

Taking the Federation forward

Our work in a year



Annual Public Value Report 2017/2018

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Introduction

Welcome to our Annual Public Value Report which gives a brief overview of just some of the key activities we have undertaken to support our members, improve the welfare of police officers and efficiency of the police service in order to have a positive impact on the public.

In spite of the continued lack of investment in policing, the austerity measures on police pay, the reduction in numbers of police officers, increased demand and increasing crime rates, police officers have continued to support the communities they serve.

Most recently in April 2018 the publication of the 2017 crime statistics for England and Wales by the Office of National Statistics (ONS) showed an increase in the number of crimes recorded by police. The data further evidences what the Police Federation of England and Wales (PFEW) has been campaigning for a number of years now with regards to increasing demand, on a service which is being reduced.

Key findings from the ONS report highlighted:

- A 9% rise from the previous year in the recorded number of homicides.
- Firearms offences recorded rose by 11% to 6,604.
- A 22% increase in recorded offences involving knives or other sharp instruments, to 39,598 offences.
- Burglaries recorded by the police rose by 9% from the previous year.

We are proud to be the representative body of rank and file police officers across the 43 police forces in England and Wales and we will continue to call for change when needed, and promote a structure, model and funding mechanism that is fit for purpose and supports our members.

What we do

We are one of the largest staff associations in the UK, representing around 122,000 police constables, sergeants, inspectors and chief inspectors, and are governed by rules and regulations set by government.

Our core purpose

In fulfilling our statutory responsibilities for the welfare and efficiency of our members, at all levels we will:

- Ensure that our members are fully informed and that there is the highest degree of transparency in decision-making and use of resources
- Maintain exemplary standards of conduct, integrity and professionalism
- Act in the interests of the members and the public, seeking to build public confidence in the police service and accepting public accountability for its use of public money
- Work together within the Federation and in partnership with others in the policing world to achieve our goals.

Aims & objectives

We have a statutory obligation to ensure that the views of our members are accurately relayed to government, opinion formers and key stakeholders.

Represent and support

Aim: To represent and promote the interests and welfare of our members, and to support colleagues to achieve the required professional standards.

We do this by:

- Meeting our statutory responsibilities
- Representing our members' interests in matters of discipline, diversity, health and safety, welfare, pensions, claims, member services and many other issues
- Ensuring that representatives have the required skills and abilities to fulfil their role and meet their statutory responsibilities
- Providing national and local representation to ensure that our members receive appropriate training to deliver a professional police service.



Influence

Aim: To influence internal and external decision makers at local and national levels on matters affecting our members and the police service.

We do this by:

- Providing clear leadership locally and nationally on issues affecting the membership
- Listening to and reflecting issues concerning our members
- Maintaining an effective communications strategy
- Engaging with all internal and external stakeholders and decision makers
- Putting evidence-based information in the hands of decision makers.

Negotiation

Aim: To maintain and improve the conditions of service and pay of our members.

We do this by:

- Actively participating in national, force and local negotiations
- Negotiating collectively and on behalf of individual members
- Using evidence-based information in our business practices.

Your Federation

Branch level

Each of the 43 police forces in England and Wales has a Police Federation Branch. Branches are made up of local workplace representatives for that force, who are elected by members from that force. A Branch Board is elected from the pool of workplace reps, which includes Branch Secretary, Chair and Treasurer. Branch Boards meet regularly through the year to consider issues that affect their electorate.

Branch Boards act as the negotiation and consultative body when dealing with their force's Chief Constable, senior officers and Police and Crime Commissioners, providing an effective link between officers and senior management. They deal with the day-to-day problems federated officers face, and work to improve the status of the police service and its members.

Regions

Region 1 North West	Cheshire, Cumbria, Greater Manchester, Lancashire, Merseyside.
Region 2 North East	Cleveland, Durham, Humberside, Northumbria, North Yorkshire, South Yorkshire, West Yorkshire.
Region 3 Midlands	Staffordshire, Warwickshire, West Mercia, West Midlands.
Region 4 Eastern	Cambridgeshire, Derbyshire, Leicestershire, Lincolnshire, Norfolk, Northamptonshire, Nottinghamshire, Suffolk.
Region 5 South East	Bedfordshire, Essex, Hampshire, Hertfordshire, Kent, Surrey, Sussex, Thames Valley.
Region 6 South West	Avon & Somerset, Devon & Cornwall, Dorset, Gloucestershire, Wiltshire.
Region 7 Wales	Dyfed Powys, Gwent, North Wales, South Wales.
Region 8 London	City of London, Metropolitan

Each of the 43 Branch Boards are part of one of our eight regions: Currently, each region has three members to represent them at a national level: one constable, one sergeant and one inspector (due to the large number of officers it in their force areas, Region eight elects two for each rank).



