



# Annual Public Value Report

2015/16

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## Introduction

**2015/16 proved to be another busy year for the Police Federation of England and Wales (PFEW) and an incredibly busy year for police officers as they continued to provide the best service they could to their communities, while seeing a further reduction in numbers and an increase in demands.**

As in past annual reports, this annual Public Value Report gives a brief overview and snapshot of some of the activities of the Police Federation in the past year from May 2015 to May 2016.

In keeping with our Core Purpose, our strategies and campaigns have had the safety, security and interests of the public in mind, as well as fulfilling our core function as a staff association representing the views and wellbeing of over 120,000 rank and file police officers.

### **The Police Federation of England and Wales' Core Purpose:**

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

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

## Believe in Blue

**A** new apolitical campaign from the Police Federation of England and Wales was launched in 2016 highlighting just why British policing is the best in the world.

**Believe in Blue** is primarily a public-facing campaign to engender stronger support for police officers by showcasing the demands of the job and the many roles officers carry out in society, not just tackling crime.



In a series of short films and case studies, **Believe in Blue** highlights the many positive instances where officers have gone above and beyond their duties. The films have been shown in cinemas throughout the UK and are featured on the Believe in Blue website ([www.believeinblue.org.uk](http://www.believeinblue.org.uk)) along with a collection of case studies.

When officers start a shift they never know what they will be dealing with – from routine enquiries and community engagement to dealing with life-or-death situations. Throw into the mix the chance of being physically or verbally assaulted, together with increasing demands and tougher working conditions, and it's easy to see why morale is low and the job can often feel thankless. However research shows that the vast majority of the British public do appreciate the police service and the work officers do. In fact, the police are one of the most trusted public services in Great Britain and score substantially higher in the popularity stakes than politicians and journalists.

Part of the aim of the campaign is to get the public's general covert support to an overt support and getting them to pledge to **Believe in Blue**, engendering greater support from the public, press and politicians.

## Fighting for the best pay and conditions

**T**he Police Federation of England and Wales has constantly fought hard for the best possible deal for officers on pay and conditions.

Austerity measures and a focus on reducing costs have continued to be the government's themes. But we believe that the focus must shift, from costs to service delivery, and what the public need from their police. There must be pay and conditions that support the best possible service to the public: that means pay and conditions that deliver sufficient, capable, and motivated officers incentivised to do the right things.



We have fought this cause on a number of fronts. With the help of national and local Federation representatives throughout England and Wales, we gathered evidence through a major survey and discussions at Interim National Council meetings to put forward evidence to the Police Remuneration Review Body. We have asked for a 2.8% pay rise for officers, as that is what private sector employees have been getting.

Both the National Police Chiefs' Council (NPCC) and the Home Office suggested that officers should have a non-consolidated 1% pay award: that is, an increase that could in future be

removed from officers' pay, and used to fund organisational change. We believe this is entirely unfair, and have insisted that the pay rise should be consolidated.

We also saw, in submissions from the NPCC, a wish on the part of some Chief Constables to move away from Regulations, and towards Chief Constables' discretion over pay. We believe that officers in economically disadvantaged areas should not earn less for the same tasks, and the same risks as their colleagues elsewhere. We argue that such a move would cause manifest unfairness, and would impact on collaboration and mutual aid the consistency of service throughout the UK.

We must protect the interests of officers, and the interests of the public.

We await the PRRB recommendation on these, due in mid-June.

We have fought hard in other forums too: the Police Advisory Board, on pensions' matters and issues such as fitness testing, and Limited Duties. Protecting the most vulnerable of our members is vital. We are proud that we have prevented many of the most unfair aspects of Winsor's recommendations on Limited Duties, such as the automatic loss of the X factor. The Home Office concede that we have forced them to shape a process that is "fairer and more robust".

And outside formal consultations structures we have been proactive. We recognised that the Employment Appeal Tribunal awarding employees who regularly undertake overtime to claim extra money during holidays should be applied to officers. We took the case to the NPCC and after consistent lobbying on our part they finally recognised that officers are entitled to this. The pressure that we brought to bear on the Chiefs paid off, and we won a payment for every single officer. This has meant almost £8 million into officers' pockets already this year, with payments due from this point forward likely to be worth around £30 million each year.

