



THE POLICE FEDERATION OF ENGLAND AND WALES

ANNUAL REPORT AND ACCOUNTS

**FOR THE YEAR ENDED
31 DECEMBER 2019**



POLICE FEDERATION OF ENGLAND AND WALES
For the Year Ended 31 December 2019

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GENERAL INFORMATION

CHAIR	Mr John Apter	(Appointed 8/2018)
NATIONAL SECRETARY	Mr Alex Duncan	(Appointed 10/2018)
NATIONAL TREASURER	Mr Tim Packham	(Resigned 8/2019)
	Mr Simon Kempton	(Appointed 9/2019)
NATIONAL TRUSTEES	Mr Jon Nott	
	Mr John Toomes	(Resigned 6/2019)
	Mr Ollie Abercrombie	(Appointed 7/2019)
	Ms Sam Chughtai	(Appointed 10/2018)
REGISTERED OFFICE	Federation House Highbury Drive Leatherhead KT22 7UY	
BANKER	National Westminster Bank Plc 1000 Cathedral Square Cathedral Hill Guildford GU2 7YL	
INVESTMENT MANAGER	Rathbone Brothers Plc 28 St Andrew Square Edinburgh EH2 1AF	
AUDITOR	KPMG LLP 15 Canada Square London E14 5GL	
SOLICITOR	Slater & Gordon 50 – 52 Chancery Lane London WC2A 1HL	

REPORT OF THE NATIONAL TREASURER

On behalf of the Police Federation of England and Wales ('PFEW'), I am pleased to present the Financial Statements, prepared as required under the 2017 Police Federation Regulations ('PFR2017').

The PFEW represents the interests of police officers below the rank of Superintendent (Constables, Sergeants, Inspectors and Chief Inspectors). The PFEW was established by the Police Act 1919 to represent officers, reflecting the fact that police officers are members of a disciplined service with an obligation to protect the public and, as such, are prohibited from joining a trade union or taking industrial action. Its current legal basis is found in the Police Act 1996.

Consolidated statements

These Financial Statements represent the consolidated view of the financial position and operating activities for all entities of the PFEW.

Since 2017 the PFEW has undertaken significant changes resulting in organisational restructuring, process redefinition and financial consolidation. Details of these activities are set out in the 2017 Financial Statements, available at <https://www.polfed.org/resources/reports-accounts/>

The 2019 Financial Statements represented the third year the PFEW is reporting under the new structure and includes a prior year comparison.

Significant events

In March 2019 the PFEW suffered a cyber incident that disabled all data, communications, finance and HR systems. As a result, this caused significant business disruption and a reallocation of resources (people and financial) into a rebuilding programme. This work was completed in November 2019. The PFEW is currently seeking recovery of damages against a previous IT service provider.

These financial statements have been prepared on a going concern basis. The National Treasurer has a reasonable expectation that the PFEW will continue in operational existence for at least 12 months from the date of the approval of these accounts. Cashflow forecasts have been prepared to cover that period, taking into consideration the potential risks, assumptions and uncertainties, including those arising as a result of Covid 19.

Internal Audit and Governance

The PFEW holds itself to the highest standards of openness and transparency. In the process of completing these Financial Statements, the following Internal Audit activities were completed between 1 January 2019 and 31 December 2020:

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- Forty-seven (47) reports following visits to Federation Branches (twenty-six (26) in 2019 and twenty-one (21) in 2020;
- Thirty-three (33) reports covering National Board Departments, Sub-Committees and central processes delivered from Federation House ('HQ'); and
- Seven (7) ad-hoc reports.

In addition to undertaking assurance activities, Internal Audit was also responsible for training of Branch Trustees and Branch Treasurers. In the period 1 January 2019 to 31 December 2020, Coaching for Professional Development training was completed for thirty-eight (38) Branch Treasurers and Deputy Treasurers, and one hundred and seventy (60) Branch Trustees.

Financial Activities

Total members' subscriptions income in 2019 was £33,658k (2018: £31,888k).

Total expenditure in 2019 was £35,237k (2018: £35,392k), comprising of members' legal fees of £13,290k (2018: £10,250k), other National Board expenditure of £15,168k (2018: £14,630k), and Branch expenditure of £6,779k (2018: £10,512k).

During 2019 there was a deficit of members' subscriptions income of £6,353k (2018: £6,569k) before adjustments for other income and investments.

Total other income in 2019 was £4,774k (2018: £3,065k), comprising of Federation House income of £981k (2018: £1,256k), member services income of £1,639k (2018: £1,167k), reimbursement of administration costs of £326k (2018: 1,080k), a profit on investments of £1,726k (2018: loss 541k) and other income of £102k (2018: £103k).

Total gain from investments in 2019 was £1,755k (2018: loss £1,028k), comprising of return on investments of £1,894k (2018: loss £1,194k) and loss on property investments of £139k (2018: profit £168k).

The total surplus for the year before tax and exceptional items was £176k (2018: loss £4,532k). The actuarial surplus on the pension scheme in the year was £389k (2018: £420k). The total comprehensive surplus for the year was £565k (2018: deficit £4,112k).

At 31 December 2019 the PFEW held total investments of £27,099k (2018: £28,197k), comprising cash investments of £10,370k held by the National Board (2018: £13,859k), cash investments of £14,471k held by Branches (2018: £13,320k) and investment properties held by Branches of £2,258 (2018: £1,018). At 31 December 2019 the PFEW held cash and equivalents of £8,514k (2018: £9,160k), comprising of £540k held by the National Board (2018: £1,050k) and £7,974k held by Branches (2018: £8,110k).

These financial statements include a modified audit opinion. The auditor considers the process to collect subscriptions and perform a full reconciliation to a national database on a monthly basis to be an area for improvement. The PFEW is working with Police Forces to

build this capability and expects to be able to report progress in the next year's financial statements. More information on the auditor's opinion is presented on page 8.

