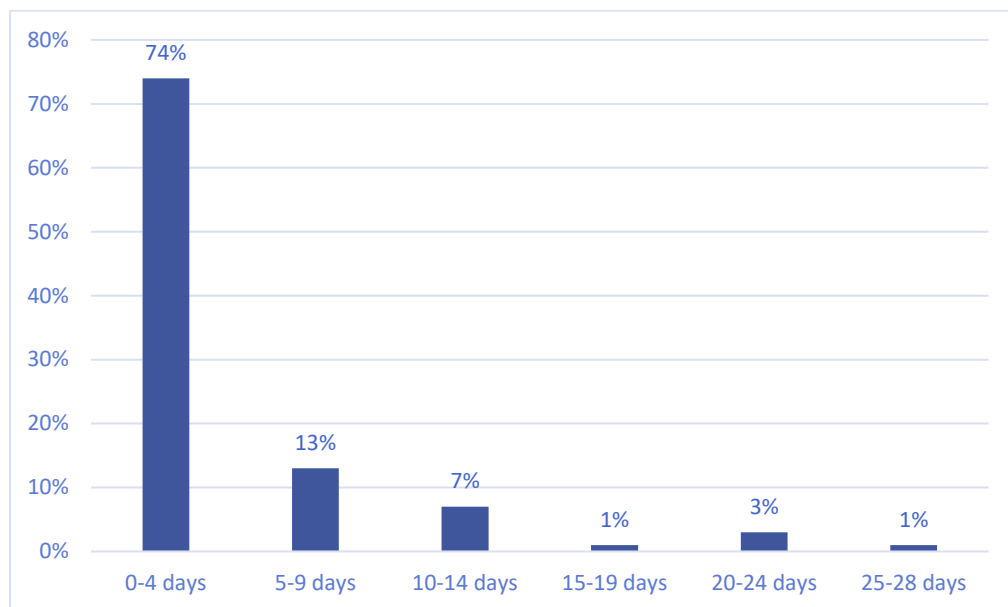
In terms of roles, those who worked in Custody had the highest number of respondents (83%) reporting that they worked 0-20 hours extra per week followed by Administration Support with 81%. Investigations had the highest percentage (31%) of people reporting that they worked 21-40 hours extra per week.

Regionally, South West had the highest percentage of respondents working 0-20 hours extra per week (70%), followed by South East (69%). Meanwhile, Wales had the highest number of respondents reporting working 21-40 hours extra per week (30%).

3.2.3. Days Performing Duties Above Rank

Participants were also asked how many days if required they would perform additional duties above their rank. The majority (74%) of respondents reported doing 0-4 days of duties above their rank across a four-week period, as seen in Figure 13.

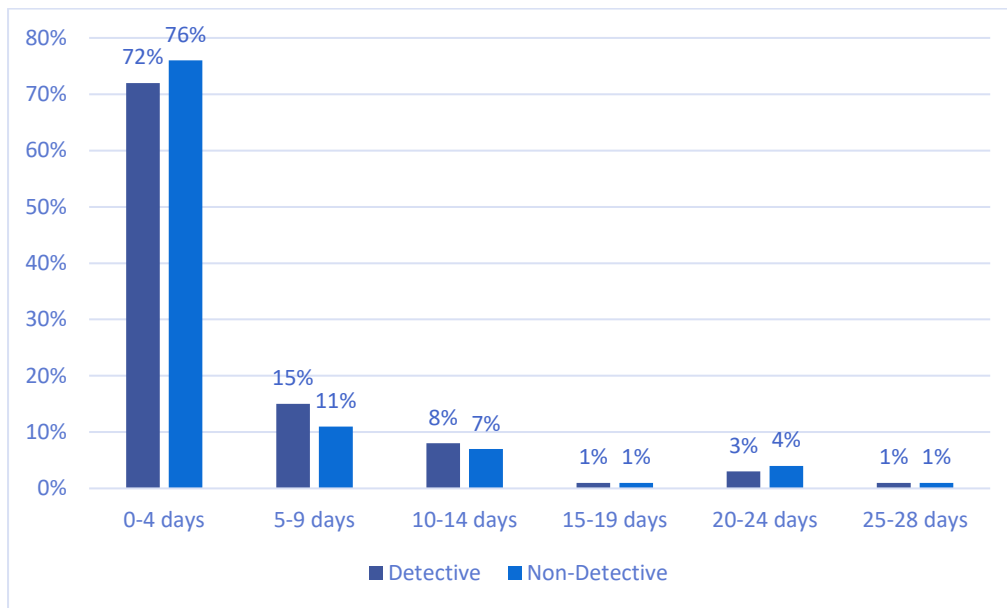
Figure 13: Days performing duties above rank across a four-week period



80% of Inspectors and 56% Chief Inspectors reported working 0-4 days above their rank across a four-week period, suggesting that most Inspectors do not frequently exceed their rank's responsibilities. However, Chief Inspectors were more likely than Inspectors to take on additional duties for an extended period, with 21% reporting that they work 5-9 days above rank compared to 10% of Inspectors. The proportion of Chief Inspectors (13%) working 10-14 days above rank is more than double that of Inspectors (6%).

Detectives and non-Detectives showed similar patterns in the distribution of days performing duties above rank. 8% of Detectives worked 10-14 days above rank compared to 7% of non-Detectives. The majority of both Detectives (72%) and non-Detectives (76%) worked only 0-4 days above rank (see Figure 14).

Figure 14: Days performing duties above rank by Detective status



In terms of region, Wales had the highest percentage of respondents reporting that they worked 0-4 days above rank (82%). The Eastern region had the highest reporting 5-9 days (18%) and North East had the highest 10-14 days (9%).