# Ensuring our voice is heard in the English and Welsh Parliaments

**Influencing politicians, locally and nationally, is crucial to making the legislative changes needed to provide better protections and security to the public and police officers.**

The PFEW established a Parliamentary Working Group to plan political activity and engagement to support the aims and objectives of the organisation and the issues that matter to members.

During the past 12 months the PFEW has held several parliamentary receptions, with Federation representatives and MPs and Peers from across the country attending. One event was specifically dealing with Welsh issues and, in addition, an event was held at the Welsh Assembly in Cardiff.

Coming just weeks before the Comprehensive Spending Review announcement, the Police Federation attended all the autumn political party conferences, holding one-to-one meetings with MPs and fringe events. We also held a joint event entitled 'The Policing Fringe' with the National Police Chiefs' Council and the Police Superintendents' Association of England and Wales. The Police Minister, Mike Penning MP, joined the panel at the Conservative Party conference, and the Shadow Home Secretary, Andy Burnham MP, joined the panel at the Labour Party.

### The call for a greater rollout of Taser

**F**ollowing the policy decision taken by the Police Federation in February 2015 that all operational police officers who wish to volunteer should have the opportunity to successfully complete Taser training and be issued and authorised to carry Taser, we have continued to lobby for its further rollout. The Operational Policing Sub-Committee has been at the heart of much of work around Taser.

As part of the PFEW lobbying, the Chairman wrote to the Prime Minister, David Cameron, on behalf of all officers to urge the government to ensure that this highly effective tool is procured urgently to ensure the continued safety of the public and police officers as soon as possible. The letter made clear that this would incentivise Chief Officers to review their risk assessments and allow officers to protect themselves more effectively. The issue has also been raised with the Home Secretary, Theresa May MP, and the Police Minister, Mike Penning MP.

In addition, the matter is continually raised with National Police Chiefs' Council. We will continue to lobby for additional funding to secure Taser for all frontline officers who wish to be trained to carry it.



## Campaigning to stop more policing budget cuts

**O**n 25 November, the Chancellor, George Osborne, delivered his Comprehensive Spending Review. For months before, the speculation had been that more cuts to the police budget were planned. Chief officers and the service were being prepared for cuts in the region of another 20 percent or more, causing concern that some forces would struggle to remain financially viable and that services provided to the public would be damaged.

Locally and nationally, the **Cuts have Consequences** campaign added pressure to Government. We expressed grave concerns about the impact further cuts would have on neighbourhood policing teams and this was echoed by Her Majesty's Inspectorate of Constabulary. Not least because it is often through those local neighbourhood links that invaluable intelligence comes to light to help the fight against crime; even against the threat of terrorist activity.

Against a backdrop of a sustained campaign and the threat of international terror, the government made an eleventh hour decision to make no further cut to the police budget. This was a victory for the Police Federation across the country, and testament to the local and national lobbying by many throughout the police service; both private and public conversations to ensure that public safety was not compromised by financial decisions.

While welcoming the decision, the PFEW made clear that it did not mean that the problems we had been highlighting in recent years would miraculously vanish overnight. Police officers were still hugely under pressure as many forces were still struggling to find the final tranche of savings from the last set of cuts.

On the day of the CSR announcement the PFEW called on the government to urgently revisit the outdated and antiquated 43-force structure, stating that it hamstrings the ability of the service to properly modernise.

# Ensuring credible, evidence-based research

**In the environment that we work in today, we hear much about the need for an evidence base. The Home Secretary at the PFEW conference in 2015 accused the PFEW of "crying wolf". Nothing could be further from the truth.**

We have been working behind the scenes to build the capability to gather rich evidence from our members, to ensure that when we enter discussions with the Home Office and NPCC, we have proof: facts and figures to back up our demands; examples to prove that when we ask for changes to government and employer initiatives we do so for good reason. Proof that we are not challenging for challenge sake, but only where the employers' plans would damage policing service to the public.



