



ANNUAL REPORT

Foreword

2017 saw significant advances for the union. PCS became ready to begin a new phase looking forward; rebuilding after years of Tory cuts and political attacks.

The year saw some significant political and industrial developments. June saw the Tories' call a snap general election, the result of which was the loss of their majority and a stronger Labour party in parliament. It is clear the Tories have no mandate for further cuts to our public services or further attacks on public servants' pay and jobs.

There was a ground-breaking result in our consultative public sector pay ballot. 99% voted against the pay cap and 80% agreed they were prepared to take part in industrial action. The result sent a resounding message to Theresa May and her government and has provided a solid foundation from which to keep building our campaign into 2018.

We will use the analysis of voting results from our pay ballot to ensure that all workplaces are ballot-ready, so that if we have to move to a statutory strike ballot in 2018 we can achieve the majority turnout now required under the Trade Union Act, and an even higher yes vote. We will step up our campaigning with other public sector unions on pay.

As well as our ballot success, the last year saw some important victories. In July we achieved a significant win for our members and all public servants against the government's attempts to impose cuts to redundancy terms. The High Court ruled it was unlawful for the previous Tory government to exclude us from talks over its latest cuts. As a result of the court ruling, the government has a legal obligation to consult the unions on any changes to the CSCS with a view to reaching agreement and we will continue to fight for better terms in 2018.

PCS continued to campaign for a positive anti-austerity alternative, based on investment in public services, an end to privatisation and decent jobs, pay, equality and rights at work, in stark contrast to the escalation of the austerity and cuts of the last seven years offered by

Theresa May. Our campaigning has begun to take up the opportunities presented by Jeremy Corbyn's continuing leadership of the Labour party.

2017 saw us reach the end of our three year Strategic Review and successfully meet the targets we set to strengthen our union. We have turned the tide on recruitment, reshaped our organisation to better fit the industrial climate we are in, and achieved financial stability.

As well as building on these successes, and overseeing major changes to our union to ensure we are as well organised as possible, as always we face big challenges.

2018 will see the Brexit process at the forefront of the work of the civil service and its related bodies and agencies. The government's office closure programmes in DWP and in HMRC fly in the face of the resources we know are needed. We will renew our campaigns against these cuts.

Our members working in our commercial sector areas also face similar challenges – low pay, restrictive work practices and job insecurity. We will continue to work to strengthen union organisation in these areas to tackle these vital issues.

We have a proud record of opposing cuts and offering an alternative, and we are at the forefront of the fight for a better way of running the vital public services our members deliver and our economy. Our successes in 2017 mean we are in a much stronger position to be able to lead this fight for an alternative in 2018.

Thank you for everything you do, at work, in our communities and for our union. By working together we can make 2018 a successful year for PCS and our members, and for the trade union and labour movement too.

Mark Serwotka **Janice Godrich**
General secretary President



Photos: Andrew Alitchison

NATIONAL PUBLIC SECTOR CAMPAIGNING

In late 2016 the NEC agreed to launch a major campaign against the continued application of the public sector pay cap, and its application by the devolved administrations, with a particular focus on employers covered by the Treasury Pay Remit.

In 2017 the campaign was in two phases; the first phase of the campaign, which ran until the Treasury Pay Remit was published in mid-April, included lobbying around the Budget on 8 March and pay day protests outside workplaces. The NEC commissioned Dr Mark Williams of Surrey University to produce a detailed submission to the Treasury and Cabinet Office, which argued that civil service pay has fallen behind RPI inflation, average earnings, public sector earnings, and consequently the 1% pay cap should be lifted.

The second phase of the campaign, following the publication of the Treasury Pay Remit focused on coordinated group campaign activity around our pay claim. As part of this phase of campaigning, during the summer, HMRC, the Home Office and MoJ held coordinated pay day protests.

The effect of austerity on the public sector, and the public sector pay cap, emerged as important themes of the general election. The bombing in Manchester and the London bridge attack dramatically counter-posed the heroism and dedication of public servants, with the austerity driven government cuts to public services, and came to dominate the final days of the campaign.

A number of backbench Conservative MPs highlighted the issue of public sector pay as an important issue for voters in the election. Unexpectedly, a number of cabinet ministers have also raised the possibility of an end to the pay cap. This all raised expectations that a pay campaign in 2018 can be successful.

The NEC, in implementing motion A9, agreed to move towards a consultative ballot of public sector members. The ballot asked members two questions: the first asked if they agreed that the pay cap should be lifted, and that funds should be

made available to provide them with a proper pay rise, the second question asked if they were prepared to take part in industrial action on the issue of pay.

At TUC Congress in September, PCS hosted a fringe meeting on fighting the public sector pay cap and the need to unite a campaign across the public sector. Our motion also called for a united campaign to break the pay cap. This theme received significant media attention and became the main story of the Congress.

