

<b>PFEW RULES</b>
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## **Section A: Introductory matters**

### Rule 1: The Rules

- 1.1. These Rules (“the Rules”) are made under the Police Federation Regulations 2017 (“the Regulations”) and are to be read alongside the Regulations and any regulations which amend or replace the Regulations.
- 1.2. The Rules and any amendments to the Rules are prepared by the National Board.
- 1.3. The Rules and any amendments to the Rules must be approved by the Home Secretary and will not be effective prior to such approval.
- 1.4. In the event of any conflict between a provision of the Rules and the Regulations, the Regulations will prevail.
- 1.5. The Rules apply to all members of the Federation.
- 1.6. The Rules will come into force on 18<sup>th</sup> January 2018.

### Rule 2: Interpretation

2. In these Rules:
  - 2.1. other than in relation to the Metropolitan Branch, “additional Branch Council members” has the meaning given in Rule 7.2.;
  - 2.2. other than in relation to the Metropolitan Branch, “additional member of the Branch Board” has the meaning given in Rules 11.2. and 11.3.;
  - 2.3. “additional member of the Metropolitan Branch Board” has the meaning given in Rules 21.1.3. and 21.2.3.;
  - 2.4. “additional National Council member” has the meaning given in Rule 31.1.3.;
  - 2.5. “Elected Representative” means a representative elected in the Metropolitan Branch in accordance with regulation 9 of the Regulations;
  - 2.6. “the Federation” means the Police Federation of England & Wales;
  - 2.7. “list seats” are seats which are filled from a list of candidates who are not elected in constituency seats;
  - 2.8. “police force” has the meaning given in section 101 Police Act 1996;
  - 2.9. “the Regulations” means the Police Federation Regulations 2017 or any amended or substituted version of those regulations;
  - 2.10. “relevant Branch Board officers” in the Metropolitan Branch has the meaning given in Rule 21.2.;
  - 2.11. “subscribing member” means a member of the Police Federation who has opted to pay voluntary subscriptions and who at the relevant time has not revoked that option; and
  - 2.12. unless the context requires otherwise:

- 2.12.1. any reference to a statutory provision refers to the provision as it is in force from time to time, taking into account any amendment or re-enactment; and
- 2.12.2. the words “includes” and “including” or any similar terms are not words of limitation.

Rule 3: Structure of the Federation

- 3.1. In accordance with the Regulations and the provisions of these Rules, the Federation will operate through local and central representative bodies.
- 3.2. There will be a Federation branch in each police force. Each branch will have a council (“the Branch Council”) and a branch board (“the Branch Board”), with different arrangements for the branch in the Metropolitan Police Service (“the Metropolitan Branch”).
- 3.3. There will be a national council (“the National Council”) and a national board (“the National Board”).
- 3.4. There will be a national conference (“Conference”).
- 3.5. For the purposes of these Rules the Federation shall have the regions set out in Appendix 1.

Rule 4: Membership and payment of voluntary subscriptions

- 4.1. Every member of a police force below the rank of superintendent and every police cadet undergoing training with a view to becoming a member of that force may opt to become a member of the Federation.
- 4.2. A person who is eligible to become a member of the Federation and wishes to opt to become a member or to re-join as a member must complete such application form as the National Board shall from time to time require.
- 4.3. A person who is eligible to become a member of the Federation and who opts to become a member will become a member from the date his or her application form is approved by the Federation, or such earlier date as the application form may provide.
- 4.4. A member of the Federation may terminate his or her membership on giving not less than one month's notice in writing, or such shorter period of notice as is agreed by the Federation.
- 4.5. A member of the Federation may opt to pay voluntary subscriptions.

## **Section B: Constitution and proceedings**

### **Part 1: Electoral arrangements**

#### Rule 5: Elections under these Rules

- 5.1. In accordance with the Regulations, the Federation will conduct elections on a triennial basis.
- 5.2. Triennial elections will be conducted in accordance with the rules set out in Appendix 2 (“the National Electoral Arrangements”).
- 5.3. Prior to every round of triennial elections, the National Board will review the National Electoral Arrangements. Each such review will include consideration of whether it is appropriate to take any positive action steps in relation to members who share a particular protected characteristic.
- 5.4. Any amendments to the National Electoral Arrangements will be made at least six months before the relevant round of triennial elections begins.

#### Rule 6: Other electoral arrangements and casual vacancies

- 6.1. Subject to the provisions of these Rules, the relevant body may make rules to deal with:
  - 6.1.1. the conduct of any election not covered by Appendix 2; and
  - 6.1.2. the treatment of casual vacancies on the specified bodies or in the offices.
- 6.2. A casual vacancy is a vacancy which occurs as a result of the death or resignation of a person or in consequence of any provision of these Rules.
- 6.3. For the purposes of paragraph 6.1 the relevant body will be:
  - 6.3.1. other than in the Metropolitan Branch, in relation to:
    - a Branch Council;
    - a Branch Board;
    - the Branch Secretary; and
    - the Branch Chair or other Branch Officer,the Branch Board of that force;



6.3.2. In the Metropolitan Branch, in relation to:

- an Elected Representative;
- a Branch Council;
- a Metropolitan Executive Committee;
- the Metropolitan Branch Board;
- the Branch Secretary; and
- the Branch Chair or other Branch Officer,

the Metropolitan Branch Board;

6.3.3. In relation to:

- the further members of the National Council from the Metropolitan Branch; and
- any additional National Council members,

the National Board;

6.3.4. In relation to:

- the National Board;
- the National Secretary; and
- the National Chair or other National Officer,

the National Board.

## **Part 2: Branches – elections and membership of representative bodies**

### **Chapter 1: Branches other than the Metropolitan Branch**

#### **Rule 7: The Branch Council**

- 7.1. The Branch Council in each branch will consist of:
  - 7.1.1. representatives elected in accordance with the provisions below; and
  - 7.1.2. additional Branch Council members.
- 7.2. The additional Branch Council members will be:
  - 7.2.1. the Branch Secretary;
  - 7.2.2. the Branch Chair;
  - 7.2.3. if the Branch Board so determine, the Branch Treasurer; and
  - 7.2.4. any other Branch Officers who the Branch Board determine will be additional members.

#### **Rule 8: Elections to the Branch Council**

- 8.1. The members of the Federation in each police force will elect representatives to the Branch Council in accordance with the provisions of this Rule and of Appendix 2.
- 8.2. The number of members elected to a Branch Council will be determined by the formula contained in the Regulations, subject to any variation set out in Appendix 3.
- 8.3. Unless provided otherwise in Appendix 2, members of the Branch Council will be elected in electoral constituencies.
- 8.4. The area or other defining characteristics of electoral constituencies (“the Constituency Arrangements”) will be determined by the Branch Board after consultation with the chief officer.
- 8.5. The Constituency Arrangements may provide for a single electoral constituency for the police force or for multiple electoral constituencies. If provision is made for multiple electoral constituencies, the Constituency Arrangements may provide, for all constituencies or for any specified constituency, that a person elected who ceases to belong to the electoral constituency for which he or she was elected will not be treated as ceasing to belong to that electoral constituency for any provision of these Rules which requires a person to give up a position or office on ceasing to belong to an electoral constituency. Any person elected in a constituency covered by such a provision will not be required to give up his or her position on ceasing to belong to the electoral constituency for which he or she was elected.
- 8.6. A member may vote and stand as a candidate only in the constituency of which he or she is determined to be a member in the Constituency Arrangements.

- 8.7. The Constituency Arrangements are to be determined, not later than three months prior to the holding of the relevant triennial elections.
- 8.8. Any person who would be an additional Branch Council member as a result of Rule 7.2 may choose instead to stand for election to the Branch Council.

Rule 9: Membership of the Branch Council

- 9.1. A person elected as a representative and a member of the Branch Council will, subject to any rules made in relation to casual vacancies, become such on the first day of the month following that in which the election is held and, subject to paragraph 9.3., will remain a representative and a member of the Branch Council until the end of the month in which the next following election is held.
- 9.2. A person will become an additional member of a Branch Council when he or she takes up the relevant office and will remain such while he or she holds the relevant office or if he or she stands for election to the Branch Council and is not elected, until the end of the month in which that election is held.
- 9.3. A person will cease to be a representative and a member of the Branch Council if he or she:
  - 9.3.1. resigns as such;
  - 9.3.2. ceases to be a subscribing member of the Federation;
  - 9.3.3. ceases to be a member of the police force or a police cadet in that force;
  - 9.3.4. in the case of a person elected for an electoral constituency, ceases to belong to the electoral constituency for which he or she was elected, unless the Constituency Arrangements provide otherwise; or
  - 9.3.5. is removed from his or her position under the Ethics, Standards and Performance Procedure.

Rule 10: Elections to the Branch Board

- 10.1. The members of the Branch Council in each police force will elect the Branch Board for that force in accordance with the provisions of this Rule and of Appendix 2.
- 10.2. The number of members elected to a Branch Board will be determined by the formula contained in the Regulations, subject to any variation set out in Appendix 3.
- 10.3. A person who is an additional Branch Council member may stand for election to the Branch Board unless he or she stood for election to the Branch Council and was not elected.

### Rule 11: Membership of the Branch Board

- 11.1. A person elected as a member of a Branch Board will, subject to any rules made in relation to casual vacancies, become such on the first day of the month following that in which the election is held and, subject to paragraphs 11.2. and 11.4., will remain a member of the Branch Board until the end of the month in which the next following election is held.
- 11.2. If the Branch Chair, Branch Secretary, Branch Treasurer or other Branch Officer who is a member of the Branch Board is not elected to the Branch Board in the Branch Board election which follows his or her election to the relevant office, he or she will become an additional member of the Branch Board until the next Branch Chair, Branch Secretary, Branch Treasurer or other Branch Officer takes up the relevant office.
- 11.3. A member of a Branch Board who is elected as the National Chair or as a member of the National Board shall, without prejudice to the filling of the casual vacancy, become an additional member of the Branch Board and, subject to paragraphs 11.4.1. – 11.4.3. and 11.4.5., shall remain such until the Branch Board election after the date he or she ceases to hold the office in question.
- 11.4. A person will cease to be a member of a Branch Board if he or she:
  - 11.4.1. resigns as such;
  - 11.4.2. ceases to be a subscribing member of the Federation;
  - 11.4.3. ceases to be a member of the police force or a police cadet in that force;
  - 11.4.4. in the case of a person elected for an electoral constituency, ceases to belong to the electoral constituency for which he or she was elected unless the Constituency Arrangements provide otherwise; or
  - 11.4.5. is removed from his or her position under the Ethics, Standards and Performance Procedure.

### Rule 12: The Branch Chair

- 12.1. The members of the Federation in each force will elect the Branch Chair from among the members of the Branch Board (other than any additional members) in accordance with the provisions of this Rule and of Appendix 2.
- 12.2. The election of the Branch Chair will take place after the election of the Branch Board.
- 12.3. A person becoming the Branch Chair will become such on the first day of the month following that in which the election is held and, subject to paragraph 12.6., he or she will remain Branch Chair until the last day of the month in which the following election is held.
- 12.4. If the Branch Chair is not elected to the Branch Board in the Branch Board election which follows his or her election as Branch Chair, he or she will become an additional member of the Branch Board until the next Branch Chair takes up the office.
- 12.5. If a person elected for an electoral constituency or list seat is elected as Branch Chair he or she will cease to be regarded as having been elected for an electoral constituency or list seat and will become an additional member of the Branch Council and there will be a casual vacancy on the Branch Council.
- 12.6. A person elected as Branch Chair will cease to be the Branch Chair if he or she:
  - 12.6.1. resigns as such;
  - 12.6.2. ceases to be a subscribing member of the Federation;
  - 12.6.3. ceases to be a member of the police force or a police cadet in that force; or
  - 12.6.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.

### Rule 13: The Branch Secretary

- 13.1. Each Branch Board will elect a Branch Secretary from among its members (other than any additional members) in accordance with the provisions of this Rule and of Appendix 2.
- 13.2. The election of the Branch Secretary will take place at the first meeting of the Branch Board after its election by the Branch Council.
- 13.3. A person becoming the Branch Secretary will become such on the first day of the month following that in which the election is held and, subject to paragraphs 13.4. and 13.6., he or she will remain Branch Secretary until the last day of the month in which the following election is held.
- 13.4. If the Branch Secretary is not elected to the Branch Board in the Branch Board election which follows his or her election as Branch Secretary, he or she will become an

additional member of the Branch Board until the next Branch Secretary takes up the office.

- 13.5. If a person elected for an electoral constituency or list seat is elected as Branch Secretary, he or she will cease to be regarded as having been elected for an electoral constituency or list seat and will become an additional member of the Branch Council and there will be a casual vacancy on the Branch Council.
- 13.6. A person elected as Branch Secretary will cease to be the Branch Secretary if he or she:
  - 13.6.1. resigns as such;
  - 13.6.2. ceases to be a subscribing member of the Federation;
  - 13.6.3. ceases to be a member of the police force or a police cadet in that force;
  - 13.6.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.

#### Rule 14: The Branch Treasurer and other Branch Officers

- 14.1. Each Branch Board will elect a Branch Treasurer from amongst its members (other than any additional members).
- 14.2. Each Branch Board may elect such other branch officers (“other Branch Officers”) as it may from time to time determine.
- 14.3. The Branch Treasurer and, where the Branch Board determines to have other Branch Officers, any such Officer, will take up and hold the office, (subject to paragraphs 14.4. and 14.7.) cease to hold the office and be subject to re-election on the same basis as the Branch Secretary under these Rules.
- 14.4. If the Branch Treasurer is not elected to the Branch Board in the Branch Board election which follows his or her election as Branch Treasurer, he or she will become an additional member of the Branch Board until the next Branch Treasurer takes up the office.
- 14.5. If any other Branch Officer who is a member of the Branch Board is not elected to the Branch Board in the Branch Board election which follows his or her election as a Branch Officer, he or she will become an additional member of the Branch Board until the next Branch Officer takes up the office or, if no one takes up the office, until the Branch Treasurer takes up that office.
- 14.6. The Branch Board will determine whether the Branch Treasurer and any other Branch Officer will be an additional member of the Branch Council. Where this is the case, a person elected to the relevant position will cease to be regarded as having been

elected for an electoral constituency or list seat and there will be a casual vacancy on the Branch Council.

- 14.7. If a person elected as Branch Treasurer or other Branch Officer is a person elected for an electoral constituency and subsequently ceases to belong to the electoral constituency for which he or she was elected, he or she will cease to hold the office unless the Branch Board had determined at the time of his or her election to the office that he or she was an additional member of the Branch Council or unless the Constituency Arrangements provide otherwise.

## **Chapter 2: The Metropolitan Branch**

### **Rule 15: The Metropolitan Branch – definitions**

15.1. In these Rules:

15.1.1. the Commissioner of the Metropolitan Police Service is “the Commissioner”;

and

15.1.2. the branch of the Federation in the Metropolitan Police Service is “the Metropolitan Branch”.

### **Rule 16: Elected Representatives in the Metropolitan Branch**

16.1. The members of the Federation in the Metropolitan Branch will elect representatives (“Elected Representatives”) in accordance with the provisions of this Rule and of Appendix 2.

16.2. The number of Elected Representatives will be determined by the formula contained in the Regulations, subject to any variation set out in Appendix 3.

16.3. Unless provided otherwise in Appendix 2, Elected Representatives will be elected in electoral constituencies.

16.4. The area or other defining characteristics of electoral constituencies (“the Metropolitan Constituency Arrangements”) will be determined by the Metropolitan Branch Board after consultation with the Commissioner.

16.5. The Metropolitan Constituency Arrangements may provide for a single electoral constituency for the police force or for multiple electoral constituencies. If provision is made for multiple electoral constituencies, the Constituency Arrangements may provide, for all constituencies or for any specified constituency, that a person elected who ceases to belong to the electoral constituency for which he or she was elected will not be treated as ceasing to belong to that electoral constituency for any provision of these Rules which requires a person to give up a position or office on ceasing to belong to an electoral constituency. Any person elected in a constituency covered by such a provision will not be required to give up his or her position on ceasing to belong to the electoral constituency for which he or she was elected.

16.6. A member may vote and stand as a candidate only in the constituency of which he or she is determined to be a member in the Metropolitan Constituency Arrangements.

16.7. The Metropolitan Constituency Arrangements are to be determined not later than three months prior to the holding of the relevant triennial elections.



Rule 17: Becoming and ceasing to be an Elected Representative in the Metropolitan Branch

- 17.1. A person elected as an Elected Representative will, subject to any rules made in relation to casual vacancies, become such on the first day of the month following that in which the election is held and, subject to paragraph 17.2., will remain a Representative until the end of the month in which the next following election is held.
- 17.2. A person will cease to be a Representative if he or she:
  - 17.2.1. resigns as such;
  - 17.2.2. ceases to be a subscribing member of the Federation;
  - 17.2.3. ceases to be a member of the Metropolitan Police Service or a police cadet in that force;
  - 17.2.4. in the case of a person elected for an electoral constituency, ceases to belong to the electoral constituency for which he or she was elected unless the Metropolitan Constituency Arrangements provide otherwise; or
  - 17.2.5. is removed from his or her position under the Ethics, Standards and Performance Procedure.
- 17.3. If, as the result of a provision of these Rules, a person elected as an Elected Representative for an electoral constituency ceases to be regarded as having been elected for an electoral constituency and becomes an additional member of a Branch Council or the Branch Board, there will be a casual vacancy for an Elected Representative.

Rule 18: Branch Councils in the Metropolitan Branch

- 18.1. There will be three Branch Councils in the Metropolitan Branch.
- 18.2. Each Branch Council will comprise:
  - 18.2.1. members elected by the Elected Representatives in accordance with the provisions of this Rule and Appendix 2;
  - 18.2.2. any additional members of the Branch Council provided for in Appendix 2; and
  - 18.2.3. a Secretary elected in accordance with Rule 19.2..
- 18.3. The number of representatives elected to each Branch Council will be as set out in Appendix 3.
- 18.4. A person elected as a member of a Metropolitan Branch Council will, subject to any rules made in relation to casual vacancies, become such immediately on election and, subject to paragraph 18.5, will remain a member of the Branch Council until the next following election is held.

- 18.5. A person will cease to be a member of a Branch Council if he or she:
- 18.5.1. resigns as such;
  - 18.5.2. ceases to be a subscribing member of the Federation;
  - 18.5.3. ceases to be a member of the Metropolitan Police Service or a police cadet in that force;
  - 18.5.4. in the case of a person elected for an electoral constituency, ceases to belong to the electoral constituency for which he or she was elected unless the Metropolitan Constituency Arrangements provide otherwise; or
  - 18.5.5. is removed from his or her position under the Ethics, Standards and Performance Procedure.

Rule 19: Metropolitan Branch Council Secretaries and Chairs

- 19.1. The members of each Branch Council will elect a Branch Council Chair in accordance with the provisions of this Rule and of Appendix 2.
- 19.2. The members of each Branch Council will elect a Branch Council Secretary in accordance with the provisions of this Rule and of Appendix 2.
- 19.3. A person becoming a Branch Council Secretary will become such on the first day of the month following that in which the election is held and, subject to paragraph 19.5., he or she will remain Branch Council Secretary until the last day of the month in which the following election is held.
- 19.4. A person becoming a Branch Council Chair will become such immediately on election and, subject to paragraph 19.5., he or she will remain Branch Council Chair until the following election is held or, if earlier, the date he or she ceases to be a member of the Branch Council.
- 19.5. A person elected as a Branch Council Secretary or Branch Council Chair will cease to be the Branch Council Secretary or Branch Council Chair if he or she:
  - 19.5.1. resigns as such;
  - 19.5.2. ceases to be a subscribing member of the Federation;
  - 19.5.3. ceases to be a member of the police force or a police cadet in that force; or
  - 19.5.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.
- 19.6. If a person elected for an electoral constituency is elected as a Branch Council Secretary, he or she will cease to be regarded as having been elected for an electoral constituency and will become an additional member of the Branch Council and there will be a casual vacancy on the Branch Council.

## Rule 20: Metropolitan Executive Committees

- 20.1. Each Branch Council in the Metropolitan Branch is to have an executive committee (“a Metropolitan Executive Committee”) constituted in accordance with arrangements made by the Metropolitan Branch Board, subject to this Rule and any provision in Appendix 2.
- 20.2. Subject to paragraph 20.4., each Metropolitan Executive Committee is to comprise:
  - 20.2.1. the Chair of the relevant Branch Council;
  - 20.2.2. the Secretary of the relevant Branch Council; and
  - 20.2.3. such other elected members as are provided for in Appendix 2.
- 20.3. A person elected as a member of a Metropolitan Executive Committee will, subject to any rules made in relation to casual vacancies, become such on the first day of the month following that in which the election is held and, subject to paragraph 20.5., will remain a member of the Executive Committee until the end of the month in which the next following election is held.
- 20.4. Any person who becomes an additional member of the Metropolitan Branch Board in accordance with Rule 21.1.3. will at the same time become a member of the Metropolitan Executive Committee of the Branch Council which represents the constituency for which he or she was elected, but any such additional member will not be entitled to vote. Subject to paragraph 20.5., such a person will remain a member of the relevant Executive Committee until the end of the month in which the next following election is held.
- 20.5. A person will cease to be a member of an Executive Committee if he or she:
  - 20.5.1. resigns as such;
  - 20.5.2. ceases to be a subscribing member of the Federation;
  - 20.5.3. ceases to be a member of the Metropolitan Police Service or a police cadet in that force;
  - 20.5.4. in the case of a person elected for an electoral constituency, ceases to belong to the electoral constituency for which he or she was elected unless the Metropolitan Constituency Arrangements provide otherwise; or
  - 20.5.5. is removed from his or her position under the Ethics, Standards and Performance Procedure.

## Rule 21: The Metropolitan Branch Board

- 21.1. The Metropolitan Branch Board will comprise:
  - 21.1.1. the members of the three Metropolitan Executive Committees;
  - 21.1.2. the relevant Branch Board officers; and
  - 21.1.3. any additional members of the Metropolitan Branch Board provided for in Appendix 2.
- 21.2. The “relevant Branch Board officers” will be:
  - 21.2.1. the Branch Secretary;
  - 21.2.2. the Branch Chair; and
  - 21.2.3. such other Branch Officers as the Metropolitan Branch Board determines shall be additional members of the Metropolitan Branch Board.
- 21.3. The number of members of the Metropolitan Branch Board will be as set out in Appendix 3.
- 21.4. A person falling within paragraph 21.1.1. will, subject to any rules made in relation to casual vacancies, become a member of the Branch Board immediately following the election of the relevant Executive Committee and, subject to paragraph 21.7., will remain a member of the Branch Board until the next following election is held.
- 21.5. A person falling within paragraph 21.1.3. will, subject to any rules made in relation to casual vacancies, become a member of the Branch Board immediately following the election and, subject to paragraph 21.7., will remain a member of the Branch Board until the next following election is held.
- 21.6. A member of the Metropolitan Branch Board who is elected as the National Chair or as a member of the National Board shall, without prejudice to the filling of the casual vacancy, become a non-voting additional member of the Branch Board and, subject to paragraphs 21.7.1. – 21.7.3. and 21.7.5., shall remain such until the Branch Board is first reconstituted after the date he or she ceases to hold the office in question.
- 21.7. A person will cease to be a member of the Branch Board if he or she:
  - 21.7.1. resigns as such;
  - 21.7.2. ceases to be a subscribing member of the Federation;
  - 21.7.3. ceases to be a member of the Metropolitan Police Service or a police cadet in that force;
  - 21.7.4. in the case of a person elected for an electoral constituency, ceases to belong to the electoral constituency for which he or she was elected unless the Metropolitan Constituency Arrangements provide otherwise; or

21.7.5. is removed from his or her position under the Ethics, Standards and Performance Procedure.

#### Rule 22: The Metropolitan Branch Chair

- 22.1. The members of the Metropolitan Branch will elect the Branch Chair from among the members of the Branch Board in accordance with the provisions of this Rule and of Appendix 2.
- 22.2. The election of the Branch Chair will take place after the constitution of the Branch Board.
- 22.3. A person becoming the Branch Chair will become such on the first day of the month following that in which the election is held and, subject to paragraph 22.5., he or she will remain Branch Chair until the last day of the month in which the following election is held.
- 22.4. If a person elected for an electoral constituency is elected as Branch Chair he or she will remain a member of the Branch Board but will cease to be regarded as having been elected for an electoral constituency and there will be a casual vacancy on the Branch Board.
- 22.5. A person elected as Branch Chair will cease to be the Branch Chair if he or she:
  - 22.5.1. resigns as such;
  - 22.5.2. ceases to be a subscribing member of the Federation;
  - 22.5.3. ceases to be a member of the police force or a police cadet in that force; or
  - 22.5.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.

#### Rule 23: The Metropolitan Branch Secretary

- 23.1. The Metropolitan Branch Board will elect a Branch Secretary from among its members in accordance with the provisions of this Rule and of Appendix 2.
- 23.2. The election of the Branch Secretary will take place at the first meeting of the Branch Board after its constitution.
- 23.3. A person becoming the Branch Secretary will become such on the first day of the month following that in which the election is held and, subject to paragraph 23.5., he or she will remain Branch Secretary until the last day of the month in which the following election is held.
- 23.4. If a person elected for an electoral constituency is elected as Branch Secretary he or she will remain a member of the Branch Board but will cease to be regarded as having

been elected for an electoral constituency and there will be a casual vacancy on the Branch Board.

- 23.5. A person elected as Branch Secretary will cease to be the Branch Secretary if he or she:
- 23.5.1. resigns as such;
  - 23.5.2. ceases to be a subscribing member of the Federation;
  - 23.5.3. ceases to be a member of the police force or a police cadet in that force; or
  - 23.5.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.

Rule 24: The Metropolitan Branch Treasurer and other Metropolitan Branch Officers

- 24.1. The Metropolitan Branch Board will elect a Branch Treasurer from amongst its members.
- 24.2. The Metropolitan Branch Board may elect such other branch officers (“other Branch Officers”) from amongst its members as it may from time to time determine.
- 24.3. The Branch Treasurer and, where the Branch Board determines to have other Branch Officers, any such Officer, will take up and hold the office, (subject to paragraph 24.5.) cease to hold the office and be subject to re-election on the same basis as the Branch Secretary under these Rules.
- 24.4. The Branch Board will determine whether a member of the Branch Board who has been elected for an electoral constituency who is elected as the Branch Treasurer or as any other Branch Officer will cease to be regarded as having been elected for an electoral constituency, thereby creating a casual vacancy on the Branch Board. In that case, the person elected Branch Treasurer or any other Branch Officer will remain an additional member of the Branch Board.
- 24.5. If a person elected as Branch Treasurer or other Branch Officer is a person elected for an electoral constituency and subsequently ceases to belong to the electoral constituency for which he or she was elected, he or she will cease to hold the office unless the Branch Board had determined at the time of his or her election to the office that he or she was an additional member of the Branch Board or unless the Metropolitan Constituency Arrangements provide otherwise.

### **Chapter 3: Branches – proceedings**

#### **Rule 25: Meetings**

- 25.1. The following meetings may be organised in each force in accordance with the Regulations.
- 25.2. A Branch Board may organise general meetings of some or all of the members of the branch.
- 25.3. A Branch Council may meet as provided in the Regulations.
- 25.4. A Metropolitan Executive Committee may meet as provided in the Regulations.
- 25.5. A Branch Board may meet as provided in the Regulations.

#### **Rule 26: Role of the Branch Council**

- 26.1. In branches other than the Metropolitan Branch, the Branch Council will elect the Branch Board in accordance with the provisions of these Rules.
- 26.2. The Branch Council (in the Metropolitan Branch, Branch Councils) will hold the Branch Board to account for how it runs and leads the branch.
- 26.3. The Branch Board will consult the Branch Council (in the Metropolitan Branch, Branch Councils) on major policy and budget issues affecting the branch.