The Financial Statements and Balance Sheet, together with the Notes to the Financial Statements set out on pages 25 – 34, present the overall financial performance of the PFEW, and provide an analysis of the resources arising and used in the performance of the PFEW's objectives. In addition, information is provided on the movements in the PFEW's cash and investments.

Statement of the National Treasurer's responsibilities

The National Treasurer has accepted responsibility for the preparation of these financial statements for the year ended 31 December 2019, which are intended to present a true and fair view of the state of affairs of the PFEW and of the profit or loss for that period. The financial statements have been prepared in accordance with UK Generally Accepted Accounting Practice, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

In preparing these financial statements, the National Treasurer has:

- selected suitable accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent;
- stated whether applicable UK accounting standards have been followed; subject to any material departures being disclosed and explained in the financial statements;
- assessed the federation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- used the going concern basis of accounting unless they either intend to liquidate the company or to cease operations or have no realistic alternative but to do so.

The National Treasurer is responsible for keeping adequate accounting records that are sufficient to show and explain the PFEW's transactions and disclose with reasonable accuracy at any time the financial position of the PFEW and enable him to ensure that the financial statements comply with the requirements of the Police Federation (England and Wales) Regulations 2017.

The National Treasurer is responsible for such internal control as he determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to him to safeguard the assets of the PFEW and to prevent and detect fraud and other irregularities.

The National Treasurer is responsible for the maintenance and integrity of the corporate and financial information included on the PFEW's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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A handwritten signature in black ink, appearing to read 'S. Kempton', written over a horizontal line.

Simon Kempton
National Treasurer - PFEW
4 March 2021

INDEPENDENT AUDITOR'S REPORT TO THE POLICE FEDERATION OF ENGLAND AND WALES

Opinion

We have audited the statutory accounts of the Police Federation of England and Wales ("the Federation") for the year ended 31 December 2019 which comprise the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and the Cashflow Statement and related notes, including the accounting policies in Note 1.

In our opinion, except for the effect of the matter described in the basis for qualified opinion section of our report, the financial statements:

- give a true and fair view of the state of the Federation's affairs as at 31 December 2019 and its surplus for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Police Federation (England and Wales) Regulations 2017.

Basis for qualified opinion

The membership database, maintained by the branches, is not consistently updated on a timely or regular basis. Membership subscriptions are collected by the respective police force, via the payroll, and paid across to the relevant branch. A full reconciliation or receipts to membership data is not consistently undertaken across all branches. Consequently, there was no system of control over subscription income on which we could rely for the purposes of our audit and there were no other satisfactory audit procedures that we could adopt to obtain assurance over the completeness of the membership subscription income recorded in the financial statements, and of the completeness of related balance sheet items.

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)"), and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Federation in accordance with, UK ethical requirements including the FRC Ethical Standard.

We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our qualified opinion.

Going concern

The National Treasurer has prepared the financial statements on the going concern basis as they do not intend to liquidate the Federation or to cease its operations, and as they have concluded that the Federation's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the National Treasurer's conclusions, we considered the inherent risks to the Federation's business model and analysed how those risks might affect the Federation's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the Federation will continue in operation.

Responsibilities of the National Treasurer

As explained more fully in the statement set out on pages 6 - 7, the National Treasurer of the Federation is responsible for: the preparation of the statutory accounts, which are intended by them to give a true and fair view; such internal control as they determine is necessary to enable the preparation of statutory accounts that are free from material misstatement, whether due to fraud or error; assessing the Federation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Federation or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the -statutory accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the non-statutory accounts.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

Our report has been prepared solely for the Federation, as a body, in accordance with Regulation 21(c) of the Police Federation (England and Wales) Regulations 2017 and the terms of our engagement. Our audit work has been undertaken so that we might state to the Federation those matters we are required to state to it in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Federation, as a body, for our audit work, for this report, or for the opinions we have formed.



Joanne Lees
for and on behalf of KPMG LLP
Chartered Accountants
15 Canada Square, London E14 5GL

10 March 2021

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STATEMENT OF FINANCIAL ACTIVITIES

	Note	2019 £ '000	2018 £ '000
Income			
Subscription Income	1	28,884	28,823
Expenditure			
Members' Legal Fees	2	(13,290)	(10,250)
National Board Expenditure	3	(15,168)	(14,630)
Branch Expenditure	4	(6,779)	(10,512)
Deficit of subscription income over expenditure		(6,353)	(6,569)
Profit (Loss) from Investments		1,726	(541)
Other Income		3,048	3,606
Deficit before gains		(1,579)	(3,504)
Gain (Loss) for the year		1,755	(1,028)
Surplus (Deficit) before tax and exceptional items		176	(4,532)
Taxation	5	0	0
Surplus (Deficit) for the financial year		176	(4,532)

STATEMENT OF OTHER COMPREHENSIVE INCOME

	Note	2019 £ '000	2018 £ '000
Surplus (Deficit) for the financial year		176	(4,532)
Actuarial surplus on pension scheme valuation		389	420
Total comprehensive Surplus (Deficit) for the financial year		565	(4,112)

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STATEMENT OF FINANCIAL POSITION

	Note	31 December 2019 £ '000	31 December 2018 £ '000
Fixed assets			
Tangible assets	6	41,866	40,218
Investments	7	24,841	27,179
Investment Properties	8	2,258	1,018
		68,965	68,415
Current assets			
Cash and cash equivalents	9	8,514	9,160
Debtors and prepayments	10	2,461	2,417
Other		2,144	1,507
		13,119	13,084
Creditors: amounts falling due within one year	11	(8,001)	(6,297)
Net current assets		5,274	6,943
Total assets less current liabilities		74,083	75,202
Creditors: amounts falling due after more than one year			
Provisions for liabilities	12	(1,545)	(2,839)
Provision for DB Pension Scheme	13	(444)	(833)
Other		(575)	(576)
		(2,564)	(4,248)
Net assets		71,519	70,954
Accumulated reserves at 31 December		70,954	75,066
Profit and Loss Account		565	(4,112)
Accumulated reserves at 31 December		71,519	70,954

The Financial Statements were approved by the Audit Committee on 23 February 2021.