The NEC also agreed a detailed campaign plan, which included the distribution of campaign materials to workplaces and members, workplace activity and meetings, regional briefings, a comprehensive communication strategy including email and social media, innovative use of Facebook, including the use of video and Facebook live, phone banking, which included calling 18,000 members, use of a pay calculator, which sent emails to the Chancellor of the Exchequer, a major deployment of staff, and support for TUC protest rallies and a TUC lobby of parliament.

The ballot ran from 9 October to 6 November and the result was announced on 7 November. On the first question 98.9% voted yes, while on the second question 79.2% voted yes. Overall there was a turnout of 48.8%.

The ballot covered 160,000 members, hundreds of employers and thousands of workplaces. The ballot result was the highest yes vote for strike action and the highest turnout in a national ballot in the history of PCS. It was a tribute to the excellent campaign and the hard work of reps, and a clear demonstration of the anger of members after a seven year pay squeeze.

Following the ballot result we wrote to the Chancellor, and Cabinet Office Minister outlining the result and calling for the pay cap to be lifted in the budget. We also wrote to TUC general Secretary Frances O'Grady seeking the support of the TUC for the campaign to break the pay cap.

The NEC discussed the ballot result and agreed to build the campaign into 2018, working with the TUC and other public sector unions where possible. In the Commercial sector pay campaigning continued alongside negotiations with employers and supporting living wage campaigning wherever possible.



Photo: Julian Brown

JOBS AND PENSIONS

Civil Service Compensation Scheme

In late 2016, the Government implemented cuts to the Civil Service Compensation Scheme (CSCS). During the consultation on those changes, the employer had debarred PCS from those talks following our refusal to sign up to predetermined

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outcomes which would have seen our members’ redundancy entitlements slashed by around a third.

PCS launched a legal challenge to the new scheme by way of Judicial Review. Our primary argument was that the Government had failed to dispense its legal obligation to consult with a view to reaching agreement when it debarred PCS from the second phase of talks.

The judges handed down their decision on 18 July 2017. In a significant victory for PCS, they declared that the Minister had acted unlawfully, that the changes to the CSCS were quashed and that the employer must pay the union’s legal costs.

In the immediate aftermath of the judgement, John Manzoni, Chief Executive of the Civil Service, published a message to all staff seeking to paint the judgement as a mere technicality that could be easily overcome. Far from having to deal with a mere technicality, the employer is now having to put right the wrongs caused by the implementation of the unlawful 2016 scheme. The result is many thousands of pounds more in the pockets of those workers affected.

Having initially tried to appeal the judgement, the employer suddenly dropped its appeal on 25 September 2017 and launched a fresh consultation. We are currently in talks on a proposed revised CSCS. We have made it clear that, while we are prepared to engage in talks to try to reach an agreement, the 2016 terms are unacceptable to PCS and that their current

proposals, which are worse than the 2016 terms, are also therefore unacceptable.

We are working together with other unions and talking to our political allies in the parliamentary arena to secure their opposition to any further changes to the CSCS.

Pensions

As part of the implementation of motion A16 carried at ADC 2017, and as part of the strategic review, we are allocating staff resources to give pensions advice to members and those with bargaining responsibility.

Jobs

Despite the CSCS victory, the employer has continued to press its cuts agenda in a number of areas. In the two biggest departments of state, DWP and HMRC, they are pressing on with office closure programmes that are slashing jobs and decimating community services.

The National Disputes Committee (NDC) has authorised a number of disputes around job cuts and office closures in DWP Bolton and Bury, Devon, Liverpool, Northumbria, Plymouth and Sheffield Branches. The NDC has authorised strike pay where members have taken action in order to try to support the type of sustained action required to shift the employer’s position.

In the Metropolitan Police group, the NDC authorised a dispute in the Metcall area which resulted in a significant victory on staffing. We secured an agreement for permanent recruitment with an initial intake of 135 full time equivalent staff. The agreement also delivered a series of improvements to member’s terms and conditions and their working environment.

The High Court victory on the CSCS has secured better redundancy terms for workers who have been unfortunate

STRATEGIC REVIEW

In 2017 the NEC finalised the implementation of the union’s strategic review. The review had aimed to find ways of adapting the union’s structures and ways of working to the more hostile environment we have encountered in recent years, and to the drop in membership which took place following massive job cuts in the public sector and the removal of check off.

In 2017 the union’s finances stabilised and motions carried at ADC 2017 in areas such as organising, union democracy, equality, union structures and equality have been enacted. This annual report provides details on progress. The new overarching objectives agreed by the NEC following the

end of the strategic review are:

- Growth in membership: 200,000 members by 2020
- Organising strength: increasing density, reps, and member participation
- A budget surplus and £2m in the fighting fund by 2020
- Breaching the 1% pay cap in the public sector, fair pay increases in the private sector
- A properly resourced public sector with job security agreements
- Progress on national bargaining in the civil service, and on the right to unionise and be covered by collective bargaining in private sector organisations, founded on strong workplace organisation.

enough to lose their jobs. It has also forced the employer to put redundancy schemes on hold in a number of areas.