#### **Rule 27: Role of the Branch Board**

- 27.1. The Branch Board will lead and run the branch.
- 27.2. The Branch Board will make policy decisions affecting the branch.
- 27.3. The Branch Board will be the strategic driver of the branch, formulating strategy and putting it to the Branch Council (in the Metropolitan Branch, Branch Councils) for approval.

#### **Rule 28: Proceedings of Branch Councils and Branch Boards outside the Metropolitan Branch**

- 28.1. The Branch Secretary and the Branch Chair will be entitled to vote in Branch Council and Branch Board meetings. The Branch Chair will have a second or casting vote.
- 28.2. Additional members of a Branch Board will not be entitled to vote.
- 28.3. Subject to the provisions of the Regulations and these Rules, the Branch Board in each force will regulate its own procedures, and the procedures of the Branch Council and of any general meetings of some or all members.
- 28.4. A Branch Board may provide for the appointment of committees and sub-committees and for their procedure.

Rule 29: Proceedings of the Metropolitan Branch Councils, Metropolitan Executive Committees and the Metropolitan Branch Board

- 29.1. The Secretary and Chair of a Metropolitan Executive Committee will be entitled to vote in meetings of the relevant Branch Council. The Chair will have a second or casting vote.
- 29.2. All relevant Branch Board Officers will be able to attend any Metropolitan Branch Council or Metropolitan Executive Committee meeting, but will not be entitled to vote.
- 29.3. The Secretary and Chair of a Metropolitan Executive Committee will be entitled to vote in meetings of the Executive Committee. The Chair will have a second or casting vote.
- 29.4. The Branch Secretary and Branch Chair will be entitled to vote in meetings of the Branch Board. The Chair will have a second or casting vote.
- 29.5. Additional members of the Branch Board who are also members of the National Board will not be entitled to vote. Any other additional members of the Branch Board will be entitled to vote.
- 29.6. The Branch Board will regulate the procedures of any general meeting of some or all of the members or Elected Representatives.
- 29.7. Subject to the provisions of the Regulations and these Rules, a Branch Council, Metropolitan Executive Committee or the Branch Board will regulate its own procedures.
- 29.8. The Branch Board may provide for the appointment of committees and sub-committees and for their procedure.



## **Part 3: National bodies – elections and membership of representative bodies and proceedings**

### **Chapter 1: The National Council**

#### **Rule 30: Establishment of the National Council**

30. A national council (“the National Council”) will be established in accordance with the provisions of the following Rules.

#### **Rule 31: Membership of the National Council**

31.1. The members of the National Council will be:

31.1.1. each Branch Board Secretary and Branch Board Chair;

31.1.2. two further members from the Metropolitan Branch (“the further members”);

31.1.3. additional members to ensure appropriate representation for certain protected characteristics (“additional National Council members”) if provided for in Appendix 2; and

31.1.4. the members of the National Board.

31.2. The two further members will be elected by the Metropolitan Branch Board from among its members in accordance with the provisions of this Rule and of Appendix 2.

31.3. The number, if any, of additional National Council members, the method by which any such members will be elected and any other requirement of such an election are set out in Appendix 2.

31.4. The establishment of, and elections of further and additional National Council members to, the National Council will take place after the election of Branch Board Chairs and Secretaries. All elections of further and additional National Council members will be held prior to the first meeting of the new National Council.

#### **Rule 32: Becoming and ceasing to be a member of the National Council**

32.1. A person who is a Branch Board Secretary or a Branch Board Chair will be a member of the National Council while he or she holds that office.

32.2. A person who is elected as a further member or as an additional National Council member will, subject to any rules made in relation to casual vacancies, become a member of the National Council immediately on election and, subject to paragraph 32.3., he or she will remain such a member until the next following election is held.

32.3. A person elected as a further or additional National Council member will cease to be a member of the National Council if he or she:

32.3.1. resigns as such;

32.3.2. ceases to be a subscribing member of the Federation;

32.3.3. in the case of a further member, ceases to be a member of the Metropolitan Police Service or a police cadet in that force;

32.3.4. in the case of an additional National Council member, ceases to belong to the region for which he or she was elected; or

32.3.5. is removed from his or her position under the Ethics, Standards and Performance Procedure.

#### Rule 33: Role of the National Council

33.1. The National Council will elect the National Board in accordance with the provisions of these Rules.

33.2. The National Council will hold the National Board to account for how it runs and leads the Federation.

33.3. The National Board will consult the National Council on major policy and budget issues.

33.4. The National Council will receive and approve the annual report and accounts.

33.5. The National Board will require the National Council's agreement for:

33.5.1. the long term strategy of the Federation;

33.5.2. the Federation's funding system, including the balance between national and branch funding;

33.5.3. any proposals for the development of national level services to members; and

33.5.4. changes in subscription rates before they are put for approval to Conference.

#### Rule 34: Meetings of the National Council

34. The National Council will meet at least three times a year and may arrange such additional meetings as it considers appropriate.

#### Rule 35: Proceedings of the National Council

35.1. Meetings of the National Council will be chaired by the National Chair. In the absence of the National Chair, the Vice Chair will chair the meeting. In the absence of the Chair and the Vice Chair, the National Council will select a person to chair the meeting.

35.2. With the exception of voting in any election, a vote at the National Council will be conducted using such system of weighted voting as the National Council, with the approval of the National Board, shall from time to time adopt.

35.3. Members of the National Board will be non-voting members of the National Council but a member of the National Board will be able to vote in elections to the National Board if permitted to do so in Appendix 2.

35.4. Subject to the provisions of the Regulations and these Rules, the National Council will regulate its own procedures.

## **Chapter 2: The National Board**

### **Rule 36: Establishment of the National Board**

- 36.1. A national board (“the National Board”) will be established in accordance with the provisions of this Rule.
- 36.2. The National Board will have 24 members from 2018.
- 36.3. There will be a review of the appropriate number of members of the National Board prior to 2021.
- 36.4. The National Chair and the National Secretary will be members of the National Board.

### **Rule 37: Elections to the National Board**

37. The members of the National Council will elect 22 members to the National Board in accordance with the provisions of this Rule and of Appendix 2.

### **Rule 38: Membership of the National Board**

- 38.1. A person elected as a member of the National Board will, subject to any rules made in relation to casual vacancies, become such on the first day of the month following that in which election is held and, subject to paragraph 38.4., will remain a member of the National Board until the end of the month in which the next following election is held.
- 38.2. Subject to paragraph 38.3., a person elected to the National Board is required to give his or her full time and attention to that national role and on election will give up any other Federation office or role, unless, in exceptional circumstances, the National Board agree otherwise. For the avoidance of doubt:
  - 38.2.1. this will not prevent a National Board member remaining an additional member of his or her Branch Board;
  - 38.2.2. this will not prevent a National Board member remaining a member of the National Council under Rule 31.1.4.; and
  - 38.2.3. this will not prevent the National Secretary or National Chair from holding the relevant office.
- 38.3. If a person elected to the National Board is appointed to perform part-time service as a police officer, the duty in paragraph 38.2. to give full time and attention to that national role will apply only to that person’s determined hours.
- 38.4. A person will cease to be a member of the National Board if he or she:
  - 38.4.1. resigns as such;
  - 38.4.2. ceases to be a subscribing member of the Federation;
  - 38.4.3. ceases to be a member of his or her police force or a police cadet in that force;

38.4.4. in the case of a person elected by a region, ceases to belong to the region for which he or she was elected; or

38.4.5. is removed from his or her position under the Ethics, Standards and Performance Procedure.

Rule 39: Role of the National Board

39.1. The National Board will lead and run the Federation.

39.2. The National Board will make policy decisions.

39.3. The National Board will be the strategic driver of the Federation, formulating strategy and putting it to the National Council for approval.

Rule 40: Meetings and Proceedings of the National Board

40.1. The National Secretary will not be entitled to vote.

40.2. The National Chair will be entitled to vote and will have a second or casting vote.

40.3. Subject to the provisions of the Regulations and these Rules, the National Board will regulate its own procedures, including arranging such meetings as it considers appropriate.

40.4. The National Board may provide for the appointment of committees and sub-committees and for their procedure.

### **Chapter 3: The National Secretary, Chair and Other National Officers**

#### **Rule 41: The National Secretary**

- 41.1. The National Board will appoint a national secretary (“the National Secretary”) from among its members in accordance with the following provisions.
- 41.2. The National Board will agree a job description and person specification for the position of the National Secretary.
- 41.3. Any member of the National Board who seeks appointment as the National Secretary will submit a written application.
- 41.4. All members of the National Board who are not seeking appointment will form a selection panel (“the Selection Panel”).
- 41.5. The Selection Panel will consider the applications and select the National Secretary.
- 41.6. Candidates will be excluded from the Selection Panel’s deliberations, but the Selection Panel may conduct such interviews of the candidates as it considers appropriate.
- 41.7. In the event that the Selection Panel is not unanimous, selection will take place on the basis of a majority vote of the Selection Panel, with the Chair holding a casting vote if necessary.
- 41.8. The selection of the National Secretary will take place at the first meeting of the National Board after its election by the National Council.
- 41.9. A person becoming the National Secretary will become such on the first day of the month following his or her appointment and, subject to paragraph 41.10., he or she will remain National Secretary until the last day of the month in which the following National Secretary is appointed.
- 41.10. A person elected as National Secretary will cease to be the National Secretary if he or she:
  - 41.10.1. resigns as such;
  - 41.10.2. ceases to be a subscribing member of the Federation;
  - 41.10.3. ceases to be a member of his or her police force or a police cadet in that force; or
  - 41.10.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.

#### Rule 42: The National Chair

- 42.1. All members of the Federation will elect the National Chair from among members of the National Council in accordance with the provisions of this Rule and of Appendix 2.
- 42.2. The election of the National Chair will take place after the formation of the National Council.
- 42.3. A person becoming the National Chair will become such on the first day of the month following that in which the election is held and, subject to paragraph 42.4., he or she will remain National Chair until the last day of the month in which the following election is held.
- 42.4. A person elected as National Chair will cease to be the National Chair if he or she:
  - 42.4.1. resigns as such;
  - 42.4.2. ceases to be a subscribing member of the Federation;
  - 42.4.3. ceases to be a member of his or her police force or a police cadet in that force;or
  - 42.4.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.

#### Rule 43: Other National Officers

- 43.1. There will be a national treasurer ("the National Treasurer") who will be elected by the National Board from among its members.
- 43.2. A person becoming the National Treasurer will become such on the first day of the month following that in which the election is held and, subject to paragraph 43.3., he or she will remain the National Treasurer until the last day of the month in which the following election is held.
- 43.3. A person elected as the National Treasurer will cease to be the National Treasurer if he or she:
  - 43.3.1. resigns as such;
  - 43.3.2. ceases to be a subscribing member of the Federation;
  - 43.3.3. ceases to be a member of his or her police force or a police cadet in that force;or
  - 43.3.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.
- 43.4. In addition to the National Secretary, the National Chair and the National Treasurer, the National Board may elect such other National Officers from among its members as it may from time to time determine.

43.5. Where the National Board determines to have other National Officers, any such Officer will take up and hold the office, cease to hold the office and be subject to re-election on the same basis as the National Treasurer under these Rules.

## **Part 3A – Wales**

### Rule 43A: Additional Provisions for Wales

- 43A.1. For the triennial period beginning in 2021 the additional provisions set out in Appendix 11 (“Additional Provisions for Wales”) will apply.
- 43A.2. Prior to every subsequent round of triennial elections, the National Board will review the Additional Provisions for Wales.
- 43A.3. Any amendments to the Additional Provisions for Wales will be made at least six months before the relevant round of triennial elections begins.



## **Part 4: Conference**

### Rule 44: Conference

44. The National Board will hold an annual conference (“Conference”) at such time as agreed with the Secretary of State lasting not more than three days.

### Rule 45: Delegates to Conference

- 45.1. The following are entitled to attend Conference as delegates:
- 45.1.1. members of the National Board;
  - 45.1.2. members of the National Council;
  - 45.1.3. the trustees of the National Fund; and
  - 45.1.4. delegates elected from each branch in accordance with the provisions of this Rule and any provision contained in Appendix 4.
- 45.2. If a person has been elected as Branch Secretary or Branch Chair, but has not taken up the relevant office at the time of Conference, he or she will be treated as a member of the National Council for the purposes of Rule 45.1..
- 45.3. The number of delegates to Conference elected by branches will be determined by the formula contained in the Regulations subject to any variation set out in Appendix 4.
- 45.4. The election of delegates to Conference from each branch will be conducted on an annual basis and in accordance with the rules set out in Appendix 4.
- 45.5. The National Board will review the rules set out in Appendix 4 at the same time that it reviews the National Electoral Arrangements under Rule 5.3.. Each such review will include consideration of whether it is appropriate to take any positive action steps in relation to members who share a particular protected characteristic.
- 45.6. A person who is elected as a delegate to Conference will cease to be a delegate if he or she:
- 45.6.1. resigns as such;
  - 45.6.2. ceases to be a subscribing member of the Federation;
  - 45.6.3. ceases to be a member of the police force or a police cadet in that force; or
  - 45.6.4. is removed from his or her position under the Ethics, Standards and Performance Procedure.
- 45.7. A Branch Board may make rules to deal with the treatment of any casual vacancy in the branch’s delegates to Conference.

#### Rule 46: Role of Conference

- 46.1. Conference will discuss policing matters as they relate to members and the public and engage with external stakeholders.
- 46.2. Any variation in the level of voluntary subscriptions must be approved by Conference.
- 46.3. If the National Board determines that the level of voluntary subscriptions is to change:
  - 46.3.1. A motion will be put to Conference, including the proposed variation and the date it is to take effect;
  - 46.3.2. If a majority of the delegates present vote in favour of the motion it will be carried; and
  - 46.3.3. In the event of a tie, the National Chair (or in the absence of the National Chair, the person chairing Conference) will have a casting vote.

## Part 5 - Equality

### Rule 47: Equality Assessment, Information and Report

47.1. In accordance with regulation 15 and the following provisions of this rule the National Board will:

47.1.1. carry out or arrange an assessment (“the Assessment”) of the representation of persons with protected characteristics in the Federation;

47.1.2. publish information (“the Information”) relating to the protected characteristics of:

47.1.2.1. members of:

- the Federation;
- the Federation branches;
- the Federation bodies;
- the Federation officers; and

47.1.2.2. delegates to the annual conference; and

47.1.3. prepare a report (“the Report”) on the steps it is taking to advance equality of opportunity in the Federation between those who share a protected characteristic, and those who do not share it.

47.2. Subject to paragraph 47.3., the Assessment, Information and Report will relate to such of the following protected characteristics as the National Board may determine:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation

47.3. In preparing the Assessment, Information and Report, the sub-categories used for any characteristic (as to matters including age group; type of disability; description of racial group or ethnicity; categories of religion or belief) will be as determined by the National Board.

## **Section C: Financial and other matters**

### **Part 1: Financial Arrangements**

#### Rule 48: Federation Fund Rules

48. The Rules in Appendix 5 (“the Federation Fund Rules”) have effect.

#### Rule 49: Financial Policies and Procedures

49.1. The National Board will maintain such financial policies and procedures as are agreed by the National Board and the National Council.

49.2. The current policies and procedures are contained in Appendix 6.

49.3. The National Board may introduce new financial policies and procedures and may amend or revoke policies and procedures from time to time. Any new policy, amendment or revocation must be approved by the National Council.

#### Rule 50: Additional Responsibility Payments, Expenses and Hospitality

50.1. The National Board will maintain policies dealing with the following issues:

50.1.1. the nature and level of any payments which can be made to Federation representatives and the conditions which apply to such payments. Such payments will be known as “Additional Responsibility Payments”; and

50.1.2. the treatment of expenses and the giving and receipt of hospitality by Federation members and representatives.

50.2. Every member and every representative of the Federation must comply with the Additional Responsibility Payment and Expenses and Hospitality policies.

50.3. No payments are to be made to members or representatives outside the terms of the Additional Responsibility Payment and Expenses and Hospitality policies.

50.4. The current Additional Responsibility Payment and Expenses and Hospitality policies are contained in Appendix 7.

50.5. The National Board may introduce new policies and may amend or revoke Additional Responsibility Payment and Expenses and Hospitality policies from time to time. Any new policy, amendment or revocation must be approved by the National Council.

**Part 2: Ethics, standards and performance**

Rule 51: Standards and Performance Agreement

51. The Federation's Standards and Performance Agreement at Appendix 8 sets out the expectations of all Federation representatives.

Rule 52: Ethics, Standards and Performance Procedure

52. The Ethics, Standards and Performance Procedure at Appendix 9 will apply to all Federation representatives.

### **Part 3: Transitional provisions**

#### Rule 53: Transitional provisions

53. The transitional provisions in Appendix 10 have effect. \*These no longer apply.

## **APPENDIX 1**

### **Regions**

For the purpose of these Rules there shall be the following eight regions: -

- (a) No 1 (North-West) Region, comprising the police forces of Cheshire, Cumbria, Lancashire, Greater Manchester and Merseyside;
- (b) No 2 (North-East) Region, comprising the police forces of Cleveland, Durham, Humberside, Northumbria, North Yorkshire, South Yorkshire and West Yorkshire;
- (c) No 3 (Midlands) Region, comprising the police forces of West Midlands, West Mercia, Warwickshire and Staffordshire;
- (d) No 4 (Eastern) Region, comprising the police forces of Cambridgeshire, Derbyshire, Leicestershire, Lincolnshire, Norfolk, Northamptonshire, Nottinghamshire and Suffolk;
- (e) No 5 (South-East) Region, comprising the police forces of Bedfordshire, Essex, Hampshire, Hertfordshire, Kent, Surrey, Sussex and Thames Valley;
- (f) No 6 (South-West) Region, comprising the police forces of Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Wiltshire;
- (g) No 7 (Wales) Region, comprising the police forces of North Wales, South Wales, Dyfed-Powys and Gwent;
- (h) No 8 (London) Region, comprising the Metropolitan Police Service and the City of London Police.

## **APPENDIX 2**

### **The National Electoral Arrangements (“NEA”)**

#### Introduction

1. The arrangements set out below are the National Electoral Arrangements which apply to the Federation electoral cycle which begins in 2021.

#### Appointment of independent scrutineer

2. The National Board will appoint an independent scrutineer to conduct all elections in this electoral cycle, subject to, and in accordance with, these NEA.

#### Membership

3. In order to be able to vote in an election, a person must be a member of the Federation two months before the day on which nominations open for Branch Council elections outside the Metropolitan Branch (“the relevant date”).
4. The independent scrutineer will determine whether a person is a member on the relevant date. In making such a determination, the independent scrutineer will rely on the Federation’s membership data and any additional information provided by the Branch Board.

#### Complaints and disputes

5. In the event of a complaint which cannot be resolved by the independent scrutineer or a matter relating to an election which is not covered by these NEA, the complaint or matter will be referred to the National Secretary, whose decision upon it will be final.
6. If the National Secretary considers there to have been a significant irregularity which has or may have affected the outcome of an election, the National Secretary shall have the power to declare the outcome of that election void and require a fresh election to be held. In such circumstances, the person or persons elected are entitled to continue to hold the elected position or positions pending the outcome of the fresh election.

#### Arrangements of general application

##### Nomination

7. Unless otherwise stated, in any election, any member who meets the nomination criteria for that election may stand as a candidate. There is no need to be nominated by anyone else.
8. Any person standing as a candidate in an election must:
  - (a) complete such nomination form as the independent scrutineer shall require; and
  - (b) sign the Federation’s Standards and Performance agreement.



9. The following restrictions (“the general restrictions”) will apply. A member cannot stand as a candidate in any election if:
- (a) he or she is not a subscribing member;
  - (b) he or she does not meet the subscription condition;
  - (c) he or she is suspended as a police officer;
  - (d) he or she is suspended by the Federation; or
  - (e) he or she is prohibited from standing for election under the Ethics, Standards and Performance Procedure.
10. For the purposes of paragraph 9 and these NEA “the subscription condition” is that the member:
- (a) has been paying voluntary subscriptions for a continuous period of at least 12 months ending with the relevant date; or
  - (b) if the member has been a police officer for less than 12 months at the relevant date, he or she commenced paying voluntary subscriptions within 6 months of joining the police service and has continued to pay;
- provided that where a member is on unpaid leave he or she will be regarded as being a subscribing member and paying voluntary subscriptions for that period of unpaid leave if he or she was paying such subscriptions immediately before the period of unpaid leave commenced.

#### Voting and conduct of elections

11. In these NEA, unless otherwise stated:
- (a) all elections will be conducted by the independent scrutineer, unless agreed otherwise by the independent scrutineer. In the event that the independent scrutineer agrees that an election can be conducted by a Federation body or officer, that body or officer must provide the independent scrutineer with any information the independent scrutineer may reasonably require;
  - (b) all elections will be conducted online, unless agreed otherwise by the independent scrutineer;
  - (c) all elections will be by secret ballot;
  - (d) a person who is eligible to vote in any election will have as many votes as there are vacancies to be filled; and
  - (e) a candidate in an election can vote for him or herself.
12. Where a person has more than one vote, each vote must be for a different candidate.

13. In the event of a tie, unless otherwise stated, the independent scrutineer will choose the successful candidate or candidates by an appropriate random method.
14. If there is only one candidate for a position or if the number of candidates nominated for a number of positions is equal to or less than the number of positions, then the nominated candidate or candidates shall be deemed to be elected without the need for a vote.
15. After each election the independent scrutineer will publish the successful candidates, but details of the votes cast for candidates will not be published.

#### Protected characteristics

16. There will be safeguarding of seats for female and BAME candidates in accordance with the provisions of these NEA.
17. The figures for the proportion of female officers and for BAME officers in each force are taken from the Home Office police officer statistics as at 31<sup>st</sup> March 2019.
18. For the purposes of these NEA:
  - (a) a person will be regarded as being BAME if he or she defines his or her ethnicity as Black, Asian, Mixed, Chinese or Other on the relevant nomination form; and
  - (b) a person will be regarded as being female if she defines herself as female on the relevant nomination form.

#### Rank protection

19. In any reference to safeguarding positions for rank, the three relevant ranks are:
  - constable;
  - sergeant;
  - inspecting ranks (inspector and chief inspector).
20. Any reference to “inspector” or “inspectors” is a reference to a member or members of inspecting ranks.

#### Specific arrangements

##### Branch Council elections outside the MPS.

##### Who can stand?

21. Subject to the general restrictions, and to any applicable rank restriction, any Federation member who is a member of a relevant constituency can stand as candidate for the position of representative and member of the Branch Council. Any such member will need to be nominated and seconded in accordance with such arrangements as the independent scrutineer shall require.

### Who can vote?

22. Each member of the Federation can vote in the constituency in which he or she is determined to be a member in the Constituency Arrangements made under the Rules.

### Safeguarding for rank and protected characteristics

#### Rank protection

23. Each branch will safeguard 20% of seats on its Branch Council for sergeants and 20% of seats for inspectors.
24. The number of seats safeguarded in a branch for sergeants and inspectors will be determined by multiplying the overall size of the Branch Council (i.e. the number of representatives) by 20%. The figure will then be rounded up to the nearest whole number.
25. If there are insufficient candidates of the relevant rank for a seat which is safeguarded for rank, that seat will become open to candidates of any rank.
26. The way in which seats are allocated is explained at paragraphs 35 – 60 below.

#### Protected characteristics

##### (a) Female members

27. Each branch will safeguard a number of seats on its Branch Council equivalent to the proportion of female officers in that force, with that proportion rounded down (where rounding is necessary) to the nearest 5%.
28. The number of seats safeguarded in a force will be determined by:
- (a) multiplying the overall size of the Branch Council (i.e. the number of representatives) by the proportion of female officers in the force rounded down in accordance with paragraph 27; and
  - (b) (where rounding is necessary) rounding down the figure in (a) to the nearest whole number.
29. If there are insufficient candidates for a seat which is safeguarded for a female member, that seat will be filled by the highest placed appropriate candidate, regardless of gender.
30. The way in which seats are allocated is explained at paragraphs 35 – 60 below.

##### (b) BAME members

31. Where applicable, each branch will safeguard a number of seats on its Branch Council equivalent to the proportion of BAME officers in that force, rounded (where rounding is necessary) to the nearest 0.1%.

32. The number of seats, if any, safeguarded in a force will be determined by:
- (a) multiplying the overall size of the Branch Council (i.e. the number of representatives) by the proportion of BAME officers in the force rounded in accordance with paragraph 31; and
  - (b) (where rounding is necessary) rounding the figure in (a) to the nearest whole number.
33. If there are insufficient candidates for a seat which is safeguarded for a BAME member, that seat will be filled by the highest placed appropriate candidate, regardless of ethnicity.
34. The way in which seats are allocated is explained at paragraphs 35 – 60 below.

Allocation of seats to deal with safeguarding for rank and protected characteristics

Constituency seats and list seats

35. In each branch, prior to drawing up the Constituency Arrangements, the numbers of seats to be safeguarded for rank and protected characteristics must be calculated.
36. The Constituency Arrangements must provide for the following types of seat:
- (a) constituency seats; and
  - (b) list seats.
37. “Constituency seats” are seats in a constituency or constituencies which are defined in the Constituency Arrangements.
38. “List seats” are seats which will be filled from a list of candidates who are not elected in constituency seats.
39. The number of list seats will be equivalent to the number of seats safeguarded for protected characteristics and for rank minus the number of constituency seats reserved for rank. The remaining seats will be constituency seats.

Safeguarding for rank

40. The way in which seats are safeguarded for rank is as follows.
41. The Constituency Arrangements must reserve at least 50% of the appropriate number of seats in constituencies, determined in accordance with paragraphs 23 – 24, for members holding the rank of sergeant and at least 50% of the appropriate number of seats in constituencies, determined in accordance with paragraphs 23 – 24, for members holding the rank of inspector.
42. Subject to paragraph 25, only members who hold the relevant rank at the time of the election may stand in the reserved positions.

43. All members in a constituency, regardless of rank, will vote for any reserved seat.

Conduct of elections and the list seats

44. Once elections have been held, the proportion of the votes for each candidate in each constituency will be calculated.

45. In calculating the proportion of votes for each candidate in each constituency:

(a) Where more than one member is to be elected in a constituency, the proportion of votes for each candidate will be:

$$A \div B \times 100$$

(b) Where A is the number of votes received by the candidate and B is the maximum number of votes which the candidate could have received in the election from those who voted in the election. Where an election is uncontested, the relevant candidates in that constituency will be deemed to have had 100% of the votes in that constituency.

46. Constituency seats will be allocated:

(a) in the case of seats reserved to sergeants and inspectors, to the appropriate candidates receiving the highest proportion of votes in the relevant constituency; and

(b) in the case of other constituency seats, to the candidates receiving the highest proportion of votes in the relevant constituency

until all constituency seats are filled.

47. A list will then be prepared of all candidates across the force who have not been elected to constituency seats, in order of the proportion of votes received by each such candidate.

48. For the purposes of paragraphs 49 – 52 below, it is to be assumed that any constituency seat which was reserved for a particular rank was filled by a member of that rank.

49. If, following the allocation of constituency seats, there would be fewer representatives holding the rank of sergeant than the number of seats safeguarded for that rank on the Branch Council, the highest placed candidate holding that rank will be elected to a list seat.

50. If necessary, the process at paragraph 49 will be repeated until the appropriate number of seats safeguarded for sergeants on the Branch Council are filled.