Signed on behalf of the PFEW by:



PFEW Chair



PFEW Treasurer

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STATEMENT OF CASHFLOWS

	2019	2018
	£ '000	£ '000
Cashflows from Operating Activities		
Total comprehensive Surplus (Deficit) for the financial year	565	(4,112)
Amortisation	2,209	1,195
Decrease in Corporation Tax Creditor	(60)	(48)
Decrease in Provisions	(1,683)	(419)
Increase in Trade Creditors	11	627
Decrease in Stock	1	2
Increase (Decrease) in Accruals	1,132	(814)
Decrease in Debtors	100	(72)
(Increase) Decrease in Prepayments	(84)	353
Intercompany adjustments	(78)	(1,392)
Net cash used in Operating Activities	2,113	(4,680)
Cashflows from investment Activities		
Investment income during the year	1,726	541
Investment gains for the year	1,894	1,194
Increase in Property Investments	(1,240)	(217)
Capex Additions	(3,857)	(1,627)
Net cash used in Investment Activities	(1,477)	(109)
Cashflows from Financing Activities		
(Increase) Decrease in Investments	(1,282)	1,784
Other	0	(2)
Net cash used in Financing Activities	(1,282)	1,782
Net (Decrease) / Increase in cash and cash equivalents	(646)	(3,007)
Opening Balance cash and cash equivalents	9,316	12,323
Closing balance cash and cash equivalents	8,670	9,316

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STATEMENT OF CHANGES IN EQUITY

Note	Accumulated reserves	Fair Value Transition Reserve	Total
	£ '000	£ '000	£ '000
At 31 December 2018	70,954	0	70,954
Profit for the year ended 31 December 2019	565	0	565
At 31 December 2019	71,519	0	71,519

ACCOUNTING POLICIES

Basis of preparation

The PFEW is the statutory staff association representing 120,000 rank and file police officers (Constables, Sergeants, Inspectors and Chief Inspectors) in the forty-three territorial police forces in England and Wales (the 'Forces'). Under UK labour law, the police are prohibited from joining ordinary trade unions to defend pay and working conditions (Police Act 1996) because of the view that a police strike would pose an exceptional public safety risk. The PFEW was originally established by the Police Act 1919, as an alternative system, which would serve to represent staff, and where disputes could be resolved through arbitration so long as the government continued to bargain in good faith.

These Financial Statements have been prepared in accordance with Financial Reporting Standard applicable in the United Kingdom (FRS 102), the PFEW 2017 Regulations ('PFR2017') and the PFEW 2018 Fund Rules.

In preparing the Financial Statements, the PFEW has met the following statutory requirements set out in PFR2017:

- 21.2(b) prepare annual accounts for the Federation ("Federation accounts") recording –
 - (i) the income, and expenditure of the Federation (including the income and expenditure of the Federation branches), for each financial year; and
 - (ii) the assets and liabilities of the Federation (including the assets and liabilities of the branches of the Federation) at the end of the financial year; and
- 21.2(c) arrange for the Federation accounts for each year to be audited by an (qualifying) auditor.

The PFEW operates within a policing environment that includes all Forces, along with a range of other entities. In 2018, following approval and implementation of the PFR2017, an exercise was undertaken by the PFEW to determine what entities fall under the definition of 'Federation Accounts', a defined term in the PFR2017. With the support of specialist trust advice (commissioned by the PFEW), the PFEW internally agreed a position in June 2019. Entities that are deemed to sit outside the PFEW include group insurance trusts, healthcare schemes, benevolent funds, and charities - where their core purpose is defined by third parties (eg the Force Chief) and its beneficiaries extend beyond the PFEW membership. These entities operate independently, where all obligations for legal and fiduciary compliance, along with any financial and operational liabilities, do not fall on the PFEW (including Branches). The impacts of this exercise do not affect the central entities (eg the National Board). This exercise has resulted in a number of changes at a Branch level, and these can be analysed by comparing the 2016 Branch F45 statement to the table of Branch Net Assets in the Notes on page 15 of the 2017 Financial statements. These Financial Statements have been prepared on this basis.

The Financial Statements include the income, expenditure, assets and liabilities of all PFEW entities as set out in PFR2017. These include the National Board (comprising the entities formerly known as the Joint Central Committee, Inspectors Central Committee, Sergeants Central Committee, Constables Central Committee) and forty-three Branch Boards.

The principal trading entity is the National Board which operates the head office, the hotel and conferencing facilities at Federation House. The forty-three Branches operated during the accounting period, principally as the first point of contact for local members.

The Financial Statements have been prepared on the historical cost convention, except for modification to include certain assets at fair value as specified in the accounting policies below.

Going concern

The COVID-19 pandemic crisis and its economic effects means that all organisations need to consider carefully the impacts and risks. Whilst these Financial Statements represent the year ending 31 December 2019, the audit consideration and going concern statement is applicable for at least one year from the date of approval of the financial statements.

The PFEW's activities, together with factors likely to affect its future performance and financial position, and commentary on the PFEW's financial activities and its cash flows are set out in the National Treasurer's report on pages 4 - 7 and elsewhere in the Financial Statements.

The financial statements have been prepared on a going concern basis which the National Treasurer considers to be appropriate for the following reasons.

The National Treasurer has prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements which indicate that, taking account of severe but plausible downsides, including the impact of COVID-19, the PFEW will have sufficient funds to meet its liabilities as they fall due for that period.

