

# Warwickshire **POLICE** *Federation*



## Annual Report 2017

# Working Hard For



**Simon Payne**  
**Chair**  
**Warwickshire Police**  
**Federation**

## **I take great pleasure in opening the Warwickshire Police Federation Annual Report for 2017.**

During 2017 there was a lot of work completed both nationally and locally in relation to the Federation, our structure and how it best serves you the members now and in the future.

The Independent Review of the Federation, which reported in 2014, outlined the need for the Police Federation of England and Wales to publish an Annual Public Value Report: it also suggested that local branch boards should prepare a similar Annual Report.

I completely agree that this is something that should be done. This Annual Report will show you – our members – how we are using the

money from the subscriptions that you all pay.

It will also act as a reminder of the work that we can do both alongside you and in the background to help you in your everyday work.

As I said last year, our core purpose was amended in May 2014 following the review so that we have a commitment to act in the public interest, with public accountability, alongside our accountability to our members.

### **What We Do For You**

There are three strands to the work we do: Represent and Support, Influence and Negotiate.

**Represent and Support:** This involves us representing each of you in matters of discipline, diversity, health and safety, welfare, pensions, claims and members services – such as Group Insurance.

**Influence:** This involves working with the organisation and the PFEW to overcome issues that affect you, listening to how you feel processes can be improved, commu-

nicating to you on matters that have an impact on you and engaging with external stakeholders who can have an impact on your career – whether this be the media or the Office of the Police and Crime Commissioner.

**Negotiation:** This is done by engaging with and speaking to internal teams and line management, attending and contributing to national meetings and ensuring that all our information is evidenced based and that we raise alternatives to improve working conditions.

This report will show how all our work is tailored towards these three areas.

### **Good Relationship**

We are lucky in Warwickshire that the Federation has a brilliant working relationship with the Chief Officer team.

The Chief Officers will always take telephone calls and concerns from us as they arise, rather than waiting

# All Our Members

for formal meetings. We also have a similar working relationship with the PCC.

It is these relationships that we will continue to promote in order to assist with the influencing and negotiations that you need us to do.

### **The Role Of Reps**

As we move into 2018 you

will be aware that the local and national Federations have held their triennial elections. This again is a new structure and format following the Independent Review.

We will continue to promote this so that we can bring a wider knowledge base of issues that have an impact on you all. This knowledge al-

lowers us to represent, support, influence and negotiate with greater vigour and success

As we go through 2018 with the change programme starting to implement its findings and the decision being made on next year's funding I look forward to working with you all to maintain Warwickshire's reputation of having dedicated

officers, providing a quality service for the local community, supported by a Federation that is not afraid to challenge where necessary on your behalf.

***"I am very proud of the fact that even as the smallest board in the country, Warwickshire is one of the most diverse"***

will all be aware that the local and national Federations have held their triennial elections. This again is a new structure and format following the Independent Review.

Within this report we, will demonstrate how the Federation Representatives locally have assisted

board in the country, Warwickshire has been highlighted as one of the most diverse. We will continue to promote this so that we can bring a wider knowledge base of issues that have an impact on you all. This knowledge al-

officers, providing a quality service for the local community, supported by a Federation that is not afraid to challenge where necessary on your behalf.



# Members Are Fed's



**Steve Martin**  
Secretary  
Warwickshire Police  
Federation

**I am very proud to be the Secretary of Warwickshire Police Federation and take the responsibilities of my role very seriously.**

I am the WPF lead for Misconduct, and I represent and support members who are subject of investigations by the Force Professional Standards Dept and also the IOPC (formerly IPCC).

The purpose of these reforms is to help deliver a more resilient organisation – one that is well placed to deliver its functions effectively, and ensure that complaints made against officers are responded to in a way that builds trust and public confidence.

Chair  
Simon

Payne and I attend numerous force-level meetings where we actively engage with senior officers to influence and negotiate on your behalf.

We have been engaging and consulting with the Force Change Board around the new shift pattern being introduced in April 2018.

## Seeking Improvements

There are currently work streams we are seeking to improve.