51. If, following the allocation of constituency seats, there would be fewer representatives holding the rank of inspector than the number of seats safeguarded for that rank on

the Branch Council, the highest placed candidate holding that rank will be elected to a list seat.

52. If necessary, the process at paragraph 51 will be repeated until the appropriate number of seats safeguarded for inspectors on the Branch Council are filled.
53. If there are insufficient candidates of the appropriate rank for a seat which is safeguarded for a particular rank, that seat will be filled by the highest placed appropriate candidate, regardless of rank.
54. If, following the allocation of constituency seats and any list seats to sergeants and inspectors in accordance with paragraphs 48 – 52, there would be fewer BAME representatives than the number of seats safeguarded for BAME officers on the Branch Council, the highest placed BAME candidate on the list will be elected to a list seat.
55. If necessary, the process at paragraph 54 will be repeated until the appropriate number of seats safeguarded for BAME officers on the Branch Council are filled.
56. If there are insufficient BAME candidates for a seat which is safeguarded for a BAME member, that seat will be filled by the highest placed appropriate candidate, regardless of ethnicity.
57. If after the filling of constituency seats and any list seats allocated to BAME representatives there would be fewer female representatives than the number of seats safeguarded for female officers on the Branch Council, the highest placed female candidate on the list will be elected to a list seat.
58. If necessary, the process at paragraph 57 will be repeated until the appropriate number of seats safeguarded for female officers on the Branch Council are filled.
59. If there are insufficient female candidates for a seat which is safeguarded for a female member, that seat will be filled by the highest placed appropriate candidate, regardless of gender.
60. After the allocation of list seats to BAME and female representatives, or if there is no need to allocate list seats for the purpose of safeguarding for those protected characteristics, any remaining list seats will be allocated from the list in order of the proportion of vote which the candidates achieved.

#### Branch Board elections outside the MPS

##### Who can stand?

61. Subject to the general restrictions, any member of the Branch Council can stand as a candidate for membership of the Branch Board.

### Who can vote?

62. Each member of the Branch Council can vote.

### Safeguarding for rank and protected characteristics

#### Rank protection

63. Each branch will safeguard seats on its Branch Board for constables, sergeants and inspectors. 20% of seats will be safeguarded for each rank.

64. The number of seats safeguarded for each rank will be determined by multiplying the overall size of the Branch Board by 20%. The figure will then be rounded up to the nearest whole number.

65. The way in which seats are allocated is explained at paragraphs 73 – 82 below.

#### Protected characteristics

##### Female members

66. Each branch will safeguard a number of seats on its Branch Board equivalent to the proportion of female officers in that force, with that proportion rounded down (where rounding is necessary) to the nearest 5%.

67. The number of seats safeguarded will be determined by:

(a) multiplying the overall size of the Branch Board (i.e. the number of representatives) by the proportion of female officers in the force rounded down in accordance with paragraph 66; and

(b) (where rounding is necessary) rounding down the figure in (a) to the nearest whole number.

68. The way in which seats are allocated is explained at paragraphs 73 – 82 below.

##### BAME members

69. Where applicable, each branch will safeguard a number of seats on its Branch Board equivalent to the proportion of BAME officers in that force, rounded (where rounding is necessary) to the nearest 0.1%.

70. The number of seats, if any, safeguarded will be determined by:

(a) multiplying the overall size of the Branch Board (i.e. the number of representatives) by the proportion of BAME officers in the force rounded in accordance with paragraph 69; and

(b) (where rounding is necessary) rounding the figure in (a) to the nearest whole number.

71. The way in which seats are allocated is explained at paragraphs 73 – 82 below.

## Allocation of seats to deal with safeguarding for rank and protected characteristics

### Calculating the number of safeguarded seats

72. The number of seats being safeguarded will be calculated in accordance with the provisions set out above:
- (a) for each rank;
  - (b) for female members; and
  - (c) (if applicable) for BAME members

### Allocating seats

73. Once the election has been held, candidates will be listed in order of votes received.
74. The number of seats safeguarded for each rank will be filled by the highest placed candidates for that rank.
75. If there are insufficient candidates for a seat which is safeguarded for a particular rank, that seat will be filled by the highest placed appropriate candidate, regardless of rank.
76. If, following the allocation of the seats safeguarded for rank, there would be fewer BAME representatives than the number of seats safeguarded for BAME officers on the Branch Board, the BAME candidate with the highest number of votes from among the candidates who have not been allocated a seat will be allocated a seat.
77. If necessary, the process at paragraph 76 will be repeated until the appropriate number of seats safeguarded for BAME officers on the Branch Board are filled.
78. If there are insufficient BAME candidates for a seat which is safeguarded for a BAME member, that seat will be filled by the highest placed appropriate candidate, regardless of ethnicity.
79. If after the allocation of seats safeguarded for rank and any safeguarding for BAME representatives there would be fewer female representatives than the number of seats safeguarded for female officers on the Branch Board, the female candidate with the highest number of votes from among the candidates who have not been allocated a seat will be allocated a seat.
80. If necessary, the process at paragraph 79 will be repeated until the appropriate number of seats safeguarded for female officers on the Branch Board are filled.
81. If there are insufficient female candidates for a seat which is safeguarded for a female member, that seat will be filled by the highest placed appropriate candidate, regardless of gender.
82. If after the allocation of seats safeguarded for rank and any safeguarding for BAME and female representatives there are seats which have not been allocated, any such seat



will be allocated to the highest placed candidate who has not yet been allocated a seat.

#### Election of Branch Secretary

##### Who can stand?

83. Subject to the general restrictions, any member elected to the Branch Board can stand as a candidate for Branch Secretary. An additional member of a Branch Board cannot stand as a candidate.

##### Who can vote?

84. Each member of the Branch Board can vote. An additional member of a Branch Board cannot vote.

#### Election of Branch Chair

##### Who can stand?

85. Subject to the general restrictions, any member elected to the Branch Board can stand as a candidate for Branch Chair. An additional member of a Branch Board cannot stand as a candidate.

##### Who can vote?

86. Each member of the branch can vote.

#### Elected Representative elections in the Metropolitan Branch.

##### Who can stand?

87. Subject to the general restrictions, and to any applicable rank restriction, any Federation member who is a member of a relevant constituency can stand as candidate for the position of Elected Representative. Any such member will need to be nominated and seconded in accordance with such arrangements as the independent scrutineer shall require.

##### Who can vote?

88. Each member of the Federation can vote in the constituency in which he or she is determined to be a member in the Constituency Arrangements made under the Rules.

89. Members can only vote for candidates of their rank.

#### Safeguarding for rank and protected characteristics

##### Rank protection

90. The Constituency Arrangements for the Metropolitan Branch will safeguard 20% of Elected Representative seats for sergeants and 20% of seats for inspectors.

91. The number of seats safeguarded for sergeants and inspectors will be determined by multiplying the overall number of representatives before any safeguarding by 20%. The figure will then be rounded up to the nearest whole number.
92. If there are insufficient candidates of the relevant rank for a seat which is safeguarded for rank, that seat will be left vacant. This will not prevent the seat subsequently being filled as a casual vacancy.

#### Protected characteristics

##### (a) Female members

93. The Metropolitan branch will safeguard a number of Elected Representative seats equivalent to the proportion of female officers in the Metropolitan force, with that proportion rounded down (where rounding is necessary) to the nearest 5%.
94. The number of seats safeguarded in the branch will be determined by:
- (a) multiplying the overall number of Elected Representatives before any safeguarding by the proportion of female officers in the force rounded down in accordance with paragraph 93; and
  - (b) (where rounding is necessary) rounding down the figure in (a) to the nearest whole number.

95. The way in which safeguarding will operate is explained at paragraphs 99 – 104 below.

##### (b) BAME members

96. The Metropolitan Branch will safeguard a number of Elected Representative seats equivalent to the proportion of BAME officers in the force, rounded (where rounding is necessary) to the nearest 0.1%.
97. The number of seats safeguarded in the branch will be determined by:
- (a) multiplying the overall number of Elected Representatives before any safeguarding by the proportion of BAME officers in the force rounded in accordance with paragraph 96; and
  - (b) (where rounding is necessary) rounding the figure in (a) to the nearest whole number.

98. The way in which safeguarding will operate is explained at paragraphs 99 – 104 below.

#### The operation of safeguarding for gender and ethnicity

99. Elected Representative seats will be allocated to the appropriately qualified candidates who receive the highest number of votes in the relevant constituency.

100. A list will then be prepared of all candidates across the force who have not been elected , in order of the proportion of votes received by each such candidate in his or her constituency.
101. If, following the allocation of Elected Representative seats, there would be fewer BAME representatives than the number of seats safeguarded for BAME officers in the branch, the highest placed BAME candidate on the list will be elected as an additional representative.
102. If necessary, the process at paragraph 101 will be repeated until the appropriate number of seats safeguarded for BAME officers are filled.
103. If after the filling of Elected Representative seats and any additional seats allocated to BAME representatives there would be fewer female representatives than the number of seats safeguarded for female officers, the highest placed female candidate on the list will be elected as an additional representative.
104. If necessary, the process at paragraph 103 will be repeated until the appropriate number of seats safeguarded for female officers are filled.

#### Branch Council elections in the Metropolitan Branch

105. There will be three Branch Councils in the Metropolitan Branch:
  - (a) The Front Line Policing (“FLP”) Branch Council;
  - (b) The Met Operations (“MO”)Branch Council; and
  - (c) The Specialist Operations (“SO”) Branch Council.
106. Elected Representatives will be elected to each Branch Council from the constituencies in the relevant area of the force.
107. The “relevant area” for each Branch Council is:
  - (a) the Frontline Policing BCUs and the Frontline Policing Specialist Crime Commands of the Metropolitan Police Service for the FLP Branch Council;
  - (b) the Met Operations units of the Metropolitan Police Service and such other constituencies as are provided for in the Metropolitan Constituency Arrangements for the MO Branch Council; and
  - (c) the SO units of the Metropolitan Police Service and such other constituencies as are provided for in the Metropolitan Constituency Arrangements for the SO Branch Council.

108. The Constituency Arrangements shall provide:
- (a) the number of representatives to be elected to the relevant Branch Council in each constituency;
  - (b) whether candidates must be from any particular rank or ranks; and
  - (c) whether votes can be cast for any rank or only for a particular rank or ranks.

#### Who can stand?

109. Subject to the general restrictions and to any relevant provision in the Constituency Arrangements, a member can stand in his or her constituency as a candidate for membership of the relevant Branch Council if he or she has been elected as an Elected Representative in that constituency in the election immediately prior to the election to the Branch Council.

#### Who can vote?

110. Subject to any relevant provision in the Constituency Arrangements, the Elected Representatives in the relevant constituency, including candidates, can vote.

#### Tied votes

111. In the event of a tie in a Branch Council election, the candidate or candidates who received the highest share of the vote in the relevant Elected Representative election will be elected.

#### Safeguarding for rank and protected characteristics

##### Rank protection

112. The Constituency Arrangements for the Metropolitan Branch will safeguard 20% of the seats on each Branch Council for sergeants and 20% of seats for inspectors.
113. The number of seats safeguarded for sergeants and inspectors will be determined by multiplying the overall number before any safeguarding of Branch Council seats by 20%. The figure will then be rounded up to the nearest whole number.
114. If there are insufficient candidates of the relevant rank for a seat which is safeguarded for rank, that seat will be left vacant. This will not prevent the seat subsequently being filled as a casual vacancy.

##### Protected characteristics

###### (a) Female members

115. The Metropolitan Branch will safeguard a number of seats on each Branch Council equivalent to the proportion of female officers in the Metropolitan force, with that proportion rounded down (where rounding is necessary) to the nearest 5%.

116. The number of seats safeguarded on each Branch Council will be determined by:
- (a) multiplying the overall number of members of that Branch Council before any safeguarding by the proportion of female officers in the force rounded down in accordance with paragraph 115; and
  - (b) (where rounding is necessary) rounding down the figure in (a) to the nearest whole number.
117. The way in which safeguarding will operate is explained at paragraphs 121 – 126 below.
- (b) BAME members
118. The Metropolitan Branch will safeguard a number of seats on each Branch Council equivalent to the proportion of BAME officers in the force, rounded (where rounding is necessary) to the nearest 0.1%.
119. The number of seats safeguarded on each Branch Council will be determined by:
- (a) multiplying the overall number of seats on each Branch Council before any safeguarding by the proportion of BAME officers in the force rounded down in accordance with paragraph 118; and
  - (b) (where rounding is necessary) rounding the figure in (a) up or down to the nearest whole number.
120. The way in which safeguarding will operate is explained at paragraphs 121 – 126 below.

#### The operation of safeguarding for gender and ethnicity

121. Branch Council seats will be allocated to the appropriately qualified candidates who receive the highest number of votes.
122. A list will then be prepared of all candidates in the Branch Council elections across the relevant area who have not been elected, in order of the proportion of votes received by each such candidate in his or her constituency in the Elected Representative elections.
123. If, following the allocation of Branch Council seats, there would be fewer BAME representatives on a Branch Council than the number of seats safeguarded for BAME officers on that Branch Council, the highest placed BAME candidate on the list for the relevant area will be elected to the Branch Council as an additional member.

124. If necessary, the process at paragraph 123 will be repeated until the appropriate number of seats safeguarded for BAME officers are filled.

125. If after the filling of Branch Council seats and any additional seats allocated to BAME representatives there would be fewer female representatives than the number of seats safeguarded for female officers, the highest placed female candidate on the list will be elected to the Branch Council as an additional member.

126. If necessary, the process at paragraph 125 will be repeated until the appropriate number of seats safeguarded for female officers are filled.

#### Election of Metropolitan Branch Council Chairs

##### Who can stand?

127. Subject to the general restrictions, any member of a Branch Council (other than the Branch Council Secretary) can stand as a candidate for Chair of that Branch Council.

##### Who can vote?

128. All members of the relevant Branch Council can vote.

#### Election of Branch Metropolitan Branch Council Secretaries

##### Who can stand?

129. Subject to the general restrictions, any member of a Branch Council can stand as a candidate for Secretary of that Branch Council.

##### Who can vote?

130. Any member of the relevant Branch Council election can vote.

#### Metropolitan Executive Committees

131. Each Branch Council will have an Executive Committee consisting of:

- (a) the Secretary of the Branch Council
- (b) the Chair of the Branch Council; and
- (c) members elected from amongst its number in accordance with the following paragraphs.

132. After the Chair of a Branch Council has been elected, the Council will elect members so that the total number of members from each rank on the Council, including the Chair, but not including the Secretary, will be as specified in the following paragraphs.

133. The FLP Branch Council will elect a total, including the Chair but not including the Secretary, of:

- 7 constables
- 4 sergeants
- 3 inspectors

134. The MO Branch Council; and the SO Branch Council will each elect a total, including the Chair, but not including the Secretary, of:

- 3 constables
- 2 sergeant
- 1 inspector

Who can stand?

135. Subject to the general restrictions any member of a Branch Council can stand for election to that Council's Executive Committee.

Who can vote?

136. Every member of a Branch Council can vote for that Council's Executive Committee. There is no rank voting.

The Metropolitan Branch Board

137. The Metropolitan Branch Board will consist of:

- (a) The members of the three Metropolitan Executive Committees;
- (b) Any additional members elected through the safeguarding process below; and
- (c) The relevant Branch Board officers.

Election of additional members

Protected characteristics

(a) Female members

138. The Metropolitan Branch will safeguard a number of seats on the Branch Board equivalent to the proportion of female officers in the Metropolitan force, with that proportion rounded down (where rounding is necessary) to the nearest 5%.

139. The number of seats safeguarded will be determined by:

- (a) multiplying the total number of members of the three Metropolitan Executive Committees before any safeguarding by the proportion of female officers in the force rounded down in accordance with paragraph 138; and
- (b) (where rounding is necessary) rounding down the figure in (a) to the nearest whole number.

140. The way in which safeguarding will operate is explained at paragraphs 144 – 149 below.

(a) BAME members

141. The Metropolitan Branch will safeguard a number of seats on the Branch Board equivalent to the proportion of BAME officers in the force, rounded (where rounding is necessary) to the nearest 0.1%.

142. The number of seats safeguarded will be determined by:

(a) multiplying the total number of members of the three Metropolitan Executive Committees before any safeguarding by the proportion of BAME officers in the force rounded in accordance with paragraph 141; and

(b) (where rounding is necessary) rounding the figure in (a) to the nearest whole number.

143. The way in which safeguarding will operate is explained at paragraphs 144 – 149 below.

The operation of safeguarding for gender and ethnicity

144. Executive Committee seats will be allocated to the appropriately qualified candidates who receive the highest number of votes.

145. A list will then be prepared of all candidates for the Executive Committees across all Branch Councils who have not been elected, in order of the proportion of votes received by each such candidate in his or her Elected Representative election.

146. If, when the members of the three Metropolitan Executive Committees are aggregated, there would be fewer BAME representatives than the number of seats safeguarded for BAME officers on the Branch Board, the highest placed BAME candidate on the list will be elected to the Branch Board as an additional member.

147. If necessary, the process at paragraph 146 will be repeated until the appropriate number of seats safeguarded for BAME officers are filled.

148. If, when the members of the three Metropolitan Executive Committees are aggregated and any additional seats are allocated to BAME representatives there would be fewer female representatives than the number of seats safeguarded for female officers on the Branch Board, the highest placed female candidate on the list will be elected to the Branch Board as an additional member.

149. If necessary, the process at paragraph 148 will be repeated until the appropriate number of seats safeguarded for female officers are filled.



### Election of Branch Secretary in the Metropolitan Branch

#### Who can stand?

150. Subject to the general restrictions, any member of the Metropolitan Branch Board can stand as a candidate for Branch Secretary.

#### Who can vote?

151. Any person falling within paragraph 150, including candidates, can vote.

### Election of Branch Chair in the Metropolitan Branch

#### Who can stand?

152. Subject to the general restrictions, any member of the Metropolitan Branch Board can stand as a candidate for Branch Chair.

#### Who can vote?

153. Each member of the Metropolitan Branch, including candidates, can vote.

### Elections to the National Council

154. The elected members of the National Council will be:
- each Branch Board Secretary and Branch Board Chair;
  - two further members from the Metropolitan Branch (“the further members”) elected in accordance with the provisions below; and
  - additional members to ensure appropriate representation for certain protected characteristics (“additional National Council members”) elected in accordance with the provisions below.

### Election of the further members from the Metropolitan Branch

155. After the election of the Metropolitan Branch Chair under these arrangements and before the first meeting of the National Council, the Metropolitan Branch Board will elect two further members of the National Council from among its members.

### Election of additional National Council members

156. The following additional National Council members will be elected in accordance with the provisions below:
- Each of the regions in Appendix 1 will elect an additional female member; and
  - Where at least 4.1% of officers in the police forces in a region are identified as BAME, that region will elect an additional BAME member.
157. The elections will take place after every Branch in the relevant region has elected a Branch Chair.

### Who can stand?

158. Subject to the general restrictions, any member of a Branch Board can stand as a candidate to be an additional National Council member for the region of which the Branch Board is part, provided that:

- Only female members can stand for the additional female member positions; and
- Only BAME members can stand for the additional BAME member positions.

### Who can vote?

159. Each Branch Board Secretary and Branch Board Chair and, in the case of Region 8, the two further members from the Metropolitan Branch Board, can vote for the additional National Council members in their region. Candidates cannot vote.

### Elections to the National Board

160. The members of the National Board will be:

- The National Chair;
- The National Secretary (who will be appointed in accordance with the Federation Rules);
- (Subject to paragraph 161) two members elected by each of Regions 1 to 7;
- (Subject to paragraph 161) four members elected by Region 8; and
- (Subject to paragraph 161) four members elected by the National Council.

The elections in all cases will be in accordance with the provisions below.

### Insufficient candidates

161. If there are insufficient candidates for a regional position, any unfilled seat will increase the number of seats elected by the National Council.

### Sequencing of National Board elections

162. The National Board elections will be conducted in the following order:

- (a) The election of the National Chair;
- (b) The election of members of the National Board by each of Regions 1 to 7 and by Region 8; and
- (c) The election of members of the National Board by the National Council.

The appointment of the National Secretary will take place after the National Board elections.

## Election of the National Chair

### Who can stand?

163. Subject to the general restrictions and the National Chair nomination requirement:
- (a) any member of the National Council; including
  - (b) any person who, prior to the election, is a member of the National Board
- can stand to be the National Chair.
164. For the purposes of paragraph 163 and these NEA “the National Chair nomination requirement” is that a candidate for National Chair must be nominated by:
- (a) at least 10 of the elected National Council members as defined in paragraph 154 of these NEA; and
  - (b) the members nominating the candidate must be from at least two of PFEW’s regions.
165. The nomination process will operate as follows:
- (a) any person wishing to stand as a candidate must complete such nomination form as the independent scrutineer shall require by such date as the independent scrutineer shall require;
  - (b) the elected National Council members as defined in paragraph 154 of these NEA will then be asked to nominate a candidate from those persons wishing to stand in accordance with such process as the independent scrutineer shall require; and
  - (c) in the event that no candidate satisfies the National Chair nomination requirement all persons who completed the requirements of sub-paragraph (a) will be deemed to have satisfied the National Chair nomination requirement.

### Who can vote?

166. All members of the Federation can vote in the election.

### Election of National Board members

167. For the avoidance of doubt, an unsuccessful candidate for National Chair can stand for election to the National Board.

Election of National Board members by each of Regions 1 to 7

Who can stand?

168. Subject to the general restrictions:
- (a) any member of the National Council; including
  - (b) any person who, prior to the election, is a member of the National Board (“an incumbent National Board member”)
- can stand to be a member of the National Board for the region of which his or her home force is part.

Who can vote?

169. The persons who can vote in such elections are:
- (a) Each Branch Board Secretary and Branch Board Chair in the relevant region;
  - (b) Any additional members of the National Council in the relevant region; and
  - (c) Any incumbent National Board member from the relevant region who is standing in the election in question.

There is no weighted voting.

### Election of National Board members by Region 8

170. Subject to paragraph 161 Region 8 will elect to the National Board:

- two members who hold the rank of constable;
- one member who holds the rank of sergeant; and
- one member who holds the rank of inspector.

### Who can stand?

171. Subject to the general restrictions:

- (a) any member of the National Council whose home force is in Region 8;
- (b) any other member of the Metropolitan Branch Board;
- (c) and
- (d) any person whose home force is in Region 8 who, prior to the election, is a member of the National Board (“an incumbent National Board member”) who (subject to paragraph 161) holds the relevant rank can stand to be a member of the National Board for Region 8.

172. If there are insufficient candidates of a particular rank that seat will become open to candidates of any rank.

### Who can vote?

173. The persons who can vote in such elections are:

- (a) The Branch Board Secretary and Branch Board Chair from the Metropolitan Police Federation and from the City of London Police Federation;
- (b) The further members of the National Council from the Metropolitan Branch; and
- (c) Any additional members of the National Council from Region 8.

Candidates cannot vote. There is no weighted voting.

### Election of National Board members by the National Council

#### Who can stand?

174. The candidates will be anyone who stood for election for a regional position on the National Board but was not elected to such a position.

#### Who can vote?

175. The persons who can vote in such elections are:

- (a) Each Branch Board Secretary and Branch Board Chair;
- (b) The further members of the National Council from the Metropolitan Branch;
- (c) Any additional members of the National Council; and

- (d) Any incumbent National Board member who is standing in the election in question.

There is no weighted voting. For the avoidance of doubt, any person who has been elected to the National Board under paragraphs 168 – 173 can vote.

#### National Board members from Region 8 elected by the National Council

176. Subject to paragraphs 191 and 194, no more than one member from Region 8 may be elected to the National Board under paragraphs 174 – 195 – .
177. Subject to paragraph 178 and in accordance with the following provisions, one of the National Board members elected by the National Council will be from Region 8.
178. If there is no candidate from Region 8, paragraph 177 will not apply.

#### Protected characteristics

##### Female members

179. The Federation will safeguard, so far as possible, a number of seats on its National Board for female members equivalent to the proportion of female officers in all police forces, with that proportion rounded down (where rounding is necessary) to the nearest 5%.
180. The maximum number of seats safeguarded will be determined by:
- (a) multiplying the proportion of female officers rounded down in accordance with paragraph 179 by 23; and
  - (b) (where rounding is necessary) rounding down the figure in (a) to the nearest whole number.
181. The way in which seats are allocated is explained at paragraphs 185 - 195 below.

##### BAME members

182. The Federation will safeguard, so far as possible, a number of seats on its National Board for BAME members equivalent to the proportion of police officers in all police forces who are identified as BAME, rounded (where rounding is necessary) to the nearest 0.1%.
183. The number of seats safeguarded will be determined by:
- (a) multiplying the proportion of BAME officers rounded in accordance with paragraph 182 by 23; and
  - (b) (where rounding is necessary) rounding the figure in (a) to the nearest whole number.

184. The way in which seats are allocated is explained at paragraphs 185 – 195 below.

Allocation of seats to deal with safeguarding for protected characteristics and Region 8

185. In the process set out in the following paragraphs, the National Secretary is not taken into account.

186. Following the election of the National Chair and the regional members of the National Board, the number of BAME and female representatives will be considered to determine whether there are fewer BAME or female representatives than the number of seats safeguarded for BAME and female members on the National Board.

187. If the number of BAME representatives is equal to or greater than the number of seats safeguarded for BAME members and the number of female representatives is equal to or greater than the number of seats safeguarded for female members, then the seats will be allocated as follows:

- (a) the first seat will be allocated to the candidate from Region 8 with the highest number of votes; and
- (b) the remaining seats will be allocated to the candidates who are not from Region 8 with the highest number of votes.

188. If the number of BAME representatives is less than the number of seats safeguarded for BAME members and/or the number of female representatives is less than the number of seats safeguarded for female members, then the seats will be allocated as follows:

- (a) unless all the seats need or may need to be allocated to BAME and/or female representatives:
  - (i) the first seat will be allocated to the candidate from Region 8 with the highest number of votes; and
  - (ii) the remaining seats will be allocated in accordance with paragraphs 189 – 195;
- (b) if all the seats need or may need to be allocated to BAME and/or female representatives, the first seat will be allocated to the BAME or female candidate from Region 8 who has the highest number of votes, unless:
  - (i) the number of BAME representatives is equal to or greater than the number of seats safeguarded for BAME members; or
  - (ii) there is no BAME or female candidate from Region 8;

- (c) if the number of BAME representatives is equal to or greater than the number of seats safeguarded for BAME members, the first seat will be allocated to the female candidate from Region 8 who has the highest number of votes, unless there is no such candidate; and
- (d) once the first seat has been allocated to a candidate from Region 8, or if all the seats need to be allocated to BAME and/or female representatives and there is no such candidate from Region 8, all remaining seats will be allocated in accordance with paragraphs 189 – 195.

189. If following the election of the National Chair and the regional members of the National Board and the allocation of any seat to a candidate from Region 8 under paragraph 188, there would be fewer BAME representatives than the number of seats safeguarded for BAME members on the National Board, the BAME candidate from Regions 1 to 7 with the highest number of votes will be allocated a seat.

190. If necessary, the process at paragraph 189 will be repeated until the appropriate number of seats safeguarded for BAME officers on the National Board are filled.

191. If there are insufficient BAME candidates from Regions 1 to 7 for a seat which is safeguarded for a BAME member, that seat will be filled by the highest placed BAME candidate from Region 8. If there is no BAME candidate from Region 8, that seat will be filled by the highest placed appropriate candidate from Regions 1 to 7, regardless of ethnicity.

192. If after any safeguarding for BAME representatives there would be fewer female representatives than the number of seats safeguarded for female officers on the National Board, the female candidate from Regions 1 to 7 with the highest number of votes will be allocated a seat.