National level

The Branch Chair and Secretary from each force, as well as other individuals from protected characteristics groups, make up the National Council which meets regularly throughout the year to discuss national issues. From the National Council, a National Board is elected by National Council members.

The National Board along with the National Council are the key decision-making bodies for the organisation.

Elections

Our elections give members the opportunity to vote for the colleagues they want to represent them locally and nationally. Police Federation representatives support and advise members in matters such as conduct, pay, allowances, terms and conditions, equality, professional development and operational policing issues.

We hold elections for Fed reps every three years and this year has seen a new process as part of our organisational reform. The new process provides a new rank-less structure; there will be no more separate rank committees at local or national level.

The 2018 national elections began in February and will take approximately seven months to complete. Members get to vote for the national chair in July 2018. The national board will select the General Secretary in September 2018, and vote in the remaining five principal officers the same month.

Independent Review – Change Program

As part of our change programme, which began in 2012, this year saw the change in regulations. We worked with the Home Office to write new regulations to change the way the organisation is structured and these new regulations became law on 31 December 2017.

The structure and function of the Federation had previously remained largely unchanged for nearly 100 years and it is the only staff association in the world to be governed by regulations laid down in law.

The 36 recommendations of the Independent Review have all either been implemented, are progressing or being reviewed.

Advisory Group

Our Advisory Group – made up of six people with a range of expertise – has been established to act as a critical friend to the Federation and the work it does for members.

They advise upon and assess key areas of work and, in the process, enhance and promote the PFEW's credibility with stakeholders. Although the Group has the opportunity to bring up any matters it wishes with the Federation, it is particularly asked to look at the alignment of PFEW strategy, culture and activities with its core purpose and the degree to which it is serving the public interest. Areas that are suggested in this regard are standards, health and wellbeing, equality and diversity, pay and conditions and matters relating to public confidence.

Their initial report details their work so far and their focus for the future, included in their Annual Report, which can be found at www.polfed.org

Fighting for the best pay and conditions

We continue to fight for the best possible pay and conditions for officers. That means pay and conditions that deliver sufficient, capable, and motivated officers, incentivised to do the right things for the public they serve.

The National Police Chiefs' Council (NPCC) Workforce Modernisation programme includes:

- consideration of a total overhaul of the Reward Framework, including a review and redrafting of role profiles for all officers;
- possible introduction of the "P" (police) factor in pay;
- consideration of differing mechanisms for access to pay, such as skills based pay and pay for the Advanced Practitioner role; and
- a move towards increased local Chief Constable discretion over pay.

At the same time, the College of Policing (CoP) is working on:

- the introduction of new initial entry standards, with all officers expected to either have a degree on entry, or obtain a degree qualification within three years (via an apprenticeship scheme);
- setting standards in policing.

Further, while the College does not set pay, it has designed the mechanism by which officers are assessed to determine whether they should receive competency based pay – the Assessing and Recognising Competence procedure.

These types of changes are the main focus of the efforts we make nationally on behalf of officers. We influence pay and conditions through the Police Remuneration Review Body (PRRB), the Police Advisory Board (PAB), the College of Policing Professional Committee and Regulatory Consultative Group, and the Police Consultative Forum (PCF).

We:

- Provide evidence to support our position and challenge thinking
- Force consideration of unintended consequences
- Ensure that employment law is complied with
- Aim for fair and proportionate treatment, resulting in pay and conditions that support the best possible service to the public.

Last year, we made a case to the PRRB for a 2.8% pay uplift for officers, in line with the Retail Price Index (RPI). The surveys that our members complete are vitally important to this work as they help us to provide the evidence to support our arguments.

The PRRB were persuaded by our analysis and recommended an increase of 2% pay award this year, breaching the Treasury's 1% limit. However the government insisted instead that the 2% uplift be only part consolidated, with 1% being unconsolidated. In March of 2018 we therefore made a case for last year's amount to be consolidated, and a further 2.4% to be added. We await a decision on that proposal.