However, the current consultation indicates the government's determination to force through detrimental changes in order to make redundancies on the cheap. In accordance with Motions A1 and A4 carried at ADC 2017, we are continuing to focus on the organising agenda in order to build leverage at the bargaining table and to put ourselves in a position to mount a national campaign to defend the jobs and the redundancy terms of members.

ORGANISING

The national organising strategy for 2017, endorsed at ADC, set out four primary union building objectives:

- There will be a PCS presence in every workplace
- We will be able to communicate directly with members without relying on any employer
- PCS structures will reflect the diversity of our membership
- All branches will have in place an organising action plan.

During 2017 more new members joined the union than at any other time in the last decade, with 14,544 new joiners as at 12 December, at an average of over 1,200 new joiners every month.

This still falls short of the 0.8% monthly 'recruitment rate' established during 2016, but is a positive litmus test as to the health of PCS in workplaces and branches. The recruitment of thousands of new apprentices to the civil and public service provides additional opportunities for the union to grow and for the identification of the next generation of union activists and workplace leaders.

A combination of further job cuts and office closures has meant that membership at the end of 2017 was 181,899 as compared to 185,000 at the start of the year. This small net drop in membership is a real indication that membership is stabilising and that our union building efforts are beginning to pay dividends.

During 2017 we continued to recruit new activists, and at the end of the year the activist to member ratio had increased from one rep for every 27 members to 1:26. A major challenge facing the union is to properly and consistently address the issue of underrepresentation amongst women and in all other protected characteristic groups, addressing succession planning and the identification of the next generation of PCS leaders in our workplaces.

We have also increased the proportion of members where we hold one or more forms of electronic data from 79.5% to 83.1%. We have personal email addresses for 66% of members, which

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has increased by 6% during 2017 and 15% since 2016. Over the year the number of members with no address details has been reduced from 5,166 to 3,219.

The annual national organising forum was held in October, and most groups were represented. The forum included a discussion on the implementation of motion A65, as part of the strategic review and the ongoing review of branch structures.

The NEC's organising and education subcommittee has also had oversight of the union's trade union education programme and the development of PCS the Academy, under the terms of motion A48.

Although progress on transitioning to a PCS Academy has been slower than anticipated, in an extremely difficult environment the delivery of PCS trade union education to reps has stabilised this year. Some categories of training – equalities, union learning reps – have run recently for the first time in some years, with some courses, like Neurodiversity, Trans Awareness and Mental Health Awareness being run for the first time ever. Overall numbers of reps trained (regional courses only) increased for the second successive year, from a lowest point in 2015.

Funding, and therefore TUC college tutor input, has largely been maintained in regions in 2017, despite increased government threats to remove it. However, there is an acceptance across the union that a cohesive and consistent approach is required to provide a comprehensive offer to reps and would-be activists across the whole UK, so that core and non-core training can be available to all, wherever you live or work – at an affordable cost to the union.

The development of a new approach to trade union education (the 'PCS Academy') has continued, and we aim to pilot some Academy courses in early 2018. All existing materials are being reviewed to ensure that our reps develop a true organising, or collectivising, approach to trade unionism.

We remain very much committed to 'classroom' education but the Academy will also explore digital and bite-sized, workplace-based delivery options.

CAMPAIGNING AND COMMUNICATIONS

Improving our communications with members has been an important part of the strategic review. In 2017 we have

invested further in our IT systems so that we can take full advantage of digital communications. In early 2017 the website was moved to a new platform and is now mobile responsive. Further changes to will be introduced in 2018.

In 2017 we partially replaced the Commix database with a database which can fully integrate with the website, and with a wide range of other digital applications. This development work will deliver to significant improvements to communications and the on-line support given to members and reps in 2018.

In 2017 we have published four editions of PCS People supplemented with a monthly e-newsletter version which is sent to all members for whom we have a personal email address. Activate and group journals are now distributed by email and we are continuing to develop improved formats for e-newsletters for these publications. We have rolled out changes to the Document Library search and navigation, which has increased usage by 30%.

We have continued to produce hard copy campaign materials to support campaigns and organising. In 2017 we significantly increased our use of our Facebook page, with video and the use of Facebook Live. During the pay ballot our first Facebook live event attracted 50,000 views. We will continue to expand our use of social media with the aim of reaching more members and engaging them in PCS campaigns.

PARLIAMENT

2017 was another turbulent year in politics, with the Government calling a General Election and then losing their parliamentary majority.

Brexit has dominated the parliamentary timetable and meant that the Conservative-led coalition has had limited legislative ambitions. However, austerity policies have continued, which means that departmental budgets have continued to be cut, impacted on the number and location of jobs in the civil and public services.

PCS has continued to be represented in parliament by our PCS parliamentary group of MPs and take part in the joint union Justice Union's parliamentary group. The year saw the group contribute to a range of campaigns, including lobbying of MPs about the further cuts to the civil service compensation scheme, and in relation to departmental issues such as HMRC office and job centre closures. Our parliamentary groups in the Welsh and Scottish parliaments continued to raise our members profile in their areas of jurisdiction.