Discipline: Overhaul of the Conduct Regulations, investigations and hearings – including duty to co-operate and moving towards a performance system focusing on learning from mis-

takes rather than blame.

Complaints: Overhaul of the Complaints system – broadening the definition of a complaint to include force-wide service delivery and performance issues, streamlining and simplifying the complaints process, and enhancing the role of PCCs who will take on responsibility for complaints appeals (in future called “reviews”) that are currently handled by Chief Constables.

## Regulation Changes

As of 15 December 2017 an amendment to the Police (Conduct) Regulations 2012 effectively allows an officer to resign or retire whilst under a Gross Misconduct/Misconduct Investigation without requiring the consent of the Appropriate Authority.

Alongside this is the introduction of a ‘Barred List’ and ‘Advisory list’ which is held by the College of Policing and will contain the names of ex-police officers who have been dismissed or have left the Force (resigned/retired) whilst under investigation for Gross Misconduct. This is striking-off police officers found guilty of Gross Misconduct from any policing and law

# Biggest Priority

enforcement activity in the future.

There are additional policy changes which will require amendments to regulations covering the handling of allegations of misconduct, misconduct proceedings and unsatisfactory performance procedures:

- Police (Conduct) Regulations 2012
- Police (Complaints and Misconduct) Regulations 2012
- Police (Performance) Regulations 2012
- Police Appeals Tribunal Rules 2012

porting members in employment issues, mostly in relation to enforcing our members’ rights under the Equality Act.

Our aim is to work with our members and the force to get solutions before resorting to a tribunal.

Sometimes options run out and I know those people in difficult circumstances are glad they have a staff association that will back them all the way.

## Police Reform

The effect of police cuts has

especially victims of crime.

When plans for the cuts were announced, the Police Federation warned there would be consequences and last year they started to be felt.

However, it was the increased terrorist threat that seemed to stop the Government in its tracks. With senior officers starting to join the Federation in expressing fears for how depleted police forces would cope with a terrorist attack in the UK.

The terrorism threat has also re-opened the debate about

***“Within the force, we have been engaged in the ongoing change programme”***

## Supporting You

Many people see the Federation as an ‘insurance policy’ for when things go wrong – in issues relating to complaints or discipline. The Federation does spend the majority of its money on legal expenses. But this also covers sup-

been felt in increased stress and low morale and poorer service to our communities,

training more officers to use Taser – and whether more officers should be firearms trained.

Within the force, we have been engaged in the ongoing change programme, initiated to develop a strategy for coping with the funding cuts.

Despite the Government appearing to take its foot off the accelerator, as it were, we all know money is still tight and reform is still firmly on the agenda.



# Warwickshire Police

We are completing the triennial elections under the new structure recommended under the Normington Review. This will change how Federation Representatives operate.

The council of representatives will be 'rankless', so people will not be restricted in only representing colleagues from their rank. There are safeguarding measures in the legislation that ensures all ranks and protective characteristics are represented, so all work completed by the Federation remains fair and impartial and takes into account concerns and issues that anyone with a protected characteristic may face.

If in the future you would like to consider being a workplace rep, please contact the office as there is the option to co-opt people onto the council mid-way through a term as vacancies arise.

# Federation Reps

## Chair | Simon Payne

One of the two full-time fed reps, Simon negotiates with the force on issues including misconduct, grievances and operational matters. He leads on early ill-health retirements.



## Secretary | Steve Martin

A full-time fed rep. Steve negotiates with the force on early ill-health retirements, grievances and operational matters. Steve leads on misconduct.



## Treasurer | Lee Maughan

Alongside being a full time response officer, Lee manages Federation funds. He ensures that all money received from subscriptions is accounted for. He is also Deputy Secretary.



## Nathan East | Constables Rep

Nathan is a response Constable. He is the lead Equality officer and represents officers with flexible working requests, duty restrictions and negotiations about reasonable adjustments.



## Vicky Blood | Female reserve Constables' Rep

Vicky is the Co-ordinator in the Harm hub at Nuneaton Justice Centre. She has also helped support officers with flexible working requests.



