

Annual Public Value Report

2016/17

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Introduction

The Annual Public Value Report gives a brief overview of some of the activities of the Police Federation of England and Wales (PFEW) from May 2016 to May 2017 and is published annually, just ahead of the PFEW's annual conference.

It is intended only as a snapshot of the national activities and demonstrates that everything the PFEW does to improve the welfare of police officers and efficiency of the police service has a positive impact on the public.

2016/17 was another difficult year for policing. Despite the decision by government in the 2015 Comprehensive Spending Review that there would be no further budget cuts to policing, the years of underfunding, the lack of any real term increase and a failure to provide additional investment meant that officers began to really feel the bite.

The impact has been reflected in the pay and morale survey, which is touched upon later in the research section of this report.



In spite of the 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.

The latest crime statistics published for the year 2016 show an increase in the number of crimes recorded by police. This is testament to the hard work, commitment and dedication of police officers.

The PFEW has fought hard during 2016 to stop the introduction of initiatives we consider will have a detrimental impact on police officers' morale and capacity to do the job to the best of their ability. We will continue to do so, as the public expect a police service to be available when they need it.

The British policing model is one that is envied and emulated across the world. The PFEW is proud to be the representative body for the officers who make up the police service and we have a duty to protect where necessary, change when needed, and promote a structure, model and funding mechanism that is fit for purpose.

Our Core Purpose:

The PFEW agrees that in fulfilling its statutory responsibilities for the welfare and efficiency of its members, at all levels we will:

- ensure that its 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 its goals.

Fighting for the best pay and conditions

The PFEW continues 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.

In 2011, Tom Winsor's Review of Police Officer and Staff Remuneration and Conditions contained 121 recommendations. At the time, it was seen as containing the most far reaching proposals for change to the police workforce ever seen in policing. But six years on, in 2017, the planned changes to pay and conditions are no less substantial.

A National Police Chiefs' Council (NPCC) Workforce Modernisation programme includes consideration of a total overhaul of the system of pay; a reduction of levels (and potential removal of ranks); a review and reconfiguration of role profiles for all officers; and a move towards increased local Chief Constable discretion over pay, rather than the current national Regulations.

The College of Policing (CoP) have been responsible for the introduction of competency based pay (the Assessing and Recognising Competence procedure, based on a Winsor recommendation); and is currently 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 (likely via an apprenticeship scheme). The CoP is also introducing a Licence to Practise for several roles.

These changes are the main focus of the efforts the PFEW makes on behalf of officers. We challenge thinking; we force consideration of unintended consequences; we ensure that employment law is complied with; and we aim for fair and proportionate treatment, and pay and conditions that support the best possible service to the public. Officers should be able to get on with providing that service without undue bureaucracy, and they should be properly rewarded for the right behaviours.

With the removal of the Police Negotiation Board (PNB), the PFEW now influences pay and conditions through the Police Remuneration Review Body (PRRB), the Police Advisory Board (PAB), the College of Policing Professional Committee and Consultancy Group, and the Police Consultative Forum.

Last year, we asked the PRRB for a 2.8% uplift for officers, in line with private sector employees. We understand the frustration felt when the government policy of a maximum



1% for the public sector was enacted. We continue to press for better, and it is disappointing that so far the PRRB have not been able to provide it. But while we haven't yet been able to change government policy regarding the uplift, we have had significant wins. At the PRRB, we fought off the NPCC proposals that the pay award should be unconsolidated (meaning it could have been removed again, and would not have been pensionable), and ensured it was applied to allowances that it would otherwise not have been.

We prevented the abolition of the Away from Home Overnight Allowance, which supports officers to undertake duties away from their usual place of duty. We also managed to prevent chief officers being given total discretion over certain elements of pay, as we fear that this would result in unjustifiable inequalities (as evidenced in our Equal Pay Audit).

Through engaging in the PAB and its sub-groups we have continued to protect the most vulnerable officers, ensuring that to date, no officer placed on Limited Duties has had their pay reduced in the way Winsor intended, and that a further exit route for such officers has not been created.