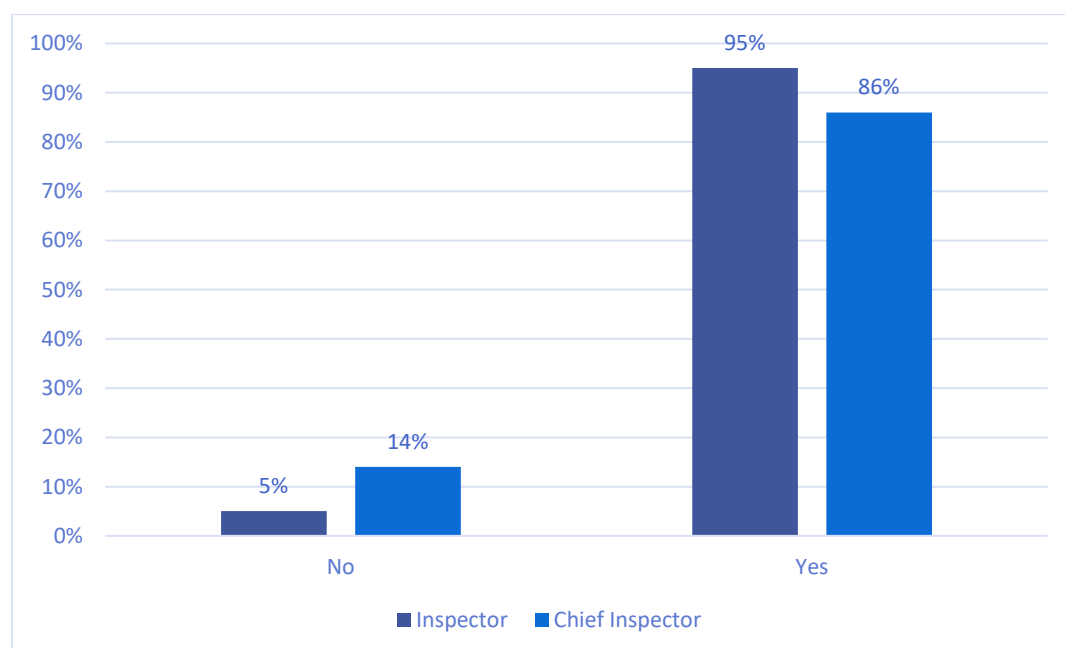
3.3. Shift Patterns and Knowledge of Police Regulations

3.3.1. Rostered Shift Pattern

A large majority (93%) of respondents believe that members in Inspecting Ranks working full-time should be entitled to a rostered shift pattern within Police Regulations.

When looking at Chief Inspectors and Inspectors, majority agreed that they should be entitled to a rostered shift pattern with 86% of Chief Inspectors and 95% of Inspectors agreeing. Chief Inspectors (14%) were more likely to oppose than Inspectors (5%) (see Figure 15).

Figure 15: Entitlement to rostered shift patterns by rank



A similar pattern was seen across Detective status with majority agreeing to this entitlement (over 90% of both Detectives and non-Detectives) and minimal opposition, although Detectives (10%) were more likely to oppose than non-Detectives (4%).

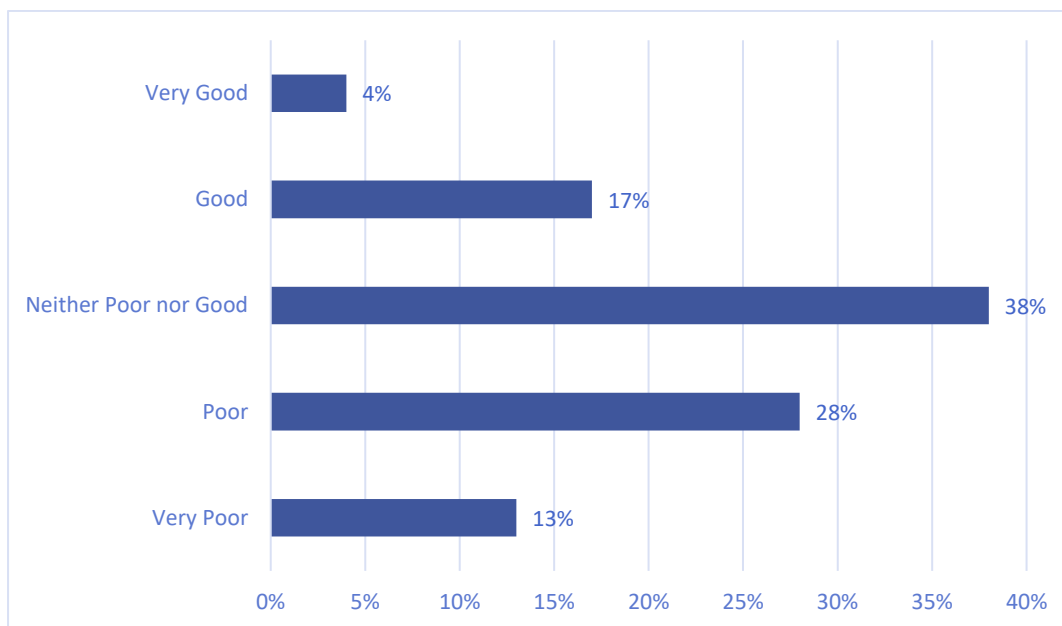
Regionally, there is minimal variation in support as majority agreed with the lowest support in London (91%) and the highest in the North East (97%).

In terms of roles, the highest agreement is amongst Central Communications Unit (98%), Road Policing (98%), Response (97%) and Custody (97%). There is minimal opposition amongst the roles with the highest percentage of dissent coming from the Intelligence role, with only 13% disagreeing.

3.3.2. Knowledge of Police Regulations

41% of respondents rated their knowledge of police regulations as "Poor" or "Very Poor" whilst 38% of respondents rated their knowledge as "Neither poor nor good". Smaller percentages of respondents rated their knowledge as "Good" (17%) or "Very Good" (4%).