During 2018 Jeremy Corbyn MP, a founding member of the PCS parliamentary group, continued as leader of the Labour



Party, which has given PCS a new level of access to the shadow front bench. Jeremy Corbyn and John McDonnell, the shadow chancellor, were due to speak at ADC 2017 but the Manchester Arena bombing meant that all campaign activities were suspended.

Conference carried motions A304 and A305 and consequently agreed to offer as much support to Labour Party candidates "as is allowable under current PCS Policy". Requests were received from branches to formally support 91 Labour candidates. Branches supported those candidates in a range of ways, from leafleting their workplaces, to encouraging members to assist the candidate's campaign.

PCS were present at a number of party conferences. At the Labour party conference we organised fringe meetings on tax justice and welfare and took up a range of invitations to speak at other meetings. We also took part in a fringe at SNP conference on public sector pay. A large contingent of PCS members took part in the Peoples' Assembly demonstration at the Conservative party conference.

MEDIA

PCS continued to attract widespread media coverage in 2017 across all formats, radio, TV, newspapers and online. 133 national press releases were issued during 2017 many of which generated great publicity for PCS in the national, regional and local media.

These included supporting PCS members in disputes in the EHRC and against office closures in the DWP alongside many campaigns in the HMRC, the Courts and other areas. National issues covered included Brexit, Universal Credit and the CSCS court victory. By far the biggest issue we promoted was pay and the campaign to scrap the pay cap. We generated a lot of publicity about this throughout the year through mainstream and social media. This included the General Secretary on national TV and thousands of members using social media to promote pay day protests.

The year ended with a flurry of coverage around two issues. The dispute in the DVSA, particularly the 2 day strike of driving examiners and other DVSA staff, prompted our strongest coverage of the year. Finally, on New Year's Eve the decision by the Home Office to suggest a volunteer Border Force ensured that PCS ended the year as front page news.

We will continue to train staff and reps to work with the media to ensure the PCS message gets out to the public as clearly as possible.

COMMERCIAL SECTOR

This year saw the inaugural meeting of the Private Sector Forum where members from both the private and public sectors met to discuss common goals and how to work and organise together in the future. A new set of protocols were discussed to establish how the Commercial Sector will liaise and work with civil service groups in the future.

There has been no let-up in the past 12 months with large scale redundancies amongst our Commercial Sector members. The private sector IT companies are responding to the government's instruction to reduce costs on existing contracts by attacking and seeking to undermine our member's jobs, terms and conditions.

One worrying trend across the commercial sector is the move by the larger companies who currently have defined benefit pension schemes to attempt to move our members onto inferior company defined contribution schemes.

This will result in members "paying more for longer for less", mirroring what happened to our public sector members and signals a race to the bottom as these profitable private sector companies state that they are only harmonising their pension with their other staff already covered by the inferior scheme.

Many of our members have been overlooked when it comes to pay rises in these companies over the years as they were told that their defined benefit pension was part of their overall benefits package and this has seen their salaries fall considerably behind their colleagues that were covered by the defined contribution schemes with no mechanism put in place to make up the shortfall.

We have yet again seen private sector companies using the government's austerity agenda to attack our members pay with some mirroring the 1% pay cap that applies to the civil service and others refusing to award any increase whatsoever in the year due to "disappointing" financial results in their businesses.

The trend from last year of large government departments setting up solely owned subsidiaries to attack our members'

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terms and conditions and de-recognise PCS continues unabated. As well as HMRC setting up a government owned limited company (GovCO) called Revenue and Customs Digital Technology Services (RCDS) and the DWP creating the Benefits, Pension, Digital and Technology Services (BPDS), we have seen the commercial sector follow suit with private sector companies forming solely owned subsidiaries and attacking our members pensions and collective bargaining rights as well as de-recognising PCS at the point of transfer. PCS has responded by arranging organising and recruitment events in both GovCOs which are beginning to deliver results.

Due to redundancies and retirements we have lost a number of experienced reps in the last year. The Commercial Sector Association has begun a pilot recruitment and retention initiative with the intention of bringing on the reps of the future and we have already started to see some success from this pilot.

PERSONNEL AND RIGHTS AT WORK

Performance management

New appraisal systems are due to be introduced across the civil service in 2018 following the success of the campaign run by our union. In 2017 a range of trials and modifications to existing schemes have been introduced with relative assessment, forced or guided distribution and any link between box marking and non-consolidated pay being removed in most bargaining areas. This represents a significant victory for our campaign with the most unpopular elements of the system being dismantled by the employer.

In line with Motion A24 PCS has engaged nationally and at a delegated level on the development of a revised approach to appraisal moving away from the discredited punitive and divisive scheme and moving to a developmental/coaching approach based around four principles – improved management capability, fully equality proofed systems, no linkage to pay and an end to box marking.

