

2019/20



**Police
Superintendents'
Association**

Annual Report

POLICE SUPERINTENDENTS' ASSOCIATION

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President's Foreword

I am pleased to present the Annual Report of the Police Superintendents' Association for 2019-20.

The close of this financial year marked the end of my first year as president, and I look back with pride at our achievements, with respect and admiration for the work of our members and with determination to continue towards our vision, whilst supporting operational policing to be the best that it can be.

The close of this financial year also heralded the beginning of an entirely new period in our country's history. The Coronavirus pandemic has changed the way our society operates and has placed new pressures and responsibilities upon our Service and our workforce in a way that none of us could have predicted.

Whilst the association's response to COVID-19 has been comprehensive and professional, the timing of this report means that it will not be a central focus.

When I began my tenure as president, I set out a clear focus to work with a priority of caring for our people, our police and our public.

I am pleased to say that this has been the direction we have followed as a national team.

You will read within this report the work we have undertaken relating to wellbeing – something that has remained a strong concern for us as our members continue to do more, without the additional resources.

Our consultation exercises continue to show the demand placed upon our rank, with the associated impact this has on resilience, and it is this evidence and feedback that informs our work with national partners to represent the needs of our members.

We have represented our rank, the association and the interests of the workforce in our input around the national Police Uplift Programme. I am part of regular forums on the programme and we continue to develop our clear evidence base reflecting the need for appropriate leadership roles across the Service to manage not only today's demand, but the significant recruitment underway – the scale of which we have not seen before. Through the secretariat side of the association, progress has been made in a

number key areas relating to members' pay, conditions and allowances, which demonstrates our steadfast commitment to securing fairness, appropriate reward and recognition for our members.

I am delighted to have made progress in adding further representation to our National Executive Committee with the creation of a reserve place to represent the interests of disabled police officers. We have also enhanced our processes around capturing operational issues and feedback through the creation of an Operations Business Area which will better support our national influence in this key area.

As always, I would like to thank the National Executive Committee and my fellow national officers and staff for their continued hard work, commitment and professionalism, which is seeing such positive results for those we represent.

As I write this, in the midst of a national emergency, we are once again demonstrating our tenacity, resilience and professionalism in responding to the needs of our communities.

We must take pride in the adaptability and agility of the Service to respond to the challenges it faces.

I look forward to leading the association this year and beyond and will do all I can to build on our work, as a trusted, influential voice in policing.

Paul Griffiths, President



Our Association

Our Vision

To support and represent our members' welfare and interests, while being an influential voice in policing for the public good.

Our Values

Our values in terms of how we behave and act in pursuance of our mission, are those of the Police Service of England and Wales, which are enshrined within the Code of Ethics.

Our Mission

- To negotiate the best possible conditions of service for members.
- To provide support and advice to members regarding health and welfare or those 'at risk' in relation to conduct issues.
- To help lead and develop the police service to improve standards of policing.
- To actively contribute to helping to shape future policing policy and practice at the national and strategic levels.

STRATEGIC PRIORITIES 2019-20

The following are in no order of prioritisation or precedence:

To maintain the high quality of representation and support to members 'at risk', through the Professional Standards Co-ordinator and the Panel of Friends. To continue to support colleagues and maintain the reputation of the Association in relation to ongoing and historic investigations.

To secure continued provision of suitable legal protection insurance, funded by Police and Crime Commissioners, for the protection of members.

This has been a challenging year for the association in providing both legal and 'friending' support to current and retired members. Historic cases in particular, often involving members who have been retired for some years, have required significant support.

This crucial support has been provided to members facing a plethora of inquiries, whether in discipline or criminal investigations (including the second and third Hillsborough trials, with further trials planned for January 2021), inquests, public inquiries or Employment Tribunals. Significant support has also been provided to members in proactive cases around employment matters, ill health cases, general welfare issues and investigations into actions or conduct.

The association continues to ensure that the Legal Protection Insurance represents 'best value' in terms of what is required to support our members and the costs are regularly reviewed.

The national officers and Secretariat have represented the membership in the Police Advisory Board, the Discipline Sub Committee of the Police Advisory Board and key NPCC committees to ensure that the interests of the membership are properly considered. This includes extensive work on the consideration of the new complaint, performance and discipline regulations which have now been enacted.

To work to improve the totality of the remuneration package for current and future members.

This includes ensuring remuneration compensates them fairly and appropriately for their skills and contribution, as well as the spans of command, responsibility and risk carried by them; making appropriate and properly informed and evidenced recommendations to the Police Remuneration Review Body (PRRB); and seeking a solution to the Annual Allowance taxation situation that is affecting the membership.

Throughout this work, the needs of younger in service members will be properly understood and taken into account.

Throughout the year, national officers have continued to work towards a number of improvements in the terms and conditions that govern the superintending ranks, which have included:

- Pushing for a back dated on-call allowance
- The ability to work part-time and compressed hours
- An 'exceptional' clause added to our rest day regulation
- An agreement with the NPCC over how duty mileage should be calculated
- Continued push for the use of bonus payments

These calls for improvements are discussed through the Police Consultative Forum, which now has an independent chair and secretariat; another change that national officers had been lobbying government to introduce.

Project Cadmium has been implemented for the second time, helping over 300 members accurately record their working hours. The data from this project is being used to influence the employer to jointly develop a 'Memorandum of Understanding' that details the definition of agile working and the necessary governance structures to safely manage the working hours of all ranks, including the superintending ranks.

In relation to pensions the national secretary has worked with sister staff associations from across the United Kingdom to become interested parties in the pensions challenge case (R v Aarons) and the Fire Brigade Union's challenge to the Government's management of the police pensions valuation.