## Pay survey

Since the beginning of the Police Remuneration Review Body, PFEW representatives have helped us to ensure that in each year over 30,000 members have provided their views on pay, through our survey. This makes it one of the biggest, and therefore most credible, surveys in the UK. It demonstrates influence with members, and our ability to engage them.

It tells us:

- 70% of officers have low or very low morale
- 16% of officers plan to leave within two years, or are seeking alternative employment now
- Only 9% of officers state they feel valued in the service (compared to 44% in a Civil Service survey)

These figures help us to make track changes year on year; to report back concerns; and, from the rest of the survey data, to identify causes. When faced with this robust information, others are hard pressed to argue rationally against the case we make on behalf of officers. This year we are launching a number of surveys to track officers' career expectations and experiences through their careers. The aim is to be able to assess whether officers want the changes that employers offer, and the impact on morale and length of service.

## Officer numbers and Welfare

We have conducted robust research into officers' welfare and job demands, with nearly 17,000 responses to a study. We have found that:

- 66% of officers feel their workload over the last 12 months was too high or much too high
- Only 13% agree/strongly agree they have time to engage in proactive policing, and 84% disagree or strongly disagree that they have enough officers to meet all the demands on them
- 39% of officers find their job very or extremely stressful, compared to a Health and Safety Executive study of the whole UK workforce, where 16% of respondents said this

## Other evidence gathering

During the year, we have conducted many other studies, including into force support for mental wellbeing; Taser; detectives; and a set of questions delivered nationally to quantify officers' wish to be supplied with protective measures such as firearms and Taser. We also provide "dashboards" showing force Human Resources Statistics, and crime statistics.

## Working Together

**T**hroughout 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.

### Staff Associations

We work closely with our colleagues in the Police Superintendents' Association, the Police Federation of Northern Ireland (PFNI), the Scottish Police Federation (SPF), and the Chief Police Officers' Staff Association (CPOSA), to ensure that where matters affect all officers our voice is consistent and convincing. An example is the 2016 submission to the Police Remuneration Review Body: a joint submission was drafted between the PFEW and the Police Superintendents' Association of England and Wales (PSAEW), with agreed positions.

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 representing police staff, e.g. Unison, and others such as the Fire Brigade Union and the Trade Union Congress. We believe we are stronger by sharing ideas and working together.

### 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 NPCC; the PFEW, PSAEW, and CPOSA; and the Home Office, and the General Secretary, or his representative, sits on all these. They include:

- The Police Advisory Board, a 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 National Police Chiefs' Council (NPCC) 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 College of Policing (CoP), we have played a key role in responsibly challenging and supporting the College, as appropriate. This includes the Chair of PFEW working on the Leadership Oversight Group; an Interim National Board (INB) member being appointed to the CoP Board; and three INB members sitting on the CoP professional Committee. We have influenced the outcomes of College work on the Code of Ethics and new competency based tests.

## Consultation responses

We provide considered responses to government and other formal consultations. This is done both through the six PFEW sub-committees (Equality; Operational Policing; Legislation; Health and Safety, Conduct and Performance, and Professional Development) and by our HQ staff in Research and Policy. Recent consultation responses have included:

- Enabling closer working between the emergency services (Home Office Consultation)
- Strengthening the incentive to save: a consultation on pensions tax relief (HM Treasury consultation)
- Consultation on a Public Sector Exit Payment Cap (HM Treasury consultation)
- Police Effectiveness Efficiency and Legitimacy reviews (HMIC consultation)
- The College of Policing Leadership Review (College of Policing consultation)

## Annual Conference 2015

**A**nnual 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 national media on what we have to say, but conference attracts politicians from Westminster and Cardiff Bay, as well as all policing stakeholders.

The theme of the annual conference 2015 was 'Cuts have Consequences'. The 91st conference highlighted the impact of the cuts to police and the danger that 17,000 fewer officers presents for national resilience.

Other important topics discussed included: officer assaults, mental health, policing and counter terrorism. Delegates also paid tribute to the 100 year anniversary of women in policing.

