



Police Federation of England and Wales – Independent Review – update mid-May 2015

The Police Federation of England and Wales (PFEW) announced it would be independently reviewed at the end of 2012. The final report, conducted by a panel chaired by Sir David Normington, was published in January 2014 with 36 recommendations, all of which the Federation agreed to implement at annual conference in May 2014. Work is being carried out to implement the recommendations in a phased approach over an agreed timeframe which is outlined in the Independent Review.

As of mid-May 2015, four recommendations have been delivered (nos. 1, 2, 19 and 31), two are planned for completion during annual conference week, 19-21 May 2015, (nos. 3 and 5) and work is actively in progress on a further 23 recommendations. Where work has not yet started on a recommendation, in general this is because there is a dependency on another recommendation or because the change is planned for 2016 or later, in accordance with the Independent Review. If you have any queries on the Independent Review please email gensec@polfed.org

No.	Recommendation	Update
1	The Federation should adopt immediately a revised core purpose which reflects the Federation's commitment to act in the public interest, with public accountability, alongside its accountability to its members. This should be incorporated in legislation as soon as practicable.	<p>The Federation adopted a revised core purpose in June 2014 which is:</p> <p>PFEW agrees that in fulfilling its statutory responsibilities for the welfare and efficiency of its members the Federation at all levels will</p> <ul style="list-style-type: none"> • ensure that its members are fully informed and that there is the highest degree of transparency in decision-making and use of resources • maintain exemplary standards of conduct, integrity and professionalism • act in the interests of the members and the public, seeking to build public confidence in the police service and accepting public accountability for its use of public money • work together within the Federation and in partnership with others in the policing world to achieve its goals. <p>PFEW is working with the Home Office to incorporate the revised core purpose in regulations, which will require a change to primary legislation.</p>
2	A new independent reference group (with between four and six members) should be established to assist the Federation in ensuring accountability to the public interest and monitor progress on such issues as equality and implementation of the Independent Review recommendations.	Four members of the independent reference group have signed up to the terms of reference and organised their first few meetings. We are recruiting another two members to widen the range of experience and diversity of backgrounds within the group and we would expect them to join the group this summer.
3	A new requirement at national level to publish online an annual public value report alongside a short assessment of progress by the independent reference group. Branch annual reports should also report on the value the branch is bringing to	Our first national Annual Public Value Report is being published online w/c 18/05/15.

	its members and to the public.	
4	National guidelines for all expenses, honoraria and hospitality policies should be agreed and local force branches will be required to comply with these – a requirement embedded in regulations. All individual expenses, honoraria, and hospitality received should be declared by and then published online.	Work on this recommendation is well underway. Proposals for the standardised policies are currently being reviewed by a working group of local and national representatives as well as staff and we expect these to be available in September 2015.
5	An openness commitment should be signed by all local force branches and the national Federation which will establish the principle that all committee papers and minutes should be available to members unless there is genuine commercial, political, or negotiation sensitivity.	National Chair Steve White as well as the Chairs of the national Sub-Committees and the Chairs of the Joint Branch Boards are due to sign the Federation openness commitment at annual conference, May 2015, confirming that all committee papers and minutes will be made available to members via local Branch Boards and the secure area of the national PFEW website once the guidance has been agreed (see recommendation 7).
6	All accounts from which the Federation derives income or contributes revenues should be published and be publicly available. This includes Number 2, member services, group insurance trusts, accounts or funds. These should be included in the F45 return (which is the mechanism via which Branch Boards return their accounts to the National Treasurer).	This was dependent on a regulatory change (recommendation 31) which came into effect on 2 April 2015. Now that the regulatory changes are in place, we will work on the operational changes needed after conference 2015. This will be a minor change as the vast majority of Branch Boards already openly publish their accounts.
7	Guidance to be agreed by local force branches and the national Federation for publication of all committee papers (with a few exceptions) and decisions taken.	The guidance is currently being drafted and will be issued soon after conference 2015.
8	The completion of local and national member databases . Where these are currently incomplete we request that the National Police Chiefs' Council (formerly the Association of Chief Police Officers) and the Home Office agree to the transfer of email addresses to the local Federations and the national Federation. The national database cannot be used to promote commercial services in competition with those provided by the branches.	The database is being developed and a demo version of the system is being shown at conference 2015 (at the IT stand). Chief police officers have agreed to provide the data we need and the next step is for the Federation to join the Public Sector Network (PSN) so that this data can be provided securely.
9	A Director of Equality and Diversity should be appointed to oversee the Federation's progress on managing equal opportunities as well as liaising with support groups and networks for minority officers and others.	We are defining the roles and responsibilities for the position. We are implementing equality impact assessments and have identified data relating to the number of female and BME officers in every police force in the country and have provided this to Electoral Reform Services (ERS) for use in the next set of elections.
10	A rolling three-year equality plan should be prepared with measurable benchmarks for improvement of representation, support and public engagement monitored by an equality Sub-Committee of the National Board. This Sub-Committee should contain members from external minority associations.	Work has started on drafting the equality plan and it is due to be completed in 2015.
11	New networks of support for 'protected	We are actively engaging with support