Similarly, 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 for members.

By protecting the interests of officers, we protect the public.

Campaigning

The PFEW's campaign work sets to highlight key issues affecting our members, with a proactive drive to improve awareness and affect change.

Protect the Protectors

Over the past year, we have made major inroads in initiating a change in legislation to afford better protection for police officers and other emergency service workers. This national campaign, launched in February 2017, has had a substantial impact across policing and other public sectors services.



To date it has united policing, including Chief Constables, local federations and forces with one voice, in full support of the need to better protect officers who are assaulted in the course of their duties.

With cross-party support in government, the draft change in legislation presented via a Ten Minute Rule Bill was accepted and work is ongoing to take this forward via the PFEW's Parliamentary Working Group.

With external support, including from parliamentarians, to extend the reach of the campaign to other emergency service workers, there has been positive interest from other representative bodies. So far, the British Transport Police Federation and the Prison Officers' Association have officially signed-up to the cause.

Public support and reaction to some of the many officer assault stories that we have been publicising as part of the campaign, has been significant. Officers are continuing to come forward to share their experiences and the realities they face.

Another thread of the campaign is to ensure better training, protective equipment and welfare support. Much work is being done locally and nationally for a wider roll-out of body-worn-video, and spit and bite guards.

Believe in Blue

This apolitical campaign was launched in 2016, to showcase why British policing is the best in the world. Its purpose, to engender stronger

support for police officers by showcasing the demands of the job, their commitment and dedication to serving the public.



While public support of the police is generally high, much of that support is covert. In recent years, the PFEW, and policing in general, has been subject to criticism in the media and by government – high profile incidents have led to negative media coverage.

We set out to show the realities of the service in a positive light and try to redress the balance by promoting all that is good in policing. Beleaguered officers were in need of a boost in morale – Believe in Blue is all about giving the silent majority channels to voice their support for police officers.

Politicians and other high-profile supporters have publicly voiced that they 'Believe in Blue' and we have reached over 1.3 million people via social media.

The Believe in Blue brand and messaging has been a constant throughout the year and continues to convey positive policing stories, for the benefit of our members and the public.

Driving legislation

An ongoing campaign is to get legislation changed, to ensure that officers who engage in pursuit and response drives can be afforded better protection.

Current legislation leaves police drivers vulnerable: it is illegal to engage in pursuit or response drives. This is because there are no exemptions in the current legislation that take into account the high level of specialised training officers are given. All driving standards are measured against that of a "competent and careful driver". According to the law, 'dangerous driving' includes speeding, ignoring traffic signals, or overtaking dangerously. There can also be liability for causing others to drive dangerously.

Officers who have engaged in pursuits or response drives have, in the past, been charged with dangerous driving, even if no complaints were made, and no one was injured. Police drivers are trained to the College of Policing standard, which is not supported by current law.

The PFEW is working to have this changed, and wants appropriate legislative change that reflects the high standard to which police officers are trained to be taken into consideration.

Taser

We strongly support the wider roll-out of Taser to all frontline officers should they wish to be equipped with it. Taser is an extremely effective means of dealing with the many dangerous situations that officers often face on the streets and is a less lethal option than more conventional firearms. In 80% of cases where Taser is drawn, it is not fired as the deterrent is enough, which helps protect communities as well as protecting officers from assaults.



In a survey in 2016, just 14% of members who responded said they have access to Taser, but 43% more said they would like access to it. The NPCC do not support such a move, stating that a roll out of this kind could challenge the UK policing model and the principle of policing by consent.