193. If necessary, the process at paragraph 192 will be repeated until the appropriate number of seats safeguarded for female officers on the National Board are filled, or until there are no more seats to fill.

194. If there are insufficient female candidates from Regions 1 to 7 for a seat which is safeguarded for a female member, that seat will be filled by the highest placed female candidate from Region 8. If there is no female candidate from Region 8, that seat will be filled by the highest placed appropriate candidate from Regions 1 to 7, regardless of gender.



195. If after any safeguarding for BAME and female representatives there are seats which have not been allocated, any such seat will be allocated to the highest placed candidate who has not yet been allocated a seat.

## APPENDIX 3

### Variations to representative numbers

Region	Branch	# Officer, Federated Ranks (March 2016)	Proportion of BME Members (%)	Proportion of Female Members (%)	# Branch Council Members	# Board Members
1	Cheshire	1,992	0.8	29.8	30	12
1	Cumbria	1,105	0.99	36.02	17	10
1	Greater Manchester	6,230	4.95	28.92	70	14
1	Lancashire	2,827	3.86	29.55	30	12
1	Merseyside	3,518	3.4	27.73	21	12
2	Cleveland	1,243	1.65	25.16	18	10
2	Durham	1,102	1.63	28.63	20	10
2	Humberside	1,558	1.28	30.86	24	12
2	Northumbria	3,305	1.61	28.77	39	12
2	North Yorkshire	1,322	1.14	30.35	20	10
2	South Yorkshire	2,466	3.47	29.92	29	12
2	West Yorkshire	4,450	5.2	31.17	42	12
3	Staffordshire	1,641	1.86	27.57	25	12
3	Warwickshire	824	4.69	30.25	20	10
3	West Mercia	2,060	3.47	29.92	29	12
3	West Midlands	6,875	8.89	30.03	58	14
4	Cambridgeshire	1,329	2.39	29.2	20	10
4	Derbyshire	1,745	3.35	29.5	20	10
4	Leicestershire	1,843	7.56	26.51	28	12
4	Lincolnshire	1,055	1.87	28.1	20	10
4	Norfolk	1,495	1.81	27.26	23	10
4	Northamptonshire	1,198	3.26	31.16	20	10
4	Nottinghamshire	1,951	4.42	28.16	20	12
4	Suffolk	1,072	2.35	27.09	20	10
5	Bedfordshire	1,066	6.47	31.74	20	10
5	Essex	2,866	2.1	29.6	40	12
5	Hampshire	2,849	2.6	30.28	31	12
5	Hertfordshire	1,909	4.32	31.4	29	12
5	Kent	3,148	2.94	27.37	42	12
5	Surrey	1,912	3.62	33	29	12
5	Sussex	2,637	1.85	30.81	40	12
5	Thames Valley	4,205	4.94	31.22	23	12
6	Avon & Somerset	2,663	2.48	28.1	30	12
6	Devon & Cornwall	2,992	1.25	28.91	45	12
6	Dorset	1,205	1.32	26.89	20	10
6	Gloucestershire	1,075	2.09	31.11	20	10
6	Wiltshire	1,000	1.6	35.34	20	10
7	Dyfed-Powys	1,134	0.79	30.04	20	10
7	Gwent	1,109	1.69	29.2	14	8
7	North Wales	1,438	0.83	32.09	22	10
7	South Wales	2,849	1.92	28.17	19	10
8	City of London	682	6.31	23.73	20	10
8	Metropolitan	31,875	12.6	35.5	295	31 (+/- 12)

## **APPENDIX 4**

### **Election of Conference Delegates**

#### Introduction

1. The arrangements set out below (“these arrangements”) apply to the election by branches of delegates to Conferences starting with the 2019 Conference.

#### Appointment of independent scrutineer

2. The National Board will appoint an independent scrutineer to conduct all delegate elections, subject to, and in accordance with, these arrangements.

#### Complaints and disputes

3. In the event of a complaint which cannot be resolved by the branch or a matter relating to a delegate election which is not covered by these arrangements, the complaint or matter will be referred to the National Secretary, whose decision upon it will be final.
4. If the National Secretary considers there to have been a significant irregularity which has or may have affected the outcome of a delegate election, the National Secretary shall have the power to declare the outcome of that election void and require a fresh election to be held. In such circumstances, the person or persons elected are entitled to continue to hold the elected position or positions pending the outcome of the fresh election.

#### Nomination

5. Any member who meets the nomination criteria may stand as a candidate. There is no need to be nominated by anyone else.
6. Any person standing as a candidate must complete such nomination form as the independent scrutineer shall require.

#### Voting and conduct of elections

7. All elections will be conducted by the independent scrutineer.
8. All elections will be conducted online.
9. All elections will be by secret ballot.
10. Unless otherwise stated, a person who is eligible to vote in a delegate election will have as many votes as there are delegate positions to be filled.
11. A candidate in an election can vote for him or herself.
12. Where a person has more than one vote, each vote must be for a different candidate.
13. In the event of a tie the independent scrutineer will choose the successful candidate or candidates by an appropriate random method.

14. If there is only one candidate for a delegate position or if the number of candidates nominated for a number of positions is equal to or less than the number of positions, then the nominated candidate or candidates shall be deemed to be elected without the need for a vote.
15. After each election the independent scrutineer will publish the successful candidates, but details of the votes cast for candidates will not be published.

#### Protected characteristics

16. There will be safeguarding of delegate positions for female members in accordance with the provisions of these arrangements.
17. Unless otherwise stated, the figures for the proportion of female officers in each force are to be taken from the Home Office police officer statistics as at 31<sup>st</sup> March in the year that was two years before that in which the election is held.
18. For the purposes of these arrangements a person will be regarded as being female if she defines herself as female on the relevant nomination form.
19. In the case of a member of the National Council, “the relevant nomination form” will be such monitoring form issued by the scrutineer as is completed prior to the commencement of the election in question.

#### Branch delegate elections outside the MPS

##### Who can stand?

20. Subject to the general restrictions contained in the NEA, any member of a branch’s Branch Council can stand as a candidate for a position as a delegate for that branch.

##### Who can vote?

21. Each member of the relevant Branch Council can vote.

#### Safeguarding for protected characteristics

##### Female members

22. Each branch will safeguard a number of delegate positions equivalent to the proportion of female officers in that force, with that proportion rounded down (where rounding is necessary) to the nearest 5%.

23. The number of positions safeguarded will be determined by:

- (a) multiplying the overall number of delegates from the branch (including any members of the National Council from the branch, but not including any members of the National Board or the national trustees) by the proportion of female officers in the force rounded down in accordance with paragraph 22; and

(b) (where rounding is necessary) rounding down the figure in (a) to the nearest whole number.

24. The way in which delegate positions are allocated is explained at paragraphs 26 – 29 below.

#### Allocation of seats to deal with safeguarding for protected characteristics

##### Calculating the number of safeguarded-positions

25. The number of positions being safeguarded for female members will be calculated in accordance with the provisions set out above.

##### Allocating positions

26. Once the election has been held, candidates will be listed in order of votes received.

27. If, taking into account the National Council members from the branch, there would be fewer female delegates from the branch than the number of positions safeguarded for female officers, the female candidate with the highest number of votes from among the candidates who have not been allocated a position will be allocated a position.

28. If necessary, the process at paragraph 27 will be repeated until the appropriate number of positions safeguarded for female officers are filled.

29. If there are insufficient female candidates for a position which is safeguarded for a female member, that position will be filled by the highest placed appropriate candidate, regardless of gender.

#### Branch delegate elections in the Metropolitan branch

##### Who can stand?

30. Subject to the general restrictions contained in the NEA and in accordance with the provisions below:

(a) any member of a Metropolitan Branch Council; and

(b) any member of the Metropolitan Branch Board who is not a member of a Metropolitan Branch Council and not a member of the National Council

can stand as a candidate for a position as a delegate for the Metropolitan branch.

##### Who can vote?

31. Any person who can stand for election as a delegate for the Metropolitan branch can vote in accordance with the provisions below.

#### Members of the Metropolitan Branch Board who are not members of a Metropolitan Branch Council and not members of the National Council

32. For the purposes of these arrangements only, any member of the Metropolitan Branch Board who is not a member of a Metropolitan Branch Council and not a member of the National Council is deemed to be a member of the FLP Branch Council.

#### Safeguarding for rank, protected characteristics and for each Branch Council

33. In accordance with the provisions below, the Metropolitan Branch will safeguard a number of delegate positions:

- (a) for members of each Metropolitan Branch Council;
- (b) for rank; and
- (c) for female members.

#### Members of each Branch Council and rank

34. Delegate positions will be safeguarded for members of each Branch Council as follows:

(a) In FLP:

- 13 positions will be safeguarded for constables;
- 7 positions will be safeguarded for sergeants; and
- 6 positions will be safeguarded for inspectors

(b) In MO

- 6 positions will be safeguarded for constables;
- 3 positions will be safeguarded for sergeants; and
- 3 positions will be safeguarded for inspectors

(c) In SO

- 2 positions will be safeguarded for constables;
- 1 position will be safeguarded for sergeants; and
- 1 position will be safeguarded for inspectors

35. Any reference to “inspector” or “inspectors” is a reference to a member or members of inspecting ranks.

36. The way in which delegate positions are allocated is explained at paragraphs 44 – 52 below.

#### Female members

37. The Metropolitan branch will safeguard a number of delegate positions equivalent to the proportion of female officers in the MPS, with that proportion rounded down to the nearest 5%. The figure for the proportion of female officers are to be taken from the Home Office police officer statistics as at 31st March 2019.

38. The number of positions safeguarded has been determined by:

- (a) multiplying the overall number of delegates from the Metropolitan branch (including any members of the National Council from the branch, but not including any members of the National Board or the national trustees) by the proportion of female officers in the MPS rounded down in accordance with paragraph 37; and
- (b) (where rounding is necessary) rounding down the figure in (a) to the nearest whole number.

39. For the elections in 2019 to 2021 inclusive, the number of positions safeguarded for female delegates is 18. For the elections in 2021 to 2024 inclusive, the number of positions safeguarded for female delegates is [number].

40. The way in which delegate positions are allocated is explained at paragraphs 44 – 52 below.

#### Allocation of positions to deal with safeguarded seats

##### Conduct of the election

41. Members of each Branch Council will vote for delegates from their own Branch Council.
42. Each such member will have the following number of votes:
- Members of the FLP Branch Council will have 8 votes
  - Members of the MO Branch Council will have 4 votes
  - Members of the SO Branch Council will have 2 votes
43. Each such member can vote for a member of any rank.

##### Allocating positions

44. Once the election has been held, the proportion of the votes for each candidate in each Branch Council will be calculated.
45. In calculating the proportion of votes for each candidate in each Branch Council the proportion of votes for each candidate will be:

$$A \div B \times 100$$

Where A is the number of votes received by the candidate and B is the maximum number of votes which the candidate could have received in the election from those who voted in the election.

46. Delegate positions will be allocated to the appropriate number of candidates of each rank in each Branch Council (as set out in paragraph 34) receiving the highest proportion of votes in the relevant Council.

47. If there are insufficient candidates of a particular rank in a Branch Council to fill the safeguarded places for that rank in that Council then the highest placed candidate or candidates of any rank from that Council after the allocation of the other rank protected places will be allocated the relevant place or places.
48. If there are insufficient candidates of any rank in a Branch Council to fill the total of safeguarded places for all ranks in that Council, then that place or places will be allocated to a candidate or candidates from another Council in accordance with the following provisions.
49. After the safeguarded places for ranks in each Council have been allocated a list will be prepared of all candidates across all three Branch Councils who have not been elected to delegate positions, in order of the proportion of votes received by each such candidate.
50. If, taking into account the National Council members from the Metropolitan branch, there would be fewer female delegates from the branch than the number of positions safeguarded for female officers, the female candidate with the highest proportion of votes from among the candidates who have not been allocated a position will be allocated a position.
51. If necessary, the process at paragraph 50 will be repeated until the appropriate number of positions safeguarded for female officers are filled.
52. If there are insufficient female candidates for a position which is safeguarded for a female member, that position will be filled by the highest placed appropriate candidate, regardless of gender.



## **APPENDIX 5**

### **Federation Fund Rules**

#### **PART 1 MAINTENANCE OF FUNDS, RAISING OF FUNDS, SUBSCRIPTIONS AND MANAGEMENT OF FUNDS etc.**

##### **MAINTENANCE OF FUNDS**

1. The National Board will maintain a fund, which shall be known as “the National Fund”, for any purpose of the Federation.
2. Each Branch Board will maintain a fund for the purposes of the branch which shall be known as “the Branch Fund” for that branch.

##### **RAISING OF FEDERATION FUNDS**

3. The Federation may raise funds by the collection of voluntary subscriptions and the acceptance of donations from Members, and in any other manner which is compatible with its objects and purposes, including:
  - 3.1. by borrowing money from any person or persons or body corporate, or other legally constituted body authorised to lend on such security and upon such terms as may from time to time be arranged, by interest on capital or by commissions;
  - 3.2. by acceptance of donations or gifts, whether directly or by bequest, providing the acceptance of such donations or gifts shall not affect or interfere with the impartial discharge of police duties;
  - 3.3. by the sale of periodicals or articles and publications, and such other matters or items which can be considered incidental to, and compatible with, the objects and purposes of the Federation;
  - 3.4. by receiving the income raised by the Federation or any other party on its behalf from business activities concerned in any way with any Exhibition or Conference constituted in accordance with the Regulations or otherwise;
  - 3.5. by the receipt of commissions, introduction fees or administrative charges or any other payments arising from any member services (including for the avoidance of doubt, legal services) arranged by or on behalf of the Federation, including any services which are provided to non-members;
  - 3.6. by receiving income, including interest, from investments;
  - 3.7. by receiving the income raised by the Federation from commercial use of its premises; and
  - 3.8. by the sale of items of Federation memorabilia or merchandise.

## **SUBSCRIPTIONS**

4. In order to be eligible for Membership Benefits in accordance with Part 2 of these Fund Rules, a Member must pay (or in the case of a Retired Member, have paid) subscriptions in accordance with these Rules.
5. The amount which is to be paid as a subscription will be determined by the National Board and approved by Conference.
6. A change to subscription rates will take effect from such date as is approved by Conference.
7. Subscriptions will be collected by the National Board. Where any subscriptions are paid to a Branch, those subscriptions will be paid to the National Board within fifteen calendar days of receipt by the Branch.

## **MANAGEMENT OF FUNDS AND PROPERTY**

8. The National Treasurer will ensure that an annual budget is prepared for the National Board and all Branches in accordance with any financial policies and procedures which are agreed by the National Board and the National Council.
9. The National Board must approve any branch or national expenditure above £50,000 which is not included in the annual budget.
10. The purposes for which Federation funds may be used are set out in Part 3 of these Fund Rules.

## **TRUSTEES**

11. Each Branch Board shall appoint three trustees (“the Branch Trustees”) in whom the Branch Fund and property is to be vested.
12. The Branch Board shall determine:
  - 12.1. the manner of the Branch Trustees’ appointment; and
  - 12.2. the manner in which vacancies among the Branch Trustees are to be filled.
13. The National Board shall appoint three trustees (“the National Trustees”) in whom the National Fund and property is to be vested.
14. National Trustees shall be appointed for a term of office of no longer than six years.
15. In the event of a vacancy among the National Trustees, the National Board will appoint a replacement.
16. No member of a Branch Board may be appointed as a Branch Trustee and no member of the National Board may be appointed as a National Trustee.

## **ACCOUNTS, PROCEDURES, AUDITS AND CONTROLS**

17. Each Branch Treasurer and the National Treasurer must comply with the provisions of Regulation 21 in relation to the maintenance of accounting records and the publication of accounts.
18. Every Federation body and every Federation officer and any Branch or National Trustee must:
  - 18.1. assist where required in the audit required under Regulation 21, including complying with any reasonable request from an auditor;
  - 18.2. comply with any financial policy or procedure; and
  - 18.3. comply with any reasonable request from the National Treasurer, including, without limitation, in relation to any internal audit requirement.

## **PART 2 – ELIGIBILITY FOR MEMBERSHIP BENEFITS**

19. Subject to the provisions of these Rules, where a Member is a Qualifying Member:

19.1. the Member (or, where appropriate, a member of his or her family) is entitled to apply for Legal Assistance to be provided in accordance with the provisions of these Rules; and

19.2. in the event of the Member's death:

19.2.1. a Death Benefit will be payable in accordance with Rule 25.10 provided that:

19.2.1.1. the National Board has determined that a Death Benefit is payable; and

19.2.1.2. the level of any Death Benefit, the person or persons to whom it is payable and any conditions upon which it is paid will be as from time to time determined by the National Board; and

19.2.2. a member of his or her family or his or her personal representative is entitled to apply for Legal Assistance to be provided in accordance with the provisions of these Rules.

20. A Qualifying Member is:

20.1. a Member (other than a Retired Member) who commences or has commenced payment of subscriptions within six months of joining the Police Service, provided that the Member's payment of subscriptions has been continuous with his or her police service; or

20.2. a Member who fails to commence payment of subscriptions within six months of joining the Police Service or ceases to pay contributions (other than in a case to which Rule 21 applies) and later elects to start or resume paying subscriptions and who is treated as a Qualifying Member in accordance with such protocol as the National Board may from time to time apply. Such protocol may include restrictions, conditions or limitations on the entitlements of or in relation to such a Member.

21. Where a Member is on unpaid leave s/he will not be required to pay subscriptions, but shall remain a Qualifying Member, so long as s/he was a Qualifying Member at the beginning of the period of unpaid leave.

22. A Member who leaves Police Service is a Retired Member.

23. Where a Member is a Retired Member:

- 23.1. No Death Benefit is payable under Rule 25.10; and
- 23.2. the Retired Member (or, where appropriate, a member of his or her family or his or her personal representative) is entitled to apply for Legal Assistance to be provided in accordance with the provisions of these Rules so long as:
  - 23.2.1. the Retired Member was a Qualifying Member when s/he left Police Service; and
  - 23.2.2. the matter in relation to which Legal Assistance is sought
    - 23.2.2.1. arose or relates to when the Retired Member was a member of a police force; or
    - 23.2.2.2. concerns the eligibility of the Member (or a Member's survivor) to a pension or injury benefit;
- 23.3. Any application for Legal Assistance from a Retired Member (or, where appropriate, a member of his or her family or his or her personal representative) will be considered in accordance with such protocol as the National Board may from time to time apply. For the avoidance of doubt, such protocol may include restrictions, conditions or limitations on the Legal Assistance provided to or in relation to such a Member, and such restrictions, conditions or limitations may be different to those (if any) applied to Qualifying Members.

### **PART 3 USE OF FEDERATION FUNDS**

24. Federation Funds may be used as set out in the following Rules.

#### **A. THE POLICE FEDERATION NATIONAL**

##### **FUND GENERAL EXPENDITURE**

25. The National Fund may be used for the following purposes:

25.1. administrative expenses of the National Board, including the provision of office accommodation, the payment of due taxes, the retention and payment of persons consulted in an administrative professional or advisory capacity, the engagement of all necessary staff, and generally in any manner which the National Board shall deem necessary to enable it to carry out its functions;

25.2. the cost of and incidental to the running of the Federation's headquarters, including the hotel and catering operation;

25.3. expenses in connection with the publication and distribution of reports and other documents, including a journal or magazine, and the purchase of publications for the use of the National Board, National Council, Branches or Members;

25.4. on the provision of training;

25.5. on:

25.5.1. such contributions as may be required under the Regulations in respect of the pay, pension or allowances payable to or in respect of members of the National Board; and

25.5.2. any payment which falls within the Additional Responsibility Payment Policy.

25.6. to meet the cost of additional meetings of the National Board, the National Council and of Sub-Committees, or any other meetings, and the costs of Members attending such training courses and other meetings as the National Board shall from time to time authorise;

25.7. to defray the expenses incurred by Members in relation to Federation business and activities, in accordance with the Expenses and Hospitality policy;

25.8. on the arrangement and operation of member services, including insurance, medical and superannuation and similar schemes and any other service for the benefit of Members their partners and families and Federation staff; and where agreed by the National Board the benefit of non-members who are or were employed as police or Federation staff and the partners and families of such non-members;

- 25.9. to advance a loan or grant to a Branch and upon such terms and conditions as the National Board may determine;
- 25.10. on the payment of a Death Benefit on the death of a Qualifying Member. Whether a Death Benefit is payable, the level of any Death Benefit, the person or persons to whom it is payable and any conditions upon which it is paid will be as from time to time determined by the National Board;
- 25.11. on charitable or benevolent purposes provided that the National Board must approve in advance any such expenditure which exceeds £10,000;
- 25.12. to authorise the payment of a sum of money to, or the purchase of a gift, the value not exceeding such limit as the National Board shall from time to time decide, for any person, whether or not a Member where, in the opinion of the Committee, the individual has made a valid or recognisable contribution to the Federation or its Members;
- 25.13. on the arrangement and operation of any Federation event approved by the National Board for the benefit of Members;
- 25.14. on the provision of welfare, support and facilities approved by the National Board;
- 25.15. on the purchase of items of Federation memorabilia or merchandise for sale or otherwise; and
- 25.16. on any other matter which is incidental or conducive to the aims, purposes or operations of the Federation.

## **LEGAL ASSISTANCE**

26. The National Fund may be used to meet the cost of legal advice and/or assistance for and to support legal action (including the defence of proceedings) by or on behalf of the National Board and/or the Federation, including:
- 26.1. payment of any related costs including, without limitation, expert fees, other disbursements and adverse costs orders;
- 26.2. payment of any damages or compensation awarded against the Federation; and
- 26.3. payment of any sum in connection with the settlement of a claim that has or might have given rise to legal proceedings against the Federation.
27. The National Fund may also be used to meet the cost of legal advice and/or assistance and to support legal action (including the defence of legal proceedings) in accordance with the following provisions of these Rules. Any such expenditure is referred to in these Rules as Legal Assistance.
28. Legal Assistance includes any related costs including, without limitation, medical and

other expert fees, other disbursements and adverse costs orders.

29. The National Board shall from time to time determine:

- 29.1. the manner in which any application for Legal Assistance shall be made;
- 29.2. the criteria by which the decision to provide any Legal Assistance and the extent and limitations on such Legal Assistance shall be determined (“a Funding Decision”);
- 29.3. whether there shall be any appeal against a Funding Decision, and if so what form such appeal should take; and
- 29.4. the terms upon which any Legal Assistance is provided, including any limitations and conditions.

30. Legal Assistance may be provided in relation to the following:

#### **EMPLOYMENT**

- 30.1. on any matter relating to police pay, allowances, expenses or pensions;
- 30.2. on any other matter relating to terms and conditions of service, including, without limitation, rostering, hours of work and lawful orders;
- 30.3. on any matter relating to the treatment of Members, including, without limitation, discrimination;
- 30.4. on pension or medical appeals (including appeals in relation to injury benefits);
- 30.5. on any other matter which the National Board may from time to time consider appropriate to support in relation to the employment position of Members;

#### **PERSONAL INJURY**

- 30.6. to support claims for compensation by Members who have sustained injuries, whether on- or off-duty, including claims for clinical negligence, criminal injury or other statutory compensation;
- 30.7. to support claims for compensation by the personal representatives or members of families of Members who have died, whether on- or off-duty, including claims for clinical negligence, criminal injury or other statutory compensation; and
- 30.8. to support claims for compensation by or on behalf of or in relation to members of Members’ families who have sustained injuries or died including claims for clinical negligence, criminal injury or other statutory compensation;



## **CRIME AND MISCONDUCT**

- 30.9. in connection with criminal proceedings or potential criminal proceedings for any offence committed in, or founded upon something done or not done in the performance or purported performance of duties as a member of a Police Force or as a constable or where it is considered that criminal proceedings or potential criminal proceedings are only being initiated or considered due to the fact that the Member is or was a police officer;
- 30.10. in connection with proceedings or possible proceedings under such misconduct or unsatisfactory performance or unsatisfactory attendance provisions as are from time to time in force;

## **DEFAMATION AND PRIVACY**

- 30.11. in connection with pre-publication advice, proceedings or possible proceedings for defamation, invasion of privacy, breach of confidence or any similar type of claim, provided that in relation to any advice, proceedings or potential proceedings for defamation the statement or alleged statement appears to relate to the Member's conduct as a member of a Police Force, or to disparage him/her in the office of constable or otherwise to cast doubt upon his/her fitness to be a member of a Police Force;

## **MISCELLANEOUS**

- 30.12. on an appeal against any decision of a court, tribunal or similar body where the original decision was covered by these Rules (whether or not Legal Assistance had been granted in connection with the original decision);
- 30.13. in connection with proceedings at an inquest, inquiry or any other form of court, tribunal or similar body, whether or not the Member is formally a party to proceedings;
- 30.14. to support claims where a Member's property is damaged whilst on duty, or in circumstances arising out of or associated with duty;
- 30.15. to support claims by Members of negligence arising out of the provision of Legal Assistance, such assistance having been capable of being funded under these rules (but not including any claim by a Member against the Federation or a part thereof);
- 30.16. to support claims by Members of unlawful arrest and malicious prosecution; and
- 30.17. on any other matter which the National Board may from time to time consider in the interest of the Federation to support.

## **B. BRANCH FUNDS GENERAL**

### **EXPENDITURE**

31. A Branch Fund may be used for the following purposes:

- 31.1. administrative expenses including the provision of office accommodation, the payment of due taxes, the retention and payment of persons consulted in an administrative professional or advisory capacity, the engagement of all necessary staff, and generally in any manner which the Branch Board shall deem necessary to enable it to carry out the functions of the Branch;
- 31.2. expenses in connection with the publication and distribution of reports and other documents, including a journal or magazine, and the purchase of publications;
- 31.3. on the provision of training;
- 31.4. to meet the cost of meetings of the Branch Board, the Branch Council and of Sub-Committees, or any other meetings, and the costs of Members attending such training courses and other meetings as the Branch Board shall from time to time authorise;
- 31.5. to defray the expenses incurred by Members in relation to Federation business and activities, in accordance with the Expenses and Hospitality policy;
- 31.6. on the arrangement and operation of member services, including insurance, medical and superannuation and similar schemes and any other service for the benefit of Members their partners and families; and where agreed by the Branch Board the benefit of non-members who are or were employed as police or Federation staff and the partners and families of such non-members;
- 31.7. to advance a loan or grant to the National Board upon such terms and conditions as the Branch Board may determine;
- 31.8. on charitable or benevolent purposes provided that the National Board must approve in advance any such expenditure which exceeds £10,000;
- 31.9. to authorise the payment of a sum of money to, or the purchase of a gift, the value not exceeding such limit as the Branch Board shall from time to time decide, for any person, whether or not a Member where, in the opinion of the Branch Board, the individual has made a valid or recognisable contribution to the Federation or its Members;
- 31.10. on the arrangement and operation of any Federation event approved by the Branch Board for the benefit of Members;
- 31.11. on the provision of welfare, support and facilities approved by the Branch Board;

31.12. on the purchase of items of Federation memorabilia or merchandise for sale or otherwise;

and

31.13. on any other matter which is incidental or conducive to the aims, purposes or operations of the Federation.

#### **LEGAL ASSISTANCE**

32. A Branch Board Fund may be used to meet the cost of legal advice and/or assistance for and to support legal action (including the defence of proceedings) by or on behalf of the Branch Board, including:

32.1. payment of any related costs including, without limitation, expert fees, other disbursements and adverse costs orders;

32.2. payment of any damages or compensation awarded against the Federation; and

32.3. payment of any sum in connection with the settlement of a claim that has or might have given rise to legal proceedings against the Federation.