	characteristics' and other groups such as young-in-service officers need to be established.	networks. We held a very successful event for BME members in Leatherhead earlier in 2015, as well as a recent meeting between the presidents of numerous police associations.
12	Equality assessments should be undertaken in each local force and at national level to determine the need for reserve seats for the 'protected characteristics'.	We have identified data relating to the number of female and BME officers in every police force in the country and have provided this to Electoral Reform Services (ERS) for use in the next set of elections.
13	A new performance and standards agreement will be drafted, consulted upon, and then signed by all representatives. It will comprise expectations of a Federation representative.	Work on this is planned to start later in 2015 as part of the timetable of work. Other recommendations relating to the structure of the organisation were prioritised above this.
14	An ethics, standards and performance process to be established on the lines of that introduced in Scotland.	This is in progress and scheduled for completion in 2015.
15	Both the performance and standards agreement and the process should be published on local branch and the national Police Federation websites.	This is dependent on the completion of the above recommendations 13 and 14, so will be implemented when it can be.
16	The provisions in regulations for equal representation of ranks at local level should be repealed .	Recommendations 16 and 17 (as well as 22-28 and 30) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and scheduled for completion by the end of 2015.
17	Regulations should be amended to establish a national framework within which local negotiations on representation levels should take place. The regulations should establish a right of reasonable representation, i.e. the level at which members can receive a good and appropriate level of support. There should be a minimum 20 per cent of the total representation across a force area for sergeants and inspectors. Where a local force Branch and chief officer cannot agree on levels of representation it will be referred to a tripartite independent panel comprising of one Federation nominee, one nominee of the chief officer, and an independent Chair whose decisions shall be final.	Recommendations 16 and 17 (as well as 22-28 and 30) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and scheduled for completion by the end of 2015.
18	Increase the profile and capacity of professional staff in HQ with a focus on the research capacity to support branches and influence the pay review body, professional management, member support and training, communications and public policy.	This recommendation is in progress and scheduled for completion by mid-2016.
19	Appoint an experienced project director and an implementation team to implement the change programme recommended in the final report.	This recommendation was completed in September 2014 with Accenture being appointed.
20	Create a senior executive team and the additional posts of Director of Finance to oversee the reform and management of the Federation's budgets; Director of Policing Policy with a view to engaging in debates about the future of policing; a Director of Equality and Diversity. It is likely that	This recommendation is in progress and scheduled for completion by mid-2016.

