



**Police  
Superintendents'  
Association**

2021/22

# Annual Report

POLICE SUPERINTENDENTS' ASSOCIATION

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# President's Foreword

In my first year as president of the Police Superintendents' Association, it is with great pride that I present our annual report for 2021-22, bringing together a summary of our achievements and impact over the last year.

Mid-way through this reporting period, we saw the final lifting of Covid-19 restrictions, which marked a major change in policing and in our relationship with the public. The impact and effect of this time is something that will be written into our history for generations to come and something we have learnt and grown from as a Service.

Whilst we have adapted to the demands of the pandemic, we have continued to deliver the day to day policing services that our communities need and expect, whilst dealing with new and unprecedented challenges – something of which we can be incredibly proud.

Demand on policing continues to change, we're progressing the largest ever recruitment drive into policing and we're at the centre of a police legitimacy debate which has rocked the foundations of our relationship with the public.

The impact of this on our members and the wider service should not be underestimated and I continue to be humbled by the daily examples of sacrifice and dedication we see at every rank within policing, despite operating in the most unique and complex environment we have known.

A major part of this context is our Service's relationship with government, which continues to present challenges. Whilst our members are tasked with the job of delivering the government's Beating Crime Plan and the Uplift recruitment drive, they are also subject to decisions around pay and pensions that have a significant impact on their wellbeing, motivation and morale.

You will see within this year's report that we have pushed to represent our members and their colleagues on these matters through every means available to us and have achieved positive change as a result. Where we are yet to see change in the areas causing us most concern, we are committed to using the evidence and insight from our members to influence in any way that we can.

We continue to place the wellbeing of our members at the core of our work, and I am pleased that we have been able to progress with our initiatives to provide tangible support to superintendents.

We have also moved at pace to lead the way in addressing the diversity and inclusion challenges that continue to challenge our service, and have championed work to value difference at every rank in policing.

I would like to thank our National Executive Committee, our national officers and our staff team for their continued hard work and professionalism that has enabled these achievements and sustained influence.

I look forward to what will be a challenging, varied and hugely rewarding role as president of the association for the next three years.

Paul Fotheringham  
President



# Our Association

Supporting supers, supporting policing

## Our Vision

To support and represent members, whilst being a trusted and positive influence in policing.

## 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.

We will:

-Act with the highest standards of professionalism in everything we do

-Prioritise honesty, respect, kindness and integrity

## Our Mission

- To support members in delivering high-quality policing by ensuring they are well trained, developed and cared for by their forces and the wider Service
- To negotiate the best possible conditions of service for members, and to provide support and advice regarding health and wellbeing, and to those 'at risk' in relation to conduct matters
- To help lead and develop the police service to improve standards in policing
- To value difference in all its forms, leading the drive towards a truly inclusive workforce

# STRATEGIC PRIORITIES 2021-22

The following are in no order of prioritisation or precedence:

**1.To maintain the high quality of representation and support to members ‘at risk’, through the professional standards coordinator 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.**

1.1 There is a continued need to provide both legal and ‘friending’ support to current and retired members. Many retired members continued to be impacted by investigations into non-recent cases, some of which date back decades. The most high profile of these has been linked to the Hillsborough tragedy, with two members facing continued investigation into their actions. In May 2021, the retired members were found to have ‘no case to answer’, having faced seven years of investigation under the most recent inquiry. The association provided significant support throughout this process.

1.2 This unique example, alongside many others, has led to the association posing challenge to the Independent Office for Police Complaints (IOPC), raising questions and concerns regarding its strategic intent, policies and processes. These concerns, substantiated through information obtained via FOI requests, have been raised via formal routes including through the Home Affairs Select Committee, via the Home Office and within staff association meetings.

1.3 Significant support has also been provided in gross misconduct cases being brought against serving members, as well as inquests, public inquiries and support following firearms operations.

1.4 Members have also been supported in proactive cases around employment matters, ill health cases, general welfare issues and investigations into actions or conduct. All support has continued amidst covid restrictions via online means.

1.5 The association continues to ensure that the Legal Protection Insurance represents 'best value' in terms of what is required to support members, and has recently carried out an extensive tender process. After in-depth research and analysis, a specialist broker was appointed, resulting in lower costs with the same level of cover in a challenging market.

1.6 The national officers and secretariat have represented the membership in the Police Advisory Board, the Discipline Sub Committee of the Police Advisory Board, the College of Policing's review of the Code of Ethics and key NPCC committees to ensure that the interests of members are properly considered. This includes extensive work on the effectiveness of the current complaint, performance and discipline regulation.

**2. 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 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 continuing to lobby for change 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.**

2.1 Following years of concern surrounding the process in place to determine police officer pay, the association made the decision to withdraw from the Police Remuneration Review Body. This decision was made on the basis that it lacks the fairness and transparency required to be fully independent. This move was announced at the PSA conference in September 2021, and whilst the government has acknowledged this, there has been no changes made to the pay process.