In arriving at this assessment, the following considerations have been taken into account:

The PFEW management team, National Board and National Council, continues to meet on a regular basis utilising the virtual meeting technology set up follow the 2019 cyber-attacks. These meetings include all aspects of regular business including, for the avoidance of doubt, review of the PFEW financials including cashflow forecasts.

The PFEW has undertaken a cash flow assessment for the 12 months from the date of signing these Financial Statements. Regarding going concern, there are no known material uncertainties that would cast doubt on the PFEW's ability to operate on a continuing basis. In arriving at this assessment, the following considerations have been taken into account:

- The level of member subscriptions remains constant compared to the prior year;
- The process for members to access support services such as legal advice or representation, based on the incumbent arrangements remains unchanged;
- The PFEW remains in a position to represent members' interest with stakeholders such as the Home Office, through its normal channels when working remotely;

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- Regarding counterparty risks, the PFEW has a small value of debtors and has not experienced any issues in collecting known debts;
- The PFEW has not experienced any material delays or problems collecting member subscriptions;
- Regarding consideration of supply chain impacts for legal support to members, the PFEW operates a panel of solicitors and experts for legal support to members (where applicable). This arrangement and process remains in place and is unaffected;
- Regarding consideration of supply chain impacts for the operation of Federation House, the hotel facility is operating on a limited basis and the training facility is currently closed;
- Training of PFEW representatives is being delivered online;
- Employees, including staff based at Federation House and in Branches, are currently working from home, except in the case of hotel staff who have been furloughed;
- In addition to the Job Retention Scheme, under which certain staff have already been furloughed, the PFEW has accessed UK Government initiatives offered as part its response to support businesses;
- The PFEW has data in a secure cloud environment which is fully accessible when working remotely;
- The PFEW has implemented a number of cost saving initiatives whilst the uncertainties surrounding the COVID-19 pandemic remain;
- The PFEW does not hold any debt but has access to a credit facility of £500k from Natwest bank (utilised in part at the balance sheet date);
- The PFEW does not foresee any changes in the PFR2017 resulting from Covid-19.

Consequently, the National Treasurer is confident that the PFEW will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore has prepared the financial statements on a going concern basis."

Accounting policies

The following accounting policies have been adopted for material items:

Income

Income is shown within four main categories in the Financial Statements:

- Income from member subscriptions;
- Income from investments; and
- Income from other trading activities.

The following specific policies apply to categories of income:

- a) Income categorised as member subscriptions is recognised at the fair value of the consideration on an accrual basis. Income is derived from subscriptions collected from PFEW's members. During the accounting period income was shared between the National Board and Branch Boards. The Financial Statements present total income collected from members;

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- b) Income categorised as investment income, excluding interest from bank deposit accounts, is recognised on an accrual basis;
- c) Income categorised as other trading activities, such as hotel, conferencing and hospitality, is accounted for by the point of the event; and
- d) Income categorised as other trading activities, such as rental income, is accounted for on an accrual basis.

Any income restricted to a future accounting period is deferred and recognised in those accounting periods.

Expenditure

Expenditure for the National Board and all forty-three Branches has been prepared and is reported on an accrual basis.

Expenditure is shown inclusive of irrecoverable Value Added Tax. The PFEW operates with a partial exemption special method ('PESM'), agreed with HMRC in 2015.

All expenditure is categorised as:

- Members' legal fees
- National Board expenditure
- Branch expenditure

Members' legal fees represents expenditure incurred in the provision of support for members' claims.

National Board expenditure represents costs incurred at the head office based at Federation House, including personnel, office and premises, administration, financial management, human resources, communications, information technology, travel and subsistence, Federation officials' honoraria and insurance. Hosting events such as the annual conference are also categorised as National Board costs.

Branch expenditure represents costs incurred by forty-three Branches in the running of the Branch office, including personnel (Branch staff), travel and subsistence, office and premises costs.

Tangible assets

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. The purchase of assets under £10,000 are not capitalised. Assets under construction are not depreciated until they are brought into use.

Where parts of an item of tangible fixed assets have different useful lives, they are accounted for as separate items of tangible fixed assets, for example land is treated separately from buildings.

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Depreciation methods, useful lives and residual values are reviewed if there is an indication of a significant change since last annual reporting date in the pattern by which the company expects to consume an asset's future economic benefits.

Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets, other than freehold land, over their expected useful lives.

The applicable rates in the Financial Statements are:

- Plant & machinery - 15 years straight line basis
- Computer & equipment - 3 years straight line basis
- Furniture & fittings - 8 years straight line basis
- Motor vehicles - 25% reducing balance basis
- Leasehold premises - term of lease
- Freehold land & buildings - not depreciated

Stocks

Stocks are valued at the lower of cost and net realisable value. Cost comprises the purchase price plus labour, appropriate overhead expenses and materials used in bringing the stocks to their present location and condition.

Impairments

The carrying values of the PFEW's assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated. The recoverable amount of an asset is the higher of fair value less costs to sell the asset, and it's in use. If the assets recoverable value falls below its book value an impairment charge is recognised to bring its book value down to the recoverable amount.

Basic Financial Instruments

Investments

Investments in equity instruments includes quoted equity instruments, fixed interest government funds and other fixed interest funds. Investments are initially measured at fair value, which is normally the transaction price. Any changes in fair values are recognised in the Financial Statements as other comprehensive income.

Investment Properties

Investment properties are properties which are held principally for members' use, with occasional rental income. Investment properties are recognised initially at cost. Investment property are measured at the fair value. Any changes in fair values are recognised in the Financial Statements as other comprehensive income. There were no changes in fair value of investment properties during the accounting period.

Trade and other debtors

Trade and other debtors are recognised at the settlement amount due, less any provision for bad or doubtful amounts. Any such provisions are specific and applied in a consistent manner based on a debt's ageing and any other factors affecting potential recoverability. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Cash and cash equivalents

Cash, for the purpose of the Statement of cash flows, represents balances on hand, and those on deposit with a maturity up to 3 months. Such balances are subject to insignificant risk of changes in value and are readily convertible.