#### **PART 4 GENERAL**

33. When any matter relating to Federation Funds is being dealt with at any Federation meeting, including a meeting of:

33.1. Conference;

33.2. the National Board;

33.3. the National Council;

33.4. a Branch Board; or

33.5. a Branch Council

no Member who is not a Qualifying Member shall be entitled to raise such a matter or to speak or vote on such matter.

34. In the event of an amalgamation of two or more Police Forces, whether voluntary or otherwise, all funds and assets held by the Branch Boards of the forces amalgamating shall be transferred to the new Branch Board.

35. In the event of a reorganisation of a Police Force or Police Forces which results in members of a Branch being split between two or more Police Forces, then the Branch funds and assets shall be split, and where appropriate transferred, pro rata the number of serving Members involved.

36. The National Board will be the arbiters as to whether Branch Funds have been used<sup>88</sup>

in accordance with these Rules and the Regulations.

#### **SCHEDULE - GLOSSARY**

37. These Fund Rules are subject to the Regulations. In the event of any conflict with the Regulations, the Regulations will prevail.

38. In these Rules, unless the context requires otherwise:

38.1. "Death Benefit" has the meaning set out in Rule 25.10;

38.2. "the Federation" means the Police Federation of England and Wales;

38.3. "fund" or "funds" includes property

38.4. a reference to an "injury benefit" includes any benefit payable under the Police (Injury Benefit) Regulations 2006 and any regulations which amend or replace those regulations, whether payable to a Member or a Member's survivor;

38.5. "Legal Assistance" has the meaning set out in Rules 27 and 28;

38.6. "Member" has the same meaning as "a member of the Federation" in the Regulations, but also includes a Retired Member;

38.7. "Qualifying Member" has the meaning set out in Rule 20;

38.8. "the Regulations" means the Police Federation Regulations 2017;

38.9. "Retired Member" has the meaning set out in Rule 22;

# **PFEW Change Programme**

## **Additional income and assets – Proposal**

### **1. Introduction**

#### **1.1 Background**

In April 2017 the Interim National Council of PFEW voted in favour of a proposal to adopt a standardised budgeting process, to enable the balanced distribution of subscription income to Joint Branch Boards (JBBs) and the rest of PFEW, and establishment of the Branch Board Service Centre (BBSC). As part of the same proposal, it was agreed that subscription income will be collected, and reserves managed, through a single Federation Reserve Fund.

Since then PFEW has commenced implementation of these proposals, to enable subscription income to be redistributed, following implementation of new regulations. This has involved all 'budget owners' creating an income-and-expenditure forecast for 2018, for use in the creation of a PFEW-wide budget.

Work has also been undertaken since April to design a standardised set of rules governing the use of additional income and assets, so that a fair and financially stable position can be reached for all of PFEW.

#### **1.2 Scope**

This proposal relates to the following classes of income and assets:

- Existing cash or cash-equivalent assets
- Existing investments
- Existing capital assets
  
- Future income from selling of services or group insurance schemes
- Future income from Forces
- Future income from renting out office space in main JBB premises on commercial terms
- Future applications for in-year funding from National Reserve Fund

The scope of this proposal is to define a common model for JBBs to follow in relation to the use of the above types of income and assets, and how these are factored into the distribution of subscription income each JBB receives.

The proposal has been designed to accommodate all JBBs, irrespective of their business model (i.e. what products and services are offered, who they are offered to, and at what price/profit level).

The exact business model a JBB should follow, in relation to additional income, falls outside of the scope of this proposal.

### **2. Current ways of working**

There are four broad models, each of which has implications on working practices.

1. Additional services are run from the JBB, and there is no separation of income and expenditure from core activities (subscription income and core operating costs);
2. Additional services are run from the JBB, but some attempts are made to separate income and expenditure from core activities – e.g. by keeping income in separate accounts, and then transferring funds between the two accounts to reflect the root cause of expenditure;

3. Additional services are run from the JBB, but ‘Profit and Loss’ is managed separately from core activities – i.e. costs are formally separated with the objective of income and expenditure balancing over the course of a year;
4. Services are run from a legally separate company or trust, which has no financial relationship with the JBB.

If a JBB generates a surplus on subscription income (i.e. they have money left over from their 30% share of subscriptions) and/or additional income, there are a variety of uses of the surplus. Some JBBs use a surplus from additional income to cover a deficit on subscription income. Some JBBs use a surplus to fund ‘additional expenditure’, i.e. discretionary spending that is for the members’ benefit (often channelled through a Trust, with its own Deeds and Trustees). Whilst other JBBs transfer surpluses into investment funds, savings accounts, or physical assets such as property.

### 3. Solution design approach

The proposed solution has been designed by the Budgeting Project Working Group (BPWG), initiated in July 2016, comprised of eight regional representatives and the PFEW Finance Director. The BPWG was responsible for designing this solution as per the scope set by the Police Federation Change Board (PFCB) in April 2017. Since April the PWG has met approximately monthly.

Emerging ideas and options have been discussed in JBB and Regional meetings, conducted from late June onwards; at the June INC; and at the quarterly Treasurers’ meeting held in the same month.

### 4. Key considerations

1. Line in the sand: Historic investment/expenditure decisions made by JBBs in relation to surpluses should not be reversed or otherwise amended. Any surplus accruing to a JBB up to 31<sup>st</sup> December 2017 should belong to the JBB;
2. Transparency: All JBBs should report financial information in a full and consistent manner. Subscription income should be distributed according to a method that is transparent and which applies consistently to JBBs and BBSC Departments, as per the principles of the subscription income budgeting solution approved by INC in April 2017; and
3. Incentivises generation of income and surpluses: JBBs should be encouraged, but not mandated, to generate additional income and permitted to retain any surplus after operating costs are fairly and fully accounted for.

### 5. Solution

The following **additional income and assets solution** is based on the inputs gathered by the PWG, working closely with the INC, INB, PFCB, and other stakeholders such as the Finance Director and JBB Treasurers. This solution is evidence-based and therefore any potential changes should be considered in light of new evidence gathered.

This is the **additional income and assets solution**:

1. Retained cash or cash-equivalent assets, investments and capital assets (collectively referred to as “other assets”), shall be considered the property of the JBB (except where managed by a legally separate trust or company that is not part of the JBB), and their value shall not be offset against the distribution of subscription income agreed prior to the start of a financial year;
2. Future use of retained cash and other assets shall adhere to the following principles: align to the core values of PFEW; provide a benefit to members of PFEW; do not create undue risk to either the JBB or PFEW;

Change Programme – Additional income and assets – Proposal

3. JBBs shall forecast and record/report income and expenditure for core business and additional services, except where the latter is managed by a legally separate trust or company that is not part of the JBB.
4. Additional services operating costs shall be fairly and fully offset against additional income, before the distribution of subscription income to a JBB is calculated;
5. If a JBB does not generate sufficient additional income to cover the costs of running additional services, these costs will continue to be met via subscription income;
6. If a JBB chooses to generate a surplus on additional income once additional services operating costs are fairly and fully accounted for, this proposal does not mandate a cap on the surplus, with the surplus being re-invested in member services;
7. JBBs will be responsible for managing their cashflow and not rely on the Federation Reserve Fund to act as a bank;
8. Income from Forces or income from renting out office space in the main JBB premises shall be offset against core operating costs;
9. Income from other assets (e.g. a dividend from stocks and shares), or a change in the value of an asset (e.g. appreciation of an investment fund or an increase in the value of a property), shall not be offset against core operating costs, but shall be considered part of the surplus retained by a JBB each year (referred to as the “branch surplus”); however, any losses arising from these assets will be the liability of the JBB, and not PFEW at large;
10. In-year applications for funding to the National Reserve Fund shall be on an open-book basis, whereby the JBB shall supply financial information to enable the Finance Director and TopCo to accurately evaluate the application;
11. If the value of the National Reserve Fund exceeds a value set by TopCo (e.g. the equivalent of one year’s core operating costs for the whole of PFEW), the excess will be returned to JBBs on a pro rata basis, and these additional funds will be subject to the expenditure rules (see **point 2**).

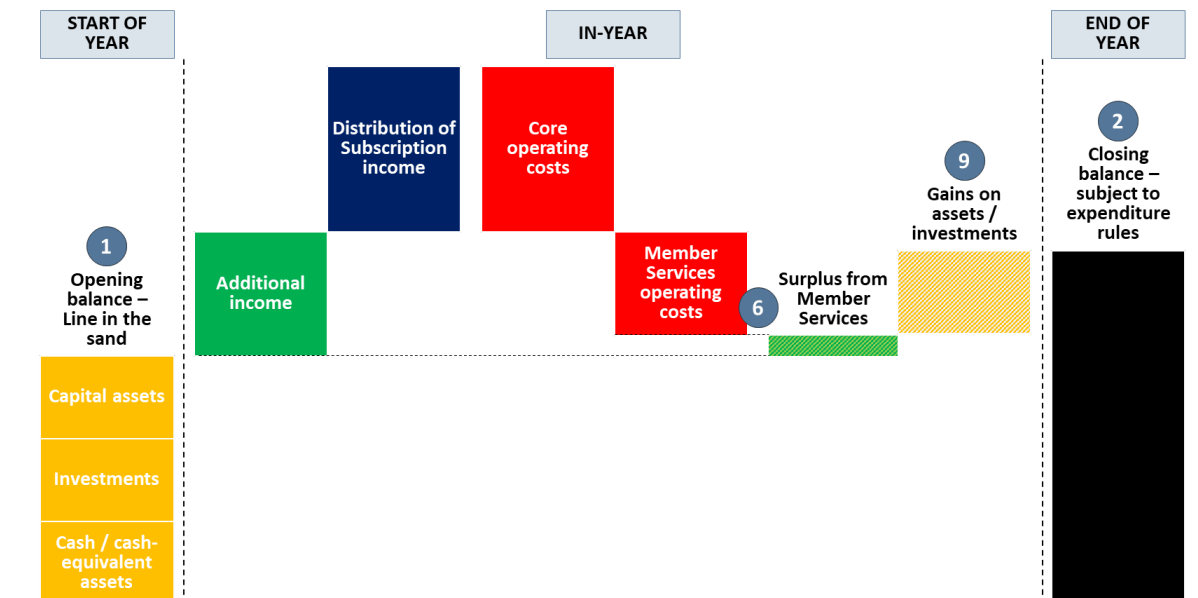


Figure 1: Diagram showing key aspects of the proposal – numbers correspond to those in the proposal.

## 6. Conclusion

The proposal detailed in this paper represents a feasible solution for ensuring subscription income is distributed fairly, and additional income and assets are treated consistently, across the Federation. The proposal addresses key issues and concerns raised by stakeholders since the start of the project. Finally, it is an important enabler of the financial strategy of PFEW.

## 7. Decision

Does the Interim National Council wish to adopt the proposal on additional income and assets outlined in the paper?

Proposer – Alan Bell (Region 6)

Secunder – Sarah Johnson (Region 6)



## 8. Appendices

### 8.1 Glossary

<b>Additional income</b>	Any income generated by JBBs over and above subscription income. This includes income generated from additional services, group insurance schemes, and rental income on holiday properties.
<b>Core operating costs</b>	Costs incurred by a JBB or Department for the purpose of maintaining its existence.
<b>National Reserve Fund</b>	A single account where all subscription income from JBBs is transferred into. After income has been allocated to JBBs and departments as per the agreed distribution, any surplus monies are retained in this account, for use in meeting requests for further funding in-year (see <b>reserve fund application</b> ).
<b>Additional services operating costs</b>	Costs associated with administering additional services, e.g. office space, utilities, personnel, marketing, member welfare, and postage.
<b>Other assets</b>	Existing cash or cash-equivalent assets, investments and capital assets, held by a JBB. This includes trust funds used to store income from Group Insurance schemes.
<b>Reserve fund application</b>	A request for additional money to be transferred from the <b>National Reserve Fund</b> to cover <b>core operating costs</b> or <b>additional expenditure</b> . Applications are made on an open-book basis where the JBB or department provides evidence as to how their budgets have been managed throughout the year, and also details of JBB-owned assets (e.g. reserve accounts, investments, capital assets).
<b>Subscription income</b>	Income generated from PFEW membership subscriptions.
<b>TopCo</b>	The group responsible for recommending a budget for all of PFEW to the INC and INB, and reviewing <b>National Reserve Fund applications</b> . TopCo consists of one representative from each region, the National Treasurer, and the Finance Director.

# Finance Transformation Budgeting Solution – Proposal

## 1. Introduction

### 1.1 Background

This proposal is for a standardised process for distribution of subscription income to Joint Branch Boards (JBBs) and HQ departments.

An Independent Review of the Police Federation of England and Wales (PFEW) was commissioned in 2013, published in January 2014, and adopted at the annual conference in May 2014. Two of the recommendations in the review relate to the finances of the organisation (Recommendations 33 and 34).

Home Office regulations, expected to come into effect later in 2017, will provision for 100% of members' subscription income to be paid to the centre, in line with the second of these recommendations. Work was commissioned in July 2016 to design a process that would enable distribution of these funds across the organisation.

### 1.2 Scope

The scope of this proposal is subscription income only.

## 2. Current ways of working

Currently, most JBBs collect 100% of their subscription income from their constituent forces; they then retain 30% of the income to fund local operations, and transfer 70% of the income to PFEW HQ to fund expenditure by HQ departments and direct spend (e.g. legal costs). Key observations from the current situation include:

1. **Some JBBs are 'financially vulnerable' (i.e. operating at or close to a deficit)**, due to fixed costs that are high relative to their income; while others have been able to build substantial reserves from subscription income;
2. **There are circumstances that are difficult to control but which may unexpectedly affect JBB operating costs during the budget year**, potentially causing JBBs to arrive at a deficit position. These may include significant reductions in membership numbers, rising lease costs, and withdrawal of Force provision of services e.g. premises. In these cases, JBBs must currently either request additional funding from the centre or use additional sources of income – chiefly income raised from offering 'Member Services' (see **section 8.1** Glossary).
3. **HQ departments have three main sources of income to draw upon:** the 70% of subscription income stated above, income from investments, and net income from commercial services provided by Federation House. If HQ departments collectively operate at a deficit, additional funding is currently drawn down from the national reserves.
4. **There is little ability to manage the cost base across the organisation as a whole**, which presents a risk to addressing the overall deficit position of £4.3m (PFEW Joint Fund Final Accounts 2015).
5. **Current financial reporting does not support clear visibility of expenditure across PFEW.** At the end of each financial year, all branches prepare audited financial statements, known as the 'F45'. Within the F45, the 'Notes to the Financial Statements' section includes a

summary of 'Administrative expenses'. Expenditure by HQ departments is reported on in the Treasurer's Annual Report and Financial Statements. There is no distinction between core operating costs and other costs, while the cost categories on the Treasurer's Annual Report and Financial Statements differ to those on the F45.

### 3. Solution design approach

The Budgeting project was initiated in July 2016, and a Project Working Group was established in August of the same year, comprised of eight regional representatives and the PFEW Finance Manager. The working group was responsible for designing the solution as per the scope set by the Police Federation Change Board (PFCB), and other PFEW stakeholders such as the Finance Director and INC members. The working group has met every two to three weeks since August.

A series of workshops were conducted on a regional basis, which guided the design of the solution by the working group. The first phase of regional workshops focused on current working practices, associated issues, and branches' understanding of the scope of the project. The outcome of these workshops was a set of design principles – objectives that the solution should contribute towards achieving. The second phase of regional workshops was used to gather feedback on the emerging solution, and to ensure it adhered to the design principles. The third phase of meetings has been used to identify key considerations for the implementation of new processes, and to gauge opinions on the two options for treatment of surpluses.

The Interim National Council has been consulted and informed throughout the project. Conference calls were facilitated to discuss the evolving solution, and updates were presented at INC meetings in November (overview of the solution) and January (a detailed walkthrough of the solution).

### 4. Design principles

In addition to the outcomes recommended in the Independent Review, the 'design principles' (developed by the Project Working Group based on feedback from JBBs and INC members) have guided the design of the solution. These are detailed below.

1. **Budget owner autonomy.** Budget owners, whether in branches or departments, should be able to forecast costs based on their expected activities and cost-drivers, and then have the flexibility to prioritise spending, within agreed constraints.
2. **Balanced distribution of income.** Budget owners should receive sufficient funding to meet operating costs – subject to overall affordability across PFEW – whilst retaining the flexibility to generate and use income from member services.
3. **Open communication.** The process should encourage communication and collaboration between budget owners and the Finance Department, to enable the sharing of best-practice and to improve trust between different parts of the Federation.
4. **Transparency in decision-making.** Decisions as to the distribution of income and award of funding should be supported by facts, data, and a clear audit trail. Spending decisions should be justifiable to members and other stakeholders. All decisions should be made in a consistent way, using an agreed governance framework.
5. **Efficient use of resources.** Budget owners should act in a way that maximises the value-for-money to members. They should be incentivised to use funds efficiently whilst maintaining the agreed levels of service to members.

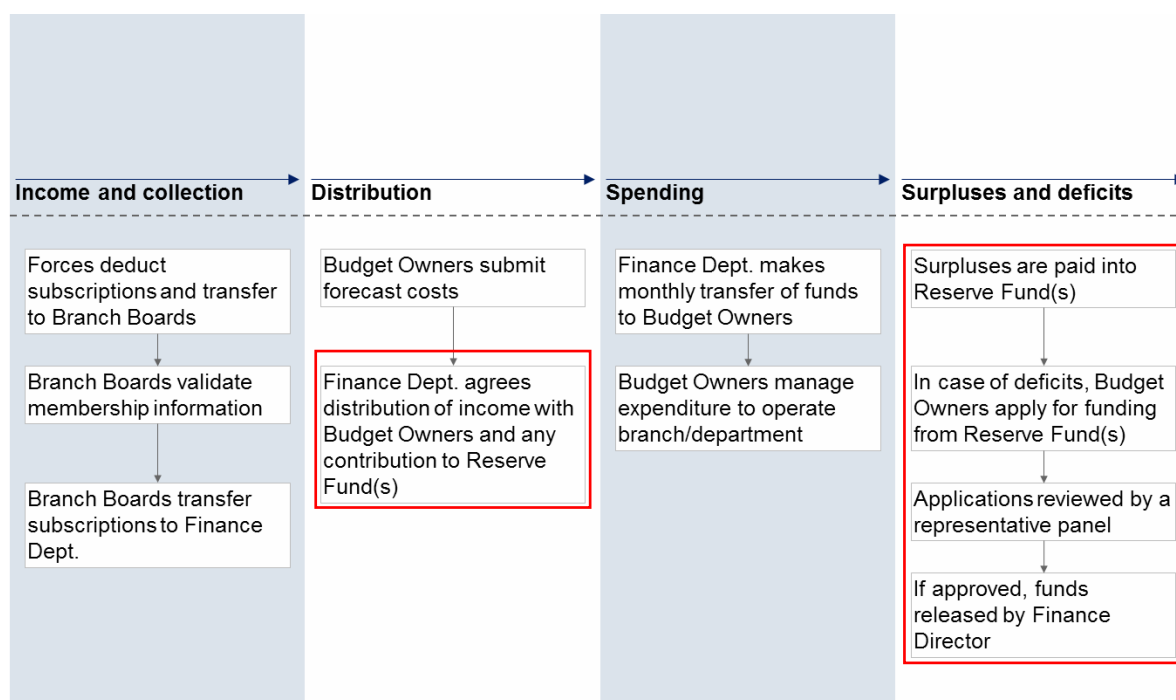
## 5. Solution

The following **budgeting solution** is based on the inputs gathered by the Project Working Group, working closely with the Interim National Council, the Police Federation Change Board, and other stakeholders such as the Finance Director and JBB Treasurers. This solution is evidence-based and therefore any potential changes should be considered in light of the evidence gathered.

This is the **budgeting solution**:

- Subscription income shall be collected by branches, validated against membership records, and then transferred in its entirety to the PFEW Finance Department each month;
- Prior to the start of the year, all 'budget owners' (in JBBs and HQ departments) shall complete a Budget Submission, detailing all forecast operating costs for the following financial year. This activity shall be completed in collaboration with the Finance Department, and shall use as inputs historic spend data, best-practice, and discussion of the specific circumstances of the branch or department;
- The Finance Department shall review all Budget Submissions and agree a distribution of subscription income between all budget owners, adhering to the principle of a 'balanced budget' (i.e. forecast expenditure does not exceed forecast income). The proposed income distribution shall be reviewed by an appropriate executive decision-making body, to ensure all budget owners are treated fairly, and any deviations from Budget Submissions are evidence-based and are preceded by appropriate consultation between the budget owner and the Finance Department;
- On a monthly basis, the Finance Department shall transfer the agreed distribution of subscription income to each budget owner (plus an agreed percentage as contingency), who shall be responsible for tracking expenditure against forecasts. This transfer of funds shall occur within an agreed number of days from the date on which the entirety of the branch's subscription income is transferred to the Finance department;
- Any expected surplus (i.e. the difference between subscription income and total distribution of funds to budget owners) shall be retained each month in either one 'Federation Reserve Fund', or nine 'Regional Reserve Funds' (the ninth fund being for HQ departments);
- In case of unforeseen costs arising, budget owners shall be able to apply for additional funds from the reserve fund(s), whereupon applications shall be reviewed by a panel of representatives, with the Finance Director responsible for ensuring the review is completed correctly before funds are released by the Finance Department.
- An appeals process shall be in operation, and shall be instigated when there is disagreement between a budget owner and the Finance Department over the outcome of a reserve fund application or the allocation of subscription income. Appeals shall be adjudicated on by an appropriate executive decision-making body.

## Finance Transformation - Budgeting Proposal



**Figure 1: The end-to-end budgeting solution**

The process-steps outlined in red (see **Figure 1**) can operate in one of two ways: with nine 'Regional Reserve Funds' or one 'Federation Reserve Fund'. The table below explains how these options would work.

### OPTION 1: Regional Reserve Model

- Surpluses divided between nine accounts
- Budget owners apply for additional funding from these accounts
- Applications are reviewed by Regional Review Panels, with Finance Department acting as an ombudsman and releasing funding

### OPTION 2: Federation Reserve Model

- Surpluses kept in a single reserve account
- Budget owners apply for additional funding from this account
- Applications are reviewed by a Federation-wide review panel, which includes regional representatives, with Finance Department acting as an ombudsman and releasing funding

**Figure 2: Options for surpluses and deficits**

## 6. Conclusion

The summary proposal detailed in this paper represents a feasible solution for distributing subscription income across the Federation. It is scalable and fit-for-purpose; and it is flexible, because it can cater to different financial scenarios. The proposal addresses key issues and concerns raised by stakeholders since the start of the project. Finally, it is an important enabler of the transformation of PFEW's finances, in line with the strategic vision of the organisation.

PFEW should ensure that the proposed solution remains fit for purpose and is operating as efficiently as possible.

## 7. Decision

### First vote:

Does the Interim National Council wish to adopt the budgeting solution outlined in the paper?



## Finance Transformation - Budgeting Proposal

### **Second vote:**

The reserve fund(s) in the budgeting solution can operate in one of two ways: with nine 'Regional Reserve Funds' or one 'Federation Reserve Fund'.

Does the Interim National Council wish to adopt option 1 for managing reserves (Regional Reserve Model)?

OR

Does the Interim National Council wish to adopt option 2 for managing reserves (Federation Reserve Model)?

## 8. Appendices

### 8.1 Glossary

<b>Baseline costs</b>	An indicative figure for how much money a branch or department has historically spent to fund its operations. The figure will be indicative as it is calculated using historical figures for a branch or department according to current financial reporting methods. It is intended to provide a reference point as to historic expenditure for each branch or department for their core operating costs.
<b>Budget owner</b>	The individual accountable and responsible for the management of a branch or department's budget including forecasting income, submitting a budget and managing the cost of operations.
<b>Budget process</b>	The series of steps that enables the management of subscription income in PFEW from income collection and cost forecasting through to how surpluses and deficits are managed.
<b>Budget transfers</b>	Once a branch or department budget submission is approved, budget owners will receive the same allocation of income each month, with one-off adjustments possible if notice is given (e.g. to cover costs of conference)
<b>Contingency</b>	Each branch and department will receive an additional payment each month (as an agreed percentage of forecast costs), to help smooth out peaks and troughs in spending and to deal with low-level cost overrun
<b>Core operating costs</b>	Costs that are fundamental to PFEW operations. Refer to <b>section 8.2</b> for a definition of all core operating costs.
<b>Department</b>	An HQ Department. Departments will be treated in the same way as branches in the budgeting process, responsible for creating and managing budgets, with oversight of spend outside of forecast costs.
<b>Financially vulnerable</b>	A branch or department that is unable to fund core operating costs whilst maintaining a contingency of an agreed percentage of forecast costs throughout the year.
<b>Forecast costs</b>	The costs that branches and departments expect to incur for the next 12-month period. This forecast will include details of both core and non-core operating costs.

## Finance Transformation - Budgeting Proposal

<b>Non-core operating costs</b>	Costs that are not essential to the running of the core services of PFEW, as defined according to the Core Purpose of the organisation. Refer to <b>section 8.2</b> for a definition of all core operating costs.
<b>Non-subscription income</b>	Any income generated by branches over and above subscription income. This includes income generated from Number 2 accounts, member services, group insurance trusts, and any other accounts or funds.
<b>Reserve funds</b>	<p>The two options below represent different models for managing in-year reserves.</p> <p><b>Option A: Regional Reserve Fund</b></p> <p>The Finance Department reviews forecast costs and finalises how income will be distributed across the Federation. Where there is expected to be a surplus (i.e. income is greater than expenditure), these monies are allocated to reserve accounts for the relevant regions. There are nine such Reserve Funds (one for each PFEW region plus HQ Departments).</p> <p><b>Option B: Federation Reserve Fund</b></p> <p>The Finance Department reviews forecast costs and finalises how income will be distributed across the Federation.</p> <p>Where there is expected to be a surplus, these monies are allocated to a single reserve account – the Federation Reserve Fund.</p>
<b>Reserve fund application</b>	A request to a reserve fund for additional money to cover core-operating costs. Applications are made through an open-book process where the branch or department provides evidence as to how their budgets have been managed throughout the year.
<b>Regional/Federation Review Panel</b>	The group that will decide on the merits of applications to a reserve fund. Depending on the reserve fund model chosen, regional or national panels will be appointed, to ensure applications are reviewed fairly. The Finance Department will be responsible for releasing funds, and ensuring applications are evaluated consistently.
<b>Subscription income</b>	Income generated from PFEW membership subscription.