Again via the PRRB we prevented the abolition of the Away from Home Overnight Allowance, which supports officers who undertake duties away from their usual place of duty

Its retention meant that in certain situations where we were able to make a persuasive case, such as mutual aid to the British Virgin Islands, and in the recent Chemical, Biological, Radiological and Nuclear (CBRN) attack in Wiltshire, the Away from Home Overnight Allowance provided a mechanism by which extra pay could be secured for officers.

Through continued engagement in the PCF we have been able to agree best practice solutions direct with the Home Office and NPCC. For example, although not yet in regulations, we have been able to agree that forces will adhere to the Children and Families Act. This had direct practical implications for an officer recently, when her force denied her leave to which she was entitled under the Act. Working closely with her force's Branch Secretary we were able to avoid costly and lengthy litigation that would otherwise have been necessary. Within one day of raising this we were able to persuade the force to back down, and agree the officer's leave.

We have lobbied through the Pensions Scheme Advisory Board for consistency and clarity of benefit statements, and for an accurate pension calculator, enabling good quality information to be provided to our members. We are pleased that after continued pressure the Government Actuary's Department have now produced a calculator, which is hosted by the Home Office.

Contributing to police and public policy by providing credible evidence and research

In 2015, we adopted an Evidence Informed Approach to policy formation. This is a transparent process to ensure consideration of the best of all available evidence, while leaving the final policy decisions in the hands of those with statutory authority within the organisation – the Interim National Council (INC) and Interim National Board (INB).

We have built a central capability to conduct and evaluate research to ensure that when we lobby, our position is underpinned by proof: proof that we are not challenging for challenge sake, but only where government or employers' proposals would damage policing service to the public.



We conduct a number of research projects that are of strategic importance to us:

- Our 'Through Life Research' work aims to follow officers from career start to end, surveying new starters, those who have completed probation, and all the way through to leaving the force. That way we can track officers' career expectations, and monitor the degree to which policing offers a rewarding career. We can use this data to provide insight to all policing stakeholders, with the aim of making policing better for those who serve.
- Our yearly pay and morale survey allows us to track attitudes to pay, year on year. We can see the impact that austerity has had, measured in terms of overall morale, and in terms of impact on individuals, such as their ability to make their pay last to the end of the month. This enhances our ability to lobby to the PRRB.
- Our demand, capacity and welfare work was borne from the concern that cuts in officer numbers lead to reduced officer welfare, and reduced service to the public. We measured this relationship, and provided compelling evidence. Conscious that this is a shared problem across policing, we ran a series of workshops to engender consensus as to what could be done to make things right. These were attended and supported by a significant number of chief officers. The four key recommendations derived (such as the need for a public debate and consultation on what their expectations are regarding what the police should do) have recently been shared with the Chair of the NPCC, the Association of Police and Crime Commissioners (APCC), and the Policing Minister, all of whom have agreed to support these. The Policing Minister congratulated us on the process followed.

In addition, we have conducted numerous, credible pieces of research into issues such as the degree to which there is support for arming of officers, and the use of Taser.

Recently our research work has been cited by many key figures, including Prince William, and the leader of the opposition. It is used by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services in evaluating force progress, and by the Association of Police and Crime Commissioners in informing their constituents. It has been published in numerous academic journals, policing magazines, and in the wider press.

Ensuring police and public value through consultation responses

In the past year we have submitted formal responses to a broad range of government consultations.

These have included:

- Equalities issues (e.g. amendments to Regulations, for part-timers)
- Pensions (e.g. buy back of unpaid family leave)
- Crime and misconduct (e.g. Regulations relating to former officers and the barred list)
- Officers' entry qualifications, and progression matters
- Operational policing (e.g. Neighbourhood Policing Guidelines)
- The future of policing and service delivery e.g. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Force Management Statements (FMS).



We believe that many of these are in the broader public interest. For example, we responded to a Home Office consultation regarding super complainants in policing, arguing that staff associations are well placed to be designated super complainants to HMICFRS, able to raise concerns about any systematic wrongs. Our position is that we have a stake in the reforming of the police complaints system by enabling and engaging our members to implement the proposals set out in the Government's 'Improving Police Integrity' consultation. We believe this position is supportive of the best possible service to the public.