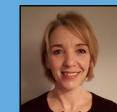
## Ian McLeod | Constables' Rep

Ian is on the Eastern Tasking Team at Leek Wootton. He is a Trustee of the Joint Branch Board and helps monitor and challenge all spending of Federation funds.



## Jill Atkinson – Operations Rep

Jill is a dog handler and represents the Federation at the Uniform and Equipment strategic meetings. Jill feeds back about uniform and equipment.



## Lucy Sewell | CID Operations Insp Rep

Lucy is an Inspector on the Roads Policing Team. She helps negotiate with the force about what equipment officers need to perform their duties.



## Richard Priestley | CID Rep

Richard has worked in CID teams across the county. He provides Federation support for officers who need support through discipline investigations.



## Tony Hibbert | Sgts' Rep

Tony is based at Bedworth. He is Deputy Chair of the JBB, trained as a discipline rep and supports officers under investigation. He is also trained in Post-Incident Procedures.



## Gary Lee | Sgts Rep

Gary is currently a Temporary Inspector based on patrol in the south of the county. He has previously worked in custody suites and is therefore experienced in issues that have an impact on officers on patrol and in custody.

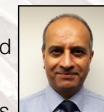
## Tony Lampard | Sgts Rep

Tony is a Patrol Sergeant in the south of the county. He represents officers with concerns on working conditions, Regulations and uniform and equipment issues.



## Bal Gill – CID Rep

Bal is based at Leamington CID and is Deputy Equality officer. He also leads on Professional Development and attends strategic meetings to ensure the Federation has a voice on new training plans.



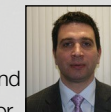
## Cawail Wong | CID Sgts Rep

Cawail is a DS based in the Offender Management team at Leamington. He is Deputy Treasurer and provides support for Lee where required.



## Stuart Hinton | CID Sgts Rep

Stuart is a DS on the ROCU. He is discipline trained and provides support for officers under investigation for discipline. He is also a Trustee who helps monitor Federation funds.



## Warren Ayers | Insp Rep

Warren is currently an Inspector on Patrol in the south of the county. He supports officers in matters relating to Regulations, attendance, performance and uniform and equipment.



## Lee Kemp | Insp Rep

Lee is currently a Temporary Chief Inspector on the Harm Hub, and is discipline and PIP trained. He supports officers being investigated for a discipline matter or PIP incidents.



## Ross Campbell | Insp Rep

Ross is an Inspector in the Complaints and Discipline team. He was previously a Staff Officer and has helped resolve issues affecting officers who are taken to the Chief Officers' team.



## Zaid Khan | Insp Rep

Zaid is the Chief Constable's Staff Officer. He is also discipline trained and supports officers being investigated by Professional Standards or the IOPC.



## Liam Barry | CID Insp Rep

Liam is a DI at Leamington and is the Health and Safety Rep. He attends strategic H&S meetings and represents the interests of officers. He is also one of the three Trustees.





# Our Work In 2017

*Alongside the support and guidance that we offer to our members, we also arrange bespoke seminars and surgeries to help officers*



## Family Law

We held 6 Family Law surgeries across the county. Slater and Gordon run the surgeries for us, and alongside this they are always available for contact outside the surgeries.

## Retirement

We held 2 retirement seminars at Barford. These featured experts providing advice on long-term and short-term financial planning, CV writing and how to transition to life outside the police service.

## 2018 surgeries

We have increased the number of advice surgeries available to officers so we can provide the support and help that you need.

In 2018 we will be holding the following:

## Family Law surgeries

19 March | 14 May | 9 July | 19 September | 9 November

## Mortgage Advice Surgeries

**Rugby** 4 April | 16 May | 6 June | 4 July | 1 August | 5 September | 3 October | 7 November | 5 December  
**Nuneaton** 13 March | 1 May | 3 July | 4 September | 13 November

**Leamington** 17 April | 19 June | 14 August | 16 October | 11 December

Details about how to get an appointment will be circulated nearer the time

## Retirement Seminars

21 June | 29 November. A full day held at Barford.



## Lifesaving Sergeant

**A Sergeant who saved the life of a suicidal man was our nominee for the 2017 National Police Bravery Awards.**

Sgt Carl Beaumont was first on the scene at a gantry over the busy M6 motorway where a man was sitting on the vehicle messaging board and threatening to take his own life by jumping into the path of the traffic below.

