



Police
Superintendents'
Association

2020/21

Annual Report

POLICE SUPERINTENDENTS' ASSOCIATION

67a Reading Road
Pangbourne
Berkshire
RG8 7JD

0118 984 4005
enquiries@polic-supers.com
www.polic-supers.com

President's Foreword

As I write this introduction, we find ourselves mid-way through the government's roadmap out of lockdown, and on the journey towards a post-Covid world which will form our new normal.

Compiling our annual report is a source of great pride for me as I reflect on the achievements of the association. This year brings an added sense of poignancy as we look back on a year that has tested our resolve, our professionalism and our resilience in ways we have never previously seen.

What has occurred over the past year is nothing short of extraordinary and our role as an association has been crucial in supporting our members who have led the policing response to this national emergency, and the wider Service, which has successfully implemented wholesale change to the way it operates as it has navigated an entirely new demand.

This year's annual report is therefore heavily influenced by our own 'Covid response' as we have served as critical friends and influencers in the government's formation of entirely new laws and associated guidance for police officers.

The unrelenting demand this has resulted in for members, our Service's most senior leaders, has been a core concern and has been at the centre of our wellbeing drive.

Amidst the global impact of coronavirus, our Service has been further tested with regards to legitimacy following the debate that arose from the death of George Floyd in America and the resulting Black Lives Matter movement. The need to make real, visible change to the diversity within our workforce and to the legitimacy of our services when it comes to race has never been more stark.

With a long-standing commitment to valuing difference, which has been a priority area of focus for the association over the last year, I'm pleased that we have made progress through the insight and experience of our members.

The association's secretariat has secured substantial improvements to the terms and conditions that govern the superintending ranks, resulting in changes that we believe represent fair and equitable terms that are reflective of the demand our members face and the responsibilities they hold.

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.

2021-22 marks the final year in my tenure as president and I look forward to furthering our work and strengthening the association's positive impact for our members and our Service.

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 2020-21

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 year has seen a continuation of the trend in the need to provide both legal and ‘friending’ support to current members, but in particular, to retired members. The plethora of historic cases continues to impact many retired members, with some investigations and proceedings looking at events which took place 25-30+ years ago. This has included support for two further members who face trial in connection with the Hillsborough tragedy. 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.

Extensive 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. In relation to employment matters it is of concern that there has been an increase in members with protected characteristics seeking advice or legal support on discrimination grounds. There have also been issues raised by members in relation to promotion processes, whereby internal processes have not been followed or where there has been concern over the transparency of said processes.

The association continues to ensure that the Legal Protection Insurance represents 'best value' in terms of what is required to support 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 members 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.

National officers have secured improvements in the terms and conditions that govern the superintending ranks, which have included:

- The introduction of a back dated on-call allowance
- The ability to work part-time and compressed hours
- The addition of an 'exceptional' clause to our rest day regulation to allow (with chief constable's permission) for re-rostered rest days to be used over an extended period
- An agreement with the NPCC over how duty mileage must be calculated
- The expansion and continued use of the bonus payments
- A Memorandum of Understanding with the NPCC that defines working time

Work is also continuing via the PRRB process to finalise the outcome of the benchmarking exercise that reviewed the base pay of the superintending ranks.

The national secretary has worked with sister staff associations from across the United Kingdom to respond as 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.

The PSA has also launched a joint group challenge with the Police Federation to protect the membership's position relating to the removal of age discrimination.

The PSA has provided detailed responses to the government's announcements on how it intends to remedy the age discrimination, and how it intends to alter police pension arrangements moving forward. This work is on-going, and the PSA has engaged legal support to challenge current government proposals.

There has been continued interaction with stakeholders and Home Office officials in efforts to change the annual allowance provisions. National changes have been made to the 'taper' provision and work continues towards influencing a change to other annual allowance rules.

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

- Guidance on how to manage officer annual leave
- 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
- 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.

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.

The results of Project Cadmium 2, completed in the 19-20 financial year, alongside the results of the 2020 Pay Survey have provided clear evidence of the ongoing demand on the superintending ranks, which have been used to evidence the need for adequate resourcing and welfare support across the Service.

The 2020 Pay Survey also engaged members over their direct experiences and resulting impact of policing the pandemic which will feed into national workforce learning, best practice and recovery.