We have published three reports during 2017 including a report produced for PCS by Keele University highlighting again the discriminatory outcomes of the box marking system, an analysis for negotiators of the Cabinet Office framework principles and an interim negotiators guide. An updated version of the later will be published in early 2018.

More remains to be done. We are opposed to the return of 'in

year' reward system and we anticipate some delegated areas resisting a more progressive approach on appraisal. However, the failure of the employers' representatives to agree and develop a coherent narrative and vision around appraisal, and the divisions that exist in their ranks about the most effective approach, provides an opportunity for our negotiators to successfully pursue our demands.

Attendance management

The number of motions submitted to ADC 2017 indicated the level of concern from activists about the number of personal cases, formal monitoring arrangements and dismissals of sick members under the imposed Attendance Management policy.

In response to motion A25, A32 and A29 the NEC has agreed a comprehensive response involving stepping up our campaigning, organising and bargaining efforts around attendance management.

There are a plethora of difficulties posed by the policy. Members come to work sick, are reluctant to disclose illness – especially mental health issues – to the employer for fear that sickness absence triggers will be applied to them and health problems are being made worse by a policy that attacks the symptoms rather than the causes.

Written improvement notice periods, lasting up to 18 months, compound this problem, as our members are aware that further periods of absence could lead to further management action including dismissal.

The NEC has developed a set of demands based on conference policy and we have presented these to the employers' representatives. We call for an independent review – similar to the Whitehall Studies previously conducted across the civil service – into the cause of sickness absence, a negotiated civil service wide action plan to tackle ill health, the publication of data in respect of workers with protected characteristics, the immediate abolition of trigger points and that staff who require reasonable adjustments must not be subject to any form of attendance management policy until those adjustments have been made and taken effect.

We have also called for a new policy to support and assist workers with mental health issues including stress and depression and for reform of the current occupational health referral system.

Our demands have triggered a debate at Permanent Secretary level and limited trials of a new referral system have been launched in some smaller parts of the civil service.

Apprentice agreement

30,000 Apprenticeships will be offered across the Civil Service over a five year period ending in 2020. Over 7,000 apprenticeship places have already been taken up with over

90% new starters in the civil service.

PCS has negotiated an agreement on Apprenticeships providing important protection on pay, job security, quality of training and on trade union rights including access to all apprentices for the purposes of recruitment and retention.

The agreement provides an important opportunity for us to recruit apprentices into membership and also sets a good standard that all departments and agencies must adhere to. PCS is challenging employers including the Land Registry who are seeking to evade the agreement.

YOUNG MEMBERS

The PCS young members' network has continued to go from strength to strength, increasing its membership levels and adding new activists to the network. For the first time in many years there is now a convenor in every region bar one.

There has been an increase in young members' recruitment with new staff coming in to departments, particularly as apprentices, and work has been done to recruit these members to both PCS and to the network. Young members have worked alongside the learning project to educate apprentices about their rights using the excellent agreement negotiated with the Cabinet Office.

PCS members have supported the PCS pay campaign, Durham Miners' Gala, and had successful interventions at the Youth TUC and Scottish youth TUC. The PCS motion on apprentices was taken forward to the full TUC where it was carried with PCS input. PCS young members also ran a session at the Youth TUC on apprentices.

PCS has chaired the Scottish TUC youth committee for the last year and chaired the conference in July. Young members won awards at PCS conference for best new activist and team award, as well as the TUC youth award.



Photo: Mark Pinder

The young members' seminar held in September brought together young members, mostly new to PCS and union activity. Workshops were held on young members' issues and how we campaign around them, organising and recruitment, apprentices, and social media.

TUC Young Worker's Month took place in November. Events during the month included recruitment activities, training events, working with apprentices, and social events. Four newsletters were issued during the year, that were emailed to all young members aged 27 and under.

DEVOLVED ADMINISTRATIONS

Scotland

The Strategic Forum continues to be the main conduit between the civil service unions, led by PCS and the Scottish Government officials for taking forward high level discussions on new powers that are being devolved as part of the Scotland Act 2016 and wider issues that have an industrial impact on our members.

Discussions have been continuing with the Scottish Government about the potential for a Fair Work agreement although we would like these to move along at a faster pace.

Scottish Ministers confirmed that they would lift the public sector pay cap in their budget and we have pressed them all year on our pay demands alongside STUC affiliates as part of the "Proud we are Public" campaign.

Northern Ireland

PCS has worked with branches across Northern Ireland (NI) to progress the development of an NI specific policy forum. We have built cross party political support on a number of key issues including, tax justice, HMRC office closures and welfare cuts. PCS strenuously campaigned around the tax credit rape clause and with regard to antiquated NI criminal law.

PCS NI delegates attended both the Sinn Féin Ard Fheis and DUP party conference for the first time to lobby politicians on the pay cap and the civil service compensation scheme. Senior PCS reps have participated in a number of briefings on Brexit, focused on the complexities around the Irish land border.

PCS are fully engaged in the ICTU Better Work, Better Lives, campaign. We continue to campaign with our sister unions.