Sgt Beaumont, who has 18 years' service, put a rolling closure in place, engaged with the man and began developing a rapport. His task was made more difficult by the traffic noise

on the opposite carriageway and some motorists shouting obscenities at the man and goading him to jump.

**The officer decided to climb the gantry and negotiated with the man for 35 minutes** – eventually winning his trust and confidence. The man came down from the gantry and gave the officer a hug.

Sgt Beaumont made sure an ambulance was on standby and that the suicidal man received appropriate medical attention. The man was later sectioned under the Mental Health Act.

Simon Payne, Chairman of

Warwickshire Police Federation said: **"Carl should rightly be commended for his courage and bravery in putting his own safety aside** and placing himself on the gantry.

"He showed excellent negotiation skills and a caring attitude which resulted in a safe resolution to a life threatening situation."

Chief Constable Martin Jelley added: "Carl's actions exemplify our force's ambition at being great at protecting the most vulnerable, by displaying courage and commitment in bringing this incident to a safe conclusion."





## Our 2017 In Photos

(Clockwise from top left) Secretary Steve Martin at National Police Memorial Day in Cardiff. Warwickshire Chief Constable Martin Jelly at the Care of Police Survivors Annual Service of Remembrance. Deputy Chief Constable Karen Manners received their Queen's Police Medal. Our members helping out in the aftermath of the Manchester terrorist attack. The force was recognised with a Defence HQ Employer Recognition Scheme Silver Award. A packed market stall area celebrating 160 years of Warwickshire Police



## Award Winners

**Congratulations to all our officers who have received commendations in 2017 for their excellent police work.**

**Operation Deerfield | Complicated murder investigation DS 0981**  
Neal Candelent | DC 0534 Marcus Franklin | DC 0957 Craig Varney | DS 1512 Paul Thompson

**Operation Collie | Serious and complicated CSE investigation**  
DI 0401 Nigel Jones | T/DS 1562 Kathryn Somerville | DC 0320 Paul Hinton

**Operation Towan | Serious and complicated CSE investigation**  
DC 0975 Hazel Charlton | DC 1089 Kate Jackson | DS 1518 Collette O'Keefe

**Professionalising and embedding the DVPO process PC 1928**  
Anthony Ryan

**Bravery while assisting man who had taken heroin overdose PC 0825**  
Lloyd Walton

**Bravery and giving first aid at an incident in a dwelling in Rugby where shots were fired PS 1765**  
Dom Martin | PC 1694 Ben Hood | PC 0639 Jon Davies | PC 1315 Jeff Goodwin | PC 0834 Craig Marshall

**Bravery while saving a man's life at a road traffic collision PC 1160**  
Jamie Chilton

**Bravery in relation to saving a life of someone who jumped into a reservoir PC 1691**  
Murray Young | PC 1608 Jon Toms | PC 0050 Carl Ramsay

**Bravery while taking lifesaving actions on the M42 PC 969**  
Al Hepburn



### Kathryn's QPM

**Detective Sergeant Kathryn Somerville received her Queen's Police Medal at Buckingham Palace in October 2017.**

Kathryn was recognised in this year's Queen's Birthday Honours List for her Distinguished Services to Policing. She was presented with her Queen's Police Medal by Princess Anne.

During the past four years, Kathryn has worked tirelessly and with great resolve and passion to improve outcomes for children and young people, while developing the response to Child Sexual Exploitation (CSE) across Warwickshire and West Mercia Police.

Warwickshire Police Federation Chair Simon Payne aid: "Kathryn's dedication to duty and her unwavering support of young victims serves as an example to us all.

"I am very proud for her and her work to make Warwickshire a safer and more secure place for children and young people."