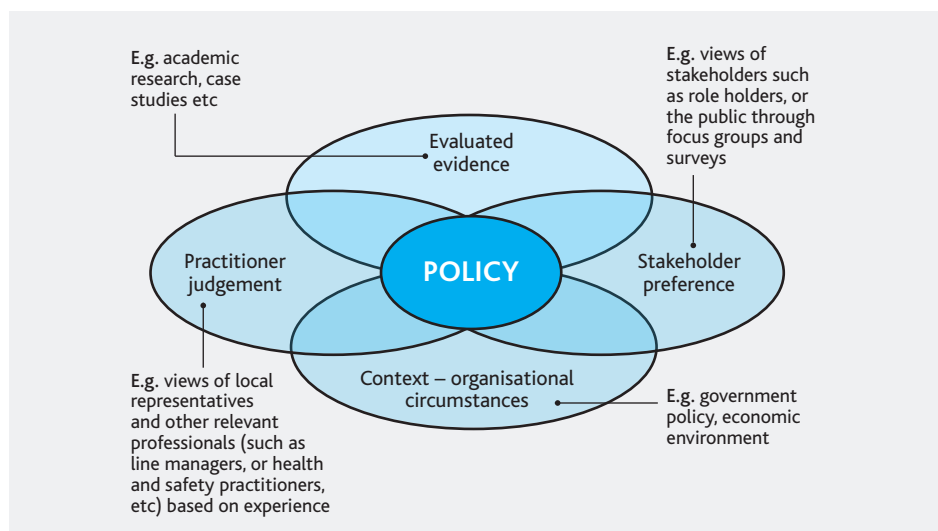
The Home Office has said it is a decision for chief constables to make. We continue to campaign for a wider roll-out, and to raise the issue with the Home Office and all chief constables. In November 2016, we commissioned Ipsos MORI to do a survey of public opinion on Taser. It showed that 71% of respondents consider it acceptable for police officers to carry Taser when on patrol.

In January 2017, a survey of members showed that 82% who responded said Taser should be issued to more frontline officers, up 8% since 2014. In particular, members wanted more availability of Taser for those in roles within neighbourhood policing (86%), roads policing (86%) and response (82%).

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

In 2015, the PFEW adopted an Evidence Based Approach to policy formation. This is a transparent process to ensure consideration of the best of all available evidence, while leaving the final PFEW policy decisions in the hands of those with statutory authority in PFEW – 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.



For that reason, within the last year we have conducted research into a number of policing topics that are in the public interest. All this work is also used in key forums including at the PRRB, and the PAB to influence other stakeholders (such as the Home Office, NPCC, APCC, and College of Policing). It has influenced PFEW policies on operational policing and officer pay and conditions.



Our research into the mismatch between demand and capacity in policing has helped ensure the PFEW are influencing the debate as to how best to protect the public. We have assessed the negative outcomes of reduced officer numbers. Working with the University of Nottingham we have modelled the relationship between reduced numbers and welfare. For example, we found that 66% of officers reported high workload overall, and these officers were over three times more likely to report never or rarely feeling relaxed than others. We have also provided evidence that officers report a reduced service to the public due to concerns about risk taking, and the possibility of error. 43% of officers reported having to neglect tasks because of having too much work to do.

We believe that it is important that such work is shared with a range of outlets, to enhance our credibility and ensure broad stakeholder reach. This work has been reported extensively in the media; at academic conferences such as the University of Canterbury Evidence Based Policing conference; and at practitioner events, including the CoP's Masterclass event for the High Potential Development Scheme (HPDS). It has also been quoted by numerous chief officers.

Our research on Pay and Morale is the only national study of pay, morale, and the psychological contract in policing. We have achieved over 40,000 responses each year (43,000 in 2016), making this the biggest survey of any workforce in the UK. Now in its fourth year, this research allows us to benchmark morale against other organisations, and track it over time. Morale is widely recognised as an important predictor of performance, and it is crucial that our work is undertaken to demonstrate how morale, pay, and conditions drive the service provided to the public.

The PFEW National Member Database (NMDB) has enabled us to commence surveys of new starters and leavers, with a view to tracking individuals through their careers, to better understand their expectations of their work – how pay and conditions changes affect them, and ultimately service delivery. This work also underpins our evidence to the PRRB, and has been highly commended by them. We have also used this information to influence the PAB, and the CoP. The work has been subject to peer review, and reported at numerous conferences (such as the Division for Occupational Psychology conference of the British Psychological Society). It has been quoted by academics in other peer reviewed articles, and it has been used by the Independent Commission on Policing, and quoted in the House of Commons.