Wales

Several Welsh DWP offices were affected by January's office closure announcement, with Llanelli set to go in 2018 and plans to transfer work from a number of offices to a new site north of Cardiff. This worsens the threat posed by the planned closure of all Welsh tax offices outside Cardiff. PCS has

campaigning hard against these proposals, winning support from politicians and general election candidates. The reprieve for Porthmadog tax office was a notable victory, but deprived areas still stand to lose hundreds of good jobs.

PCS has also engaged in the debate over Wales' constitution, surveying our members on their views about devolution and public services. Motion A84 carried at ADC, confirmed our commitment to this work, focussing particularly on the demand for sufficient financial resources to support Welsh services. Our campaigning on this issue included backing the Fair Funding Wales coalition, which organised a rally on 9 September and a Budget Day protest, which reinforced our opposition to the pay cap.

EQUALITY

Equality has been central to the National Organising Strategy, as part of rebuilding our union. We have been determined to show that equality is not just something we say but is actually something we do.

We have increased the staffing resources in our national equality team as part of our commitment to tackling under-representation and promoting inclusion.

The Equality and Inclusion Strategy was endorsed by the NEC and our equality strands identified that increasing participation in the union from under-represented groups was a key priority. It identified a "bottom-up" approach was needed to increase participation.

The report recognised that facility time cuts had reduced participation in the union and focusing more resource in regional equality networks to support lay activists to build the necessary skills, experience and confidence to sustain



activity. Bringing equality groups together in new overarching networks or bodies was suggested as an 'intersectional' approach to equality.

Motion A66 instructed the NEC to prioritise the development of pan-equality structures in our nations and regions. This has increased participation from under-represented groups and they will now take place bi-annually.

Our structures must reflect the diversity of our membership, build our activism base and recruit new members by opening up routes to support our under-represented members into union activism. The NEC conducted thorough consultations with all equality strands and our young members on the matter of extending the current system of electing the highest polling black candidates to other equality groups.

Each national committee had the opportunity to discuss what it could mean for them as a group and this was followed through with a survey seeking individual views. The NEC have considered the outcome and will now take forward the recommendations based on the feedback from the national equality committees and young members.

We have promoted to the wider union a clear understanding and a more consistent approach of how equality structures work and also how to get involved, identified key data for inclusion in the NEC organising report to track the level of reporting of equality data, and changes to the proportion of activists from under-represented group.

We have asked each equality strand to consider the makeup of formal structures (branch and group); the barriers to progress from equality structures to formal structures, and whether there should be a debate about positive representation in constitutional structures.

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The NEC have committed to work closely with Proud on motion 78 regarding Trans inclusion around the Equality Act 2010. Following ADC this has been discussed with Proud and a plan of action is being devised.

Within regions we have been developing the regional pan-equality network meetings to assist with the work in tackling under-representation which aims to remove barriers to participation.

In 2018, the availability of our new guide “Organising for Equality” will support branches to work proactively in building membership and activism bringing the link between organising and equality closer.

Motion A73 instructed PCS to affiliate to Stand up to Racism and take part and promote activities. We were involved in the planning of the Confronting Racism Conference in September, sent a delegation to the conference in October and we continue to work with Stand Up to Racism to challenge racism or fascism where ever it rears its ugly head in our communities.

Throughout the year we have kept our commitment to run equality seminars. The Disabled Members and Women’s seminars took place in June with the Black members and LGBT members seminars taking place in October.

GENDER BALANCE

PCS rules require that delegates to TUC conferences elected at our annual delegate conference should reflect the proportion of women members currently at 59.99%. This table shows the target figures and actual outcomes of the elections held at annual conference 2017.

Conference	Delegates	Target	Actual
TUC	6	3	3
TUC Women	3	3	3
TUC Youth	2	1	2
STUC	4	2	1
STUC Women	2	2	2
STUC Youth	2	1	1
Wales TUC	3	2	1

The equality seminars focus has been about inclusion, participation, campaigning and organising diverse members whilst ensuring members and reps have an understanding of how the law works.

We have used History Months to organise and they have been celebrated by providing branches with photo cards, leaflets and briefings in advance of each date. A number of events took place around the country with many photo opportunities displayed on social media.

SOCIAL AND ECONOMIC

The NEC continued to campaign for tax justice and a fair social security system during 2017. These campaigns were closely linked to campaigns to oppose staff and cuts and office and job centre closures in HMRC and DWP.

PCS continued to call for a suspension in the rollout of Universal Credit, arguing that cuts to DWP staff and resources must be reversed to give the department the means to develop a system that offers genuine help. This should begin with the immediate end to the office closure programme.

Motion A12 on minimum and maximum rates of pay to be established across the civil service is being taken forward as part of national pay campaign and talks with the Cabinet Office on coherence.

Implementation of motion A75 on Brexit and the aftermath of the referendum is ongoing including PCS campaigning on ending job cuts and office closure programmes as well as increasing civil service resources in relation to Brexit. PCS successfully raised an amendment to a motion at TUC Congress 2017 centred on halting job cuts and increasing resources for the civil service.

