

2018/19



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 2018-19.

I take on the role of President, having served three years as Vice President, and it is with pride that I share the achievements and work of the Association over the last twelve months.

We work in the most challenging social and political context to date, and as senior operational leaders, our voice and our influence has never been as vital in working to shape the policing of today.

The Association has always worked with the wellbeing and needs of our members at its core, and this report will demonstrate how some of the biggest issues facing our members have been supported with real results at the highest level.

You will see significant progress with regards to the consultative processes put in place by the Home Office to negotiate pay, an update on research and consultation with our members to identify what a 'working week' means for Superintendents, and the efforts we have

made to influence regulations to fairly reward members in every aspect of their duty.

Police budgets, structures, crime patterns and demand are matters right at the heart of public discussion and the service has never been under such scrutiny. The public, the media, politicians and budget controllers are contributing to a new understanding of what policing means today and we will continue to be at the heart of this conversation. I have said publicly that when it comes to police budgets, I believe we are asking the wrong questions and now is the time to get these questions right and build a Service for the future.

The mission of policing is no longer consistent or clear. All forces aim to maintain security and keep communities safe, but in today's world the reality of this means that we are extending the policing duty to far more than just crime. We are the service of first request – where other services withdraw, we cannot. Our instinct and duty is to respond, resulting in policing that becomes a 'round the clock' social service, without the resources to match this provision.

Going forward, our priority will be to care for our people, our police and our public. This means influencing the future of policing as it takes shape amidst a culture of rapidly changing crime and stretched budgets, whilst protecting and supporting our members who are at the forefront of this challenge.

The wellbeing of our membership will be a key driver in our work. I passionately believe that the welfare of our members is crucial. It has become 'the norm' for superintendents to work very long hours, supporting colleagues and dealing with critical work and it is time for the effects of this to be recognised. We are, therefore, building on our research into member resilience and will be using our findings to influence national change.

We are pleased to be playing a core role in the development of the National Police Wellbeing Service and will continue our successful work to make coaching and mentoring available to officers in every force.

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.

Our members are passionate, dedicated and inspiring and I would like to thank them for their continued input into the work towards our goals. I am also thankful for the time our members give to supporting their colleagues across forces at a time when our numbers have reduced and our responsibilities are growing.

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 2018-19

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.

During the year in review, the Association has provided significant support to the current and retired membership. This excellent support has been provided to members facing a myriad of inquiries, whether in discipline or criminal investigations (including the Hillsborough trials), inquests, police shootings, public inquiries or staffing issues.

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 Legal Protection Insurance represents 'best value' in terms of what is covered and that costs are regularly monitored.

The National Officers and Secretariat have represented the membership in the Discipline Sub Committee of the Police Advisory Board, to ensure that the interests of the membership in areas such as the new draft discipline regulations and the draft regulations proposed by the Home Office on capability dismissal are considered.

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, the National Officers have raised the need for procedural justice with various stakeholders involved in the pay and pension arenas. Representations have been made at the highest level and as a result there is currently a review of the Police Consultative Forum being led by the Policing Minister. It is hoped that this will lead to a fairer mechanism for deciding pay related issues.

Following the completion of the Pay Survey a comprehensive submission was made to the PRRB, which included the results of benchmarking research and evidence around on-call payments. Work continues to influence the use of bonus / targeted payments which are now useable.

The Association has commissioned legal work into the misinterpretation of mileage regulations which has been shared with the NPCC and has obtained the support of the Policing Minister with regards to Annual Allowance tax charges, undertaking to review the issues raised with the Treasury. The Association has also represented members through the recent pension valuation process.

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 sit and contribute to the National Police Wellbeing Programme Board and have played an active role in the Front-Line Review Strategy Board, promoting welfare support and improved wellbeing for police officers and staff across the Service.

The Association has also been heavily committed to co-ordinating Project Cadmium. In this project, the working hours of members has been collected and the Association is working with legal advisors to create comprehensive advice relating to Working Time Regulations.

The Secretariat has represented the Association at all College of Policing Workforce Reform and NPCC Pay Reform meetings and has provided written feedback on numerous proposals from the NPCC and the College of Policing including proposals for the new pay framework, benchmarking arrangements, the P Factor, and variable pay. The detail of the PSA responses can be found in the full text of the PSA PRRB submission, which can be found [here](#).

To work closely with our stakeholders and partners to influence future policy development and to help design and implement the Leadership Review 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 Officers of the Association sit on all the main boards of the College of Policing and NPCC to influence future policy development. They have been influential in the design and implementation of the Leadership Review recommendations and helped shape the future direction of the College of Policing. This has included shaping the future of Direct Entry, Fast Track promotion and other entry and exit points of the Service.

The National Officers have also contributed to the leadership development and talent management opportunities within the Service and College. They have also played a key role within the NPCC Ethics Committee and key issues being embraced through the Home Office.

The National Officers also contribute to key policing debates, through national media, social media, writing articles and presenting at Committees and Events. Verbal and written evidence was given to the Home Affairs Select Committee, the Thomas Commission on the Welsh Devolution of the Criminal Justice System and the Public Accounts Committee on police funding. They have also spoken on vulnerability and joint partnership arrangements at events such as the Public Services Transformation event.

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 National Officers have been working closely with the NEC Representatives to deliver effective support to our members from under-represented groups and influence greater diversity and inclusion across the Service. They represent the Association on the NPCC Diversity Equality and Inclusion (DEI) group and the Race, Religion and Belief Sub Committee. This year the Association contributed to the National DEI Strategy and Workforce plan.

The Association has played a supportive role in the Senior Women in Policing Event, the National Black Police Association Roundtable and hosted a diversity event in London for members to explore all areas of difference. The Association has funded two places on the Stonewall Leaders Programme to support the confidence and development of LGBT+ colleagues.

The Association has continued its efforts in working with the College on the Coaching and Mentoring Programme. 770 middle to senior leaders have now been trained in coaching and mentoring and supporting a positive action drive to help under-represented group members. The programme has been analysed by the Home Office and the early indications are very positive for coaches, beneficiaries and difference. The programme has been well supported by key stakeholders and used as an example of good practice in the Racial Disparity Audit and the Cabinet Office.

Finance

The Association's income during the year was £2,120,401 and its expenditure was £2,101,614 which produced a net surplus of £18,787. The Association's reserves comprise a general reserve of £2,659,353 that includes a strategic reserve of £500,000. 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).

There was a modest increase in both income and expenditure during this year compared with 2017/18. Grant in Aid funding from the Home Office decreased slightly and subscription income was above target. There are no significant issues to report.

The accounts have been audited by Messrs. David Jones and Company. Due to the Association's move to a Limited Company during the year, there will be 2 sets of accounts published with the abbreviated accounts for 'Police Superintendent's Association Ltd' published at Companies House. A copy of the accounts will be available on the Association's website in due course.

It was decided not to go ahead with the redevelopment of the site/office into 6 flats and a new office. The current office will be refurbished and the 2 existing flats will continue to be let. The savings/investments will continue to be monitored to gain the best possible return.

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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, properly informed and evidenced arguments 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 members at all points of service 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 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.