Our work on the numbers of assaults on officers was widely reported, and suggested that the numbers of officers reporting being hit, kicked, and or suffering physical contact such as struggling was far in excess of the Home Office statistics. The figures we provided were based on a mathematical extrapolation from the survey responses, and provoked much debate. This helped heighten public awareness of the dangers faced by officers.

We have also published research on:

- The consequences (intended and unintended) of changes to the IPCC Post-incident Procedure
- The welfare support given to officers in forces
- Public and officer attitudes to use of Taser
- Public and officer attitudes to officers having tattoos
- An Equal Pay Audit

Because we believe that policing should be delivered consistently to all members of the public, we also regularly collect information from INC Secretaries regarding the implementation of specific practices, to determine whether initiatives are being implemented in the same way across all forces in England and Wales.

Ensuring police and public value through consultation responses

We have submitted formal responses to a broad range of government consultations. These have included:

- Equalities issues (mandatory pay gap reporting) valuing difference and inclusion strategy;
- Economic security of all pensioners – GMP in public service schemes, State pension age, Reforms to Public Sector Exit Payments;
- Crime and misconduct – Magistrates' Court Sentencing Guidelines, Guidance in Misconduct Proceedings, Crime Severity Index;
- Quality of officers – Review of Police Initial Recruitment, Changes to Chief Constable appointments;
- Operational policing – licence to practice, Upgrading Emergency Services Communications;
- The future of policing and service delivery – New Inquiry on policing for the future, NPCC 2020 Vision.

We believe that all these are in the broader public interest. For example, our lobbying on equalities issues such as mandatory pay gap reporting is 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. What gets measured gets managed, and it is essential therefore to compare pay by gender and ethnicity. Ultimately a fair society, with citizens valued and rewarded on the basis of their contribution, will result in less crime.

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. We agree overarching government principles, for example, that public sector exit payments should be fair, proportionate, and provide value for money for the public as a whole: and this is in keeping with our view that police officers cannot, because of the nature of their role, work to the same age as most other workers. Regarding crime, we have expressed our reservations about use of the Office for National Statistics' new Crime Severity Score: in particular, that it has been suggested it be used as a way of assessing demand for policing. We believe the public deserve more accurate measures of demand, to ensure they get the full protection they deserve.

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. In the recent Police Efficiency, Effectiveness, and Legitimacy report, (2017) Her Majesty's Inspector of Policing said: "Few forces have a sophisticated understanding of any unintended consequences (positive or negative) for their workforce as a result of change programmes". In our consultation responses we draw attention to these. We also called for a Royal Commission on Policing: a holistic and independent review of policing in order to properly determine what the public want and expect of their police service. We believe this would serve the public better than the numerous current initiatives: e.g. the CoP Leadership Review, the NPCC Reform programme, and the review of the IPCC. Unfortunately while we have no doubt that each is in itself well intentioned, they are not well coordinated, and it seems that rather than there being a joined up programme of reform, there are competing ideas vying for attention.

Annual Conference 2016

Anual Conference is the ideal platform to debate key issues that affect police officers and impact on policing in England and Wales. Not only are the eyes of the media on what we have to say, but the conference attracts politicians from Westminster and Cardiff Bay, as well as policing stakeholders.



The 92nd conference took place in Bournemouth from 17-19 May 2016. It adopted a current PFEW campaign, Believe in Blue, as its theme and strapline. In his keynote speech, Chair, Steve White, hailed the PFEW's success in highlighting the effects of police budget cuts and preventing further planned cuts from being implemented.

Theresa May, then Home Secretary at the time, praised the PFEW for its progress in implementing the recommendations of Sir David Normington's review.