## Finance Transformation - Budgeting Proposal

### 8.2 Cost categories

Level 1 Cost Category	Level 2 Sub-category	Level 3 Activity	Definition	Examples
<b>Accommodation</b>		Meetings, Training, Conference, Representation, Events	Hotel or apartment costs associated with branch personnel needing to stay away from their usual residence on account of core branch activities	
<b>ARPs</b>	-		Additional Responsibility Payments given to personnel occupying branch-level roles that are agreed nationally. The rates are agreed and administered nationally.	
<b>Bank Charges &amp; Interest</b>	-		Costs relating to bank transfers, interest payments, administration fees etc. incurred against a branch's main account	Mortgage interest
<b>Conference</b>			Interim top-level category for all costs associated with Conference - sub-categories should conform to existing Level 1 Categories where Conference is listed as a Level 3 Activity	Subsistence, Accommodation
<b>Subsistence</b>	Catering	Meetings, Training	Reasonable costs of providing food or using existing catering facilities for branch-level activities where it is not practical for attendees to self-cater	Bulk order of sandwiches for a meeting hosted at a branch office
<b>Subsistence</b>	Meals	Meetings, Training, Conference, Representation, Events	Receipted, itemised costs incurred by branch personnel in relation to meals where it is not practical to self-cater at own expense	Branch Secretary or Chair's dinner whilst at INC
<b>Subsistence</b>	Overnight Incidental Expenses	Meetings, Training, Conference, Representation, Events	An agreed rate per night, for incidentals incurred when branch personnel need to stay away from their usual residence on account of core branch activities - unreceipted, as per nationally agreed expenses policy	£5/night for domestic overnight accommodation, £10/night for overseas
<b>Premises</b>	Cleaning & Waste Removal		Recurring or one-off costs associated with the upkeep of a branch's main premises, specifically in relation to ensuring cleanliness and removal of waste	
<b>Premises</b>	Proactive Maintenance		Recurring or one-off costs associated with the upkeep of capitalised assets at a branch's main premises, specifically in relation to servicing equipment or facilities in order to avoid future repair costs. This can also include periodic checks of equipment, e.g. PAT testing, or maintenance of security equipment.	Lift servicing, PAT testing
<b>Premises</b>	Repairs		One-off costs associated with repairs to capitalised assets, or replacements which should be depreciated, in a branch's main premises	Renovations, office fit-out, alarm systems
<b>Corporation Tax</b>	-		Mandatory corporation tax	

## Finance Transformation - Budgeting Proposal

<b>Hospitality / Benefits / Gifts</b>	-		Costs associated with benefits logged in a branch's Hospitality Register, in adherence to nationally agreed regulations on value and frequency. This should include PIP costs for food, hospitality given by a branch to members or external suppliers, and awards/presentations made to members.	
<b>IT</b>	IT Hardware	Direct to supplier, Payments to Force	Provision or replacement of technology hardware that enables core branch staff to carry out their roles	Laptops, wireless router
<b>IT</b>	IT Software & Services	Direct to supplier, Payments to Force	Provision or replacement of software that enables core branch staff to carry out their roles. This should include regular licensing costs for online services such as cloud storage, web applications, or 'software as a service' such as Office 365.	MS Office, accounting software, Skype for Business, Google Apps for Business
<b>IT</b>	IT Consumables	Direct to supplier, Payments to Force	Consumable products required for the ongoing usage of IT Hardware, e.g. printer cartridges, cables, small peripherals	Printer cartridge, mice, USB cables
<b>IT</b>	IT Development	Direct to supplier, Payments to Force	Development or customisation of software or web services used by branch staff in carrying out their roles	Website development
<b>IT</b>	IT Support	Direct to supplier, Payments to Force	Support/maintenance of existing software or hardware	
<b>IT</b>	Website Hosting	Direct to supplier, Payments to Force	Recurring costs associated with hosting a website for the branch	
<b>Marketing &amp; Communications</b>	Marketing		Costs associated with marketing services that are available to members, principally as part of their core subscription. This should include communications material produced across all channels, e.g. digital, print, in order to inform members.	Promoting of Flint House, or welfare funds
<b>Marketing &amp; Communications</b>	Campaigns		Costs associated with making representations on members' behalf, in relation to a specific issue or policy. This should include communications material produced across all channels, e.g. digital, print, in order to inform members about issues affecting them or to uphold confidence in the police service.	Using an external company to run an informational session on pension changes
<b>Marketing &amp; Communications</b>	Sponsorship		Sponsorship of events or communications materials, where there is a reasonable link between the recipient of the sponsorship and the core activities of the branch	Sponsorship of NARPO activities

## Finance Transformation - Budgeting Proposal

<b>Non-Core Operating Costs</b>			Interim top-level category for non-core costs associated with service provision that cannot be altered in Year 1 of the new budgeting process	Real Estate, Personnel Costs
<b>Office Supplies</b>	Office Equipment		Costs associated with the provision or replacement of non-capitalised assets in a branch's main premises, e.g. one-off furniture purchases, exclusive of IT purchases	Chairs, lamps
<b>Office Supplies</b>	Stationery		Writing materials, paper products, and other associated goods required for day-to-day operations of the branch	Staplers, files, pens, notebooks
<b>Office Supplies</b>	Books / Newspapers / Magazines / Reference Materials		Purchase of, or subscription to, print materials that are used to support or inform core branch activities	Disability Rights Handbook
<b>Office Supplies</b>	Pre-printed Stationery		Business cards and letterheaded paper required by core branch personnel	Business cards, letterheaded paper
<b>Postage</b>	Postage	Direct to supplier, Payments to Force	Costs incurred in posting documents and packages where these relate to the core activities of the branch, or are required by the national organisation	
<b>Postage</b>	Couriers	Direct to supplier, Payments to Force	Costs incurred in couriering documents and packages where these relate to the core activities of the branch, or are required by the national organisation	
<b>Personnel Costs</b>	Salary		Remuneration for branch staff at agreed rates	
<b>Personnel Costs</b>	Pension Contributions		Employer contributions to branch staff's pension schemes	
<b>Personnel Costs</b>	Employers' NI Contributions		Employer contributions to branch staff's National Insurance	
<b>Personnel Costs</b>	Indemnity		Indemnity insurance where required for staff with specific responsibilities	
<b>Personnel Costs</b>	Employee Benefits		Reasonable cost of benefits provided to branch staff, e.g. health insurance	
<b>Personnel Costs</b>	Civilian Staff Training		Direct costs associated with mandatory training courses for civilian branch staff - e.g. course materials, course fees for those hosted externally, trainer fees for those hosted by the branch	
<b>Professional Services</b>	Accountancy		Book-keeping in relation to the main branch account	
<b>Professional Services</b>	Payroll Processing		Payroll processing in relation to the core branch personnel	
<b>Professional Services</b>	Annual Audit		End-of-year audit of the branch's accounts, to support reporting that is required by the national organisation or for statutory reasons	

## Finance Transformation - Budgeting Proposal

<b>Professional Services</b>	Legal		Costs incurred in obtaining legal advice or consultancy in order to enable the core activities of the branch. This should not include legal costs associated with claims.	
<b>Professional Services</b>	Consulting		Costs incurred in hiring non-legal consultants to provide professional advice	Medical records
<b>Professional Services</b>	Professional Subscriptions		Membership of organisations or trade bodies, where these are linked to the core activities of the branch	Data Protection Registration
<b>Real Estate</b>	Lease Costs	Direct to supplier, Payments to Force	Recurring costs associated with the lease of the main branch premises. This should not include mortgage payments - these do not affect the P&L.	
<b>Real Estate</b>	Utilities	Direct to supplier, Payments to Force	Heat and light for the main branch premises	Gas bills, electricity bills
<b>Real Estate</b>	Rates & Water	Direct to supplier, Payments to Force	Council tax and water bills for the main branch premises	Council tax payments, water bills
<b>Real Estate</b>	Buildings / Contents Insurance	Direct to supplier, Payments to Force	The cost of insuring the main branch premises and the contents therein	
<b>Telecommunications</b>	Mobile Devices	Direct to supplier, Payments to Force	Reasonable costs associated with providing mobile devices to branch staff or replacing existing devices	
<b>Telecommunications</b>	Mobile Calls / Data	Direct to supplier, Payments to Force	Recurring line rental for mobile devices used by branch staff, and any additional carrier charges applied e.g. for out-of-plan data usage	
<b>Telecommunications</b>	Landline	Direct to supplier, Payments to Force	Recurring line rental for landlines at the main branch premises	
<b>Telecommunications</b>	Internet	Direct to supplier, Payments to Force	Recurring line rental for internet access at the main branch premises, and data costs associated with dongles	
<b>Training</b>	Representatives' Training		Direct costs associated with mandatory training courses for elected branch representatives - e.g. course materials, course fees for those hosted externally, trainer fees for those hosted by the branch	
<b>Training</b>	Professional Development		Direct costs associated with Continuing Professional Development for branch staff, where these support the core branch activities	
<b>Travel</b>	Travel – Air	Meetings, Training, Conference	Travel costs incurred by branch staff in relation to offsite activities that support the core operations of the branch	

### Finance Transformation - Budgeting Proposal

<b>Travel</b>	Travel – Train	Meetings, Training, Conference	Travel costs incurred by branch staff in relation to offsite activities that support the core operations of the branch	
<b>Travel</b>	Travel – Coach	Meetings, Training, Conference	Travel costs incurred by branch staff in relation to offsite activities that support the core operations of the branch	
<b>Travel</b>	Travel – Car	Meetings, Training, Conference, Payments to Force	Travel costs incurred by branch staff in relation to offsite activities that support the core operations of the branch. This can either be through hiring/leasing of cars, or via payments to Forces who provide access to a car pool.	Hire cars, car leasing payments
<b>Travel</b>	Travel – Taxi	Meetings, Training, Conference	Travel costs incurred by branch staff in relation to offsite activities that support the core operations of the branch	
<b>Travel</b>	Parking	Meetings, Training, Conference, Representation, Force business	Parking costs associated with travel by car for reasons that support the core operations of the branch	
<b>Travel</b>	Mileage	Meetings, Training, Conference, Representation, Force business	Mileage costs associated with travel by car for reasons that support the core operations of the branch	
<b>Travel</b>	Tolls	Meetings, Training, Conference, Representation, Force business	Toll costs associated with travel by car for reasons that support the core operations of the branch	
<b>Venue Hire</b>	-	Meetings, Training, Events	One-off costs associated with hiring external venues, where it is not practical to host an activity at the branch's main premises	
<b>Contingency</b>	-		An agreed percentage of all other forecast operating costs, which is available to meet emergency/short-term funding requirements. At point of use, this must be linked to another core operating cost category. (This entry would appear only on the balance sheet.)	

### 8.3 Key considerations

In addition to the design principles and the outcomes recommended in the Independent Review, there are several considerations identified through engagement with stakeholders during the design process, which are reflected in the design of the solution.

1. **Financial unification.** The process should be consistently applied across branches and departments, in recognition of the fact that they are part of one Federation.
2. **Alignment with PFEW finance strategy.** The process should support or complement other changes proposed for finance operations and processes, and the organisation as a whole. PFEW has recently appointed a Finance Director, who brings experience and best-practice from outside the Federation. His 100-day plan for Finance includes activities to standardise key financial processes, of which budgeting is one.
3. **Reduction of the deficit.** The Federation is forecasting a deficit for the 2017 budget. A key step in reducing the deficit is to review the cost base, which can only occur if there is consistent reporting of forecast and actual expenditure across the organisation.
4. **Mitigate risk of Home Office mandating changes.** The perception is held that failure to act now increases the risk of having change forced upon the Federation by the Home Office. The new process should therefore demonstrate that the Federation is implementing financial reforms.

### 8.4 Benefits of the solution

Stakeholder engagement, including regional meetings conducted throughout the project, has yielded a number of insights that have helped shape the proposal, in terms of the benefits it should help bring about. These benefits include:

- The ability to support branches in genuine need – e.g. where high costs are beyond the branch's control – without rewarding poor cost management;
- A mechanism for escalating poor cost management to the Finance Department;
- A framework for distributing income that reflects the variance in force provision of services, but which also helps design out the root causes of inequality and financial vulnerability;
- The same level of scrutiny for departments within HQ as for branches;
- Reduced bureaucracy, to assist budget owners and Treasurers who may be time-poor;
- New governance aimed at promoting transparency and improving trust between branches and the centre;
- Hands-on, output-driven training, to mitigate the fact that formalised budgeting activities do not take place in all branches;
- Credible, feasible steps to avoid increasing subscription rates;
- A scalable solution that will gradually bring about the financial unification of PFEW, rather than tackling all financial issues at once or forcing branches to change their business model;
- Clarity on historic financial decisions made by branches – there will be a 'line drawn in the sand', and the solution will not involve directly reversing these decisions.

# Finance Transformation Finance Governance – Proposal

## 1. Introduction

### 1.1 Background

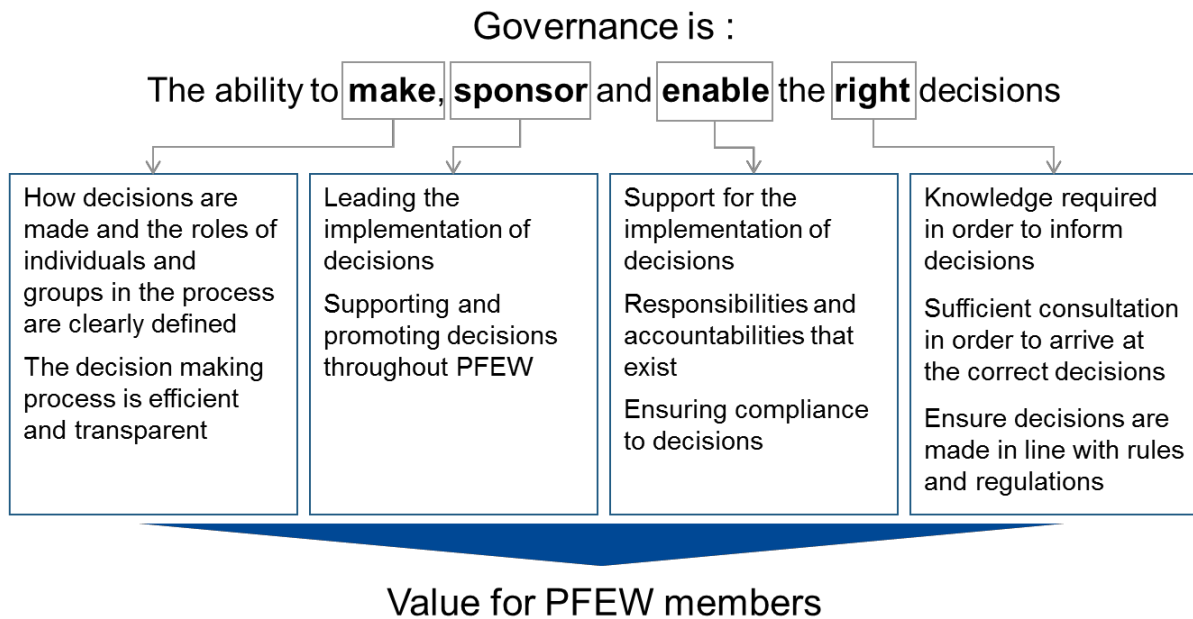
This proposal is to outline the finance governance which supports the budgeting solution for the distribution of income to Branches and HQ departments.

### 1.2 Scope

The scope of this proposal is to define the governance model for how financial decisions are made in PFEW. The model has been designed to suit all types of financial decisions and all forms of a budgeting solution e.g. for distribution of subscription income or Member Services income. The proposed budgeting process has been used to illustrate how the model will work in practice.

The governance model proposed in Section 3.1 could be applied to decisions which affect other, non-finance PFEW functions in future, however the scope of this paper is restricted to finance governance.

### 1.3 What do we mean by Governance?



*Figure 1: Definition of governance*

## 2. Solution design approach

A Governance Working Group (GWG) was established to design a solution for finance governance. The GWG has met on three occasions – on the 5<sup>th</sup>, 12<sup>th</sup> and 18<sup>th</sup> April. The group consists of eight regional representatives and the Finance Director. The group was responsible for designing the solution as per the scope set by the Police Federation Change Board (PFCB) and the steer from the Interim National Council. Members of the Budgeting & Procurement Working Group and PFCB have been informed of progress made as part of the GWG.

### 3. Benefits of the finance governance structure

The Interim National Council has requested that further detail be provided regarding the governance model which will support the budgeting solution. This will ensure that the decision-making process is clearly understood and greater transparency is established on financial matters. The following benefits of moving to a new finance governance model have been identified:

#### **Improve alignment between PFEW stakeholders and Finance**

- The model outlines the responsibilities of each of the PFEW stakeholder groups on financial matters, supporting the PFEW to become a financially unified organisation;
- Important financial decisions are assessed by a representative body made up of (Interim) National Council and (Interim) National Board members, with input from the Finance Director.

#### **Operational Efficiency**

- The Finance Director is responsible for the operational efficiency of the end-to-end budgeting process;
- The governance structures which are necessary to support the income allocation appeals process and the reserve fund appeals process are clearly defined;
- Common governance processes are used throughout financial decision making.

#### **Accountability**

- There are clear lines of accountability between each of the stakeholder groups;
- The strategic oversight role of the (Interim) National Council and (Interim) National Board is defined, with a clear point of escalation for the TopCo;
- Service Level Agreements (SLAs) will support effective working relationships between each stakeholder group.



## 4. Solution

### 4.1 Finance Governance Model and Roles

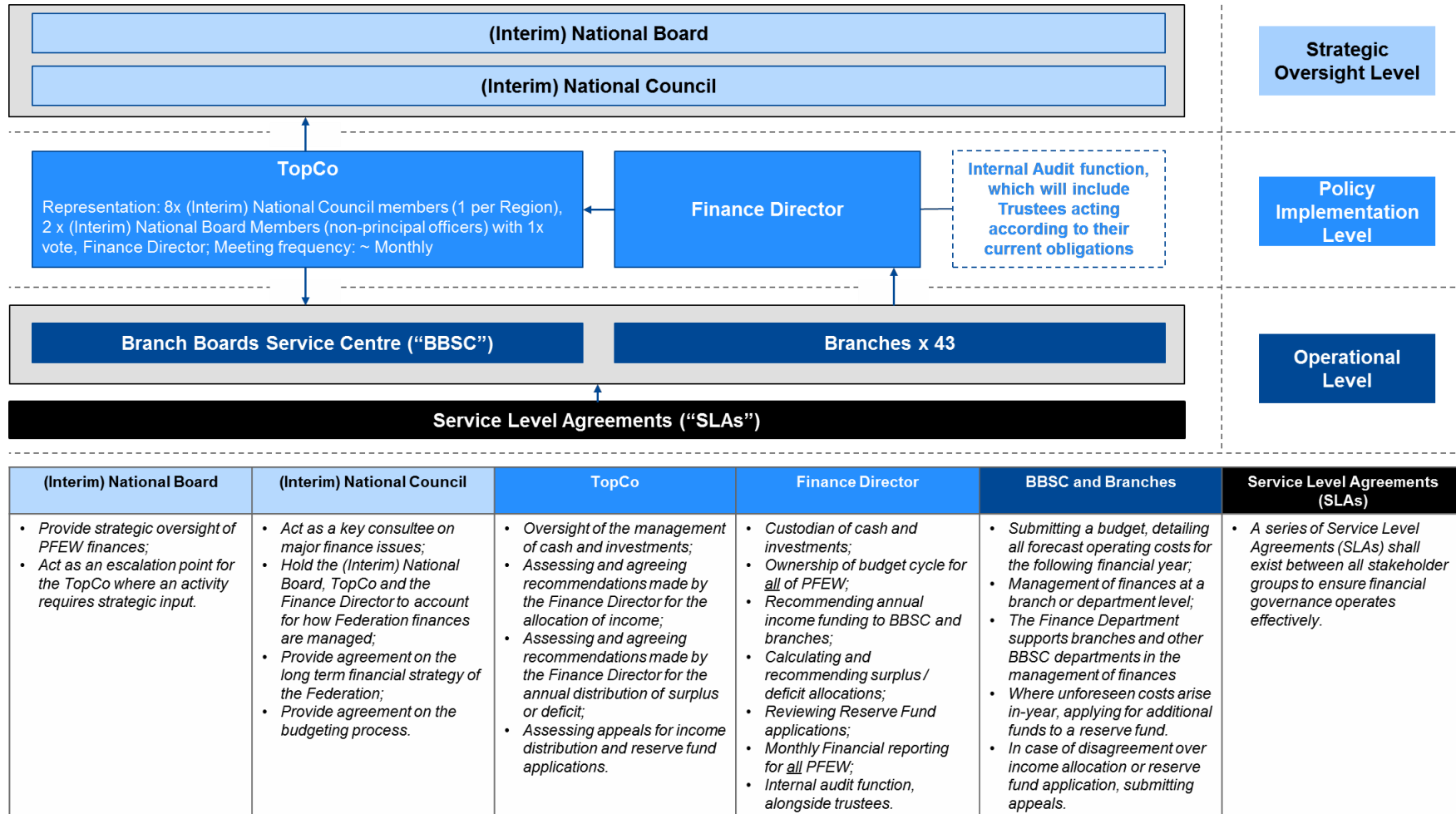


Figure 2: Finance Governance Model and Roles

## 4.2 Composition of the TopCo

The TopCo is made up of the following members:

- 1x (Interim) National Council representative per region with each representative having voting rights;
- 1x representative of the (Interim) National Board. The representative will not be a principal officer and will hold 1 vote;
- Finance Director. The Finance Director will not ordinarily hold a vote, however in the instance of a split vote, the Finance Director will have a casting vote.

All representatives should attend TopCo meetings with a PFEW-wide perspective rather than representing the views of their individual branch or group. As such, if a conflict of interest arises, this should be declared but representatives are free to vote on all decisions.

TopCo meetings will be considered quorate where at least 6 of the 9 voting members attend the meeting.

Members of the Federation Reserve Panel who assess applications to reserve fund(s) will not be permitted to sit as part of TopCo to avoid conflicts of interest when considering appeals.

### 4.3 Budgeting Process RACI (Responsible, Accountable, Consulted, Informed) Matrix

The table below outlines who is **R**esponsible, **A**ccountable, **C**onsulted and **I**nformed at each stage of the budgeting process:

ACTIVITY	Budget Owner	Finance Director	TopCo*	Reserve Fund Panel	Treasurer	(Interim) National Council	(Interim) National Board
Validation of income against membership information	R, A	I					
Transfer of income to Finance Department	R, A	I					
Branch/Department budget forecast	R, A	C, I					
PFEW Income & Expenditure forecast	C, I	R, A	I		C, I	C, I	C, I
PFEW income distribution (in consultation at (I)NC)	C, I	R	A		C, I	C, I	C, I
PFEW Income distribution appeals process decision	C	C	R, A				
Submission of application to reserve fund	R, A	C		I			
Validation of application to reserve fund	C	R, A		I			
Assessment of application to reserve fund	C	C		R, A			
Recommendation for application to reserve fund	I	A	I	R			
Reserve fund appeals decision	C	C	R, A	C	C, I		
Approval to release funds	I	C	R, A	I	C, I		
Communication of reserve fund decisions	I	R, A	I	I	I	I	I
Management of the end-to-end process and PFEW funds	I	R, A	I	I	I	I	I

\*See Appendix 6.1 for a process view of TopCo's governance oversight of the budgeting solution

#### Key

<b>R</b>	<b>Responsible</b>	Those who undertake the work required to achieve the task
<b>A</b>	<b>Accountable</b>	The person or group ultimately answerable for the deliverable or task. There is only one accountable person for each deliverable or task. An accountable must sign off (approve) work that responsible provides. An accountable may delegate or identify additional support for approval.
<b>C</b>	<b>Consulted</b>	Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication.
<b>I</b>	<b>Informed</b>	Those who are kept up-to-date on progress, often on completion of the task or deliverable.

Figure 3: Budgeting Process RACI matrix

## 5. Decision

Does the Interim National Council wish to adopt the finance governance structure outlined in this paper?

**Proposer:** Andy Fittes

**Seconder:** Steve White

## 6. Appendix

### 6.1 A process view of TopCo's governance oversight of the budgeting solution

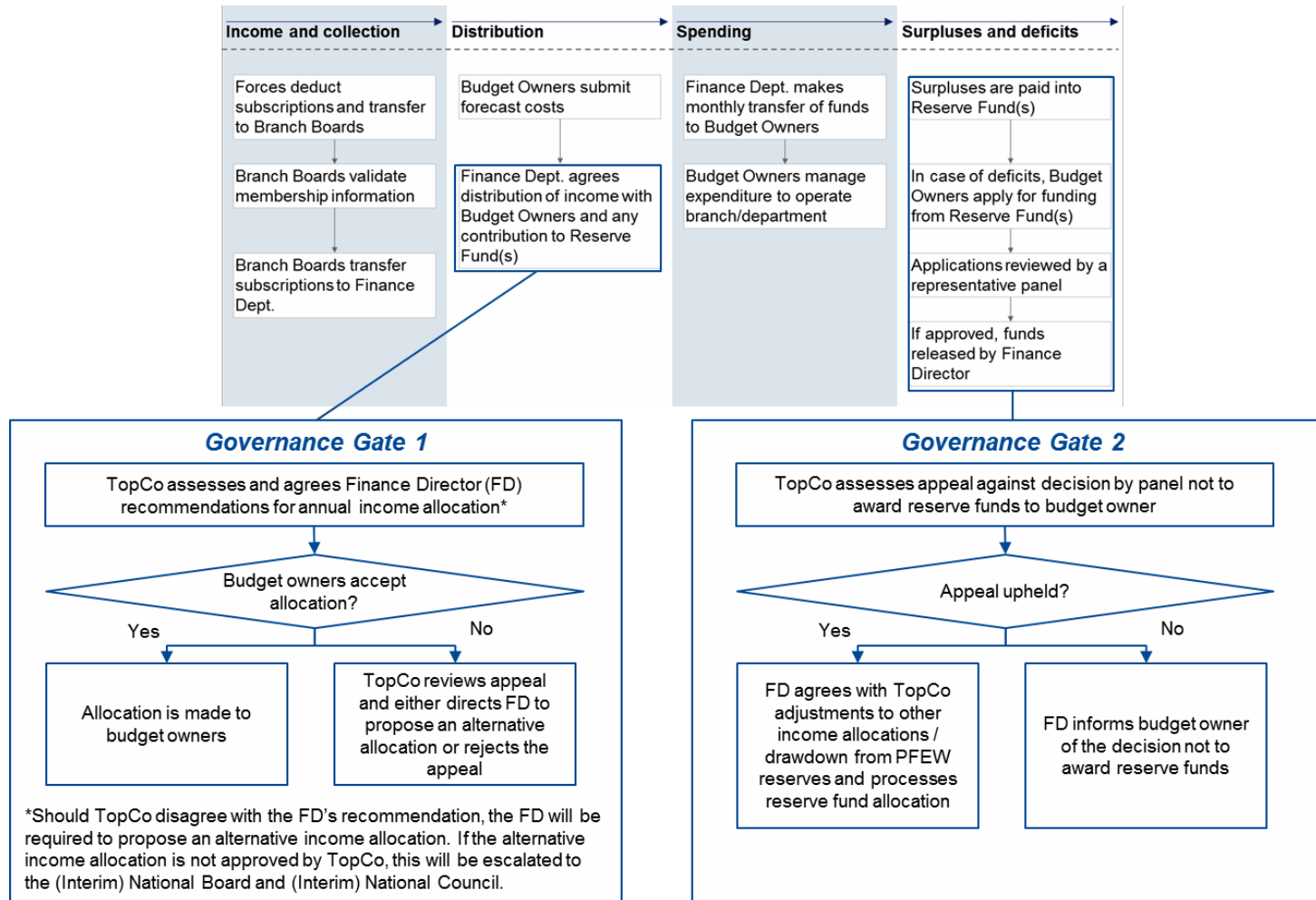


Figure 4: A process view of TopCo's governance oversight of the budgeting solution

# **POLICE FEDERATION OF ENGLAND AND WALES**

## **FINANCIAL LIMITS POLICY**

<b>Effective Date</b>	Sept 2018
<b>Review Date</b>	Feb 2022
<b>Version</b>	3
<b>Author</b>	Internal Audit Manager
<b>Document Owner</b>	Finance Department
<b>Approved By</b>	National Council

### Document Review Control Information

<b>Version</b>	<b>Date</b>	<b>Reviewer – Job Title</b>	<b>Amendment(s)</b>
1	08/01/2018	Simon Darby – Internal Audit Manager	
2	28/08/2018	Simon Kempton – National Treasurer	Pre-Council Amendments
3	15/02/2022	Linda Bradshaw – Risk Manager	<ul style="list-style-type: none"> <li>• Version Control Template added</li> <li>• 2.5 – Branch Board counter approval</li> <li>• New commitments approval process:</li> <li>• 2.6 &amp; 2.7 – BBSC</li> <li>• New budget overspend process:</li> <li>• 2.8 – NT &gt; FC &gt; NRFC &gt; NB</li> <li>• Update FSoD to reflect 2.5, 2.6, 2.7 &amp; 2.8</li> <li>• Update role of Finance Director to Senior Manager – Finance</li> <li>• Review period added</li> <li>• Appendix – Overview of FC &amp; NRFC</li> </ul>

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## 1. Financial Limits/Thresholds

- 1.1 The Financial Scheme of Delegation (FSoD) lays down financial limits to the authority of the Police Federation of England and Wales (PFEW) members, employees, representatives, and others, to commit or approve expenditure on behalf of PFEW.