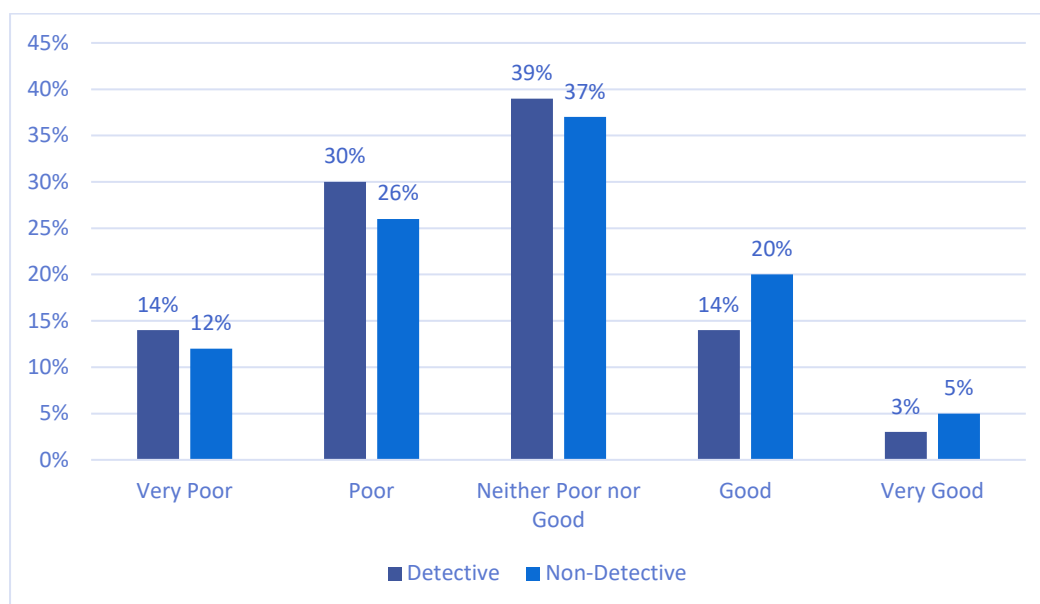
Figure 16: Rating of police regulation knowledge



Looking at ranks, Chief Inspectors (21%) are more likely than Inspectors (17%) to rate their knowledge as "Good", though both groups reported the same rates of moderate knowledge (38%).

Detectives tend to have a slightly lower opinion of their knowledge, with 30% rating it as "Poor" compared to 26% of non-Detectives, as seen in Figure 17.

Figure 17: Police regulation knowledge by Detective status



In terms of region, the South East has the highest percentage of respondents with "Very Poor" knowledge (15%), while the Midlands report the lowest at 10%, though the Midlands had the highest percentage of respondents rating their knowledge as "Neither poor nor good" (41%). The area with the highest percentage of respondents rating their knowledge as "Neither poor nor good" is the South West (45%).

Differences were seen amongst the roles as Operational Support (28%) had the highest percentage of respondents rating their knowledge as "Good" and Criminal Justice had the highest percentage (48%) of respondents rating their knowledge as "Neither poor nor good". Criminal Justice (25%), National Policing (18%) and Public Protection (16%) had the highest percentage of respondents rating their knowledge as "Very Poor".

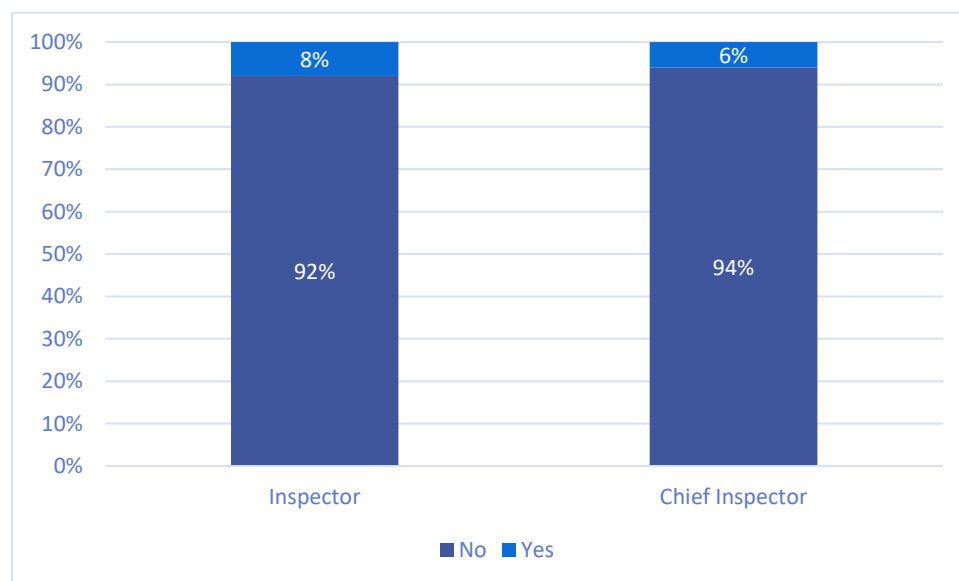
3.4. Working Patterns

3.4.1. Working Part Time

93% reported that they are not currently or have not previously worked part time as an Inspector or Chief Inspector.

Similar proportions of Inspectors (8%) and Chief Inspectors (6%) have worked part-time either currently or previously, with most respondents in both ranks reporting that they had not (over 92%), as seen in Figure 18.

Figure 18: Percentage of respondents who are currently or have previously worked part time by rank



Both Detectives (8%) and non-Detectives (7%) also reported similar levels of part time work, indicating no significant distinction between the two groups in terms of part time work experience.