Other topics discussed included: unconscious bias, a discussion on the mental wellbeing of the police service; assaults on officers; the future of women in policing; and recognising that the police are increasingly an older workforce, and the issues this brings.

Video footage of the event is available on the PFEW website, along with various reports and speeches.



Roads Policing Conference 2016

The annual Roads Policing Conference took place in January 2017 at Hinckley Island Hotel, Leicestershire, and welcomed policing professionals from across England and Wales to interact and develop their knowledge and awareness at both an operational and strategic level.

Hosted by the PFEW and NPCC, and sponsored by Motor Insurers' Bureau, the 11th annual conference highlighted challenges, successes and best industry practice under the theme of Enforcement: the key to success.

There was much debate about what the priorities of roads policing should be in an era of fewer officers but more work than ever, and the progress being made by PFEW to seek changes in law to better protect police drivers.

Officers and staff who have gone above and beyond the call of duty are recognised and rewarded at each conference with the Outstanding Contribution to Roads Policing Award. This was presented to Northumbria Police's Operation Dragoon – which works to protect road users through a specially developed programme of enforcement, engagement and education.



The 21st Police Bravery Awards

The Police Bravery Awards are presented every year to honour police officers who have performed outstanding acts of bravery whilst on or off duty. They not only allow the police family to come together to recognise the bravery and heroism of officers in England and Wales, but they instil public confidence and reassurance in policing among communities.



The Awards showcase the very best of British policing and are a poignant reminder of the dangers faced by officers – their professionalism and commitment to protecting the public.

2016 marked the 21st anniversary of this special event, sponsored by Police Mutual. 69 officers, nominated from 40 forces were all invited to a reception at Number 10 Downing Street, where they were greeted by Prime Minister Theresa May on her first full day in office, followed by a special awards ceremony at The Dorchester Hotel in London, attended by Home Secretary Amber Rudd, in her first public engagement, having been appointed to the Cabinet just the day before.

Eight regional winners were chosen from all of the nominations, with PC Sean Cannon of West Yorkshire Police chosen as the overall winner. PC Cannon had entered a burning home multiple times to save five members of a family.

The other regional winners were:

- The North West regional award went to PC Dave Cameron, of Cumbria Constabulary, who used his PAVA spray and baton to protect the public and disarm a man brandishing a Samurai sword.
- In the West Midlands, Warwickshire officer PC Sara Skinner was rewarded for her efforts to stop four burglary suspects who threw 'acid' in her face.
- PC Stuart Watson, from Norfolk, was off-duty when he tackled two offenders armed





with a hammer and spanner at a supermarket and arrested them, despite sustaining a blow to the head.

- The South East award went to Sussex PC Greg Montier, an off-duty officer who rugby tackled one of two armed men following a robbery.
- In the South West the bravery award went to four Devon and Cornwall Officers who were attacked with power tools during a four-hour siege in an offender's home.
- The Wales award was won by Dyfed Powys sergeant, David Steer, who entered the swollen River Severn to save a woman from drowning.
- Finally the London regional award went to Metropolitan Police officer PC Ian Molineaux for his courage in facing down a knifeman in a shopping centre in Southend-on-Sea, despite being off-duty and without his protective equipment.

National Police Memorial Day

National Police Memorial Day (NPMD) is an annual event which honours police officers who have been killed or died on duty. It has grown to be a significant memorial service for the police family as a whole, and importantly for the relatives, friends and colleagues of those officers we have lost. NPMD provides a fitting tribute to fallen officers, ensuring their sacrifice is never forgotten.



2016's service took place on Sunday 25 September at St Paul's Cathedral in London in front of a congregation of more than 2,000. NPMD's Patron, HRH The Prince of Wales was among distinguished guests, including Home Secretary Amber Rudd, Northern Ireland Secretary James Brokenshire and over 40 chief constables.

Prayers were led by Angus Morrison, brother of Detective Constable James Morrison, Metropolitan Police, and Steve White, Chair of the PFEW, read the names of officers who had lost their lives during the past year.



