

## **The Police Federation Independent Review**

The Police Federation of England and Wales (PFEW) has decided that an independent review of the organisation will be conducted by a panel chaired by former Home Office Permanent Secretary Sir David Normington. The other members of the panel are:

Brendan Barber  
Neil Bentley  
Linda Dickens  
Kath Kane  
Sir Denis O'Connor

Their biographies are available here. <http://www.polfed.org/newsroom/1004.aspx>

In conducting the review, Sir David and the panel are supported by the RSA  
<http://www.thersa.org/>

The PFEW is a staff association and its role is to provide a voice for rank and file officers and to negotiate on their behalf. The composition of the panel undertaking the independent review is based upon the social partnership approach, but reflects the particular uniqueness of policing. For this reason the panel includes individuals with an employers' perspective, a trade union perspective as well as experts in the area of employee representation. The panel -comprises very experienced individuals who have deep knowledge of policing and the wider world of employment relations. They are pledged to conduct this review in an absolutely independent manner.

Although the independent review is an exercise being undertaken voluntarily by the PFEW, there is a wide body of good practice on how reviews of this nature should be conducted. This is to ensure credibility and balance in their findings and recommendations so that they reflect a range of interests and perspectives and have the confidence of all stakeholders.

### **How is a review conducted?**

Over the course of the review, the panel will take evidence, meet with interested parties and commission research on a range of issues. Between the formal meetings and other activities of the review the panel members will be supported by a secretariat, in this case the RSA. While the panel agrees the direction of enquiries to be undertaken by the review, the secretariat carries out its instructions and gathers the evidence required by -the panel. This can involve a number of activities, such as:

- Defining and commissioning the review's programme of research
- Managing the formal consultation process
- Arranging any visits and oral evidence sessions
- Undertaking all administrative tasks

- Organising all meetings of the review
- Any publicity and media relations for the review
- Drafting and producing any publications, including the final report

In helping the panel to reach its conclusions and make any proposals for change, the role of the secretariat is every bit as important as the panel. For this reason the PFEW invited expressions of interest from a number of highly-respected organisations with experience in this field before appointing the RSA.