# Help In Hard Times

**The Federation has a team of discipline-trained officers who can help with support and guidance if a complaint is made against you.**

This team is led by Steve Martin. The other trained staff are: Richard Priestley, Tony Hibbert, Stuart Hinton, Zaid Khan and Lee Kemp. Please contact these reps if you need any advice linked to a complaint or misconduct issue.



**Steve Martin**  
**Misconduct Lead**  
**Warwickshire Police**  
**Federation**

## Misconduct In Numbers 2017

### Complaints

303 Complaint cases finalised against Officers and Specials | Of these 303 complaints there were 391 allegations | Of the 303 cases, 2 resulted in meetings.

### Conduct

19 Conduct cases finalised against Officers and Specials | In these 19 cases there were 23 breaches of the Standards of Professional Behaviour | Of the 19 cases, 4 resulted in meetings, 1 in a hearing and 1 in a special case hearing.

\* The recording of the data has changed in the past year due to system updates. This will mean that although the complaint and conduct cases were investigated as Misconduct or Gross Misconduct, some of these will have been found as no case to answer.

# Pay & Morale Survey

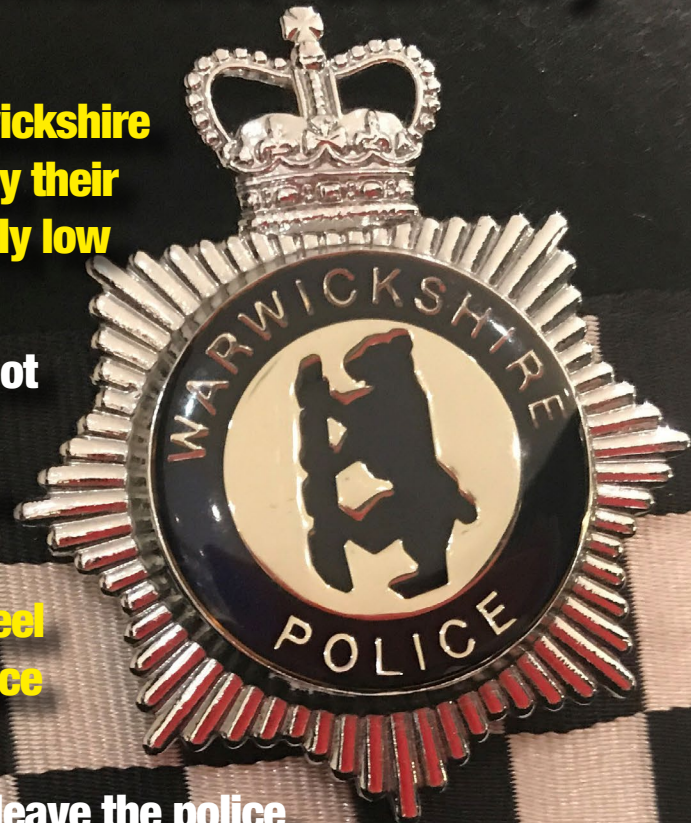
**48.1% of Warwickshire Police officers say their morale is currently low**

**65.4% would not recommend joining the police**

**58.6% do not feel valued in the police**

**9.6% intend to leave the police service within two years**

**88.4% do not feel fairly paid for the responsibilities their job carries**



See the full report at [www.polfed.org/documents/R052-2017%20-%20Pay%20and%20Morale%20Survey%202017%20Warwickshire%2018-08-17%20v1.0.pdf](http://www.polfed.org/documents/R052-2017%20-%20Pay%20and%20Morale%20Survey%202017%20Warwickshire%2018-08-17%20v1.0.pdf)



# Keeping You Safe



**Liam Barry**  
Health & Safety Lead  
Warwickshire Police  
Federation

**In 2017, our Health and Safety Lead, Mike Barnett, retired after many years in the role. We would like to pass on our thanks to Mike for his many years of work in this area of business.**

I have taken over the role from Mike (pictured right with Chair Simon Payne), and have passed the IOSH, the NEBOSH course and national training for work-based reps.

Health and Safety is a critical area of business for the Federation to be involved in as it directly affects the safety and wellbeing of officers and staff.

## Officer Assaults

During 2017 there were 262 recorded assaults against officers in Warwickshire.