We provided consultation responses on equalities issues such as mandatory pay gap reporting, in the interests of all citizens. It is essential that all members of society have equal access to work and to be paid the same rate for the same tasks. In addition, our whole force Equal Pay Audits set a standard for individual forces to aspire to, for they provide more appropriate and detailed breakdowns of pay gaps that have been mandated, and are provided by individual forces.

We have also provided a response to Home Office consultations on regulations regarding part-time officers, and the incorporation of the Children and Families Act into Regulations.

Similarly, our responses to consultations on pensions and the economic security of retirees in the UK are intended to seek appropriate provision for all citizens post-employment, not only those who have served in policing.

Our responses on policing specific consultations provide a perspective on aspects of change that others are not enabled to give. Sitting outside the chain of command in policing, our role is not to conform blindly to the government or employer line, but to provide informed challenge, and force consideration of unintended consequences.

When consulted, regarding the new Force Management Statements (FMS) by HMICFRS, we stated that these are a positive move towards improving police workforce management data. We welcome this move in the hope that, in time, this will not only produce a robust, nationally comparable data set on key policing demand and capacity indicators, but also result in a reduction in the data demands placed on forces.

Campaigns

As a staff association, we have a statutory obligation to ensure that the views of our members are accurately relayed to government, opinion formers and key stakeholders. The organisation's purpose is to 'represent and support, influence and negotiate', on behalf of its members.

Believe in Blue is our award winning campaign to celebrate British policing and highlight why it's the best in the world.



The aim of the campaign is to showcase the true value police officers bring to society and increase awareness of what the police do through positive stories. 'Believe in Blue' is a rallying call, asking people to stand up and show that they are proud of their brilliant and brave police officers.

The campaign centres on the 'Believe in Blue' website, which provides a national portal for positive policing stories, showcasing officers' heroic efforts to keep people safe as well as the softer side to policing.

Since its launch in April 2016, we have built a large online community of support through social media and in 2017 it won a prestigious industry award from the Chartered Institute of Public Relations.

Protect the Protectors is a multi-faceted campaign seeking to safeguard the physical and mental wellbeing of police officers. Our aims are to secure tougher sentences for those who assault police officers and other emergency service workers, in addition to ensuring officers



have the right protective tools and equipment and, in the case of responders, are not unfairly prosecuted for exceeding speed limits. The British Transport Police Federation and the Prison Officers' Association (POA) have signed up to partner us in the campaign.



Assaults on police officers are sadly commonplace. Our latest welfare survey data suggests there were more than two million unarmed physical assaults on officers over 12 months, and a further 302,842 assaults using a deadly weapon during the same period.

To assault a police officer, prison officer, or other emergency service worker is to attack society itself and should never be accepted as 'part of the job'. Together with our partners, we are campaigning for:

- A change in legislation
- Tougher sentences
- Better training and access to equipment
- More accurate data on police assaults
- Improved welfare support
- More consistent reporting of assaults on emergency services (as these are vastly under reported)
- Training and access to body-worn video, Taser and spit and bite guards.

Rhonda MP Chris Bryant's Assaults on Emergency Workers (Offences) Bill went before Parliament on 20 October to create a new offence of assaulting an emergency worker. There was unanimous cross-party support and the Bill has subsequently cleared both the Committee and Report stages, the latter being on 27 April 2018. Its first reading in the House of Lords was passed unopposed on 30 April.

Police drivers – legislation as it stands leaves police officers vulnerable to prosecution any time they engage in pursuit or response drives. This is because there are no exemptions that take into account the high level of specialised driver training officers are given. All driving standards are measured against that of a non-police trained "competent and careful driver".

We continue to lead for legislative change and protection for emergency response drivers.

Our **Reps@Work** campaign aims to:

- Highlight the skills and experience of reps throughout the country
- Share personal stories of how the Federation has helped officers in times of need
- Build confidence in the Federation network and the value of being a member
- Encourage more officers to get involved and stand at election times.



Reps@Work was launched In May 2017 as a platform to showcase the good work being done by approximately 1,500 Federation reps across England and Wales, each day – locally and nationally.



Our **Detectives in Crisis** campaign aims to raise awareness of the current state of detective policing in England and Wales – asking senior officers and PCCs to look at this role within their force area to better support officers to try to redress the balance.