## 2. Principles

- 2.1 No individual is authorised to approve expenditure which exceeds the total of their Budget, or which is not in line with the purpose and strategy of PFEW.
- 2.2 A breach of delegated authority limits is a potential disciplinary matter (this may be PFEW originated, or Force related depending on the circumstances).
- 2.3 A commitment relates to any agreement which creates a current or future liability for PFEW. The most common examples would be a requisition to place a purchase order, an engagement, a contract, or Service Level Agreement (SLA).
- 2.4 Whilst it is understood that Branch Board income and expenditure levels are smaller than the BBSC, all Branch Boards must adhere to the FSoD principals by not exceeding their Branch Board budgets and all unbudgeted spend must follow 2.8.
- 2.5 Branch Board Principal Officers must not authorise payment of invoices/expense claims without counter approval. If the Branch Secretary and Branch Treasurer are conflicted, counter approval must be sought from a local Branch Trustee.
- 2.6 Heads of Departments, Managers and Employees must seek approval from the Chief Operating Officer (COO) prior to entering a new commitment associated with the Branch Board Service Centre (BBSC).
- 2.7 The COO in conjunction with the National Secretary (NS) and the National Treasurer (NT) must only authorise commitments for the BBSC after completing the following:
  - i. confirmation that the spend is a necessary business requirement and the appropriate due diligence checks have been undertaken
  - ii. confirmation from the NT that there is money within the budget to meet the commitment.

2.8 Pre-authorisation must be obtained for any overspends that are not within Branch & BBSC pre agreed and set budgets. Budget Holders must abide by the following process:

- i. A business case must be submitted to the Finance Committee (FC) via NT for review. This is applicable for any out of budget spends by any Budget Holder within Branch & BBSC. The NT will review the business case to make sure it is compliant with fund rules and affordable. The NT will provide an outcome report and recommendations that may help shape a decision, i.e., funds coming in that may cover and prevent a draw down from the NRF, spend to save in the long term etc.
- ii. The FC will meet to discuss the business case and make a recommendation based on the NT report. The recommendation will then be referred to the National Reserve Fund Committee (NRFC) for consideration.
- iii. The NRFC will decide to either approve, deny, or delay the funding. If the NRFC approve the funding, the recommendation will then be passed to the National Board (NB) for consultation and final approval.
- iv. If a Budget Holder does not follow steps 1 -3 and incurs an unauthorised overspend, those monies will be deducted from their respective budgets from the following financial year.
- v. Failure to comply with steps 1 – 3 may be deemed a breach under Principle 2.2.
- vi. In extraordinary circumstances where an emergency payment needs approval to protect the organisation, authorisation can be provided by the NRFC who must subsequently update FC and NB on the next business day.

2.9 Wherever possible, commitments should be made in the form of requisitions and purchase orders.

2.10 If an invoice has not been preceded by an authorised commitment, then delegated authority is the same as if it were a commitment and deemed a breach under Principle 2.2

2.11 Payments are made by BACs or electronic transfer.

2.12 FSoD

Ref.	Duties/Responsibilities	Delegated to	Limit
<b>1</b>	<b>TRANSFERS BETWEEN BUDGETS</b>		
	One off transfer within existing agreed budget	Budget Holder	>£NIL
<b>2a</b>	<b>AUTHORISATION OF TENDERS AND QUOTATIONS</b>		
	Providing all the conditions and circumstances set out in the Prime Financial Policies have been fully complied with, including a full procurement process, formal authorisation and awarding of a contract may be decided in accordance with the specified financial limit.	<i>BBSC – 3 to sign:</i> National Secretary National Treasurer Chief Operating Officer <i>Branch – 2 to sign</i> Branch Secretary Branch Treasurer Branch Trustee	>£NIL
<b>2b</b>	<b>SIGNING OF CONTRACTS</b>		
	Providing all the conditions and circumstances set out in the Prime Financial Policies have been fully complied with, including a full procurement process & formal authorisation of the awarding of a contract. The contract may be signed as follows:	<i>BBSC -</i> National Secretary's Office <i>Branch – 2 to sign</i> Branch Secretary Branch Treasurer Branch Trustee	>£Nil
<b>3</b>	<b>WAIVING OF TENDER / QUOTATIONS</b>		
	Delegated authority to waive tender or obtain quotations (in accordance with Prime Financial Policies), or to accept a tender or quotation which is not the lowest, or to accept only one tender bid. All waivers are to be reported to the Finance Committee and National Trustees.	<i>BBSC – 3 to sign:</i> National Secretary National Treasurer Chief Operating Officer <i>Branch – 2 to sign</i> Branch Secretary Branch Treasurer Branch Trustee	<£25,000
<b>4</b>	<b>AUTHORISATION OF INVOICES FOR PAYMENT</b>		
	Approve payment and/or payment runs	<i>2 to sign:</i> National Treasurer Deputy National Treasurer Finance Department	>£Nil
<b>5</b>	<b>LOSSES/TERMINATION OF CONTRACTS</b>		
	Losses and special payments, abandoned	<i>BBSC – 3 to sign:</i>	>£NIL

	projects and capital schemes, compensation payments under legal direction (reported to the Finance Committee for information)	National Secretary National Treasurer Chief Operating Officer <i>Branch – 2 to sign</i> Branch Secretary Branch Treasurer Branch Trustee	
	Write-off of Debtors (reported to the National Trustees & National Board)	National Treasurer	>£NIL
<b>6</b>	<b>RECRUITMENT OF STAFF (TEMPORARY OR PERMANENT)</b>		
	Recruitment or replacement of staff within delegated budget and approved staff structure	<i>BBSC – 2 to sign</i> Chief Operating Officer National Secretary <i>Branch – 2 to sign</i> Branch Secretary Branch Treasurer Branch Trustee	>£NIL
<p><b>N.B</b> - In the absence of a delegated authority, the following deputies may provide authorisation:</p> <ul style="list-style-type: none"> <li>• National Secretary – Deputy National Secretary</li> <li>• National Treasurer – Deputy National Treasurer</li> <li>• Chief Operating Officer – Head of Finance</li> </ul>			

### 3. Review

- 3.1 This policy will be reviewed every three years, or sooner should the National Board and/ or National Council deem it to be relevant or required.

## Appendix

### Overview of Committees

Committee	The Finance Committee [FC]
Committee Members	<ul style="list-style-type: none"> <li>• Committee Chair – 1 x National Council rep (may incl. Branch Treasurer)</li> <li>• Committee Secretary* – National Treasurer or Deputy National Treasurer</li> <li>• 1 x National Board member</li> <li>• 1 x National Council rep per remaining region (may incl. Branch Treasurer)</li> <li>• Chief Operating Officer</li> </ul>
Committee Advisors	<ul style="list-style-type: none"> <li>• National Trustees</li> <li>• Head - Finance</li> </ul>
Quoracy	8 of 10 (*11th member = Secretary with no voting rights)
Summary of responsibilities	To review and give assurance to the National Board on the suitability and appropriateness of the budget – both in-year and for the following year
Extraordinary responsibilities	Nil

The National Secretaries can attend Finance Committee meetings, as necessary.

Committee	The National Reserve Fund Committee [NRFC]
Committee Members	<ul style="list-style-type: none"> <li>• Committee Chair – chair of the National Trustees</li> <li>• Committee Secretary – National Treasurer or Deputy National Treasurer</li> <li>• National Secretary</li> <li>• Chair of the Finance Committee</li> <li>• Chief Operating Officer</li> </ul>
Committee Advisors	Nil
Quoracy	4 of 5
Summary of responsibilities	To ensure there is confidence, scrutiny, and accountability in the use of the national reserve fund to meet PFEWs strategic objectives.
Extraordinary responsibilities	Where an emergency payment needs approval to protect the organisation, authorisation can be provided by the NRFC who <u>must</u> subsequently update the FC and NB on the next business day.

# **POLICE FEDERATION OF ENGLAND AND WALES**

## **CONFLICT OF INTEREST POLICY**

<b>Effective Date</b>	Sept 2018
<b>Review Date</b>	June 2022
<b>Version</b>	2
<b>Author</b>	National Treasurer
<b>Document Owner</b>	National Secretary's Office
<b>Approved By</b>	National Council

#### Document Review Control Information

<b>Version</b>	<b>Date</b>	<b>Reviewer – Job Title</b>	<b>Amendment(s)</b>
1	28/08/2018	Simon Kempton – National Treasurer	<ul style="list-style-type: none"> <li>• New Policy</li> </ul>
2	27/06/2022	Linda Bradshaw – Risk Manager	<ul style="list-style-type: none"> <li>• Reformatted to standard policy format</li> <li>• Combined Introduction &amp; Scope</li> <li>• Inserted: <ul style="list-style-type: none"> <li>- Version Control Table</li> <li>- Roles &amp; Responsibilities (Internal Audit Manager to Risk Manager)</li> <li>- Training and Awareness</li> <li>- Monitoring and Compliance</li> <li>- Review clause</li> </ul> </li> </ul>

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## 1. Introduction

- 1.1 The Police Federation of England and Wales (PFEW) is responsible for the stewardship of significant member resources. In order to ensure and evidence that all decisions represent the best possible service for its members, PFEW must demonstrate accountability, probity, and transparency in the decision-making process.
- 1.2 This Policy will set out principles to follow regarding potential and known conflicts of interest (together regarded as “conflicts”).
- 1.3 This Policy applies to all Responsible Persons:
  - Federation officers and representatives
  - all permanent employees, those on zero hours contracts, agency workers & self-employed contractors.
- 1.4 Failure to comply with this policy, failure to make a declaration or making a false declaration could result in an investigation leading to a disciplinary, and/or criminal/civil action if fraud or bribery is discovered.

## 2. Definition of Conflict

- 2.1 A conflict is defined as:
  - a conflict or potential conflict between the private interests and the official responsibilities of a person in a position of trust
  - a set of conditions in which a professional judgement concerning a primary interest [such as member welfare or an organisational decision] could be unduly influenced by a secondary interest [such as financial gain or personal relationship]
  - a set of circumstances by which a reasonable person would consider that an individual’s ability to apply judgment or act, in the context of delivering, commissioning, or assuring member services is, or could be, impaired or influenced by another interest they hold.

## 3. Roles and Responsibilities

- 3.1 The National Secretary has overall accountability for PFEW’s management of conflicts of interest and will maintain the elected members register of interests.
- 3.2 The National Treasurer as the elected representative with responsibility for PFEW’s finances is responsible for providing assurance over PFEW’s corporate governance agenda.
- 3.3 The Risk Manager will maintain the employee conflict of interest register, a separate register to that referred to in 3.1 and support the National Secretary, the National Treasurer and/or relevant Branch Secretary where issues arise.

- 3.4 It is the responsibility of all Responsible Persons to ensure that they are not placed in a position of conflict or potential conflict which may affect their existing PFEW role. Responsible Persons are encouraged to seek advice from the National Secretary, National Treasurer and/or Risk Manager if required.

## **4. Guidance**

- 4.1 All Responsible Persons are required to observe principles of good governance in the way the organisation's business is conducted. These are based on the Seven Principles of Public Life, formally known as the Nolan Principles – Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.

- 4.2 This Policy supports a culture of openness and transparency in business transactions. All Responsible Persons are required to:

- ensure that the interests of members remain paramount
- at all times be impartial and honest in the conduct of their business
- use members' funds entrusted to them to the best advantage of PFEW, always ensuring value for money
- ensure that they do not abuse their position for personal gain or to the benefit of their family or friends.

- 4.3 PFEW acknowledges the importance of understanding that the perception of wrongdoing, impaired judgement or undue influence may be as detrimental as an actual occurrence. If there is any doubt, it is better to assume a conflict of interest exists and act appropriately rather than to ignore it.

## **5. Declaration of a Conflict**

- 5.1 PFEW requires that conflicts must be declared by Responsible Persons. Such declarations must be initially recorded in the minutes of the PFEW meeting where they arise. Should a conflict arise outside a minuted meeting, the Responsible Person should notify the National Secretary, relevant Branch Secretary or Risk Manager in writing.

- 5.2 Applicants selected to sit on the National Council, or the National Board will be asked to declare any relevant interests at the time of their first Council meeting or at the beginning of a triennial period.

- 5.3 PFEW requires that all Responsible Persons update their declarations of interests annually or make a nil return when there are no interests or changes to declare.

- 5.4 When a known conflict exists the National Secretary, relevant Branch Secretary or Risk Manager must put in place a plan to manage the conflict, including recording the

known conflict.

## **6. Maintaining a Register of Interests**

- 6.1 A Register of Interests (the Register) will be maintained for Responsible Persons where a conflict has been identified (in line with the principles contained within this Policy). The Register will be maintained by the National Secretary, relevant Branch Secretary and/or the Risk Manager. Interests will be maintained on the register for a minimum of 6 months after the interest has expired.
- 6.2 The Register will be maintained in accordance with the PFEW Data Protection policies.
- 6.3 There are occasions where gifts or hospitality may constitute a conflict. PFEW's National Expenses and Hospitality Policy provides guidance when considering acceptance of gifts, hospitality, and sponsored events. The good work of PFEW in raising money for charities will not be prevented by this policy.

## **7. Chairing a Meeting**

- 7.1 The Chair of any PFEW meeting has ultimate responsibility for deciding whether there is a conflict and is responsible for taking an appropriate course of action in order to manage the conflict.
- 7.2 In the event that the Chair of a meeting has a conflict of interest, ownership of the responsibility will be tasked to firstly the Vice Chair & secondly the voting members of the meeting.
- 7.2. Where a conflict arises, the Chair of the meeting should ensure the following information is recorded in the minutes:
- who has the conflict?
  - the nature of the interest and why it gives rise to a conflict, including the magnitude of any interest
  - the items on the agenda to which the interest relates
  - how the conflict was agreed to be managed
  - evidence that the conflict was managed as intended (for example recording the points during the meeting when attendees left or returned to the meeting).
- 7.3 After a declaration has been made, the Chair of the meeting shall consider whether it is appropriate to ask the relevant person to leave the meeting, or whether they should remain as a subject matter expert but allow the meeting to be aware of the conflict.

## **8. Management of a Conflict of Interest**

- 8.1 The ethos of this Policy is to support the National Council and Branch Councils as well as individual representatives in their roles.
- 8.2 Some Branches have established Group Insurance, Member Services Trusts, or Charities as separate legal entities, which fund vital work on behalf of the membership via different means. Conflicts most commonly arise when Responsible Persons are also appointed as Trustees of Group Insurance, Member Services Trusts, or Charities.
- 8.3 Responsible Persons may also exist at a Branch or National level, where individuals hold positions of authority within police charities or other parts of the police family which PFEW supports or works with.
- 8.4 Regardless of the nature of the conflict it is good practice to acknowledge the conflict via a declaration in the National or Branch Register.
- 8.5 Risks arising from conflicts can be managed through clearly defined channels of accountability and transparency, in turn ensuring all decisions have been taken in a professional and appropriate manner.

## **9. Training and Raising Awareness**

- 9.1 PFEW will ensure that Responsible Persons are made aware of this policy and process. The following steps will be taken to raise awareness:
  - the policy will be included within the induction material for all Responsible Persons
  - the policy will be published on The Hub
  - where appropriate PFEW will support a Responsible Person in participating in governance learning and development courses.

## **10. Monitoring and Compliance**

- 10.1 As per good practice guidance, PFEW will include conflict of interest management as part of annual internal audit plans to provide further assurance about the degree of compliance on the management of conflicts of interest.

## **11. Review**

- 11.1 This policy will be reviewed every 3 years, or sooner should the National Secretary or National Board deem it to be relevant

## Appendix – Declaration Form

### Conflict of Interest Form

#### Personal Details

<b>Title (Mr./Mrs./Dr etc.)</b>	
<b>First Name</b>	
<b>Surname</b>	
<b>Department</b>	

#### Declaration Details

<b>Directorships:</b>	<p>(This should include executive and non-executive directorships held in public, private companies or PLCs by you, your partner or close family member.)</p>
<b>Voluntary or other organisations:</b>	<p>(This should include any material connection with voluntary or other organisations associated in any way with the Police, by yourself, your partner or close family member.)</p>
<b>Share Holdings:</b>	<p>(This should include any shareholdings that you have or that you are aware held by your partner or close family member.)</p>
<b>Positions of authority:</b>	<p>(This should include any positions of authority held in any organisation not included in the above held by yourself, your partner or close family</p>

<b>Other:</b>	(Use this space to note any other Conflict of Interest and its details or to remove a previously declared conflict).
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**Signatures & Declaration**

Having read the Conflict-of-Interest Policy and in accordance with the requirements placed on me I declare the relevant and material interests above are those which The Police Federation of England and Wales (PFEW) should be aware of. I understand and accept that if any relevant and material interest changes it is my responsibility to keep PFEW informed of these changes. I understand that this declaration applies to me, and anybody close to me as defined in the Policy.			
<b>Signature:</b>		<b>Date:</b>	
<b>Print Name</b>			

**Managers Actions**

I have read and discussed the above Conflicts of Interest with the individual concerned and *feel that no further action is required at this time / need to take the following action. (* Delete as appropriate)			
Actions Required if needed			
<b>Managers Signature:</b>		<b>Date:</b>	

Please complete and return this form electronically to the National Secretary, Branch Secretary or Risk Manager.

# ADDITIONAL RESPONSIBILITY PAYMENTS PROPOSAL



Expenses, Hospitality and Honoraria Working Group

POLICE FEDERATION OF ENGLAND AND WALES Highbury Drive, Leatherhead

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## SECTION 1: INTRODUCTION

An Independent Review of the Police Federation of England and Wales (PFEW) was commissioned in spring 2013, the outcome of which was published in January 2014. Following the review, thirty six recommendations for reform were made and these were accepted by PFEW. The implementation of these recommendations comprises PFEW's Change Programme.

As a part of the Change Programme, the Independent Review recommends new national guidelines for current honoraria practices, as detailed in Recommendation 4, which is set out below:

### **Recommendation 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.”*

Within this context, Accenture were requested to develop the national policy for Additional Responsibility Payments (ARP), formerly known as honoraria, as referred to in Recommendation 4 above.

The purpose of this paper is to provide the proposal for PFEW's national ARP policy.

## SECTION 2: DESIGN APPROACH

The ARP proposal detailed in this paper has been developed based on an analysis of current PFEW honoraria payments, external benchmarking, and validation within PFEW via a Project Working Group. These activities are described below.

### **Current PFEW Honoraria Payments**

The review of PFEW's current honoraria expenditure involved an analysis of over 50 variations in approach and payment amounts that exist today, providing an understanding of average Branch expenditure, average amounts of current payments, and the roles most typically paid honoraria. The overall current honoraria expenditure has also been used as a comparison point to understand the affordability of the proposed ARP policy. Details of PFEW current honoraria expenditure and an affordability comparison are provided in the Appendix (Section 7.1).

### **Benchmarking Exercise**

Two external organisations, Institute of Employment Studies (IES) and Incomes Data Research (IDR) were commissioned to undertake a benchmarking exercise. The aim of benchmarking was to match PFEW role descriptions (local and national) to positions in comparative organisations, specifically the not-for-profit industry and trade unions, to understand remuneration levels in the market. The benchmarked data, showing the market pay rate across PFEW roles, is provided in the Appendix (Section 7.2).

The benchmarking exercise covered over 200 organisations in the not-for-profit sector, including aid, scientific and social research, membership, and social care, and 14 trade unions, including for example, NASUWT, PCS, Unite, and Unison. The market data produced provides part of the evidence base for future ARP amounts within PFEW.

However the benchmarking data has not been used in isolation because it does not take into account the relative changes in responsibility between a police officer's Force salary and respective PFEW roles. It is also recognised that regardless of role, all full-time PFEW representatives may suffer reduced access to overtime and / or reduced opportunities for career progression which is justification for the payment of ARP at different rates to those suggested by the benchmarking data.

### **Project Working Group**

A project working group was created, consisting of one representative from each region, and one representative from the Interim National Board (INB). Accenture facilitated a series of workshops with the project working group, the purpose of which was to understand PFEW's current practices relating to honoraria and to gather regional inputs and feedback on the ARP proposal.

## SECTION 3: POLICY PRINCIPLES

The following policy principles outline the fundamental guidelines which underpin the ARP proposal and provide details of its practical application.

### Approach

- The purpose of ARP is to acknowledge the additional responsibilities that individuals may incur as a result of their PFEW role, relative to those in Force.
- To have a national framework for ARP which is consistent across PFEW, providing standardisation and transparency in remuneration for PFEW duties.
- If an individual undertakes multiple PFEW roles, their ARP will be based on the PFEW role with the highest ARP amount. (They will not receive multiple payments).
- ARP is not calculated based on the proportion of full or part time representatives within the Branch.

### Best Practice

- Amounts outlined within this policy relate to the total ARP for one year. ARP should be paid monthly in arrears.
- ARP amounts that are linked with police pay will be updated annually to remain in alignment with the relevant police pay point.
- ARP amounts that are linked to a Secondment Allowance in the policy, will be updated annually in alignment with the percentage change to police pay.

### Application

- All payments should be accurately declared on the appropriate F45 and published online.
  - Whilst it is expected that ARP application is implemented wholly in alignment with this policy, any individual has the right to personally decline ARP, should they wish not to accept this payment.
  - Individuals should not receive any ARP for their PFEW role from any other bodies, including but not limited to the Police Service, Insurance Companies, etc. or additional ARP from PFEW, on top of the payments as outlined within this policy, for carrying out their PFEW role. All amounts outlined in this policy are gross figures, i.e. they do not include tax deductions.
- PFEW will manage the treatment of tax and associated reporting to HMRC (or any other appropriate body as required), but the personal tax liability must be incurred
- by the individual concerned.
- ARP will be treated as a non-pensionable payment (with the exception of the
- National Chair, National General Secretary and National Treasurer).
  - All payment amounts will be determined with consideration for affordability. The ARP policy will be implemented in alignment with the next triennial elections (taking place over 2016/2017)". However, the year now needs to be amended to 2018/2019.

- For all PFEW representatives, the total PFEW ARP amounts outlined in this policy should be paid. Branches should not use local discretion to allocate any other payments similar to ARP.
- ARP amounts will be paid by PFEW HQ when it is financially viable to pay ARP from the central fund (i.e. once subscription income is centralised).

## SECTION 4: ARP PAYMENT

ARP payments are based upon PFEW role types, which are banded across 3 categories: local, Metropolitan, and national.

Police pay and secondment allowances have been used to structure the proposal so that remuneration for PFEW roles is reflective of membership pay, as well as being transparent and understandable to both PFEW representatives and members.

The police pay levels proposed do not solely reflect the perceived operating level and degree of responsibility for each PFEW role. The police pay levels are an acknowledgement of some of the additional responsibilities of PFEW roles, but these have also been adjusted due to consideration for the use of membership subscription income and overall PFEW affordability. Details of PFEW current honoraria expenditure and an affordability comparison are provided in the Appendix (Section 7.1)

ARP is calculated by deducting the individual's Force salary from the police pay for the relevant band. The individual will receive the difference between their Force salary and police pay, **or** the detailed secondment allowance, whichever is greater. For some bands, where specified, the individual will receive the secondment allowance in addition to the difference between Force salary and police pay.

The police pay amounts are as detailed within the Home Office Circular (26/2015, Annex F) for pay points with effect from 1<sup>st</sup> September 2015. The secondment allowance amounts used are defined in the PAB Secondment Guidance (Circular 017-2013):

- £3,066 for Constables and Sergeants.
- £1,860 for Inspectors and Chief Inspectors.

The effect of the proposal is that the amount of ARP an individual receives will be different depending on their rank, (because rank determines Force salary). The approach is designed to reduce the discrepancies whereby a Constable receives a much lower salary than an Inspector / Chief Inspector for undertaking the same PFEW role. (However the approach does not seek to equalise pay completely for affordability reasons). <sup>1</sup>

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<sup>1</sup> If all Branch Chairs and Secretaries received an ARP uplift to Inspector level (pay point 0) this would increase ARP expenditure by £400,000 per year, as well as creating a discrepancy between ARP paid to Chairs and Secretaries and representatives in other full-time positions. If all representatives in full-time positions received an ARP uplift to Inspector level (pay point 0), this would increase ARP expenditure by £800,000 per year (based on an average of 4 full-time representatives per branch).

## SECTION 4.1: LOCAL BRANCH ARP

Band	Role	Police Pay Level	Police Pay Point	Police Pay	Secondment Allowance
L1	Branch Chair	Sergeant	4	£42,285	OR £3,066 / £1,860
	Branch Secretary				
L2	Other full time Branch roles	Secondment Allowance	N/A	N/A	£3,066 / £1,860

Table A outlines the ARP policy for **Local Branch** roles.

*Table A. Local Branch ARP*

Branch Chairs and Branch Secretaries are eligible to receive the ARP whether they hold the post on a full or part time basis.

‘Other full time Branch roles’ eligible to receive an ARP refers to individuals holding the following Branch role types on a full time basis:

- Deputy Chair
- Deputy Secretary
- Treasurer
- Deputy Treasurer
- Equality Liaison Officer
- Conduct and Performance Liaison Officer
- Health and Safety Liaison Officer
- Professional Development Lead

For clarity, the policy does not permit ARPs to representatives holding the above roles on a part-time basis, or to workplace

representatives.<sup>2</sup>

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<sup>2</sup>This position was reviewed following feedback received after the January 2016 INC meeting. An optional local payment of up to a maximum of £500 (gross) per year, per part-time or workplace representative considered. However, this has not been included in the policy proposal due to issues with affordability. There are currently approximately 1,600 PFEW part-time or workplace representatives. If each of these representatives received the maximum payment of £500, this would cost £800,000 per year. As shown in the Appendix (section 7.1.1), only 4 branches have reported making payments to workplace representatives currently, and a low number reported making payments to part-time lead roles (e.g. 8 reported payments to Equality Liaison Officers, 11 to Conduct and Performance Liaison Officers, and 7 to Health and Safety Leads). As such, excluding this payment should have a minimal impact on the organisation.

## SECTION 4.2: METROPOLITAN ARP

Table B outlines the ARP policy for **Metropolitan Police Federation (MPF)** roles. The MPF are categorised separately, and with higher payment amounts, because there is a relationship between number of members and workload. With 31,600 officers (of federated rank) the Metropolitan Police is more than four times larger than the next largest force (West Midlands Police (WMP) with 7,070 officers of federated rank). The MPF have 8 full-time PFEW positions (and in addition to this 50% facility time for the Branch Chair) which is a member to full-time PFEW rep ratio of 1:3700. In comparison, WMP have 7 full-time PFEW representatives which is a ratio of 1:1000.

MPF members contribute 24% of PFEW subscription income, and the estimated ARPs for the MPF represent 16% of ARP expenditure of the 43 local branches. As such, all MPF ARPs will be funded from within MPF subscription income. Overall, ARP expenditure in the MPF will be reducing by approximately £20,000.

Benchmarking data also reflects a significant difference per role per year between roles in the MPF and in a Large branch.