2.2 Dialogue continues with the new chair of the PRRB, but formal evidence has not been submitted by the association, and with the Police Federation also no longer submitting evidence, we await the outcome of this year's pay review round. The association, in partnership with the Chief Police Officers' Staff Association, has applied to judicially review the fairness of the process.

2.3 The issues of annual allowance and the unfairness it creates for police officers is continually raised by the association. The government response is that the policy is correct and will not change annual allowance tax rules unless there is an operational impact on the delivery of policing.

2.4 The annual Pay Survey was carried out between November 2021 and January 2022 in partnership with the Superintendents Association of Northern Ireland. Securing a 68% response rate across the membership, the PSA is using the evidence from the consultation to support its call for positive change across areas including wellbeing, pay and pensions.



### **3. To work to secure the best possible remedy and future pension arrangements for those members, who are negatively affected by the age discrimination created by the government's changes to the police pension scheme and the government's proposals for future pension changes (published February 2020).**

3.1 The association has continued with widespread work to challenge the negative impacts of changes made to the police pension scheme. This has included legal action through a judicial review which concluded in December and found that the government's consultation on the schemes was unlawful and breached its public sector equality duty. A comprehensive communications campaign was launched around this, with member impact statements secured and shared, and stakeholders at all levels engaged. To date the association has received no response on the issue from the government.

3.2 The association has also lobbied for changes to the Public Service Pensions and Judicial Offices Bill, with 19 amendments put forward in both houses and formal engagement with Lords and MPs.

3.3 Members who have been disproportionately impacted by the changes to police pensions as a result of caring responsibilities have been supported with employment tribunals related to sex discrimination, which remain ongoing.

3.4 In common with all staff associations, the PSA has withdrawn from the Scheme Advisory Board, which is the formal statutory engagement meeting with the Home Office that was designed to provide governance around police pensions.

Staff associations have asked for the following issues to be acknowledged and for solutions to be proposed before formal engagement is resumed:

- The pensions trap
- The commutation Cap

The effectiveness, efficiency and structure of the Scheme Advisory Board and Police Consultative Forum

3.5 These issues, including those linked to immediate detriment, have been raised with the home secretary, the police minister, Home Office officials and NPCC leads.

Work is ongoing to secure a policy intent from the Treasury that members will be able to employ agents to recalculate tax affairs, with reasonable costs reclaimed through a compensation mechanism.

#### **4. To promote wellbeing and influence work to support and improve the physical and mental health and wellbeing of our members and the wider workforce, including ensuring the efforts of ongoing reform programmes are considered, monitored and addressed.**

4.1 The association continues to consult and engage with members to obtain a clear picture of the demand placed on superintendents and the resulting impact on their wellbeing and resilience.

4.2 The 2021 pay survey showed the lowest levels of morale and motivation in all years of the survey, with high numbers attributing this to treatment of police by government. This data and insight has been shared with stakeholders and members of the media and will be used to lobby for changes in key areas including demand, resilience and pay and reward.

4.3 Having influenced the creation of a Shadow Police Covenant Governance Board, the PSA President sits on this group and is feeding in the feedback and insight from members to ensure that tangible outputs, with real impact on officers and their families, can be felt. In May 2021, the association gave evidence in Parliament for the PCSC Bill on the Police Covenant, campaigning for British Transport Police (BTP) and Civil Nuclear Constabulary (CNC) to be included within its remit. In June, it was confirmed that legislation would be included to cover CNC, BTP, Military Defence Police and National Crime Agency.

4.4 The association also joined with the Police Federation in the launch of a public campaign, calling for the creation of a new medal to honour police officers who have lost their lives in the line of duty. Having secured mainstream media interest, we await further discussions with government on this important work.

4.5 The PSA's peer support programme, developed in collaboration with Oscar Kilo continues to grow, with almost 90 members now trained in these valuable skills. This enables the association to offer informal bespoke support to members by pairing them with a colleague.

4.6 In August 2021, the association commissioned work by a retiring member to look at how members can be supported as they exit the service upon retirement. Work will be progressed this as part of a three-year plan.

**5. 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 needs within society.**

5.1 National officers remain embedded in key forums around police reform and policy development, holding key roles and relationships within the College of Policing to support its strategic and policy approach.

5.2 National officers and members of the National Executive Committee have played instrumental roles in the fundamental review of the College of Policing, and College CEO Andy Marsh has presented to the NEC on this topic. The association also contributed to the College of Policing's Leadership Strategy, which led to a clear definition of the rank and role of superintendent to inform tailored and appropriate training and development. This will be further progressed by the College in 2022/23 with implementation planned throughout 2024/25.

5.3 It has also continued to progress and develop bespoke CPD sessions for supers, covering a wide breadth of topics with inputs from national policing leads.