We want forces, chief officers, Police and Crime Commissioners, the College of Policing and the Government to look at the demands on investigative policing and make changes to better support the welfare of detectives.

Events

We host a number of flagship events every year, showcasing the very best of policing and the best of what we do as a Federation to support our members. Many of these events attract a high level of media attention, with guests that often include the Prime Minister, Home Secretary, and other senior officials in Government and policing.

Annual Conference

Annual Conference in May is a pivotal event in the policing calendar where representatives from the 43 forces throughout England and Wales, as well as from Scotland, Northern Ireland and overseas, come together to share good practice and debate issues affecting policing.

The 2017 conference theme was 'Protecting the Protectors', linking in with our current campaign dealing with assaults on police officers and emergency response driving.

Roads Policing Conference

The Roads Policing Conference 2018 took place in January. This year's theme was 'Roads Policing – a new approach'.

Hosted by ourselves and the NPCC, and sponsored by the Motor Insurers' Bureau (MiB), the 12th annual conference brought together those who work in the roads policing arena and highlighted the successes, challenges and best industry practice.



Some of the topics that were covered in the agenda included police pursuits and single intelligence entry, with case studies on fatal road investigations.

The Outstanding Contribution to Roads Policing Award was also presented to PCs Dan Pascoe and Ben Hudson from Surrey's Roads Policing Unit who are pioneering use of Mobile Data Terminals (MDT) and advising on their development.

Police Bravery Awards

This annual event, sponsored by Police Mutual, honours some of the finest officers in England and Wales who have performed incredible acts of bravery, while on or off duty.

In 2017 we received 71 nominations, from 40 force areas. An award is presented to each of our regions and an overall winner is then selected from the eight regional winners.



The overall winners were PC Sarah Currie, PC Michael Otterson and Sgt Elliott Richardson from Northumbria Police who disarmed a mentally ill man who had a history of violence, schizophrenia and paranoia

National Police Memorial Day



Tragically, each year the number of names added to the Police Roll of Honour continues to grow. Behind every name added to the list are proud families, friends and colleagues mourning their loss with dignity, pride and countless stories. It is through these stories and gathering together at the National Police Memorial Day service that we can all pay our respects to those who have been killed, or died, on duty – more than 4,000 police officers have died whilst on duty in the past 180 years. National Police Memorial Day gives formal recognition to police officers who have given their all to protect others and make their communities a safer place to live and work.

In September former Home Secretary Amber Rudd joined a congregation of nearly 2,000 in Cardiff to remember those officers who have died on duty in the last year.

Police Federation National Detectives' Forum

The annual Police Federation National Detectives' Forum's (PFNDF) seminar allows the sharing of best practice among detectives throughout England and Wales, focussing on key areas of policing and investigations – their value and importance to the public.



The PFNDF handed out awards for Detective Investigation of the Year; Services to Detectives; the technology-based Smarter Detective; and the New Trainee Detective of the Year at a ceremony in Northampton on Thursday.

A team of Thames Valley detectives won the Detective Investigation of the Year award for tracking down an organised crime group, which had profited in the region of £1billion from mass corruption, blackmail, conspiracy to defraud, fraudulent trading and money laundering.

National Custody Seminar

Our National Custody Seminar and exhibition was held in September in Stratford-Upon-Avon to consider key issues affecting police custody. Matters discussed and debated this year included:

- Police and Criminal Evidence Act (PACE) – Changes arising from the Police and Crime Act
- The Home Secretary's Independent Review of deaths and serious incidents in police custody
- The NPCC's National Custody Strategy
- Improving safety in police custody environments
- Learning the lessons from serious incidents and investigations
- Safeguarding the rights of both suspects and victims.



This annual event has developed an excellent reputation for consistently delivering quality content that is highly relevant to those working in and around police custody and the many challenges that they face.

Charitable Work

Police Charities UK launched in February 2017 bringing together more than 20 organisations to better support police officers and their families.

A website promoting the charities was launched at the same time to improve awareness of their work and access to their services.

Full details can be found at: www.polic CHARITIESUK.ORG

Working Together

Throughout the year we have engaged with a number of policing stakeholders, to ensure that we represent members and the public interest as broadly as possible. It is only by full engagement that we can influence on their behalf.