We are engaging in the Public Administration and Constitutional Affairs Committee Enquiry into civil service effectiveness in relation to Brexit, and submitted evidence in December 2017. We have been keeping a high PCS profile in the increased focus on freedom of movement and benefits of immigration in political interventions.

STRUCTURES AND SERVICES

Motion A62 committed the union to a continuation of our review of the balloting and election processes at all levels of the union, including the NEC. The review has been conducted and proposals will be brought to ADC 2018.

Building on an initial consultation exercise early in 2017,

“PCS continued to call for a suspension in the rollout of Universal Credit arguing that cuts to DWP staff and resources must be reversed”

Motion A64 committed the NEC to conducting a second round of consultation on our Group structures. The Strategic Review set out the aims of the review of our Group structure as progressing our coherence agenda, supporting the drive to build workplace organisation and streamlining our operations. Motion A64 set out the framework for the further round of consultation and this is expected to begin early in 2018.

Groups have been consulted on branch structures and further consultation is underway regarding the model branch constitution as we continue to address the ways in which we can align our own structures and processes to promote and encourage wider membership participation.

Review of electing full-time officers

ADC 2017 carried motion A224 on reviewing the possibility of electing senior national officers. The NEC supported the motion. Due to the urgent need to restructure the management of the union, including senior management, following large scale reductions in PCS staff numbers, it has not yet been possible to conduct a review. It is intended that work will be carried out over the coming period and a report provided for ADC 2019.

NTUC

The NTUC co-ordinates seven nationally recognised unions in the civil service (PCS, POA, Prospect, FDA, NIPSA, Unite and GMB), and negotiates with the Cabinet Office and Ministers on civil service-wide issues.

The government's reluctance to engage in meaningful central bargaining with the trade unions continues, but further discussions on improved and more effective bargaining have taken place and unions were considering their own firm proposals at the end of the year. These discussions will develop further in 2018, with consideration of the mechanisms to achieve better bargaining, including improvements in areas of Scottish and Welsh government, and elsewhere to support the thinking applied to this approach.

Improved dialogue with CS employee policy, on a wide range of terms and conditions continued during the year, with better consultation more common on a wide range of issues. In relation to the second attempt of the government to cut redundancy benefits, PCS was disappointed that some unions did not agree the negotiating strategy PCS had proposed,

which meant that a group involving PCS and three other unions pursued this, instead of the NTUC. However, the NTUC continued its role on other matters.

HEALTH AND SAFETY

Throughout the year, our reps continue to work at all levels to move employers away from short-term, target-driven, discriminatory ways of tackling health and safety towards a more positive, practical, prevention-focused agenda that actively protects and promote the health, safety and well-being of our members.

Our reps continue to proactively make improvements for members and ran events to mark International Workers' Memorial Day and European Health and Safety Week. Available to reps in the PCS document library are health and safety factsheets and workplace posters, along with other organisations' advice, such as TUC's on fit to work service, and well-being.

The union offers reps a web based information service to aid them in their H&S roles, and includes signposting reps to relevant external H&S websites and information resources; maintained and up-to-date information on the PCS H&S webpages; core/key PCS H&S factsheets; and continues training of H&S reps through TUC Unionlearn and providing accreditation.

PCS continues to support the Hazards Campaign and conference, sending four reps to the national conference in July.

INTERNATIONAL

Our international work focuses on working with sister unions, federations and partners across the globe to oppose austerity and to promote economic alternatives, linked closely to our domestic campaigning and organising strategies.

The ongoing impact of austerity measures in our political and industrial campaigning continues to be highlighted at home and through Public Services International (PSI) and the European Federation of Public Services (EPSU) federations' main committees and co-ordinating groups, as we continue to express solidarity with unions experiencing similar challenges to our own.

Attending the 30th Public Services International (PSI) Congress in November, the PCS delegation highlighted the union's views and concerns on gender equality and ending violence against women; migration, refugees and climate change;

“Our reps continue ran events to mark International Workers' Memorial Day and European Health and Safety Week”

collective bargaining and the right to strike in public services; and tax justice. The Congress was a gainful opportunity to participate in the debates, develop appropriate links, share our experiences with fellow trade unionists, identify with the common problems all trade unionists face, how unions dealt with them in different countries and what we could learn from each other.

In line with conference policy, the union's broader international solidarity embraces support for labour rights and human rights across a number of countries and regions, including supporting our sister unions in Ireland campaigning against household and water tax in these times of austerity. In the summer, a message of solidarity was sent and a donation made to the #JobstownNotGuilty campaign which saw charges brought and subsequently dropped for false imprisonment against a teenage protesting against Ireland's water charges and austerity.

Conference agreed to seek to highlight and stop the abuse of workers employed to build Qatari World Cup Stadia, and PCS along with other unions, is supporting the TUC Playfair Qatar Campaign to respect the rights of migrant construction workers; and support the campaign to stop deportations to Iraq.

