

Independent Review – June 2018 update

Introduction

In 2012, we initiated an organisational change programme with the intention of improving the organisation’s overall performance, and our relationship with members, stakeholders, the public and political decision-makers.

Our launch pad was an [independent review](#) (IR) that we commissioned in 2014 from the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA), which outlined 36 recommendations for change and reform.

However, the review was just the beginning; a catalyst that has led us to grow in areas far beyond the scope of its recommendations, and enabling the organisation to look at how we can continue to evolve in order to best serve our members, now, and in the future.

This document outlines our progress with regards to the 36 recommendations only - the scope of organisational reform we continue to undertake in order to improve lies far beyond the projects described, as the PFEW continues to strive to be the best it can be.

Implementation of the IR

As of June 2018, 33 of the 36 recommendations put forward by the review panel have been completed (three pending elections completing in the autumn) and three are progressing.

Below is a breakdown of the 36 recommendations and their current status:

No.	Recommendation	Status
1	The PFEW should adopt immediately a revised Core Purpose which reflects its 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.	COMPLETED The Federation adopted a revised Core Purpose in June 2014. The principles of the revised Core Purpose have been included in the Policing and Crime Bill 2017 .
2	A new Independent Reference Group should be established to assist the PFEW in ensuring accountability to the public interest and monitor progress on	COMPLETED An Advisory Group (extranet link – rep access only) has been established consisting of six members with a wide

	such issues as equality and implementation of the Independent Review recommendations.	variety of professional backgrounds, who will play the role of a 'critical friend' to PFEW.
3	A new requirement at national level to publish online an Annual Public Value Report alongside a short assessment of progress by the Advisory Group. Branch annual reports should also report on the value the Branch is bringing to its members and to the public.	COMPLETED The PFEW's first national Annual Public Value Report was published on our website in May 2015 - we will continue to publish these reports annually. Federation Branches are also prompted to publish their own Annual Public Value reports.
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.	COMPLETED The policies (extranet link – rep access only) are in place and are being implemented.
5	An openness commitment should be signed by all local 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.	COMPLETED The National Chair, chairs of the national sub-committees and local Branch Boards signed the PFEW Openness Commitment at our Annual Conference in May 2015, confirming that all committee papers and minutes will be made available to members via local Branch Boards and The Hub (extranet link – rep access only).
6	All accounts from which the PFEW 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 HQ).	COMPLETED The Branch Board accounts are available via our website .
7	Guidance to be agreed by local force Branches and the national HQ for publication of all committee papers (with a few exceptions) and decisions taken.	COMPLETED Guidance has been agreed (extranet link – rep access only) and circulated to all local Branches.
8	The completion of local and National Member Databases. Where these are	COMPLETED The National Member Database allows

	currently incomplete, we request that the National Police Chiefs' Council and Home Office agree to the transfer of email addresses to Branch Boards and the national HQ. The National Database cannot be used to promote commercial services in competition with those provided by Branches.	direct communication with members; it went live in May 2016.
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.	COMPLETED An individual was appointed in October 2016.
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.	COMPLETED A copy is available on The Hub (extranet link – rep access only). This is a live document that is being developed by the Equality Lead and Equality sub-committee.
11	New networks of support for 'protected characteristics' and other groups such as young-in-service officers need to be established.	COMPLETED The Police Association Strategic Leaders (extranet link – rep access only) or PASL meets quarterly.
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'.	COMPLETED A new equality assessment survey was launched in April 2017.
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.	COMPLETED The Performance and Standards agreement (extranet) was implemented at the start of the 2018 triennial election process.
14	An Ethics, Standards and Performance process to be established on the lines of that introduced in Scotland.	COMPLETED The process is in place and is being implemented.
15	Both the Performance and Standards agreement and the process should be published on local Branch and national centre websites.	COMPLETED The Performance and Standards agreement (extranet link – rep access only) has been published.

16	<p>The provisions in regulations for equal representation of ranks at local level should be repealed.</p>	<p>COMPLETED This relates to changing the structure of the Federation. The electoral process, which is governed by regulations, was changed to support this.</p>
17	<p>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% of the total representation across a force area for Sergeants and Inspectors. Where a local 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.</p>	<p>COMPLETED To be reviewed each election cycle.</p>
18	<p>Increase the profile and capacity of professional staff at the national centre with a focus on the research capacity to support Branches and influence the Police Remuneration Review Body, professional management, member support and training, communications and public policy.</p>	<p>COMPLETED Input was collected from national centre staff via a survey in March 2016, which has helped to inform the direction of this work. How best to continue addressing this recommendation is under constant review.</p>
19	<p>Appoint an experienced project director and an implementation team to implement the change programme recommended in the final report.</p>	<p>COMPLETED Accenture was appointed in September 2014. The role has since been taken in-house with the creation of a Project Management Office.</p>
20	<p>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; and a Director of Equality and Diversity. It is likely that Directors of Communications, Research, and Legal</p>	<p>COMPLETED An executive team is in place, including the new Finance Director, and Equality Lead.</p>

	would also be part of this team.	
21	Unify the staffing of HQ 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.	COMPLETED Job descriptions for national and local Federation roles have been created and can be found on The Hub (extranet link – rep access only).
22	Rank committees at local and national level should be removed from the governance and decision-making structure of the Federation.	COMPLETED This relates to changing the structure of the Federation. The electoral process, which is governed by regulations, was changed to support this.
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 .	COMPLETED The new regulations have established the new Branch structure.
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% of the membership of a Branch Board and no rank can have less than 20%. ‘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 .	COMPLETED See above.
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.	COMPLETED The new regulations have established the new election process.
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	COMPLETED This relates to changing the structure of the Federation. The electoral process, which is governed by regulations, was

	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.	changed to support this.
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 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.	COMPLETED PENDING ELECTIONS This relates to changing the structure of the Federation. The electoral process, which is governed by regulations, was changed to support this. In the meantime, we are functioning with an Interim National Board.
28	A new professional means of selecting the General Secretary. The National Chair will be elected by the membership.	COMPLETED PENDING ELECTIONS This relates to changing the structure of the Federation. The electoral process, which is governed by regulations, was changed to support this.
29	National conference should be slimmed down in terms of time and numbers.	COMPLETED The number of delegates has been reduced and the duration shortened from three days to two days.
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.	COMPLETED The new regulations have established the tenure of the General Secretary.
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	COMPLETED This is an ongoing area of work. Financial information is available on the website and on The Hub (extranet link – rep access only).

	activity.	
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.	PROGRESSING This has been identified as a key requirement for the Finance Director, appointed in January 2017, to deliver.
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.	COMPLETED Surpluses on subscription income are now being retained in the National Reserve Fund.
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.	COMPLETED As of 1 January 2018, subscription income has been routed via the National Reserve Fund, and distributed as per the budget.
35	The new National Board to commission in 2017 a review of the options for Leatherhead after 2019.	PROGRESSING This relates to how the organisation works as a unit and requires some structural changes to be completed before moving ahead.
36	There should be a 25% 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.	PROGRESSING In January 2016 the Interim National Council meeting voted (with a 73% majority) that it would not be realistic or feasible to give a direct refund in this way at that moment in time. Returning money to members is dependent on centralising our finances, which is ongoing. Options are being considered to facilitate the redistribution of any surplus income.

If you have any queries relating to our Independent Review, please email gensec@polfed.org.