There has been continued interaction with stakeholders and Home Office officials in an attempt to change the annual allowance provisions. National changes have been made to the 'taper' provision and efforts continue to influence a change to the other annual allowance rules.

National officers have provided ongoing support and input to Home Office officials around pay and conditions matters affected by the policing response to the Coronavirus pandemic. This included:

- Amendments to pensions limitations for rejoiners / returners
- Regulation 28: lobbied to ensure that self-isolation as a result of COVID-19 would not have an impact on pay or sickness records
- Achieved a national agreement around death in service
- Lobbied with regards to concerns over liability / indemnity issues created in response to COVID-19
- Enhanced guidance for pregnant officers

To promote wellbeing and influence work to support and improve the physical and mental health and wellbeing of our members, including ensuring the effects of ongoing reform programmes are considered, monitored and addressed.

National officers have continued to capture evidence around the demand placed on members through Project Cadmium. This has provided the association with clear, quantitative data on the working hours being undertaken by superintending ranks and the resulting impact on their wellbeing and mental health. This has formed the basis of high profile calls to Government and the wider service, to address the under resourcing of the superintending rank and conditions of Service which prohibit agile working and the ability to use rest days and annual leave.

The association has worked closely with partners in support of the National Police Wellbeing Service, which is promoted regularly to members and their teams. A core communications priority is to support and raise awareness of wellbeing issues amongst the membership and wider workforce. National officers have raised the impact of today's demand on the wellbeing of members with HMICFRS and secured agreement that this issue will inform the forthcoming Force Management Statements, to consider how to measure the wider impact on the workforce.

Together with Scottish colleagues, £2M of funding was secured for Wales and Scotland from the Wellcome Trust to re-screen police officers, who were originally screened during the airwave health monitoring from 2006-2007. This provided an opportunity for 6000 serving and retired Welsh officers to undertake a comprehensive, free re-screening session conducted by Imperial College London.

The PSA has been heavily involved in the initiation, consultation and development of the Police Covenant to support the wider Service.

To work closely with our stakeholders and partners to influence future policy development and to help design and implement leadership recommendations and the wider workforce reform agenda, to ensure that the challenges and demands placed on our members are fully considered.

To influence the policy making and the development of police reform so that as policing evolves it is able to meet the new and complex demands within society.

The national team has played a pivotal role in the development of the Police Uplift Programme, regularly providing input and evidence to the programme team and participating in the National Policing Board, hosted by the Home Secretary.

Evidence and case studies, detailing the demand, breadth and scope of the role of today's superintendent have been presented, along with recommendations for a commitment to resourcing the rank effectively as part of any reform programme. Work continues to present evidence to Chief Constables for local modelling plans. Alongside this, the president attends regular College meetings contributing to the development of organisational change, prioritisation, Direct Entry and Fast Track, and has recently been appointed as a Non-Executive Director of the College of Policing Board.

The president has supported the Police Foundation on the Independent Strategic Review of Policing and has provided evidence from the association. Similarly, the Criminal Justice Business Area has met with Sir Craig Mackey to inform the review of Serious and Organised Crime.

In response to the Coronavirus Pandemic, national officers have engaged regularly with the Home Office Police Powers Unit, the College of Policing and key stakeholders to inform changes to law and guidance for police officers tasked with enforcing new regulations introduced as a result of the crisis.

To champion the benefits of valuing all difference and inclusivity in the service, particularly amongst our membership, and to work to bring about positive change in these areas.

The president remains a key contributor to the NPCC Diversity, Equality and Inclusion Committee. The Committee is focussing on the delivery of the NPCC strategy. There is significant interest in the Coaching and Mentoring Programme, which now has more than 1000 leaders trained in delivering support to under-represented groups. The vice president has also supported BAME Female and LGBT+ events throughout the year.

The PSA has built a relationship with senior officers at the British Army, building and developing a cross-organisational coaching programme between the Police and Army. The British Army is now committing to quadrupling its contribution to cross-organisational coaching, with 24 senior officers attending the police coaching and mentoring training in 2020.

The president continues to chair the valuing difference dial-in for network groups, PSA, College and the Home Office. This draws out the key issues being experienced through the diverse groups and helps focus work around the needs and requirements of each. A fifth reserved place was added to the association's National Executive Committee to represent the interests of disabled members.

Finance

The Association's income during the year was £2,220,088 and its expenditure was £2,186,114 which produced a net surplus of £33,974.

The Association has assets of £2,606,131 that includes a strategic reserve of £500,000 (pending audit). The latter is used to fund proactive cases on behalf of members, which are not covered by the provisions of our legal protection insurance (LPI).

****Figures pending audit****

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- To work to improve the totality of the remuneration package for current and future members. This includes ensuring remuneration compensates them fairly and appropriately for their skills and contribution, as well as the spans of command, responsibility and risk carried by them; making appropriate and properly informed and evidenced recommendations to the Police Remuneration Review Body (PRRB); and seeking a solution to the Annual Allowance taxation situation that is affecting the membership. Throughout this work, the needs of younger in service members will be properly understood and taken into account.
- To promote wellbeing and influence work to support and improve the physical and mental health and wellbeing of our members, including ensuring the effects of ongoing reform programmes are considered, monitored and addressed.
- To work closely with our stakeholders and partners to influence future policy development and to help design and implement leadership recommendations and the wider workforce reform agenda, to ensure that the challenges and demands placed on our members are fully considered. To influence the policy making and the development of police reform so that as policing evolves it is able to meet the new and complex demands within society..
- To support and influence the national policing response to the Coronavirus pandemic, providing insight, evidence and feedback on behalf of the association, whilst ensuring effective communication and connectivity for members.
- To champion the benefits of diversity, equality and inclusion within the Service, particularly amongst our membership, and to work to bring about positive change in these areas.