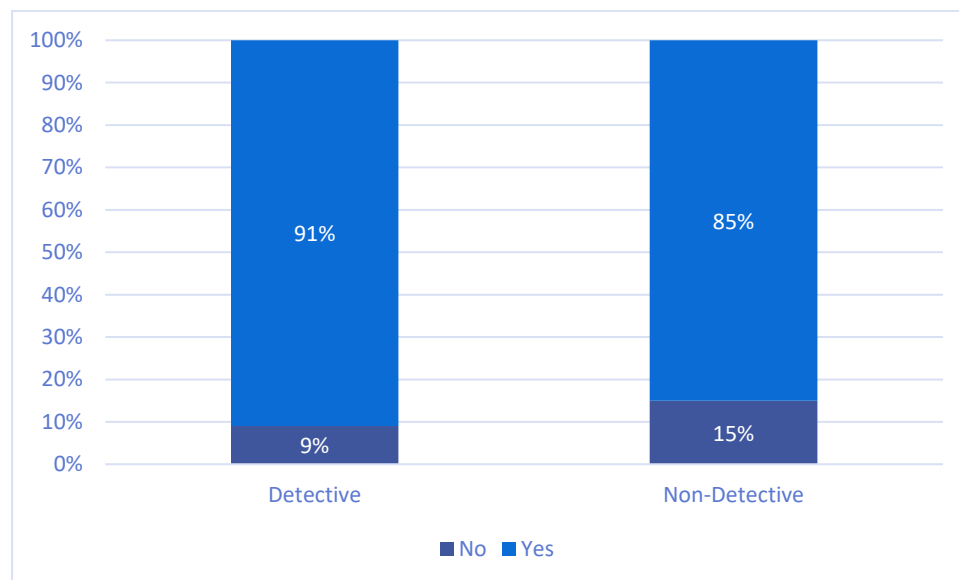
A similar pattern was seen across the different regions with majority not currently or previously working part time. London and South West had the highest percentage of respondents reporting that they worked part time as an Inspector or Chief Inspector (8% and 8% respectively). Whereas, the Midlands (95%), North West (95%) and Wales (95%) had the highest percentage working part time in these roles.

3.4.2. Working Over Agreed Hours

From the proportion that reported working part time currently or previously, majority (88%) also reported that they regularly exceed their agreed working hours. A large majority of both Inspectors (87%) and Chief Inspectors (90%) reported working beyond their agreed hours when working part time.

A slightly higher percentage of Detectives (91%) worked over their agreed hours compared to non-Detectives (85%), although both high, as seen in Figure 19.

Figure 19: Percentage working over their agreed hours by Detective status



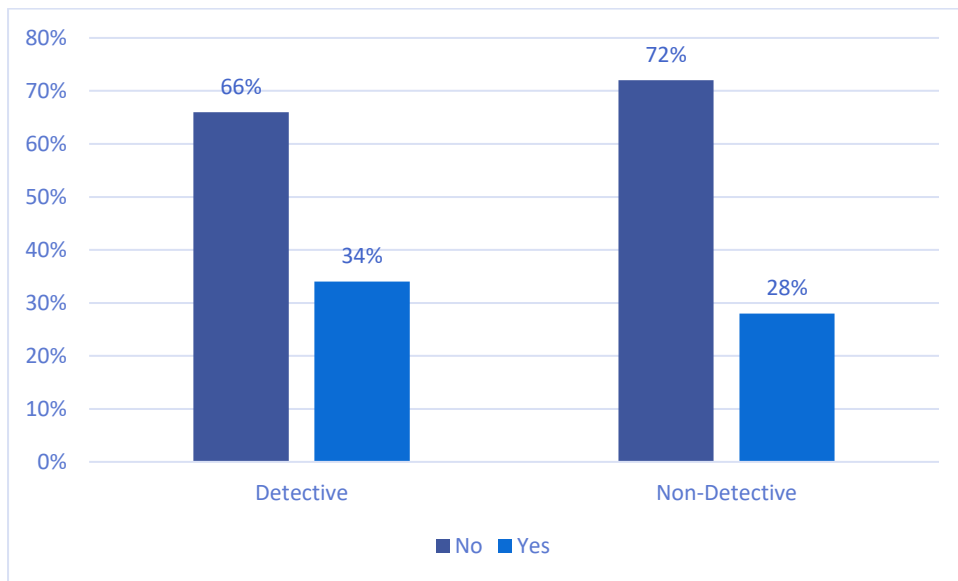
3.4.3. Payment for Additional Hours and Contribution to Pension

Only 30% of respondents reported that they were paid for working the additional hours and only 54% reported that these hours counted towards their pension.

In terms of ranks, there was no variation as 70% of both Inspectors and Chief Inspectors reported not being paid for working additional hours, showing a consistent trend across ranks.

A slightly higher percentage of Detectives (34%) were paid for additional hours compared to non-Detectives (28%) (see Figure 20).