Creditors

Trade and other creditors are recognised at the transaction price due, after allowing for any trade discounts. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

Other Financial Instruments

The PFEW has considered FRS102 sections 11 and 12, identifying and classifying financial instruments as either 'basic' and 'other'. The PFEW only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors, are initially recognised at the transaction value and subsequently measured at their settlement value.

Provisions for liabilities

Provisions are recognised when a present obligation arises (legal or constructive) as a result of a past event, it is probable that the obligation will be required to be settled, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period (taking into account any risks and uncertainties surrounding the obligation).

Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate. The unwinding of the discount is recognised as a finance cost in the income statement in the period it arises.

Contingencies and commitments

The disclosure of contingencies and commitments represents the nature and estimate of any financial effect, including an indication of any uncertainties relating to timing or amounts, and the possibility of reimbursement unless the possibility of any outflow of resources is considered remote. The PFEW does not have any undeclared, known commitments, guarantees or contingencies either entered into by the National Board nor any Branch.

Employee benefits

The PFEW operates both a defined benefits pension scheme ('DB Scheme') and a defined contribution pension scheme. The assets of the schemes are held separately from those of the PFEW, in independently administered funds.

Defined Benefit Scheme

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. A company's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value. The fair value of any plan assets is deducted. A company determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate as determined at the beginning of the annual period to the net defined benefit liability (asset) taking account of changes arising as a result of contributions and benefit payments.

A valuation is performed tri-annually by a qualified actuary using the projected unit credit method. A company recognises net defined benefit plan assets to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. Changes in the net defined benefit liability arising from employee service rendered during the period, net interest on net defined benefit liability, and the cost of plan introductions, benefit changes, curtailments and settlements during the period are recognised in the income statement. Remeasurement of the net defined benefit liability/asset is recognised in other comprehensive income in the period in which it occurs.

The PFEW DB Scheme was established on 1 January 1980, set up under trust, to provide retirement benefits to the employees of the PFEW. The DB Scheme is an exempt approved scheme. The DB Scheme was closed in May 2010.

The DB Scheme Trustees, who meet on a regular basis to discuss the investment policy and consider any matters that arise, carry out the administration of the DB Scheme. The DB Scheme Trustees met three times during 2018. As at 31 December 2019 the DB Scheme had 111 members (2018: 111).

Defined Contribution Scheme

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

The PFEW operates a defined contribution scheme (the 'DC Scheme') for employees under an opt-in basis. Contributions to the DC Scheme are recognised in the income statement under Administrative Expenses.

Leasing

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the PFEW. All other leases are classified as operating leases.

Property, plant and equipment acquired under finance leases or hire purchase contracts are capitalised and depreciated in the same manner as other tangible fixed assets. Any related obligations, net of future finance charges, are included in creditors.

Rentals payable under operating leases are charged to the income statement on a straight-line basis over the period of the lease. The benefits of lease incentives are recognised in the income statement over the lease period.

Foreign currency

The Financial Statements are presented in pound sterling. Transactions denominated in foreign currencies are translated into sterling and recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities at the year-end denominated in a foreign currency are translated into sterling at the rate of exchange ruling at the balance sheet date.

Taxation

Current tax is recognised as the amount of income tax payable in respect of the taxable profit for the current or past reporting periods, using the tax rates and laws that have been enacted or substantively enacted at the reporting date.

Deferred tax is recognised in respect of all timing differences at the reporting date, except as otherwise indicated. Deferred tax is calculated using the tax rates and laws that have been enacted at the reporting date that are expected to apply to the reversal of the timing difference. With the exception of changes arising on the initial recognition of a business combination, the tax expenses (income) is presented either in profit or loss, other comprehensive income or equity depending on the transaction that resulted in the expense (income).

Deferred tax liabilities are presented within provisions for liabilities and deferred tax assets within debtors.

Deferred tax assets are only recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. If, and when, all conditions for retaining tax allowances for the cost of a fixed asset have been met, the deferred tax is reversed.

Deferred tax assets and deferred tax liabilities are offset only if:

- There is a legally enforceable right to set off current tax assets against current tax liabilities, and
- The deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle; and
- Current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously.

Related parties

The PFEW comprises approximately 1,200 representatives, elected from the police service. The roles vary, including:

- a) full time officials based at Federation House;
- b) full time officials working in a combination of Federation House, Branch Office, remote working;
- c) full time officials based at a Branch Office;
- d) part time officials working in a combination of Branch and Police Force locations.

All elected representatives are serving police officers and are employed by one of forty-three police forces throughout England and Wales. The role and tenure of each elected representative role is defined in PFR2017.

The PFEW has a small number of related party transactions. These principally relate to invoices received from police forces which recharge the PFEW for 100% of salary costs of their representatives in categories a) and b) above. Separately, the PFEW recharges all police forces (pro-rata, based on share of membership) for 50% the total recharge received.

The police forces, considered related parties, have no interest, controlling or otherwise, in the PFEW.

Subsequent events

There were no subsequent events to the balance sheet date to report.

Significant judgements and key sources of estimation uncertainty

In the application of the accounting policies, the PFEW is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Revenue Recognition

Income from members' subscriptions is recognised in the income statement in the period the benefit was accrued by the PFEW, and therefore requires management judgement for the applicable period.

Provision for Liabilities

Management has considered each element that makes up the total provision balance as at the year end and decided that assumptions used to estimate these elements is sound, and there are no considerations that would materially change the provision balance.

Useful life of assets

The PFEW reviews the estimated useful lives of its assets annually at the end of each reporting period. During the year the PFEW assessed the useful lives of its assets and concluded that the period adopted in prior years reasonably represents the average useful life of the PFEW's assets and should be maintained for its equipment in 2019.