These include:

- **The Police Advisory Board (PAB)**, an advisory, non-departmental public body, that meets four times each year to deal with matters such as conduct, efficiency, and effectiveness; probation periods; and mechanisms for retirement of officers. This body has numerous working groups, for example dealing with Limited Duties and capability dismissal mechanisms; and fitness testing.
- **The Pension Scheme Advisory Board** – a body that oversees the practices of police pension scheme administrators, to hold them to account in following best practice.
- **The voluntary Police Consultative Forum** – a group which has worked to resolve matters to do with pay and conditions that are impacting members right now – such as anomalies in administration of Away from Home Overnight Allowance payments, inappropriate administration of the law under the Children and Families Act; and requests for guidance, when forces are applying Regulations in different ways.
- **The Reward Framework Working Party** – A group of force HR staff and staff associations set up to consider and discuss changes to the officer pay framework, including principles for pay benchmarking; the possible introduction of the “P” (police) factor; and the appetite for skills based pay.
- The General Secretary also works closely with the **NPCC’s** representative tasked with the Pay and Conditions portfolio, Chief Constable Francis Habgood of Thames Valley Police.
- Since the setting up of the **College of Policing (CoP)**, we have played a key role in responsibly challenging and supporting the CoP, as appropriate. This includes an Interim National Board (INB) member on the CoP Board; and three INB members sitting on the CoP Professional Committee. We have influenced the outcomes of CoP work on the Code of Ethics and new competency based tests; in addition, the Policing Education Qualifications Framework and the Licence to Practise.



Staff Associations

We work closely with our colleagues in the Police Superintendents' Association, the Police Federation of Northern Ireland (PFNI), the Scottish Police Federation (SPF), and the Chief Police Officers' Staff Association (CPOSA), to ensure that where matters affect all officers, our voice is consistent and convincing. Once again a joint submission was drafted between ourselves and the PSA this year, with agreed positions, and submitted to the PRRB.

The UK Police Remuneration Forum (consisting of representatives from ourselves and PSA and their equivalents in Scotland and NI), facilitates informed debate, encourages information sharing, and works to deliver the best outcome we can for officers throughout the UK.

We also engage with unions and professional associations, not just representing police staff, but also others working in the public sector. In the last year, among others, we have held meetings with Unison and other unions, such as the Fire Brigade Union, the Prison Officers' Association, the National Crime Officers' Association, the Royal College of Nursing and the Trades Union Congress. We believe we are stronger by sharing ideas and working together.

Learning and Development

2017 was a very busy year for our team, delivering training courses to assist reps in their job of representing members. We have delivered 50 residential courses at our training centre in Leatherhead and three courses regionally, which included Health & Safety and Trustee training. In 2018 we are planning to increase the number of courses we deliver locally.

In 2017 we successfully piloted our new Mental Health First Aid course and we have now added four courses to our schedule for 2018.

External accreditation of our courses has continued to be achieved during 2017. We are a 'Skills for Justice Awards' approved training centre. We also have Direct Claims Status, for the Representing & Advising Award (for new & experienced reps) and a Safety Reps Qualification.

We are currently submitting evidence for certification of our Equality and Conduct courses and hope that these will gain accreditation this year.

Over 500 reps have been registered and part completed three out of the four training units available. Qualifications awarded in the past year include:

- 122 new reps have completed their level four award in representing and advising members on commonly occurring issues
- 218 experienced reps have completed their level four award in representing and advising members on commonly occurring issues
- 32 health & safety reps completed their level four award in representing and advising members on health and safety matters
- 17 conduct reps gained their level four award in representing and advising members on performance, attendance and conduct
- 16 equality reps gained their level four award in representing and advising members on equality and diversity

Total Figures for 2017

Course title	Courses run	Reps completing
Conduct and Performance	9	100
New reps course	12	157
Equality Practitioner	9	82
Institute of Occupational Health and Safety H&S	7	74
Chartered Institute of Environmental Health	1	14
Advocacy	4	41
Post Incident Procedures (PIPs)	5	60
Media training	3	26

We delivered two very well received workshops for continued professional development (CPD) at our 2017 Annual Conference in areas of conduct and equality, giving reps the necessary skills they need in their role.

In conjunction with the General Secretaries office we have delivered four secretaries development workshops in 2017, giving CPD to Branch Board Secretaries in subjects ranging from Human Resources (HR) practices, policies and procedures, data protection, finance and treasurers matters, Bar Direct legal assistance, claims management, Police Medical Appeal Board (PMAB), pensions advice and regulation developments.