	Directors of Communications, Research, and Legal would also be part of this team.	
21	Unify the staffing of Head Office under the General Secretary, as de facto Chief Executive. Create job descriptions for the General Secretary and other post-holders that recognise the need of the Federation to be credible, authoritative, expert and professional. Individuals will be assessed in relation to the degree to which their skills match this job description and appraised on that basis also.	This recommendation is in progress and is scheduled for completion in early 2016.
22	Rank committees at local and national level should be removed from the governance and decision-making structure of the Federation.	Recommendations 22-28 (inclusive) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and scheduled for completion mid-2016.
23	A new Branch Council of workplace representatives in each local force area and a Branch Board should be established as the main body governing Federation Branch affairs. These will be conducted on the basis of the principles and process outlined in the final report.	Recommendations 22-28 (inclusive) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and scheduled for completion early 2016.
24	The current 10 –10 –10 default membership of Branch Boards should be abolished and replaced with a new 50 –20 rule at local level : no rank can have more than 49 per cent of the membership of a Branch Board and no rank can have less than 20 per cent. 'Protected characteristics' should be safeguarded in accordance with local independent equality assessments. Branch Boards will be considerably smaller than is currently the case in accordance with the numbers related to force size outlined in the final report.	Recommendations 22-28 (inclusive) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and scheduled for completion early 2016.
25	The Branch Chair should be elected by all members and the Secretary should be selected by the Branch Board. They should be from different ranks.	Recommendations 22-28 (inclusive) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and scheduled for completion early 2016.
26	The Branch Chairs and Secretaries meeting should be established as a new National Council with formal powers. This will be the main national forum representing local force branches. It will be a co-decision maker with the National Board on major strategic decisions, national budgets, a consultee on subscription rates and negotiation strategy, and will have a formal role in selecting nominees for General Secretary.	Recommendations 22-28 (inclusive) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and a new National Council is scheduled to be created mid-2016.
27	A new National Board should replace the Joint Central Committee. This will be a slimmed down body both in terms of numbers and the amount of time that representatives will devote to national level business. It will still have regional representation, some rank representation and better representation of 'protected	Recommendations 22-28 (inclusive) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and a new National Board is scheduled to be created mid-2016.

	characteristics'. Its role will be to safeguard the organisation, make day-to-day decisions as required, formulate strategic direction, monitor the budget, oversee communications, oversee national elections and ensure that the standards and performance process is in place and effective.	
28	A new professional means of selecting the General Secretary . The Chair will be elected by the membership.	Recommendations 22-28 (inclusive) relate to changing the structure of the Federation and how the electoral process needs to change to support this. This work is in progress and the new selection process will be used once the new National Board and Council are created mid-2016.
29	National conference should be slimmed down in terms of time and numbers.	This recommendation is in progress. There is some dependency on regulations (voting procedures and delegate numbers) so we expect changes to be phased over 2016 and 2017. However, conference 2015 is already shorter (reducing from four days to three), with fewer attendees (reducing from approx. 1,800 attendees to 1,200).
30	There should be limits on tenure for all post-holders of two terms of three years with potentially two terms of five years for the General Secretary.	Recommendation 30 relates to changing the structure of the Federation and how the electoral process needs to change to support this.
31	All accounts including Number 2, group insurance and member services accounts, funds and trusts to be published. A general financial transparency clause is needed in regulations including a requirement to publish and report all income that derives from and funds Federation activity.	This recommendation is complete. The regulatory change came into effect on 2 April 2015.
32	The market for members' service and group insurance products should be reviewed and collective provision between a number of Branches, potentially facilitated and negotiated by the national Federation, to gain from possible economies of scale, should be explored. The National Board will not seek to replace Branch commercial relationships other than by joint agreement with the branches affected.	In alignment with the timescales of the Independent Review, this recommendation will be implemented post 2016.
33	A new fund should be created from some of the surpluses and reserves of the current rank committees to support smaller branches in deficit .	This recommendation is dependent on the further centralisation of funding and is scheduled to be implemented post 2016.
34	All resources to be routed via the centre and distributed to branches on the basis of agreement in the National Council. This step will be agreed to within three years once the National Council and National Board have found a constructive way of working.	The intention is to implement this recommendation exactly as it is outlined in the Independent Review. This means that it will not take effect until after the National Board and National Council are in place (scheduled for mid-2016). In addition, there will be a guarantee that in the first year, no branch will receive less than in the previous year. The new funding process and yearly allocation of budget will be approved by the National Council. Therefore it is likely this recommendation will not be implemented until

		post 2016.
35	The new National Board to commission in 2017 a review of the options for Leatherhead after 2019.	In alignment with the timescales of the Independent Review, this recommendation will be implemented post 2016.
36	There should be a 25 per cent reduction in subscription levels for one year in 2015 financed by the reserves of the rank central committees. An extension of this one-off reduction should be reviewed for subsequent years on the basis of existing reserves, reserves in unpublished accounts and an estate strategy once the reform package is complete.	Membership subscriptions have been frozen for the past three years which is a significant financial benefit to members in real terms. Returning further subscription payments to members is dependent on centralising our finances. Currently, as defined by regulations, only 70 per cent of subscription income is paid to the centre with 30 per cent retained by local branches. We still intend to implement this recommendation and look at what further financial benefit we can provide to members once finances are centralised post 2016.