The Conference film 'You don't know what you've got til it's gone' commissioned by PFEW and produced by Glasgows won the EVCOM Screens Award 2016 for Communications Effectiveness



## Police Federation National Detectives' Forum (PFNDF)

**A**s well as Annual Conference, the Police Federation holds several specialist conferences, including the Police Federation National Detectives Forum (PFNDF) conference, which allows the sharing of good practice among police professionals and a focus on key areas of policing and their value and importance to the public.

Each year, top detectives are honoured for dedication and innovation at the Police Federation National Detectives Forum (PFNDF) conference; from working at the cutting edge of forensics to using hi-tech software to track stolen goods.

Awards are provided for:

- Detective Investigation of the Year
- Services to Detectives
- The technology-based Smarter Detective
- New Trainee Detective of the Year
- PFNDF Hopkin Award.



PFNDF chair Martin Plummer with Mark Hallas of award winners Crimestoppers; other winners on the night included DCI Mark Rothwell and DC Richard Lewsley

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The 2015 winners were:

A team of West Midlands Police detectives won the Detective Investigation award for their work on the investigation of a critical incident at a care home in West Bromwich, where a care worker tried to kill more than 30 people.

Lancashire Constabulary Detective Chief Inspector Mark Rothwell won the Services to Detectives Award for his contribution to investigative policing – a career that has spanned nearly 30 years and involved the successful conviction of numerous murderers.

TDC Shane Lottering, a Metropolitan Police detective, won the Smarter Detective Award for developing software that has opened new doors for investigations, giving officers the ability to recover stolen games consoles and make arrests for crimes that were previously thought to have no viable leads.

Detective Constable Richard Lewsley, from the Metropolitan Police, won the New Trainee Detective of the Year Award for his proactive work to help victims of domestic abuse.

Crimestoppers was awarded the PFNDF Hopkin Award for their outstanding contribution to policing. Since Crimestoppers began in 1998, it has received over 1.6 million actionable calls, resulting in nearly 134,000 arrests and charges. Nearly £132m worth of goods has been recovered and over £326m worth of drugs has been seized.

## Roads Policing Conference 2016

**T**he annual Roads Policing Conference offers an important opportunity for policing professionals from across England and Wales to interact and develop their knowledge and awareness at both an operational and strategic level. Attendees mixed learning with discussion, and were able to network with key people from around the UK – all of whom have an interest in making a significant contribution to policing the roads.

'Roads Policing – The Future?' took place in January 2016 in Leicestershire, marking the 10th annual Roads Policing Conference.

Increasing privatisation was one of the main topics discussed. There was concern expressed that increased privatisation would further threaten the possibility of having specialist police officers patrolling our roads. Important areas like collisions investigations and police driver training could be handed to private firms. There are very real concerns that, before long, members of the public who come into contact with someone in a police car will be speaking to a volunteer with minimal police training. Other topics discussed included the lack of protection in the law for officers in pursuits and for response drives, lack of drug-drive funding, the campaign against uninsured drivers and banning the use of mobile phones.

Each year at the conference, officers and staff who go above and beyond in Roads Policing are recognised with the Outstanding Contribution to Roads Policing Award.

The overall winner in 2016 was Inspector Craig Clifton from South Yorkshire Police who was awarded for his contributions at all levels of Roads Policing, from crime intervention and road safety policy, to serious collision investigation and vehicle procurement.

The other award winners at the Roads Policing Conference in January were: Sergeant Paul Mountford from Merseyside Police and Chief Inspector Christopher Spinks from Norfolk and Suffolk Constabularies, joint runners-up; Constable Claire Byrne from West Midlands Police, and Constable Alexander Sweet from City of London Police, joint third place winners; and fourth place was awarded to Sergeant Lee Westhead from Greater Manchester Police.

## Police Bravery Awards

**T**he annual Police Bravery Awards not only allow the police service itself to come together to recognise the bravery and heroism of colleagues, but they instil public confidence and reassurance in policing among communities across England and Wales.