POLICE FEDERATION OF ENGLAND AND WALES
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NOTES TO THE FINANCIAL STATEMENTS

NOTE 1 - INCOME

Income is derived from members' subscriptions, shared between the National Board and Branches.

	2019	2018
	£ '000	£ '000
Retained by the National Board	21,808	21,278
Retained by the Branch Boards	7,076	7,545
	<u>28,884</u>	<u>28,823</u>

NOTE 2 - MEMBERS' LEGAL FEES

	2019	2018
	£ '000	£ '000
CICA CLAIMS	87	65
CIVIL CLAIMS	869	1,056
CRIMINAL CASES	2,723	1,984
DEFAMATION	116	(60)
DISCIPLINE	3,474	2,304
EMPLOYMENT TRIBUNALS	3,472	2,016
PROFESSIONAL INDEMNITY	52	109
INQUESTS	586	416
JUDICIAL REVIEWS	84	0
OTHER COSTS	1,827	2,360
	<u>13,290</u>	<u>10,250</u>

NOTE 3 - NATIONAL BOARD EXPENDITURE

	2019	2018
	£ '000	£ '000
Payroll Costs	5,204	4,907
IT Support Contracts, Hardware and Accessories	1,894	1,528
Professional Fees	1,623	1,785
Depreciation	1,380	972
Travel & Subsistence Costs	1,176	1,101
Communications & Events	1,088	985
National Board Salaries and ARP	1,018	899
Premises Costs	975	579
Federation House Costs	417	401
Insurance Costs	254	192
Death benefits paid to Members	213	180
Audit Fee	150	164
Other Costs	(224)	937
	<u>15,168</u>	<u>14,630</u>

POLICE FEDERATION OF ENGLAND AND WALES
For the Year Ended 31 December 2019

NOTE 4 - BRANCH EXPENDITURE

	2019	2018
	£ '000	£ '000
AVON & SOMERSET	151	189
BEDFORDSHIRE	130	88
CAMBRIDGESHIRE	127	88
CHESHIRE	236	156
CITY OF LONDON	45	54
CLEVELAND	103	161
CUMBRIA	41	138
DERBYSHIRE	125	125
DEVON & CORNWALL	378	685
DORSET	130	137
DURHAM	(20)	141
DYFED POWYS	56	101
ESSEX	159	224
GLOUCESTERSHIRE	20	157
GREATER MANCHESTER	390	472
GWENT	79	123
HAMPSHIRE	83	150
HERTFORDSHIRE	66	127
HUMBERSIDE	84	150
KENT	160	170
LANCASHIRE	92	174
LEICESTERSHIRE	95	88
LINCOLNSHIRE	5	29
MERSEYSIDE	728	543
METROPOLITAN	1,207	2,396
NORFOLK	71	185
NORTH WALES	22	92
NORTH YORKSHIRE	109	110
NORTHAMPTONSHIRE	58	104
NORTHUMBRIA	301	298
NOTTINGHAMSHIRE	77	154
SOUTH WALES	(11)	141
SOUTH YORKSHIRE	124	194
STAFFORDSHIRE	62	190
SUFFOLK	29	154
SURREY	139	133
SUSSEX	141	202
THAMES VALLEY	181	240
WARWICKSHIRE	80	78
WEST MERCIA	33	246
WEST MIDLANDS	128	600
WEST YORKSHIRE	474	424
WILTSHIRE	91	101
	6,779	10,512

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NOTE 5 - TAX ON PROFIT ON ORDINARY ACTIVITIES

	2019 £ '000	2018 £ '000
Charge for the Year	0	0
Prior year adjustments	0	0
	<u>0</u>	<u>0</u>
Deferred tax movement	0	0
	<u>0</u>	<u>0</u>

NOTE 6 - TANGIBLE FIXED ASSETS

	Freehold Property £ '000	Leasehold Property £ '000	Mechanical Equipment £ '000	Computer Equipment £ '000	Furniture & Fittings £ '000	Office Equipment £ '000	Other Assets £ '000
<u>Cost</u>							
At 31 December 2018	35,246	3,593	3,047	6,960	3,598	1,115	241
Additions	0	0	12	4,162	319	0	0
Disposals	0	(80)	0	0	0	0	0
Reclassification	(556)	0	0	0	0	0	0
At 31 December 2019	<u>34,690</u>	<u>3,513</u>	<u>3,059</u>	<u>11,122</u>	<u>3,917</u>	<u>1,115</u>	<u>241</u>
<u>Depreciation</u>							
At 31 December 2018	(1,552)	(430)	(2,112)	(5,085)	(3,167)	(1,044)	(192)
Provided in the year	15	33	(174)	(2,036)	(32)	(18)	3
Disposals	0	0	0	0	0	0	0
Reclassification	0	0	0	0	0	0	0
At 31 December 2019	<u>(1,537)</u>	<u>(397)</u>	<u>(2,286)</u>	<u>(7,121)</u>	<u>(3,199)</u>	<u>(1,062)</u>	<u>(189)</u>
<u>Net Book Value</u>							
At 31 December 2018	33,694	3,163	935	1,875	431	71	49
At 31 December 2019	<u>33,153</u>	<u>3,116</u>	<u>773</u>	<u>4,001</u>	<u>718</u>	<u>53</u>	<u>52</u>