We continue to develop the provision of our Learning & Development department and look to meet the needs of the organisation in 2018, not only in terms of our reps but by delivering the training needs for everyone who is part of the PFEW. We are aiming to ensure that we meet every learner's needs, so that the right tools are provided to enable representation of our members to the highest standards when they need it most.

Claims

The Claims department is responsible for processing and dealing with all criminal, misconduct and civil applications for legal assistance submitted via local Branch Boards on behalf of members.

If the application for legal assistance meets with the PFEW Funding Criteria and funding is authorised, it is then referred to retained lawyers to advise and represent members, supported by our in-house legal team. Here is a snapshot of the last 12 months.



Communications

Our communications team provides services in four key areas:

- Corporate, Events and Campaigns
- Digital communications
- Internal and membership engagement
- Media relations

The purpose of the team is to continually inform our members, and the public, about our work – the services and benefits that membership provides.

Key activities over the last 12 months have included:

Corporate, events and campaigns

- Believe in Blue campaign – 2017 National Chartered Institute of Public Relations (CIPR) Excellence Award Winner
- Protect the Protectors campaign – 2017 National CIPR Excellence Award Finalist
- Reps@Work campaign
- Detectives In Crisis campaign

Event planning, content and communications for:

- Annual Conference
- Police Bravery Awards – 2017 National CIPR Excellence Award Finalist
- National Police Memorial Day
- Roads Policing Conference
- Police Federation National Detectives' Forum and Awards
- National Custody Seminar
- Post Incident Procedures Seminar

Digital communications

- Developed our online presence – Half a million national website users with 1.1m unique page views
- Developed local level websites for 17 branches using a template based on the national website
- Continued development of the Hub – the place to go for all reps looking for information
- Developed an app user group to continue to update and improve PFEW information on the go
- Our engagement levels continue to increase on social media, with tweets from the corporate Twitter account
- Increased video content – over 150k views on YouTube and more than 2,000 subscribers.

Internal and membership engagement

- Six editions of POLICE magazine were published and it was a 2017 finalist in the Chartered Institute of Public Relations Excellence Awards
- 31 updates via the national members' database including the monthly newsletter, national election facilitation and a number of surveys which help to inform our work
- 25 fortnightly Federation Matters newsletters issued to all reps
- 25 specialist newsletters on key events/updates for conferences, seminars and campaigns
- 13 member and rep-focused engagement events across the regions
- Quarterly communications forums to help shape our work
- Guidance to Branches on all aspects of media and communications handling.

Media relations

Getting your concerns and our voice in the media, we have:

- Published 85 press releases and additional webs stories online
- Responded to more than 670 media enquiries
- Managed around 366 interview bids
- Developed and published 25 blogs
- Delivered 12 media training sessions with new reps and six bespoke media courses.

Taking the Federation Forward

The work that has been ongoing since the Independent Review of the Police Federation of England and Wales is starting to take real effect, resulting in positive change for the organisation, with tangible results. This will continue with the formation and roll-out of a Branch Board Service Centre (BBSC), the overall aim being to professionalise the organisation, improve efficiencies and provide the infrastructure to improve member services.

The BBSC aims to take on certain tasks and functions from Branches in order to free-up their capacity for dealing with member-facing matters and maximise the use of professional, specialist skills across the organisation. The BBSC will transform the national centre into a service provider to all parts of the organisation, operating through 'service level agreements' between national departments and Branches.

Along-side a new organisational strategy; the standardisation of services, policies and processes; and a robust governance framework, the BBSC model will enable us to move towards a more united approach to business.

How will it work?

National centre departments will provide an agreed set of services to Branches related to their specialist areas: for example, the Finance team already provides invoice processing for some Branches and HR provides recruitment support. Some services are already in place and have been for a while, like the IT helpdesk – where required, existing services will be formalised and adapted to better fit the needs of Branches.

How is the BBSC being rolled out?

The BBSC services are being introduced in a phased approach. It is a flexible model as every Branch is different, and will want different levels of support – but this support will be offered in consistent ways by departments. Department heads welcome feedback from Branches on the services being provided.

Branches will not lose autonomy or control by adopting any or all BBSC services – they simply benefit from standardised processes and reduced administrative effort, giving them more time to focus on the needs of their members.