In May 2017, the force's assaults procedure was reviewed

and it was identified that there was a lack of investigation into assaults on officers.

I challenged this, which links directly into the #ProtectTheProtectors campaign that is being driven by the Police Federation of England and Wales.

The PFEW is working with MPs to bring about a change in legislation, leading to **tougher sentences for those who assault police officers and other emergency service workers.**

A review of sentencing for those convicted of assaulting police officers is also being called for – all too often sentences being passed do not adequately reflect the seriousness of the offence.

MP for Rhondda Chris Bryant's Private Members Bill went before Parliament on 20 October to create a new offence of assaulting an emergency worker.

The Bill had unanimous cross-party support and the Bill has subsequently cleared the committee stage with the hope that it will progress to statute by Easter 2018.

The campaign is also seeking **more consistent reporting of assaults on the emergency services** – as



these are currently vastly under reported.

## Near Misses

In 2017 there were 78 near miss forms submitted.

**A near miss is an undesired event that, under slightly different circumstances, could have resulted in harm to a person or damage to property.**

These numbers indicate that all near miss incidents are not being recorded. Without the early notification that there may be an issue then the organisation cannot review and put things in place to try to prevent people from getting hurt.

## Further Issues

Other issues that were raised with the organisation during 2017 that are linked to H&S are:

- Deployment of non-trained officers onto fast roads
- Road signage not adhering to the British kite marking
- Tasers and suitable holsters
- Workloads
- Agile working and impact on officers' health

## Officers In Danger



**262** Warwickshire Police officers were assaulted in 2017.

That's **21** a month.

**5** every single week.





# Member Services

Many of you are members of the Group Insurance Scheme and pay for different levels of cover.

We do appreciate that sometimes this is seen as 'just another deduction from your paypacket'. However, below are details of just how many officers have been helped and supported through difficult times in 2017 because of this insurance package. If you are not a member and want to join, please just contact us at Barford on 01926 684323.



## Flint House



**28** officers attended Flint House. Flint House offers comprehensive rehabilitation and treatment for both physical and mental illnesses.

## RAC Cover

**237** callouts from Warwickshire members

## Gadget Insurance

**66** claims – up from 55 in 2016

## Critical Illness Cover

**£5,000** was paid as a critical illness award. \*Data from April 2016-April 2017.

## Legal Advice Line

The legal advice line covers a wide range of areas. This year's calls related to:

- 11** Family/Personal
- 11** Consumer
- 7** Property
- 5** Motor/RTC
- 3** Employment
- 3** Finances/Tax
- 3** Tort
- 2** Professional Negligence
- 1** Business
- 1** Wills/Probate
- 2** Unclassified

## Travel Insurance

**£9,901** paid to members.

\*The previous year £78,831 was paid, showing how quickly large bills can arise if anything happens to you on holiday.

## Regulation 28 Insurance

This insurance provides

**£600 every 28 days** for officers who find themselves on half pay or no pay due to long term absence.

The insurance runs for a total of six months.

During last year a total of

**£11,914** was paid to officers off sick. This equates to almost 20 months worth of pay-outs.

It provides a buffer for officers and their families if they are not well enough to return to work before their pay is reduced.

## Legal Advice

**13** members were represented by solicitors through the legal advice scheme.

The cost of this was **£4,101** and some cases are continuing. This equates to **£315.69** per case as it stands at the moment.

The legal help line dealt with **50** calls, with each call taking an average of 12 minutes. (This data is where a solicitor has not been instructed.)



# Frugal Finances

## Warwickshire Police Federation's finances are managed by Treasurer Lee Maughan with assistance from the Secretary Steve Martin.

They are also audited, historically by George Hay and for the past year by KPMG. The audit, alongside the work the Trustees do, ensures that all the money received from your subscriptions is maximised to provide the optimum amount of benefits and support for members.

For 2017, the Police Federation of England and Wales is providing the accounting services: this has resulted in a substantial saving as we will not have to pay accountants.

Full details of our accounts are available on our website at [www.warkspolfed.org/](http://www.warkspolfed.org/) but below is a summary of the key areas.