POLICE FEDERATION OF ENGLAND AND WALES
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NOTE 7 - INVESTMENTS

	2018 Market Value	Net Deposits / (Withdrawals)	Returns on Investments	2019 Market Value
ENTITY	£ '000	£ '000	£ '000	£ '000
NATIONAL BOARD	13,859	(3,850)	361	10,370
AVON & SOMERSET	250	0	0	250
BEDFORDSHIRE	0	0	0	0
CAMBRIDGESHIRE	223	0	36	259
CHESHIRE	0	0	0	0
CITY OF LONDON	0	0	0	0
CLEVELAND	0	0	0	0
CUMBRIA	0	0	0	0
DERBYSHIRE	50	0	5	55
DEVON & CORNWALL	0	0	0	0
DORSET	0	0	0	0
DURHAM	0	0	0	0
DYFED POWYS	0	0	0	0
ESSEX	285	0	28	313
GLOUCESTERSHIRE	153	0	18	171
GREATER MANCHESTER	627	0	53	680
GWENT	0	0	0	0
HAMPSHIRE	481	0	62	543
HERTFORDSHIRE	342	0	20	362
HUMBERSIDE	0	0	0	0
KENT	0	0	0	0
LANCASHIRE	753	0	50	803
LEICESTERSHIRE	283	0	24	307
LINCOLNSHIRE	0	0	0	0
MERSEYSIDE	338	0	25	363
METROPOLITAN	4,261	0	438	4,699
NORFOLK	0	0	0	0
NORTH WALES	792	0	51	843
NORTH YORKSHIRE	0	0	0	0
NORTHAMPTONSHIRE	0	0	0	0
NORTHUMBRIA	0	0	0	0
NOTTINGHAMSHIRE	0	0	0	0
SOUTH WALES	0	0	0	0
SOUTH YORKSHIRE	214	0	(11)	203
STAFFORDSHIRE	0	0	0	0
SUFFOLK	259	0	49	308
SURREY	330	0	32	362
SUSSEX	310	(214)	36	132
THAMES VALLEY	0	0	0	0
WARWICKSHIRE	0	0	0	0
WEST MERCIA	476	0	52	528
WEST MIDLANDS	1,867	0	303	2,170
WEST YORKSHIRE	752	0	60	812
WILTSHIRE	274	0	34	308
	27,179	(4,064)	1,726	24,841

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NOTE 8 - INVESTMENT PROPERTIES

ENTITY	2018 Market Value £ '000	Additions / Disposals £ '000	Depreciation / Revaluation £ '000	2019 Market Value £ '000
NATIONAL BOARD	0	0	0	0
AVON & SOMERSET	0	0	0	0
BEDFORDSHIRE	0	0	0	0
CAMBRIDGESHIRE	0	0	64	64
CHESHIRE	0	0	0	0
CITY OF LONDON	0	0	0	0
CLEVELAND	0	0	0	0
CUMBRIA	0	0	0	0
DERBYSHIRE	0	0	0	0
DEVON & CORNWALL	169	0	4	173
DORSET	0	0	0	0
DURHAM	0	0	0	0
DYFED POWYS	0	0	0	0
ESSEX	0	0	87	87
GLOUCESTERSHIRE	0	0	0	0
GREATER MANCHESTER	0	0	0	0
GWENT	0	0	0	0
HAMPSHIRE	0	0	299	299
HERTFORDSHIRE	0	0	31	31
HUMBERSIDE	0	0	0	0
KENT	0	0	0	0
LANCASHIRE	0	0	0	0
LEICESTERSHIRE	0	0	0	0
LINCOLNSHIRE	0	0	0	0
MERSEYSIDE	614	0	0	614
METROPOLITAN	0	0	0	0
NORFOLK	0	0	0	0
NORTH WALES	0	0	0	0
NORTH YORKSHIRE	0	0	0	0
NORTHAMPTONSHIRE	0	0	0	0
NORTHUMBRIA	0	0	0	0
NOTTINGHAMSHIRE	0	0	0	0
SOUTH WALES	0	0	0	0
SOUTH YORKSHIRE	185	0	0	185
STAFFORDSHIRE	0	0	0	0
SUFFOLK	0	0	0	0
SURREY	0	0	0	0
SUSSEX	0	0	191	191
THAMES VALLEY	0	0	564	564
WARWICKSHIRE	0	0	0	0
WEST MERCIA	0	0	0	0
WEST MIDLANDS	0	0	0	0
WEST YORKSHIRE	50	0	0	50
WILTSHIRE	0	0	0	0
	1,018	0	1,240	2,258

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NOTE 9 - CASH AND CASH EQUIVALENTS

ENTITY	2018 £ '000	Movement £ '000	2019 £ '000
NATIONAL BOARD	1,050	(510)	540
AVON & SOMERSET	182	(15)	167
BEDFORDSHIRE	11	25	36
CAMBRIDGESHIRE	104	(54)	50
CHESHIRE	77	(23)	54
CITY OF LONDON	125	11	136
CLEVELAND	100	(11)	89
CUMBRIA	7	3	10
DERBYSHIRE	130	(40)	90
DEVON & CORNWALL	558	29	587
DORSET	50	19	69
DURHAM	312	1	313
DYFED POWYS	207	(31)	176
ESSEX	321	(24)	297
GLOUCESTERSHIRE	7	13	20
GREATER MANCHESTER	248	27	275
GWENT	68	(10)	58
HAMPSHIRE	102	13	115
HERTFORDSHIRE	97	(38)	59
HUMBERSIDE	54	(29)	25
KENT	418	(63)	355
LANCASHIRE	(8)	(89)	(97)
LEICESTERSHIRE	121	(63)	58
LINCOLNSHIRE	141	0	141
MERSEYSIDE	399	0	399
METROPOLITAN	1,037	524	1,561
NORFOLK	139	27	166
NORTH WALES	91	(13)	78
NORTH YORKSHIRE	54	34	88
NORTHAMPTONSHIRE	74	2	76
NORTHUMBRIA	(164)	(49)	(213)
NOTTINGHAMSHIRE	59	(11)	48
SOUTH WALES	258	69	327
SOUTH YORKSHIRE	66	22	88
STAFFORDSHIRE	(39)	0	(39)
SUFFOLK	34	39	73
SURREY	117	(56)	61
SUSSEX	194	(3)	191
THAMES VALLEY	1,290	(289)	1,001
WARWICKSHIRE	91	(5)	86
WEST MERCIA	(120)	(33)	(153)
WEST MIDLANDS	731	127	858
WEST YORKSHIRE	279	(150)	129
WILTSHIRE	88	(22)	66
	9,160	(646)	8,514