Figure 20: Payment for working additional hours by Detective status



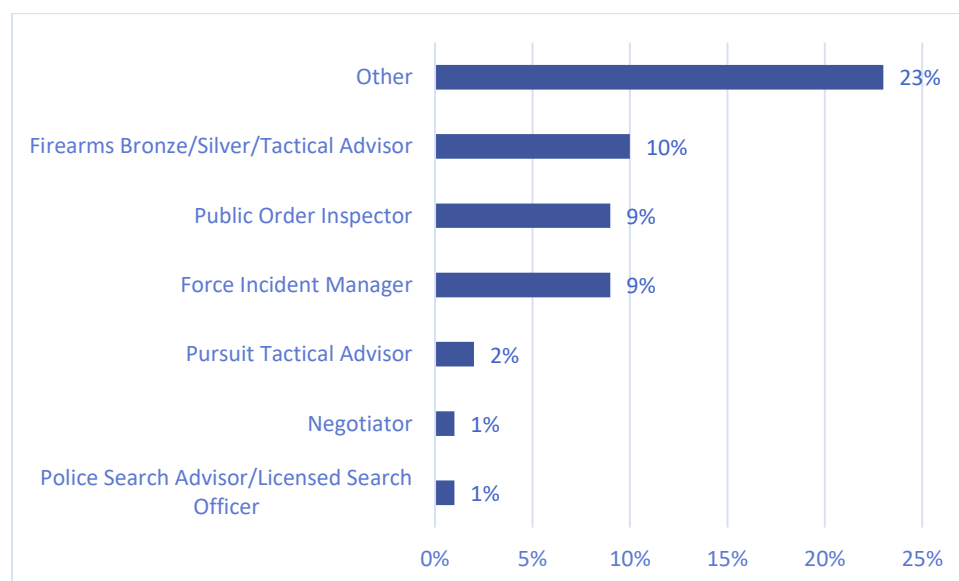
3.5. Topical Questions

3.5.1. Additional Roles

3.5.1.1. Roles Required to be Trained in and Performed

In their posted role in force, respondents were **required** to be trained in and perform the following roles in addition to their main duties: Firearms Advisor (10%), Public Order Inspector (9%), Force Incident Manager (9%), Pursuit Tactical Advisor (2%), Negotiator (1%), Police Search Advisor (1%) and other roles (23%), as seen in Figure 21¹.

Figure 21: Roles Inspecting ranks are required to do in addition to their main duties



Public Order Inspector

Regarding Public Order Inspector responsibilities, London had the highest prevalence, with 22% of respondents indicating this requirement, followed closely by the Midlands (19%) and the North East (18%). Overall, of the Inspecting rank members trained in public order, 80% are Inspectors compared to 20% who are Chief Inspectors. The majority originating from Response (26%), Operational Support (20%), and Neighbourhood Policing (18%) roles. Notably, 90% of those undertaking this additional duty were not Detectives.

¹ Please note that we are unable to provide information on the role of Football Spotter as it is below our minimum reporting threshold.

Negotiator

From those who are trained as a Negotiator 66% were Inspectors and 34% were Chief Inspectors. A significant number were not Detectives with 61% compared to 39% that were Detectives.²

Force Incident Manager

In the context of Force Incident Managers, 71% were Inspectors, and 29% were Chief Inspectors. The Central Communications Unit contributed 27% of these individuals. The South East and London had the highest percentages, with 21% and 24%, respectively. The vast majority (84%) were not Detectives.

Police Search Advisor/Licensed Search Officer

The Police Search Advisor/Licensed Search Officer role was exclusively performed by Inspectors. All respondents in this category were also not Detectives.³

Pursuit Tactical Advisor

Pursuit Tactical Advisors were predominantly Inspectors (79%), with Chief Inspectors making up 21%. London (26%) and the South East (21%) showed the highest percentages. A large majority (89%) were non-Detectives, with the Central Communications Unit being the primary source (28%).

Firearms Advisor

Regarding Firearms Advisors, a mix of Inspectors (62%) and Chief Inspectors (38%) were involved, with London (28%) and the South East (17%) having the highest percentages. The majority (81%) were non-Detectives, with "Other" functions" being the primary role (24%) followed by Operational Support (19%).

Other

Finally, in the category of "Other" additional duties, 70% were Inspectors and 30% were Chief Inspectors. The majority were from Investigations (28%), with a near-equal split between Detectives (51%) and non-Detectives (49%). The South East (25%) and London (24%) had the highest percentages of officers performing these additional roles. The roles

² Please note that we are unable to provide information on region and roles for Negotiator as it is below our minimum reporting threshold.

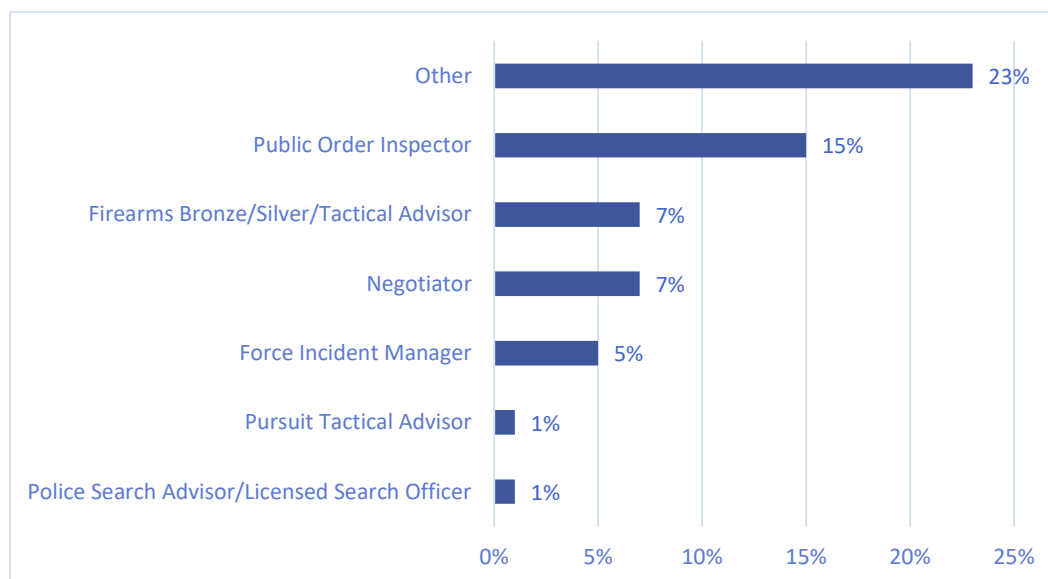
³ Please note that we are unable to provide information on region and roles for Police Search Advisor/Licensed Search Officer as it is below our minimum reporting threshold.

people typically mentioned in “Other” were in areas such as Counter Terrorism, Major Crime, other Public Order and Firearm roles, as well as specific responsibilities like Duty Detective Inspector, Senior Investigating Officer, and Post Incident Manager. Some were also required to undertake training in areas such as Health and Safety, Police and Criminal Evidence, and roles in the Joint Emergency Services Interoperability Programme.