As key supporters of and stakeholders within the development of the national Police Covenant, the association provided a response to the consultation process in April 2020, which was supported by a meeting with the Home Office in May. The home secretary presented the findings and relevant plans at the association's digital conference in September and the PSA president influenced the creation of a Shadow Police Covenant Governance Board on which he plays a leading role.

The association has worked with the College of Policing to create peer to peer support training for superintendents, with a view to creating a network of support across the association. National officers and members of the NEC have taken part in the training and in March 2021 the NEC gave approval for the roll out of this opportunity across the membership.

An opportunity was secured for members to access a £9000 bursary for an Mst at Cambridge University, with nine members successful in their application to progress the study.

As part of a bespoke series of CPD opportunities created by the College of Policing at the request of the association, a wellbeing CPD event was hosted for members in February 2021.

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.

National officers remain embedded in key forums around police reform and policy development. The PSA president is a non-executive director of the College of Policing Board and has been influential in the development of 'futures thinking' on behalf of the association. He contributed to, reviewed, and supported the public launch of the College of Policing 'Futures 2040' project and delivered a presentation to the APCC/NPCC conference on workforce futures. He is also supporting the APCC/NPCC with their 2030 Vision work.

The association provides regular input to the Police Foundation's independent review of policing and the National Executive Committee received an initial update on phase 1 of the review from Sir Michael Barber and Rick Muir in October 2020.

In addition, 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. This has result in positive changes in some forces. The PSA president is also regularly invited to meetings of the National Policing Board where he represents the views, experience and insight of members.

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.

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

National officers have engaged with political and key stakeholders through:

- President's participation in an early Home Affairs Select Committee
- Consultation with the Home Office Powers Unit
- Ongoing engagement with policing leads around key operational matters
- Participation in silver meetings, regional meetings and staff association meetings
- Influencing change around allowances and conditions of Service impacting on members and the wider workforce

External commentary has been regularly provided on matters surrounding Health Regulations, major incidents and workforce impact. Internal communications have ensured that bespoke weekly Operation Talla communications are provided to all members during key operational periods. District dial-ins were facilitated during the first national lockdown and resource folders have been created for members to access key guidance and documents.

The association continues to support work around organisational learning and recovery. The PSA President worked with the Chartered Management Institute on the 'Friend of CMI' initiative, which created a recognition process for leaders from emergency services who have gone above and beyond in response to the pandemic. Over 311 police leaders were nominated for and received the recognition following promotion of the opportunity, led by the PSA.

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.

Valuing Difference continues to be a core driver of the association's work. The death of George Floyd and the resulting Black Lives Matter movement instigated a renewed national push towards equality and inclusion across the Service, in which the association played a key role.

The PSA president created a PSA action plan to address the race issues impacting on the Service, which he publicly described as "the next national emergency facing our country" and convened a meeting with members from Black, Asian and minority ethnic backgrounds to secure insight, experience and feedback to inform this.

The plan was presented to the home secretary by the president and the PSA lead for Black, Asian and minority ethnic members in a private meeting, before being presented to the July 2020 Chiefs' Council Meeting on matters surrounding diversity and inclusion. The president facilitated a meeting for Black, Asian and minority ethnic members with the home secretary in September 2020 and in January 2021, the president, NEC lead and national secretary gave evidence at the Cabinet Commission on race and ethnic disparities.

Since 2018, the association has led a national coaching and mentoring programme designed to provide informal career support to staff and officers from under-represented groups. Having successfully secured involvement from senior officers and staff across the Service, more than 1000 senior leaders are now trained in these skills and in early 2021, the project was formally handed over to the College of Policing to be embedded as part of their national workforce offering.

The linked Police / Army cross-organisational scheme has also shown positive results with 24 senior police and 24 senior army colleagues taking part in the programme in 2020. A formal de-brief showed that participants found the scheme to be beneficial for both professional and personal development.

In December 2020 the PSA president was recognised with a 'National Ally Award' at the BAME women in policing event.

Finance

The association's income during the year was £2,107,441 and its expenditure was £2,055,738 which produced a net surplus of £51,703. **Figures prior to tax & depreciation and subject to audit & adjustments.**

The association has assets of £2,589,066 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).

STRATEGIC PRIORITIES 2021-22

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.
- 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, 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.

- 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.