In a poignant moment, eight-year-old Abigail Phillips, daughter of Constable Dave Phillips, Merseyside Police, who lost his life after he was struck by a stolen car, lit a candle to represent England. Other candles representing Wales, Northern Ireland and Scotland were lit, respectively, by Gaynor James, mother of Constable Andrew Lloyd James; Andrea Irvine, widow of part-time

Constable Kenneth Thomas Irvine, Police Service of Northern Ireland; and Elaine Gordon, daughter of Sergeant Alan Ewen Gordon, Grampian Police.

Inspector Joe Holness QPM, who founded NPMD in 2004, marked his last service as national coordinator, before retiring.

Police Federation National Detectives' Forum (PFNDF)

The annual Police Federation National Detectives' Forum (PFNDF) conference 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.



Each year, top detectives across England and Wales are recognised for their outstanding dedication and innovation at the PFNDF conference; from working at the cutting edge of forensics to using hi-tech software to track stolen goods. The annual Detectives' Awards, sponsored by Police Money Matters and Police Mutual, was held on 13 October 2016. The categories and winners were:

- Detective Investigation of the Year – a team from Scotland Yard's SO15 Counter Terrorism Command, led by Detective Superintendent Peter Holdcroft and Detective Chief Inspector Mike Jolly, mounted a fast-moving investigation to neutralise a terrorist threat.
- Detective Investigation of the Year was won by former Kent Police detective, David Stevens, whose 40-year career involved a review of the Damilola Taylor murder.
- Smarter Detective Award – this was won by a team from the Metropolitan Police's SO15 Counter Terrorism Command for their work in foiling the first Islamic State plot to kill a police officer, soldier or civilian on the streets of London.



- New Trainee Detective of the Year Award – Temporary Detective Constable Rachel Moss, from Essex Police, was recognised for her work targeting sex abusers.
- The PFNDF Award for Outstanding Contribution went to the television documentary series 24 Hours in Police Custody which was filmed with Bedfordshire Police.

Bringing police charities together

Police Charities UK, is a new umbrella organisation for more than 20 policing-related charities, launched in February 2017 at PFEW's headquarters in Leatherhead, Surrey.

The process of bringing together charities for the purposes of closer working and sharing best practice was initiated by PFEW's Chair, Steve White, who said at the launch: "Working together in this way will enable charities to identify common goals, avoid duplication and maximise resources at a time when budgets are increasingly constrained."



The Police Charities UK website, which promotes each of the member charities, was launched at the same event. It can be accessed at www.policecharitiesuk.org, and is also being promoted by the PFEW website.

The Director General of Crime, Policing and Fire Group, Paul Lincoln, also attended the launch and spoke of the Home Office's support for the initiative.

Taking positive steps to improve the provision of officer welfare

The welfare of police officers is the thread that runs through all the work of the PFEW, specifically the work of our Health and Safety Sub-Committee.

During the past year, in addition to the welfare survey conducted by our Research and Policy Support department, we have continued to work closely with the Home Office to consider how we can better improve the welfare services offered to police officers.

The PFEW Welfare Support Programme has gone from strength to strength, with officers involved in post-incident investigations and those suspended from duty also accessing it. This programme is for officers who find themselves having to cope with life changing situations through the course of their duty.



In addition, we have engaged with the Defence Medical Welfare Service (DMWS), who have a long history of expertise in welfare matters with the military, and a trial is under way in Hampshire Constabulary.

The DMWS supports police officers and assists with access to specialist healthcare support, as well as help from other services, charities and organisations, thereby allowing officers to focus on their recovery – the unique selling point of DMWS being that they have direct routes into the NHS clinical pathway already.

We have assisted with putting together a proposal for the Police Reform Transformation Board (PRTB) for consideration of the funding of such a service nationally; following what we anticipate will be a successful trial period.

Together with the Police Superintendents' Association of England and Wales (PSAEW) and Chief Police Officers' Staff Association (CPOSA), we wrote to the Prime Minister, Rt Hon Theresa May.