ENVIRONMENT

The destruction of the small Caribbean island of Barbuda by Hurricane Irma last summer provided a profound insight into what we can expect from rampant climate change. With its population evacuated before the storm hit, it also illustrated the growing displacement of people due to extreme weather events.



In February 2017, PCS supported a Climate Refugees conference organised by the Campaign against Climate Change and Friends of the Earth to look at the issue of the climate crisis and population displacement. In an increasingly hostile world for refugees, PCS is supporting the call to recognise climate refugee rights under international law.

Whilst the UK government says 'clean growth' is at the heart of its industrial strategy it continues to promote fossil fuels. PCS in turn continue to challenge this, for example by denouncing BP sponsorship of the British museums, and supporting campaigns against fracking in Lancashire and Yorkshire.

PCS believes a transition to a zero carbon economy will only happen however by bringing our energy system under public ownership and democratic control – energy democracy. To this end PCS has played an active role in the global Trade Unions for Energy Democracy (TUED) initiative, and participated in discussions as part of TUED UK to influence Labour Party policy.

At a well-attended ADC fringe meeting, AGS Chris Baugh launched the PCS pamphlet Just Transition and Energy Democracy: a civil service perspective. This sets out the role for PCS members in energy transition and proposals for the establishment of a National Climate Service, as advocated for

as part of the one million climate jobs campaign.

Energy democracy is now also TUC policy. In September, an historic climate change motion was unanimously passed at Congress which equally called for a mass programme of retrofit and insulation, workplace environmental reps, fossil fuel divestment, and a Just Transition strategy to protect workers livelihoods and jobs.

PCS ESTATES

Clapham – 160 Falcon Road

Throughout 2017/18 works continue to deliver a full refurbishment of the 160 Falcon Road, London building with the aim to improve facilities for reps and staff throughout the building and at the same time deliver a revenue stream from two floors being leased to external tenants.

Birmingham – Holt Court

Staff in the region have moved into Holt Court, the temporary premises for the Unite Birmingham regional office. In 2018 we plan to move all staff into brand new office space facilities located opposite Holt Court.

Annex: NEC Attendance Record

NAME	NEC COMMITTEES		SUB COMMITTEES	
	Actual	Possible	Actual	Possible
Janice Godrich	(17)	(17)	(08)	(09)
Kevin McHugh	(15)	(17)	(12)	(13)
Paula Brown	(6)	(17)	(05)	(08)
Fran Heathcote	(17)	(17)	(13)	(14)
Zita Holbourne	(17)	(17)	(12)	(14)
Ian Albert	(08)	(17)	(04)	(06)
Mark Baker	(14)	(17)	(01)	(03)
Tom Bishell	(09)	(09)	(0)	(02)
Clive Bryant	(16)	(17)	(03)	(04)
Martin Cavanagh	(16)	(17)	(01)	(01)
Harvey Crane	(06)	(17)	(03)	(04)
Alan Dennis	(17)	(17)	(04)	(06)
Lawrence Dunne	(13)	(17)	(04)	(06)
Mary Ferguson	(10)	(15)	(0)	(04)
Angela Grant	(08)	(08)	(02)	(03)
Jackie Green	(08)	(17)	(02)	(03)
Sam Hall	(17)	(17)	(02)	(02)
Austin Harney	(08)	(08)	(01)	(02)
Elenor Haven	(0)	(09)	(01)	(05)
John Jamieson	(13)	(17)	(01)	(03)
Bev Laidlaw	(08)	(09)	(01)	(01)
Mark Leopard	(16)	(17)	(04)	(04)
Neil Licence	(07)	(17)	(02)	(06)
Marion Lloyd	(14)	(17)	(03)	(03)
John McInally	(17)	(17)	(06)	(10)
Dominic McFadden	(16)	(17)	(02)	(02)
John Maguire	(16)	(17)	(0)	(0)
Lorna Merry	(13)	(17)	(05)	(12)
Marianne Owens	(15)	(17)	(01)	(05)
Clara Paillard	(14)	(17)	(02)	(03)
Ian Pope	(15)	(17)	(04)	(04)
Alison Roder	(12)	(17)	(0)	(01)
Paulette Romain	(08)	(09)	(0)	(01)
Candy Udwin	(14)	(17)	(02)	(02)
Karen Watts	(16)	(17)	(08)	(13)
Hector Wesley	(15)	(17)	(06)	(07)
Katrine Williams	(07)	(08)	(03)	(04)
Paul Williams	(13)	(17)	(0)	(04)
Gilaine Young	(08)	(08)	(0)	(01)

Note: The above table shows the attendance record of NEC members at NEC and NEC sub-committee meetings between 1 January and 31 December 2017. The figures in the 'Actual' column show the number of occasions on which the member

attended. Absence could be due to other urgent union business, refusal to allow facility time, sick leave or domestic leave. The lack of facility time has meant that the NEC has had to rely on its members using annual leave and flexitime to attend meetings.



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