3.5.1.2. Additional Roles Inspecting Ranks Volunteer For

This section examines the voluntary participation of Inspecting ranks in roles beyond their primary duties. Despite not being required by their posted role in force, respondents **volunteered** to be trained in and perform the following roles: Public Order Inspector (15%), Firearms Advisor (10%), Negotiator (7%), Force Incident Manager (5%), Pursuit Tactical Advisor (1%), Police Search Advisor (1%), and Other (23%), as seen in Figure 22⁴.

Figure 22: Roles Inspecting ranks volunteer for in addition to their main duties



Public Order Inspector

In the Public Order Inspector capacity, 79% of volunteers were Inspectors, and 21% were Chief Inspectors. Notably, 31% of those volunteering were from Response, the highest among all roles. A substantial 88% of volunteers were non-Detectives. London reported the highest volunteer rate at 29%, followed by South East with 17%.

⁴ Please note that we are unable to provide information the role Football Spotter as it is below our minimum reporting threshold.

Negotiator

For the Negotiator role, 75% of volunteers were Inspectors, and 25% were Chief Inspectors. The largest groups volunteering were from "Other" functions (18%) and Investigations (17%). A majority (59%) were non-Detectives. London again showed the highest volunteer interest, at 33% and South East with 18%.

Force Incident Manager

In the Force Incident Manager role, 74% of volunteers were Inspectors, and 26% were Chief Inspectors. Response roles contributed the most volunteers (22%). Non-Detectives comprised 82% of volunteers. London had the highest volunteer rate at 34% and South East had 24%.

Police Search Advisor

Regarding Police Search Advisors, 92% of volunteers were Inspectors. Response roles again contributed the most volunteers (25%). Non-Detectives accounted for 90% of volunteers. London reported the highest volunteer rate at 38%.

Pursuit Tactical Advisor

Pursuit Tactical Advisors saw 81% of volunteers as Inspectors and 19% as Chief Inspectors. Response roles contributed the most volunteers (32%). Non-detectives constituted 91% of volunteers. The South East reported the highest volunteer rate at 27% followed by London with 23%.

Firearms Bronze/Silver/Tactical Advisor

In the Firearms Bronze/Silver/Tactical Advisor role, 59% of volunteers were Inspectors, and 41% were Chief Inspectors. "Other" functions contributed the most volunteers (20%) followed by Response with 17%. Non-Detectives made up 78% of volunteers. London and the South East had 22%.

Other

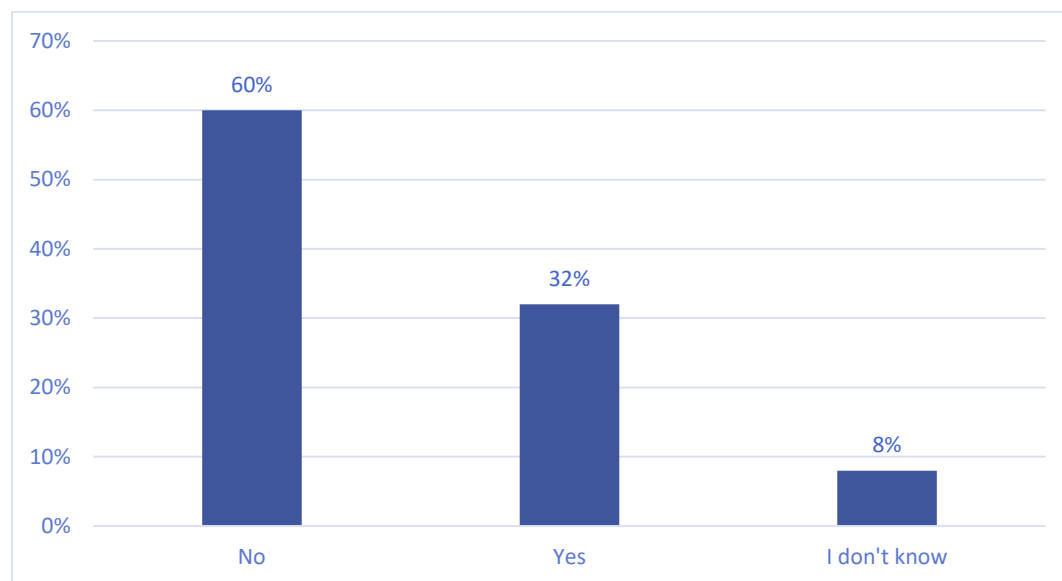
Finally, for "Other" voluntary roles, 73% of volunteers were Inspectors, and 27% were Chief Inspectors. Investigations contributed the most volunteers (19%). Non-Detectives represented 66% of volunteers. London had the highest number of volunteers (31%) followed by the South East with 21%. The roles mentioned in "Other" were often in specialist or support functions. For example, Bronze Commander, Family Liaison roles, Federation Representatives, Event Management and Major Incident Foundation roles, and

Welfare roles. People also reported working as a Casualty Bureau Manager, in Disaster Victim Identification roles, Chemical, Biological, Radiological, and Nuclear duties and various command or management positions like Strategic Incident Manager.