We raised the bid to the PRTB and said we believe this to be a genuine opportunity for government to demonstrate that the welfare of police officers fighting crime and protecting communities is of paramount importance.

The announcement of the 2017 General Election will result in a slight delay to Home Office approval should the recommendation be successful at the PRTB, but the Police Federation of England and Wales passionately believes that a healthy, motivated workforce has a positive impact, not just on the lives and wellbeing of police officers and their families, but to the communities officers serve too.

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.

Policing Stakeholders

Significant effort is invested, on members' behalf, in participating in regular meetings of bodies set up for formal consultation and voluntary agreements.

A few examples of these are noted – but there are many more occurring daily.

Most comprise representatives of the Association of Police and Crime Commissioners (APCC); the National Police Chiefs' Council (NPCC); the PFEW, the Police Superintendents' Association of England and Wales (PSAEW), and the Chief Police Officers' Staff Association (CPOSA); and the Home Office – the General Secretary, or his representative, sits on all of these. They include:

- The PAB, an advisory, non-departmental public body, that meets four times each year to deal with matters such as conduct, efficiency, and effectiveness; mechanisms for



retirement of officers; Limited Duties mechanisms; and fitness testing. This body has numerous working groups.

- 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, and Holiday pay.
- The Workforce Coordination Committee, Chaired by the Sussex Chief Constable. Their remit is to co-ordinate a number of activities including the workforce of the future.
- The General Secretary also works closely with the NPCC's representative tasked with the Pay and Conditions portfolio, the Chief Constable of Thames Valley Police. This includes commenting on proposals for changing pay structures in the future, to ensure these are fair.
- Since the setting up of the CoP, we have played a key role in responsibly challenging and supporting the CoP, as appropriate. This includes the Chair of the PFEW working on the Leadership Oversight Group; an 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 PSAEW, the Police Federation of Northern Ireland (PFNI), the Scottish Police Federation (SPF), and the CPOSA, to ensure that where matters affect all officers, our voice is consistent and convincing. Once again a joint submission was drafted between the PFEW and the PSAEW, with agreed positions, and submitted to the PRRB.

The UK Police Remuneration Forum, (consisting of representatives from PFEW and PSAEW 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 & Development 2016

It's been a great year for the PFEW's Learning and Development (L&D) department, with new and exciting projects tailored to providing the best training for PFEW representatives, staff and officials.

The team introduced new initiatives, including:

- the distribution of around 600 data sticks to delegates, allowing electronic access to useful material (in addition to 600 manual/handbooks);
- the successful pilot of our popular media course which is now embedded in our programme; and
- the registration of 160 representatives in our level four award scheme, which recognises the particular skills developed in representing and advising police federation members on:

- Decision making
- Openness to change
- Service delivery
- Professionalism
- Public service
- Working with others



Certificates have been issued to 30 participants around the regions, and the scheme will be rolled out further during 2017.

We have held bespoke sessions for branch board secretaries and professional development leads on:

- Training and guidance for branch board assessors (level four award)
- PDR training and advice manual
- Police Appeal Medical Board/limited duties

We also provided sessions for branch board subject matter experts who support our training and ensure we are up-to-date and relevant.

We actively encourage our delegates and all representatives to contact our learning & development specialists with queries, requests for advice and updates on cases.



Communications 2016

A restructured communications team provides services in four key areas, helping to inform members and the public about our work and the services the Federation offers and the benefits of being a member.

- Corporate and Campaigns, looking after corporate activity and our campaign work;
- Media relations which looks after all our media activity;
- Internal and membership engagement looking at how we engage with and inform our members;
- Digital communications which provides our web, social and internal digital channels.