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NOTE 10 - DEBTORS AND PREPAYMENTS

	2018	Movement	2019
	£ '000	£ '000	£ '000
Subscriptions Due	418	0	418
Debtors	1,069	(40)	1,029
Prepayments	788	84	872
Other	142	0	142
	2,417	44	2,461

NOTE 11 - CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018	Movement	2019
	£ '000	£ '000	£ '000
Deferred Tax	366	0	366
Deferred Income	1	0	1
Death Benefit	7	0	7
Mortgage Loan	385	0	385
Other Accrued Expenses	3,553	1,132	4,685
Trade Creditors	1,966	11	1,977
Other Creditors	19	561	580
	6,297	1,704	8,001

NOTE 12 - PROVISION FOR LIABILITIES

	2018	Amounts	New	2019
	£ '000	Utilised	Provisions	£ '000
		£ '000	£ '000	
Provisions for Legal Cases	2,763	(1,704)	130	1,189
Other Provisions	76	250	30	356
	2,839	(1,454)	160	1,545

The provision for legal cases represents probable costs to be incurred either in the form of legal costs or settlement on behalf of the PFEW's members, where a transfer of economic benefit will arise in a future period. The declared amounts in Note 12 reflect reliable estimates following consultation with the PFEW's panel of legal firms.

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NOTE 13 - PFEW DEFINED BENEFIT PENSION SCHEME

The value of the DB Scheme's net assets as at 31 December 2019 amounted to £16,222k (2018: £13,936k). Due to a current deficit, the DB Scheme Trustees, with the agreement of the principal employer, have put in place a recovery plan. The employer's deficit contributions have been agreed at an annual rate of £432k to 31 October 2023. Contributions are made in the form of monthly payment of £36k.

The following tables disclose details of the PFEW's DB Scheme:

Net pension statement:

	2019	2018
	£ '000	£ '000
Fair value of plan assets	16,222	13,936
Present value of defined benefit obligation	(16,666)	(14,769)
Net pension deficit	<u>(444)</u>	<u>(833)</u>

Reconciliation of opening and closing balances of the defined benefit obligation:

	2019
	£ '000
Defined benefit obligation at the start of the period	(14,769)
Current service costs	0
Expenses	0
Interest on deficit	(421)
Contributions by plan participants	0
Actuarial gains	(1,987)
Benefits paid	511
Liabilities acquired in a business combination	0
Liabilities extinguished on settlements	0
Losses (gains) on curtailments	0
Losses (gains) due to benefit changes	0
Defined benefit obligation at the end of the period	<u>(16,666)</u>

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Reconciliation of opening and closing balances of the fair value of plan assets:

	2019 £ '000
Fair value of plan assets at the start of the period	13,936
Interest income	403
Actuarial losses	1,962
Contributions by the employer	432
Contributions by participants	0
Benefits paid	(511)
Assets acquired in a business combination	0
Assets distributed on settlements	0
Fair value of plan assets at the end of the period	16,222

Defined benefit costs recognised in the Profit & Loss Statement

	2019 £ '000
Current service cost	0
Expenses	0
Net interest cost	(18)
Gains / (Losses) on business combinations	0
Gains / (Losses) on settlements	0
Gains / (Losses) on curtailments	0
Gains / (Losses) due to benefit changes	0
Defined benefit costs recognised in the Profit & Loss Statement	(18)

The fair value of the plan assets was as follows:

	2019 £ '000	2018 £ '000
Equities	9,882	7,867
Bonds	874	912
Fixed interest bonds	1,506	1,419
Cash	1,399	1,303
Other	1,599	1,466
Insured pensions	962	969
	16,222	13,936

None of the fair values of the assets shown above include any direct investments in the PFEW's own financial instruments or any property occupied by, or other assets used by, the PFEW.

Principal actuarial assumptions (expressed as weighted averages) at the year-end were as follows:

POLICE FEDERATION OF ENGLAND AND WALES
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	2019	2018
Discount rate	2.05%	2.90%
Inflation (RPI)	3.05%	3.25%
Allowance for revaluation of deferred pensions of RPI or 5% p.a. if less	3.05%	3.25%
Allowance for pension in payment increases of RPI or 5% p.a. if less	2.95%	3.10%
Allowance for commutation of pension for cash at retirement (% of Post A Day)	80.00%	80.00%

NOTE 14 - ELECTED NATIONAL OFFICIALS' ADDITIONAL RESPONSIBILITY PAYMENTS

PFR2017 permits an enhanced salary to full time elected officials based at Federation House, representing additional responsibilities, additional hours worked and time spent away from home. The amount paid for each role represents the difference in gross pay between their police salary (determined by rank and grade) and the approved salary for each role, per PFR2017. Further information is available at www.polfed.org.

	2019	2018
Chair	24,249	21,091
National Secretary	24,249	20,286
Treasurer	9,289	5,227
Vice Chair	15,946	15,709
Deputy National Secretary	1,952	11,083
Deputy Treasurer	11,961	15,709
Head of Civil Claims	20,834	20,527
Head of Criminal Claims	15,946	5,271
	124,426	114,903

NOTE 15 - STAFF BASED AT FEDERATION HOUSE - COSTS AND NUMBERS

	2019 £ '000	2018 £ '000
Wages and salaries	4,321	3,551
Social security costs	454	389
Other pension costs	344	266
Other costs	474	701
	5,593	4,907
Management and administration	99	91
Federation House hotel and manual	57	56
	156	147