3.5.2. Public Order Inspector

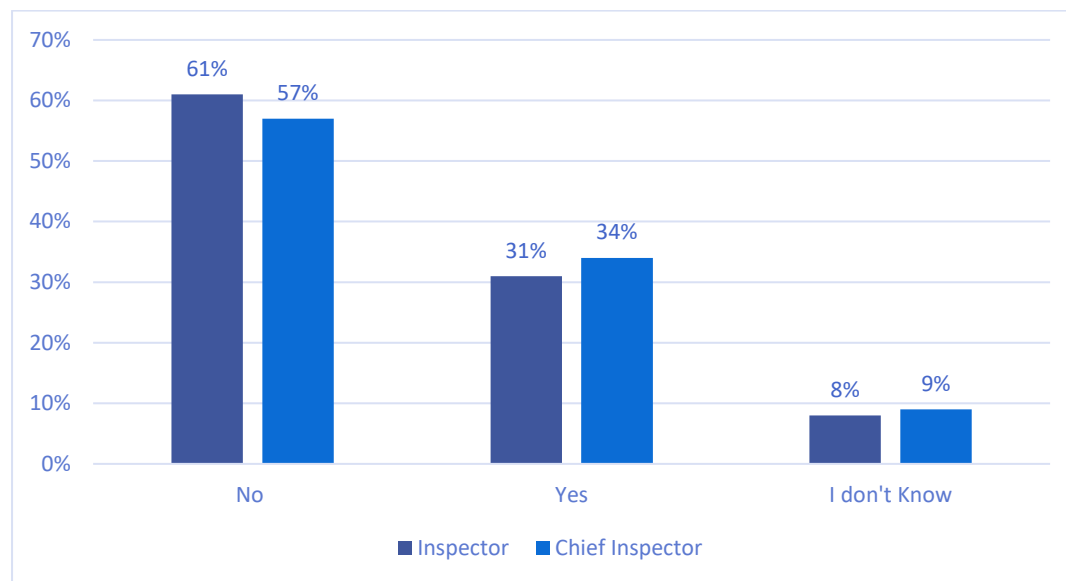
The majority of respondents (60%) indicated they would not be willing to take on the role of Public Order Inspector with only 32% saying that they would, as seen in Figure 23.

Figure 23: Willingness to take on the role of Public Order Inspector



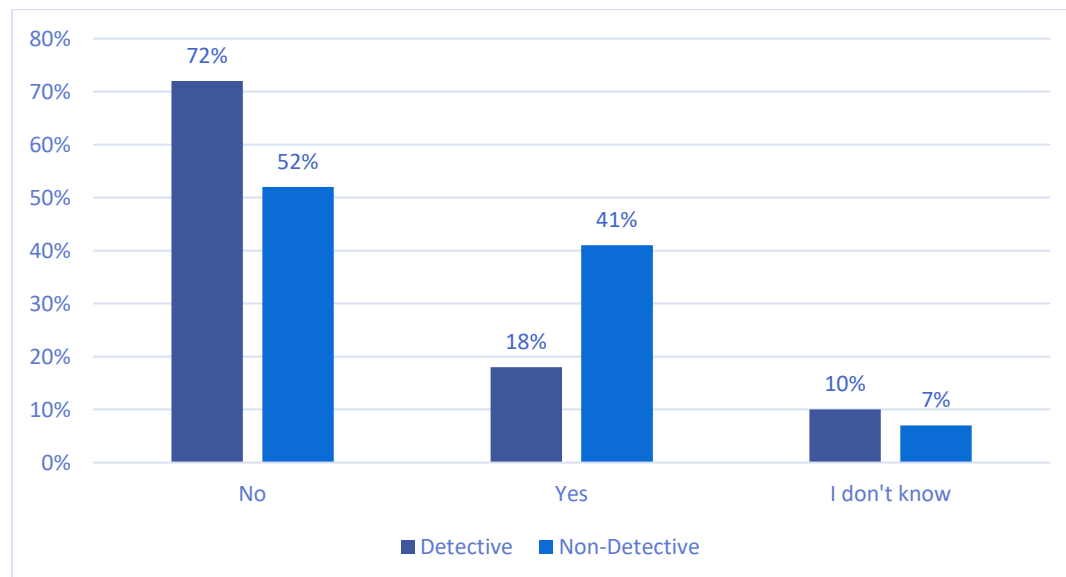
In regard to rank, majority of both Inspectors and Chief Inspectors were reluctant; although this was higher for Inspectors (61%) compared to Chief Inspectors (57%), as seen in Figure 24.

Figure 24: Willingness to take on the Public Order Inspector role by rank



Similarly, most of the respondents who were Detectives and non-Detectives were unwilling to take on the role of Public Order Inspector with Detectives showing a higher percentage of reluctance (72%) compared to non-Detectives (52%). Therefore, 41% of non-Detectives were willing to take on the role compared to only 18% of Detectives (see Figure 25).

Figure 25: Willingness to take on the role of Public Order Inspector by Detective status



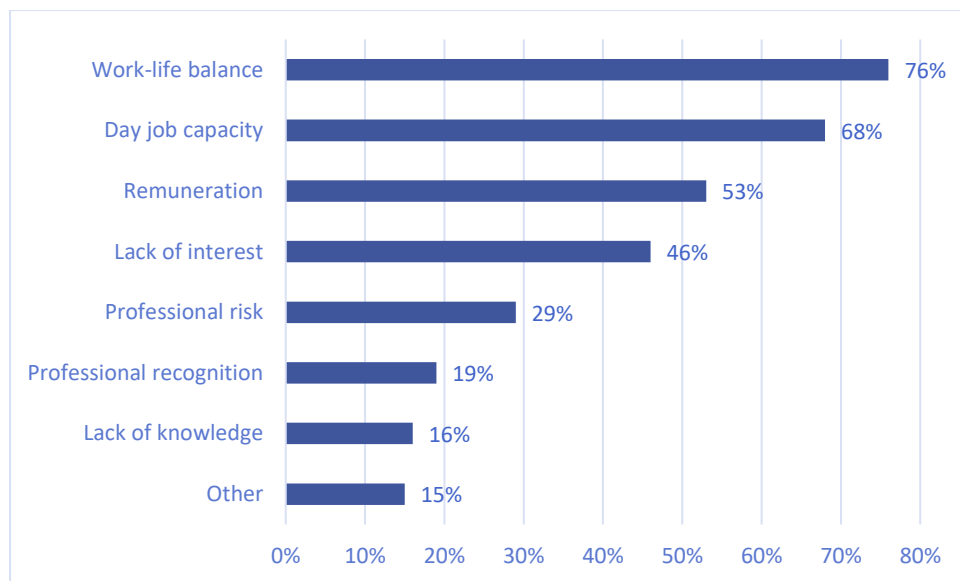
Amongst roles, there was some variation as the role with the highest percentage of respondents unwilling to take on the role of Public Order Inspector was from Public