### Cost Changes

Last year, we sent £132,600 to the PFEW: this was 70% of the total amount and is used to fund legal

advice and representation for discipline cases, criminal cases and employment tribunals.

Following the Normington Review this has now changed and for 2018 we will be sending 100% of the subscriptions received. We will then be allocated back the amount that we have been assessed as needing to maintain the support and office locally.

### Income

Alongside the subscriptions we also seek to maximise our income opportunities. During 2017 we had income from:

- Solar Panels: £923.16
- Group Insurance: £39,161.05
- Sponsorship through the magazine: £3,620. This money ensures that

the editing and printing of the magazine is cost neutral to the Federation.

### Budgetary Control

Following a national review by the Joint Central Committee it was commented that Warwickshire had retained tight control over expenditure and had maximised our income opportunities.

We were also praised for the future budgeting requests and the document that we presented demonstrating what income was required to enable the office to continue to provide the service our members need during 2018. This was down to hard work and tenacity by our

Lee Maughan. His hard work and support is very much appreciated.

## Finances At A Glance

### Bank Account totals:

31 December 2016: £57,839.53

31 December 2017: £65,612.09

## Our 2017 Charity Donations



During 2017 Warwickshire Police celebrated its 160<sup>th</sup> anniversary. Warwickshire Police Federation paid for tie pins (see right) to be bought and issued to all officers. We did this because we are proud of the organisation and how it has stood the test of time.

During this year it was also brought to our attention that the UK Police Memorial Trust needed the full support of Police Forces and Federations to continue its excellent work. During the past year, the Trustees of the memorial made the decision to honour officers who have died in the course of their duty (for example after an assault or car accident) but also those who have died whilst on duty (for example, of causes such as a cardiac arrest). **The memorial remembers 1,400 officers and staff who have been killed in the line of duty through violence or while protecting the public from harm.** In addition and in recognition of those officers and staff who have died on duty through other means, for example sudden illness or traffic accidents, a separate tribute will be created.

Chair of the UK Police Memorial Sir Hugh Orde said: "Policing is a family and when an officer or staff member is killed or dies, we all grieve. Whilst the memorial will continue to honour those policing colleagues who have laid down their lives in the line of duty, there was a view that we needed to remember those who had dedicated their lives to policing and who had died from other causes.

"The addition of the names of those who have died on duty should be seen as an enhancement to this project not a detraction. **We not only want to create a Memorial where the nation can go to honour and commemorate its policing heroes, but also to establish a place of comfort and tangible reflection for loved ones to remember all those who have died whilst serving policing.**"

The UK Police Memorial is at the National Memorial Arboretum in Staffordshire, the place where all those who have died serving their country are remembered. In addition to the physical memorial, a digital memorial will also be established that highlights the names of all those officers and staff from the police service who have been killed and died.

**To help maintain this memorial Warwickshire Police Federation donated £10,000 to the fund.** This was presented in a cheque to Sir

Paul Scott-Lee, one of the Trustees on 7 December at the Federation offices in Barford.





# Our Work in 2017

*Last year, following concerns raised from members, we went to the organisation about a number of issues*

**Tattoos**

**Annual Leave Percentage Abstractions**

**Workloads/Excessive Overtime/Sickness rates**

**Annual Leave Embargoes**

**Early Ill-Health Process**

**Assaults on officers and subsequent support and investigation**

**Shift Patterns**

**Athena and the impact on officers**

**Secondments below the rank of Chief Inspector**

**Airwave Outage**

**Firearms additional payments**

**Agile Working – health concerns and impact on rest day working**

**Thin Blue Line Badges**

**On-call allowance**

**Equipment not being fit for purpose**

**Court warnings and officers held on stand-by**

**Essential Users**

**Tasers and Holsters**

**Deployment of non-trained officers to fast roads**

This list is not an exhaustive list but Federation attendance at key meetings such as the Well Being Board, Uniform & Equipment and Health & Safety, ensures that we continue to represent the matters affecting members at a level where we can influence decisions and changes made by the organisation.