They showcase the very best of British policing and are a poignant reminder of the dangers officers face and the professionalism and commitment of the men and women in blue. The 2015 Police Bravery Awards, organised by the Police Federation of England and Wales in partnership with Police Mutual, began with a Downing Street reception where officers met Prime Minister David Cameron and Home Secretary Theresa May, and ended with a special evening award ceremony at The Dorchester Hotel in London.

Eight regional winners were chosen from all the nominations, with West Midlands PCs Jean Stevens and Adam Koch, along with Met PC Winston Mugarura, announced as the joint overall Police Bravery Award winners.

The eight regional winners were:

The Eastern Region award was presented to PCs Janine Hagger and Pete Moulton, who faced a man wielding an array of weapons including a knife, garden shears, garden fork and a saw.

The Welsh Region award went to Gwent officers PC Rhiannon Hurst and PC Owen Davies who were able to save eight people from the house fire in Newport.

South East Region award went to PC Christopher Kouwenberg, after being shot at "at least five times" while chasing down a pair of armed gunmen who had kidnapped and threatened to kill another man.

The North West Region award was presented to Merseyside PC Paul Kirwin, who disarmed and arrested a robber pointing a handgun at terrified shop staff.

The South West Region award went to Gloucestershire PC Ian Saunders, who swam out into a freezing canal to rescue a woman in immediate danger of drowning. The woman and her immediate family have expressed their deep gratitude to PC Saunders whose heroic actions undoubtedly saved her life.

The North East Region award went to Northumbria PC Bob Ford, who pulled a woman from her car moments before it burst into flames following a road accident in the Lake District.

## National Police Memorial Day

**N**ational Police Memorial Day (NPMD) is an annual event held to remember police officers who have been killed or died on duty. It is an opportunity to demonstrate to relatives, friends and colleagues of fallen officers that their sacrifice is not forgotten.

The PFEW Chairman is Chair of the NPMD Organising Committee and the event is supported by Police Federation representatives and staff.

The 2015 NPMD service was held at the Edinburgh International Conference Centre on September 27. The service paid tribute to fallen officers from forces in Scotland, Northern Ireland, England and Wales, with the names of officers lost in the last year read out to a congregation of 1,200. Home Secretary Theresa May gave a reading and prayers were led by Michelle Nelson, daughter of Strathclyde Police Constable George William Chree who was murdered in 1976, aged 27; Donald Connolly, brother of Constable Gordon Connolly, who drowned in 1983 (aged 24) while trying to rescue a member of the public from rough seas; Derek Penman, Her Majesty's Inspector of Constabulary, Scotland; and Mark Lindsay, chairman of the Police Federation for Northern Ireland.



(left to right) Mark Nelis, Elaine Atkinson, Charlotte Godfrey and Alwyn Baird light candles in memory of loved ones at the National Police Memorial Day

## Future Challenges

**Looking to the year ahead, further challenges face policing and the Police Federation will be sure to play an active part putting forward the expert views of practitioners on the frontline.**

The nature of crime is continuing to change. Cyber-crime is ever-evolving as technology improves and changes. The threat of terrorism has changed drastically in recent years and is still an ever-present reality. In addition, the service has been expected to deal with historic crimes too. All of this adds to the demand as budgets are frozen and police numbers continue to fall.

Expenditure will continue to increase and the PFEW will be undertaking research into the demands on the service – something government has not done when making budgetary decisions.

PFEW believes the funding structure needs to be properly examined and addressed and has played an active part in the work undertaken by the National Debate Advisory Group, overseen by HMIC.

We also believe that government should consider a long-term funding structure and not just think in five year terms to suit the general election political timetable. Longer term funding would assist with better planning.

We will continue to question the current 43-force model, as we consider it would be more efficient and effective to have fewer forces.

We will continue to lobby for better protection for police officers, including a push for the additional funding needed to properly rollout Taser.

The National Police Chiefs' Council is considering changes to ranks and structure that could pose a threat to the Office of Constable. We will fight any threat to remove or change the independent Office of Constable – the bedrock of policing in England and Wales.





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