Protection with 74% and the role with the highest willingness to take on the Public Order Inspector role was from Operational Support with 53%.

Regionally, Midlands had the highest respondents willing to take on the role (45%), South East had the highest respondents reporting that they would be unwilling to take on the role (66%) and Wales had the most respondents compared to other regions who expressed uncertainty (12%).

The most common barrier to taking on the role was work-life balance (76%), followed by day job capacity (68%) and remuneration (53%), as seen in Figure 26.

Figure 26: Barriers to taking on the role of Public Order Inspector



4. Conclusion

This survey has provided national empirical evidence detailing the lived experiences of Inspecting ranks within the police workforce of England and Wales. The findings reveal a stark reality of dissatisfaction with fundamental aspects of their employment, highlighting critical discrepancies between the demands placed upon them and the support they receive. The findings are not just a reflection of individual issues but instead a collective response for change, requiring immediate and sustained attention.

The survey's results highlight a profound dissatisfaction with their basic salary, allowances and overall remuneration. Officers consistently report inadequate compensation for essential duties, including working on public holidays and deployments in different force areas. This financial dissatisfaction is compounded by the alarming prevalence of uncompensated overtime, with a significant proportion of officers regularly exceeding their agreed working hours without fair recognition or compensation. Furthermore, the survey demonstrates that officers are routinely performing duties beyond their designated ranks, indicating a misalignment between responsibilities and formal recognition.

A critical finding from the survey is the overwhelming desire for rostered shift patterns. The near-unanimous number of respondents wanting predictable work schedules underscores a need for improved work-life balance and operational efficiency. This lack of structured scheduling could affect officers' personal and professional wellbeing.

Further exacerbating these concerns is the evident knowledge gap regarding police regulations. A substantial proportion of officers reported poor or average understanding, highlighting a potential training and resource deficit that requires immediate attention. This lack of regulatory clarity can lead to inconsistencies in practice and undermine public trust.

The survey also sheds light on the unique challenges faced by part time officers, who frequently work beyond their agreed hours without appropriate pay or pension contributions. The payment for additional hours worked by part time officers (to 40 hours per week), and the pensions contributions for these hours, must be paid, this is a legal requirement. This disparity further underscores the need for a more equitable and flexible approach to working arrangements.

Finally, the survey also revealed significant concerns regarding the Public Order Inspector role. A substantial number of officers expressed reluctance to volunteer for this position, citing barriers such as work-life balance concerns, overwhelming job capacity, and inadequate remuneration. This finding highlights the existing strain on Inspecting ranks and

the perception that additional responsibilities, particularly those demanding significant commitment and potentially dangerous duties, are not adequately compensated or supported. It further reinforces the need for a comprehensive review of roles and responsibilities to ensure they are sustainable and compensated fairly.

The implications of these findings are profound. They directly challenge the relevance and efficacy of the 1994 PNB Agreement, which governs the pay and conditions of Inspecting ranks. This agreement, conceived in a vastly different policing landscape, is demonstrably outdated and requires urgent, comprehensive revision. The contemporary demands of policing require a more adaptable and responsive framework that accurately reflects the complexities and pressures faced by officers today.

This survey provides suggestions for change, requiring action in several key areas:

- **Implementation of rostered shift patterns:** The overwhelming demand for predictable schedules cannot be ignored. The implementation of rostered shift patterns is essential for improving officer wellbeing, enhancing operational efficiency, and fostering a more equitable working environment.
- **Fair compensation for overtime and additional duties:** The issue of uncompensated overtime and duties performed beyond rank requires immediate attention. Officers should be fairly compensated for their time and responsibilities, ensuring that their dedication is appropriately recognised.
- **A revised and enhanced pay structure:** The survey highlights the need for a comprehensive review of the pay structure. A more significant pay difference between Inspectors and Chief Inspectors is necessary to reflect the increased responsibilities and leadership demands of Chief Inspectors. Without proper remuneration for the additional hours worked there is also a need to review the pay difference between Sergeants and Inspectors.
- **Improved training and regulatory clarity:** Addressing the knowledge gap regarding police regulations is critical. Enhanced training and resource provision are essential for ensuring consistency in practice and maintaining public trust.
- **Address the challenges of the Public Order Inspector role:** The reluctance to take on the Public Order Inspector role highlights the need for a review of this position,

ensuring it is adequately supported, compensated and integrated into a sustainable workload model to alleviate concerns over work-life balance.

In conclusion, the findings from this survey provide a strong desire for change from Inspecting ranks. By addressing these critical issues, we can potentially improve the working conditions, wellbeing, and retention of Inspecting ranks, ensuring the continued effectiveness and integrity of the police service across England and Wales. The results of this survey will be used to advocate for changes to the 1994 PNB agreement to push for the implementation of rostered shift patterns, fair compensation, and a more reflective pay structure for Inspectors and Chief Inspectors.

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