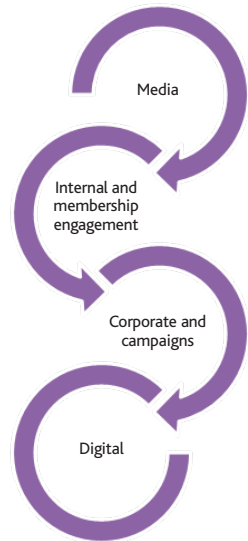
Key activity over the last 12 months includes:

Media

- A daily press watch service giving key headlines about PFEW in the news
- 120 press releases
- More than 500 media enquiries
- Around 300 interview bids
- More than 80 statements
- Around 400 topics and issues covered
- 22 blogs developed and published
- Two media receptions with key national outlets
- Media training sessions with new reps

Internal and membership engagement

- Six editions of POLICE magazine – now shortlisted for a national excellence award
- 40 updates from via the national members' database – including the monthly news bulletin and a number of surveys which help to inform our work
- 25 fortnightly ebulletins Fed Matters issued to all reps
- Ebulletins on key issues such as conferences, seminars, campaigns
- A series of engagement events across the regions
- Quarterly communications forums to help shape our work
- Guidance to branches on all aspects of media and communications handling



Corporate and campaigns

- Re-brand to professionalise and modernise
- Believe in Blue campaign
- Protect the Protectors campaign
- Reps@Work campaign
- Event content and communications
- Annual Conference
- Police Bravery Awards
- National Police Memorial Day
- Revised corporate information and brochures

Digital comms

- Development of the Hub – the place to go for all reps looking for information – it now includes things like a Learning and Development calendar and booking system
- Over 1,000 active users on the Hub with over 150,000 unique page views
- A re-skinned and re-launched website with additional up-to-date content
- Had over 350,000 visitors over the last 12 months, with nearly 900,000 page views
- Development of local level websites for a number of branches from the main website
- An updated and improved PFEW app
- Social media development and increased followers across all channels, including YouTube, LinkedIn, Twitter and Facebook
- Our engagement levels continue to increase, with tweets from the corporate account alone seen nearly 11 million times

Claims

The Claims department are 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. The in-house legal team can also offer advice. Here is a snapshot of the last 12 months.



Future challenges

As this report is put to bed we are in the throes of a General Election campaign to determine who the next government will be. Unlike the previous General Election, the positive we can take from this campaign is that policing and law and order is on the agenda.

Whatever political party or parties form the next government, the lack of investment in policing will need to be one of the first issues they address. They must not allow the focus on Brexit to distract from the important issue of the security of the nation and their duty to protect its citizens.

The PFEW will not refrain from speaking out if we believe the security of communities is at risk.



We know that police budgets will still be tight as we move forward, but as the recent crime figures released in April 2017 show, total recorded crime has increased by 9% – a total of 4.8 million offences.

In the same period, since the last Annual Public Value Report was published, we have lost approximately 3,000 police officers.

Through continuing evidence-based research, the PFEW will demonstrate the pressures that reduced numbers of police officers has on the service and the detrimental impact this has on their health and wellbeing and the service they are able to provide to communities.

We are aware of a desire to make changes to the structure of the police service and the mechanisms for pay and reward. We will support change when we consider it will have a positive impact on policing and the delivery of law and order in society. However, we will not stay silent when we have concerns that changes will result in a poorer service.

Policing and police officers are used to change. However, in recent years, officers have felt more and more devalued and unappreciated. They have had to contend with minimal pay increases, a reduction in allowances, and having to work longer, contribute more to the pension schemes to get less when they eventually can retire. In addition, they have seen numbers fall and crime increase.

We are aware that successive governments have shied away from having an independent review of policing. But as demand continues to increase and the number of new and historic crimes continues to grow, we will continue to push government to hold a review and ask the public what they want and expect from their police service.

Policing is not, and must never be, a political football. It must remain independent of politics and the PFEW will fight to ensure that is so.

We firmly believe that the independent Office of Constable is, and must remain, the bedrock of British policing. We have a police service that is envied and emulated worldwide; we have men and women who are proud to serve their communities.

Whatever the future challenges may be, we will ensure we are the moral conscience of government, the spirit of the public who support their service, and the voice rank and file police officers who make up the 43 police forces of England and Wales.