5.4 In April 2021, the PSA submitted feedback as part of the formal 'Call for Evidence' from the Police Foundation Strategic Review. In May, the PSA president gave evidence in Parliament to the Bill Committee and in June, written evidence was provided on out of court disposals and cautioning.

5.5 The association continues to provide evidence, data and input to inform the national Police Uplift Programme. Bespoke force-level demand management analysis has been undertaken to evidence where there is a need for enhanced senior leadership ranks in response to the influx of new recruits and resulting demand upon superintendents. A formal request has been sent to the home secretary, asking HMICFRS to be commissioned to assess leadership infrastructure. This issue was also presented by the PSA at Chiefs' Council. The home secretary has confirmed this will be a core element of PEEL inspection framework.

5.6 The PSA president is also regularly invited to meetings of the National Policing Board where he represents the views, experience and insight of members.

**6. To support and influence the national policing response to the Coronavirus pandemic, including the recovery phase and Service learning, by providing insight, evidence and feedback on behalf of the association. We will ensure effective communication and connectivity for members and will support work to address the wellbeing needs of our workforce resulting from the challenges of the pandemic.**

6.1 The PSA response to COVID-19 has been rooted in connection, communication and conditions of Service for members.

6.2 With COVID-19 restrictions now lifted, the association continues to support work around organisational learning and recovery, supporting knowledge sharing events and opportunities for members.

**7. To drive forward positive work supporting diversity, equality and inclusion in our Service as part of our valuing difference drive, and to influence positive change in these areas. Informed by the thoughts and needs of those with lived experience, particularly association leads and network groups, we will take a leading role in engagement and discussion on the critical issues facing policing linked to workforce representation, workplace inclusion and service equality.**

7.1 Valuing Difference continues to be a core driver of the association's work. The association's five reserve reps work to raise issues and challenges facing members from under-represented groups and to support PSA work for positive change.

7.2 With PSA data showing that just 5.1% of its members are from Black, Asian and minority ethnic backgrounds, the association developed its 'Future Supers' programme in 2021, with support from the NPCC, College of Policing and National Black Police Association. Running between July 2021 and January 2022, it aimed to support officers and staff from these ethnic backgrounds into senior ranks.

7.3 313 inspectors, chief inspectors and police staff members from Black, Asian and minority ethnic backgrounds enrolled in Year 1, giving them access to a series of online workshops featuring inputs from key policing leaders and career development experts. Each candidate was paired with one of the 171 superintendents and chief superintendents who signed up to provide voluntary coaching and mentoring linked to the topics discussed.



7.4 A survey was shared with participants towards the end of the course. Highlights include:

- 90% of coaches and 78% of candidates agreed that they would recommend the scheme to a colleague.

- 65% of candidates said that the programme's coaching / mentoring improved their confidence in their work

Many of the candidates have also shared details of their successful promotion.

7.5 The NEC approved the continuation of the scheme into year 2, which will begin in July 2022 and will be open to Chief Inspectors and Inspectors from any under-represented background.

7.6 Following the success of the PSA Coaching and Mentoring Scheme which is now being led by the College of Policing, work was carried out to further a cross-organisational scheme with the British Army. In 2021, 30 senior police officers / staff and 30 senior army personnel signed up to coach junior colleagues from each organisation.

7.7 The PSA President has continued to host a quarterly 'valuing difference dial-in' bringing together leads from network groups to update colleagues across the Service on key issues impacting the workforce.

# 8. Finance

8.1 The Association's income during the year was £2,568,369 and its expenditure was £2,665,100 which produced a deficit of £96,361 \*\*Figures prior to tax & depreciation and subject to audit & Adjustments\*\*

8.2 The Association has assets of £2,564,786 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).

# 9. STRATEGIC PRIORITIES 2022-23

**The following are in no order of prioritisation or precedence:**

- 9.1 To communicate with members across a range of platforms to facilitate engagement and understanding and to build a relationship based on trust.
- 9.2 To maintain and build on the high quality of representation and support to members 'at risk' and to secure continued provision of suitable Legal Protection Insurance for the protection of members.
- 9.3 To work to improve the totality of the remuneration package for current and future members of all ages, whilst pushing for fair, transparent processes for the determination of police pay.
- 9.4 To work to secure the best possible pension arrangements for all members, and to support those who are negatively affected by the age discrimination created by the government's changes to the police pension scheme.
- 9.5 To promote wellbeing and influence work to support and improve the physical and mental health and wellbeing of members and the wider workforce.
- 9.6 To influence policy development, leadership recommendations and workforce reform to support the creation of a Service fit for the demands of the future.
- 9.7 To drive forward positive work supporting diversity, equality and inclusion in our Service, informed by the thoughts and needs of all, focussing on those with lived experience.
- 9.8 To support national work around police legitimacy, harnessing best practice and insight to influence the rebuilding trust agenda.