Band	Role	Police Pay Level	Police Pay Point	Police Pay	Secondment Allowance
M1	Branch Chair	<b>Chief Inspector</b> London	3	£57,675	<b>OR</b> £3,066 / £1,860
	Branch General Secretary				
M2	Branch Deputy General Secretary	<b>Inspector</b> London	3	£54,420	<b>OR</b> £3,066 / £1,860
M3	Other full time Branch roles	<b>Inspector</b> London	0	£50,319	<b>OR</b> £3,066 / £1,860

*Table B. MPF ARP*

Branch Chairs and Branch Secretaries are eligible to receive the ARP whether they hold the post on a full or part time basis.

'Other full time Branch roles' eligible to receive an ARP in the MPF, refers to individuals holding the following roles on a full time basis:

- Health and Safety Lead
- Equality Lead
- Conduct and Performance Lead



- Territorial Policing Lead
- Specialist Operations Lead
- Specialist Crime & Operations Lead

### SECTION 4.3: NATIONAL ARP

Table C outlines the ARP policy for **National** roles.

Band	Role	Police Pay Level	Police Pay Point	Police Pay	Secondment Allowance
N1	National Chair	Chief Inspector London*	3	£57,675	AND £3,066 / £1,860
	General Secretary				
N2	National Treasurer	Chief Inspector London*	1	£55,485	AND £3,066 / £1,860
N3	National Vice Chair	Inspector London	3	£54,420	AND £3,066 / £1,860
	Deputy General Secretary				
	National Deputy Treasurer				
	Head of Civil Claims				
N4	Head of Criminal Claims	Sergeant	4	£42,285	OR £3,066 / £1,860
	Other National Board Members				

Table C. National ARP

\*Pensionable pay<sup>3</sup>

<sup>3</sup>The benchmarking data, as well as current practices, reflect that the National Chair and General Secretary, followed by the Treasurer, should receive the highest level of ARP within the organisation, due to the responsibilities of these roles. The ARP associated with these roles has therefore been treated as pensionable to clearly differentiate these positions from others in the organisation. This has been reviewed following feedback received after the January 2016 INC, with an alternative of replacing the pensionable element with an increased ARP uplift to Superintendent level for the National Chair and General Secretary considered. However, this was discounted by the Project Working Group as it would cost more to PFEW, and they did not believe the organisation would be comfortable with any representative receiving a higher level of reimbursement than the highest paid member. As the benefit of the pensionable element is variable depending on an individual's pension scheme and years of service, it is recommended that this provision is reviewed in the future, to ensure that the level of reimbursement for Principal Officers is appropriate.

'Other National Board Members' refers to any other National Board member.

## SECTION 5: CONCLUSION

The ARP proposal detailed in this paper proposes national guidelines for PFEW's future ARP policy.

The proposal seeks to provide a fair, transparent, and standardised national framework for ARP, which acknowledges current practices, benchmarked data, and PFEW affordability.

If in the future, PFEW believes the ARP policy is no longer fit for purpose, appropriate, or is not operating in the most efficient manner, the policy should be reviewed.

## SECTION 6: DECISION

1. Does the Interim National Council accept the proposal as outlined in this paper?

## SECTION 7: APPENDIX

The Appendix provides details of the evidence used to support the ARP proposal.

### SECTION 7.1: PFEW CURRENT HONORARIA

Table D shows the total PFEW honoraria expenditure in 2014, compared with the estimated annual cost of the future ARP policy (based on 2015 police pay rates).

Band	Role	Current Honoraria Expenditure <b>2014</b>	<b>Proposal</b>
			Total ARP Estimated Expenditure
N1	National Chair / General Secretary		£41,571
N2	National Treasurer		£16,266
N3	National Deputies and Claims		£78,771
N4	Other National Board Members		£56,976
<b>N</b>	<b>National Subtotal</b>	<b>£222,382</b>	<b>£193,584</b>
M	MPF Chair and Secretary		£40,098
1	MPF Deputy General Secretary		£12,135
M	MPF Other Roles		£49,833
<b>2</b>	<b>MPF Subtotal</b>	<b>£123,070</b>	<b>£102,066</b>
L1	Branch Chairs and Secretaries		£299,124
L2	Other Branch Roles		£232,218
<b>L</b>	<b>Local Subtotal</b>	<b>£498,766</b>	<b>£531,342</b>
<b>Total</b>		<b>£844,218</b>	<b>£826,992</b>

Table D. Forecast ARP expenditure compared to overall PFEW current honoraria expenditure (2014)

Calculations for the estimated expenditure of the new ARP policy are based on the following assumptions:

- For each band, there is a rank composition of 50:25:25 of Constables, Sergeants, Inspectors, respectively.
- On average, each local Branch has four full time representatives, including a dedicated Chair, Secretary, and two other full-time roles.

### SECTION 7.1.1: PFEW CURRENT HONORARIA – LOCAL BRANCHES

Outlined in Table E is a summary of honoraria expenditure for all local PFEW Branches (42) in 2014, excluding the Met.

	Local Branch Summary (Small / Medium / Large)				
	Sum Total	Number of Branches who pay honoraria	Number of Branches who do not pay honoraria	Average (of Branches who pay honoraria)	Average (all Branches)
Total Branch honoraria expenditure (updates)	£ 498,765.81	37	5	£ 13,480.16	£ 11,875.38
<b>Current payments</b>					
Branch Chair	£ 82,233.78	34	8	£ 2,418.64	£ 1,957.95
Branch Deputy Chair	£ 11,404.00	7	35	£ 1,629.14	£ 271.52
Branch Secretary	£ 91,502.63	34	8	£ 2,691.25	£ 2,178.63
Branch Deputy Secretary	£ 21,708.00	12	30	£ 1,809.00	£ 516.86
Branch Treasurer	£ 46,671.93	20	22	£ 2,333.60	£ 1,111.24
Branch Deputy Treasurer	£ 2,550.00	3	39	£ 850.00	£ 60.71
Branch Equality Liaison Officer	£ 13,276.00	8	34	£ 1,659.50	£ 316.10
Branch Conduct and Performance Liaison Office	£ 29,683.35	11	31	£ 2,698.49	£ 706.75
Branch Health and Safety Liaison Officer	£ 10,448.00	7	35	£ 1,492.57	£ 248.76
Branch Professional Development Lead	£ 936.00	2	40	£ 468.00	£ 22.29
Branch Post Incident Procedure Lead	£ -	0	42	£ -	£ -
Branch Workplace Representative	£ 1,382.00	4	38	£ 345.50	£ 32.90

*Table E. Summary of local branch current honoraria expenditure (2014)*

Note: all honoraria payments (including any made by separate rank committees) are included in the overall total Branch honoraria expenditure figure, but honoraria payments for separate rank committees are not listed as separate role type payments.

## SECTION 7.1.2: PFEW CURRENT HONORARIA – METROPOLITAN

Outlined in Table F is a summary of honoraria expenditure for the MPF (2014), including the Constables Branch Board (CBB), Sergeants Branch Board (SBB), Inspectors Branch Board (IBB) and the Joint Executive Committee (JEC). Table G shows payments for the JEC in more detail.

Summary Table	The Met				
	Metropolitan - CBB	Metropolitan - SBB	Metropolitan - IBB	Metropolitan - JEC	Sum Total
	Number / Amount	Number / Amount	Number / Amount	Number / Amount	
Total Branch honoraria expenditure (updates)	£ 44,050.32	£ 17,178.00	£ 3,000.00	£ 58,842.12	£ 123,070.44

Table F. Summary of MPF current honoraria expenditure (2014)

Summary Table	Metropolitan - JEC	
	Number / Amount	
Total Branch honoraria expenditure (updates)	£	58,842.12
<b>Current payments</b>		
Branch Chair	£	12,698.16
Branch Deputy Chair	£	-
Branch Secretary	£	20,747.64
Branch Deputy Secretary	£	12,698.16
Branch Treasurer	£	-
Branch Deputy Treasurer	£	-
Branch Equality Liaison Officer	£	-
Branch Conduct and Performance Liaison Officer	£	-
Branch Health and Safety Liaison Officer	£	12,698.16
Branch Professional Development Lead	£	-
Branch Post Incident Procedure Lead	£	-
Branch Workplace Representative	£	-

Table G. JEC current honoraria payments (2014)

### SECTION 7.1.3: PFEW CURRENT HONORARIA – NATIONAL

Table H shows a summary of total honoraria expenditure at National level (2014), including separate totals for the Constables Central Committee (CCC), Sergeants Central Committee (SCC), Inspectors Central Committee (ICC), and Joint Central Committee (JCC).

Summary Table	National Summary				
	CCC	SCC	ICC	JCC	Sum Total
	Number / Amount	Number / Amount	Number / Amount	Number / Amount	
Total honoraria expenditure	£ 35,005.00	£ 36,392.00	£ 24,443.00	£ 126,542.00	£ 222,382.00

*Table H. Summary of National current honoraria expenditure (2014)*

Where applicable, current honoraria / enhancements for the JCC are paid in alignment with Regulation 15(b) 'Emoluments etc. of Federation officers' of the Police Federation Regulation 1969, as shown in the extract below. For the Joint Central Committee:

- (3) (a) in relation to the said chairman and secretary, as if they held the rank of chief inspector in the Metropolitan police force; and  
 (b) In relation to the said treasurer, as if he held the rank of inspector in that force

JCC - National Elected Officer Enhancements		
Principal Officer Role	Current Salary Enhancement	Allowance / Compensation*
Chair	Chief Inspector (Met)	£ 10,996.25
Vice Chair	Inspector (Met)	£ 7,549.99
General Secretary	Chief Inspector (Met)	£ 10,996.25
Deputy General Secretary	Inspector (Met)	£ 7,549.99
Treasurer	Chief Inspector (Met)	£ 10,996.25
Deputy Treasurer	Inspector (Met)	£ 7,549.99

*Table I. Current National Principal Officer enhancements (2014)*

\*Compensation for: additional responsibility, additional hours worked, and time spent away from home.

## SECTION 7.2: BENCHMARKED DATA

The data below was provided by IES and IDR as a result of the benchmarking exercise undertaken in December 2015.

The data detailed in Table J shows the market pay rates (lower, median, upper quartiles) for all PFEW roles, across branch size categories. The market pay rates are calculated based on an extensive benchmarking exercise from comparative organisations, specifically trade unions and the not for profit sector.

Role	Benchmarking Data - Market Pay Rate across Roles by Level over Quartile Ranges														
	National			Met			Large			Medium			Small		
	Lower	Median	Upper	Lower	Median	Upper	Lower	Median	Upper	Lower	Median	Upper	Lower	Median	Upper
Chair	£ 80,742	£ 92,626	£ 101,862	£ 48,379	£ 50,201	£ 51,571	£ 35,130	£ 37,745	£ 41,140	£ 32,231	£ 34,630	£ 37,745	£ 29,997	£ 32,231	£ 35,130
Vice / Deputy Chair	£ 80,742	£ 73,578	£ 80,196	£ 38,487	£ 40,215	£ 45,693	£ 28,174	£ 30,185	£ 33,401	£ 25,899	£ 27,750	£ 30,691	£ 21,925	£ 23,412	£ 26,352
General Secretary	£ 80,742	£ 92,626	£ 101,862	£ 48,379	£ 50,201	£ 51,571	£ 35,130	£ 37,745	£ 41,140	£ 32,231	£ 34,630	£ 37,745	£ 29,997	£ 32,231	£ 35,130
Deputy General Secretary	£ 70,494	£ 73,578	£ 80,196	£ 38,487	£ 40,215	£ 45,693	£ 28,174	£ 30,185	£ 33,401	£ 25,899	£ 27,750	£ 30,691	£ 21,925	£ 23,412	£ 26,352
Treasurer	£ 66,339	£ 74,360	£ 83,127	£ 41,844	£ 45,829	£ 51,570	£ 32,093	£ 34,617	£ 38,409	£ 29,149	£ 31,437	£ 34,866	£ 26,135	£ 28,300	£ 31,956
Deputy Treasurer	£ 63,142	£ 65,885	£ 73,764	£ 36,309	£ 38,782	£ 44,676	£ 27,933	£ 30,551	£ 33,561	£ 25,865	£ 28,277	£ 31,057	£ 20,917	£ 23,345	£ 30,235
Head of Civil Claims	£ 51,936	£ 56,168	£ 59,221	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Head of Criminal Claims	£ 51,936	£ 56,168	£ 59,221	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Head of Learning and Development	£ 50,411	£ 55,381	£ 58,703	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Business Area Lead	£ 49,379	£ 56,000	£ 56,493	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Equality Liaison Officer	N/A	N/A	N/A	£ 39,258	£ 42,381	£ 47,390	£ 31,233	£ 34,553	£ 38,816	£ 28,755	£ 31,801	£ 34,803	£ 24,129	£ 27,513	£ 30,235
Health and Safety Liaison Officer	N/A	N/A	N/A	£ 41,968	£ 43,374	£ 48,926	£ 31,881	£ 34,561	£ 37,688	£ 29,449	£ 31,923	£ 34,811	£ 26,420	£ 28,901	£ 31,531
Conduct and Performance Liaison Officer	N/A	N/A	N/A	£ 40,123	£ 45,682	£ 54,983	£ 33,606	£ 36,386	£ 39,675	£ 28,755	£ 31,801	£ 34,803	£ 28,499	£ 31,033	£ 33,599
Post Incident Procedure Lead	N/A	N/A	N/A	£ 38,334	£ 41,027	£ 46,520	£ 30,116	£ 33,353	£ 36,508	£ 27,949	£ 30,936	£ 33,859	£ 24,129	£ 27,513	£ 30,235
Professional Development Lead	N/A	N/A	N/A	£ 37,097	£ 38,996	£ 42,745	£ 28,439	£ 30,060	£ 32,668	£ 26,603	£ 28,125	£ 30,566	£ 23,923	£ 24,820	£ 26,882
Workplace Representative	N/A	N/A	N/A	£ 20,861	£ 23,144	£ 26,165	£ 20,861	£ 23,144	£ 26,165	£ 20,861	£ 23,144	£ 26,165	£ 20,861	£ 23,144	£ 26,165

Table J. Benchmarked data



# **THE POLICE FEDERATION OF ENGLAND AND WALES**

## **NATIONAL EXPENSES & HOSPITALITY POLICY**

<b>Effective Date</b>	October 2018
<b>Review Date</b>	June 2022
<b>Version</b>	2
<b>Author</b>	National Treasurer
<b>Document Owner</b>	Finance Department
<b>Approved By</b>	National Council

#### Document Review Control Information

<b>Version</b>	<b>Date</b>	<b>Reviewer – Job Title</b>	<b>Amendment(s)</b>
1	28/08/18	Simon Kempton – National Treasurer	<ul style="list-style-type: none"> <li>• New Policy</li> </ul>
2	27/06/22	Linda Bradshaw – Risk Manager	<ul style="list-style-type: none"> <li>• Reformatted to standard policy format</li> <li>• Inserted: <ul style="list-style-type: none"> <li>- Version Control Table</li> <li>- Approval matrix (updated)</li> <li>- Fuel Benefit Tables replaced with ref. to relevant HMRC webpage</li> <li>- Special Events</li> <li>- Review clause</li> </ul> </li> <li>• NB Members – full time post holders offered the use of a flat</li> <li>• Deleted Appendix (to sit as stand-alone docs)</li> </ul>

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## **1. Introduction**

- 1.1 The policy sets out the national guidelines for national expenses and hospitality for the Police Federation of England and Wales (PFEW).
- 1.1 The purpose of this policy is to ensure national consistency and standardisation in the approach to expenses and hospitality across PFEW.
- 1.2 The aim of this policy is to define and explain the meaning, criteria, and thresholds for each component part of the expenses and hospitality guidelines.
- 1.3 General principles underpinning the policy are that PFEW representatives must provide the best possible service to members and be cognisant of membership subscriptions which significantly fund the organisation.
- 1.4 No individual should ever be out of pocket for carrying out PFEW business. Equally, no individual should be making additional income from claims of expenses or hospitality.
- 1.5 This policy applies to:
  - Federation representatives/officers and PFEW employees
  - Permanent employees, those on zero hours contracts, agency workers & self-employed contractors
  - Individuals volunteering for PFEW duties.
- 1.6 The policy applies equally to reimbursement of private spending or use of PFEW credit cards.
- 1.7 There must be no additional supplements to this policy by branch, region, rank or otherwise.

## **2. Governance**

- 2.1 A breach of this policy may be considered a breach of existing governance policies and procedures and, as such, may be dealt with by the National Secretary under those procedures which are published under separate cover.
- 2.2 Where necessary, and where appropriate, a breach may be referred to the relevant Professional Standards Department if it is believed such a breach may constitute a potential misconduct offence. The pre-existing policies emphasise the requirement to deal with any potential issues at as low a level as appropriate and a referral to PSD should only take place after careful consideration of this.

### 3. Approval of Expense Claims

- 3.1 Each claim must be approved by an appropriate individual at the appropriate level (local or national) for the claimant to be reimbursed. Any exceptions should be pre-authorised by an appropriate individual at the appropriate level (local or national) and be accompanied by a valid business case.
- 3.2 Pre-authorisation is best practice, but clearly will not always be practical when some situations arise without notice. In those circumstances, post-authorisation is permissible with a brief covering explanation. The prior approval matrix is as follows:

<b>Individual Role</b>	<b>Approver</b>
National Chair	National Treasurer
National Secretary	National Treasurer
National Treasurer	Chief Operating Officer
National Vice Chair	National Chair
Deputy National Secretary	National Secretary
Deputy National Treasurer	National Treasurer
National Board Member i.e., Business Area	Deputy National Secretary
Welsh Lead	Deputy National Secretary
National Trustee	National Treasurer
Branch Chair	Branch Secretary
Branch Secretary	Branch Chair
Branch Treasurer	Branch Chair
Branch Staff	Branch Secretary or Branch Treasurer
Chief Operating Officer	National Secretary
Head of Department	Chief Operating Officer
Federation House Employees	Head of Department

- 3.3 If a claim is submitted incorrectly the approver has the right to request more evidence or information around the claim, for example, further receipted documentation or a business case. The approver also has the right to refuse the reimbursement of a claim if there is not enough supporting evidence to prove that this claim should be reimbursed.
- 3.4 Final authority for conflict resolution and interpretation of this policy sits with the National Secretary of PFEW.

### 4 Tax Implications

- 4.1 PFEW will manage the treatment of tax and associated reporting to HMRC (or any other appropriate body as required).

- 4.2 Any tax incurred because of hospitality, or a non-business-related expense must be reimbursed to the organisation by the individual.

## 5 Definitions

### 5.1 Expenses

Expenses means money spent or costs incurred by PFEW representatives, exclusively, and necessary because of PFEW duties.

### 5.2 Hospitality

Hospitality means the offering or accepting of gifts and or entertainment by PFEW representatives to or from any person or persons including, without limitation, business clients and associates, suppliers, conference guests, other organisations, and visitors.

Hospitality must have a genuine business purpose otherwise the HMRC will treat it as a private expense and deem it not reimbursable.

Hospitality does not cover all expenses whilst on Federation business. HMRC rules allows for two drinks to be purchased with a meal. Pre and after dinner drinks, as well as additional drinks with a meal, must be justified and in accordance with a legitimate business purpose for this to be deemed hospitality.

### 5.3 Gifts & Entertainment

Gifts and entertainment are broadly defined as anything of value provided to or received by the recipient at a rate unfair to the market value or at no cost.

Examples of gifts and entertainment are, without limitation: meals, drinks, event tickets, gift baskets, alcohol, stock, free or discounted promotional activities or services, including those made on behalf of an organisation.

### 5.4 Best Value

The term best value means best value for the individual, which acknowledges financial, time, and convenience implications of an incurred cost.

## 6 Expenses

### 6.1 Introduction

The purpose of this section is to outline the thresholds and limits for expenses within PFEW. The aim is to ensure that claimants are appropriately reimbursed for costs wholly, exclusively, and necessarily incurred because of PFEW duties. No individual should be left out of pocket as a result.

The general overriding principle is that individuals claim and incur their expenses with integrity and professionalism.

The policy has financial prudence, viability and best value underpinning all thresholds and expenditure types.

Any guidance that is currently aligned to HMRC tax free rates will be adjusted and maintained to remain aligned to changes in the HMRC tax free rates and guidelines.

The policy applies when employees or representatives are claiming PFEW expenses (not Police Service expenses).

The rates are HMRC rates applicable at the time of writing.

## 6.2 Travel

Expenses can be claimed for business travel costs incurred from carrying out PFEW duties.

It is the individual's responsibility to ensure that all travel is necessary, reasonable and in alignment with this policy. When presence in person is not necessary, individuals are encouraged to make use of teleconferencing and technology (where possible) to reduce the travel costs incurred.

All travel should be booked as far in advance as possible and should aim to achieve the best value for the individual, including consideration of cost, convenience, and time implications of travel.

Any other methods of transport, not outlined below, which are used for business travel should be reasonable and where possible VAT receipted.

### 6.2.1 Mileage

Mileage rates can be claimed when an individual uses their personal vehicle for business journeys. Rates and reimbursements are calculated based on the claim on a cumulative basis, regardless of the vehicle.

The applicable year runs from 1<sup>st</sup> April to 31<sup>st</sup> March.

Refer to the following HMRC webpage for information on rates:

[www.gov.uk/government/publications/rates-and-allowances-travel-mileage-and-fuel-allowances/travel-mileage-and-fuel-rates-and-allowances](https://www.gov.uk/government/publications/rates-and-allowances-travel-mileage-and-fuel-allowances/travel-mileage-and-fuel-rates-and-allowances)

If an individual carries another person on business in their personal vehicle for a business journey, an additional amount per mile per passenger can be claimed (regardless of whether in the first 10,000 PFEW miles or above in the year). Please refer to 'Passenger Payments' on the above HMRC webpage for the additional rate.

PFEW caps the mileage rate that can be claimed up to the 2000cc banding.

#### 6.2.2 Train Fares

Train travel should be reasonable and receipted. First class travel is allowed if demonstrated to represent better value.

#### 6.2.3 Car Hire

PFEW has an agreed rate card in place with Enterprise Rent-A-Car. Although not mandatory to book a hire car through Enterprise Rent-A-Car, they are a preferred supplier of PFEW, and individuals are encouraged to use their services. A price comparison of hire car v's personal vehicle can be accessed through their Enterprise Travel Direct (ETD) portal via their website.

The class of hire car that can be rented must be reasonable for the circumstances and where possible VAT receipted.

Refer to the following HMRC webpage for information on rates:

[www.gov.uk/government/publications/rates-and-allowances-travel-mileage-and-fuel-allowances/travel-mileage-and-fuel-rates-and-allowances](http://www.gov.uk/government/publications/rates-and-allowances-travel-mileage-and-fuel-allowances/travel-mileage-and-fuel-rates-and-allowances)

Refer to HMRC guidance for implications of hire car usage especially the fuel benefit charge.

The exception to this is if no personal mileage is being incurred and the fuel is paid for on a corporate credit card.

#### 6.2.4 Lease Car

A lease car is a vehicle which is leased under a contractual arrangement for a fixed period, e.g., two years, with agreed fixed payments made for the duration of the lease at agreed intervals e.g., monthly. The vehicle is not owned while leased and the vehicle is returned at the end of the contractual period.

Lease cars can be considered for use where financially prudent and best value.

The class of lease car that can be leased must be reasonable for the circumstances and where possible VAT receipted.

Refer to the following HMRC webpage for information on rates:

[www.gov.uk/government/publications/rates-and-allowances-travel-mileage-and-fuel-allowances/travel-mileage-and-fuel-rates-and-allowances](http://www.gov.uk/government/publications/rates-and-allowances-travel-mileage-and-fuel-allowances/travel-mileage-and-fuel-rates-and-allowances)

Refer to HMRC guidance for implications of lease car usage, especially the fuel benefit charge.



The exception to this, is if no personal mileage is being incurred and the fuel is paid for on a corporate credit card.

#### 6.2.5 Pool Car

Pool cars are vehicles that are readily available for business use by a group of individuals. Refer to HMRC guidance for conditions that need to be satisfied for a vehicle to be classified as a pool car.

Pool cars can be considered for use where financially prudent and best value. All pool cars must be reasonable for the circumstances and where possible VAT receipted.

Fuel costs incurred from use of a pool car on business can be claimed at cost for the receipted amount.

Any individuals arranging the use of pool cars should refer to The Corporate Manslaughter and Corporate Homicide Act 2007 and be aware of its obligations.

#### 6.2.6 Taxi

Taxi usage must be reasonable, and where possible VAT receipted.

Individuals are encouraged to share taxi journeys with other PFEW representatives where possible and appropriate.

#### 6.2.7 Air

Air travel is to be booked in economy, standard class and booked as far in advance as possible.

Air travel outside of Europe must be pre-authorised by the National Treasurer for PFEW. If the National Treasurer is travelling or part of a party, pre-authorisation is to be provided by the Deputy National Treasurer.

#### 6.3 Meal Expenses

Meal expenses can be claimed as a cost which is incurred because of PFEW duties or business travel.

A meal expense should only be claimed if an individual is travelling or carrying out PFEW duties over the course of a mealtime and making a meal expenses claim was unavoidable.

Maximum daily allowance for meals is £50. All meal expenses must be reasonable, and where possible VAT receipted.

#### 6.4 Overnight Accommodation

Overnight accommodation can be reimbursed when it is not reasonable for an individual to make a return journey to and from an event, meeting, or other location in one day.

Published rates are up to £120 including VAT for outside London and up to £220 including VAT for London. For the purposes of this policy London is defined as being within the M25.

All overnight accommodation expenses should be reasonable, where possible VAT receipted and booked as far in advance as possible.

#### 6.5 Incidental Overnight Expenses

If an individual is required to stay overnight because of PFEW duties, individuals can claim for incidental non-receipted overnight expenses.

This refers to personal (non-business) expenses incurred because of staying overnight on business and are not incurred necessarily in performing business duties. Items include but are not exclusive to newspapers, paying for laundry.

Incidental overnight expenses for travel within and outside of the UK can be claimed in alignment with HMRC tax free guidelines.

No receipts are required to be provided.

If the maximum amount of HMRC tax free incidental overnight expenses tax free threshold of £5.00 is exceeded, the whole payment is taxable (not just the excess above the maximum HMRC tax free limit).

If the individual reimburses PFEW for the excess above the HMRC tax free rate on par with the claim, the claim can be treated as not exceeding the tax-free limit.

If incidental overnight expenses are claimed for more than one night away from home, one night's claim could exceed the tax-free limit whilst the other night's claim is lower than the tax-free limit. As a result, the combined claims would not exceed the overall limit for the trip and remain tax free.

Refer to HMRC for further guidance on incidental overnight expenses.

##### 6.5.1 Incidental Overnight Expenses at PFEW Annual Conference

There are no additional allowances for attendance at the PFEW Conference.

Incidental overnight expenses can be claimed in alignment with the HMRC tax free guidelines as detailed in section 6.5.

#### 6.6 National Board Members

In recognition of the need to be based at Leatherhead to perform their day-to-day key functions, full time post holders of the National Board are offered the use of a PFEW flat.

#### 6.7 Mobile Phones/Communication Devices

PFEW mobile devices can be provided to individuals for usage subject to qualification at the appropriate level (local or national) and/or a business case.

PFEW mobiles are offered on a monthly tariff. Any personal cost incurred above this tariff should be paid for by the individual.

If there is an exception where the additional cost incurred above the tariff rate can be shown to be due to a legitimate business purpose, the cost may be covered by PFEW.

Cost of business usage on a personal phone will be reimbursed subject to evidence of an itemised bill.

Any mobile device provided by PFEW (branch or national) will always remain the property of PFEW and must be returned upon the individual leaving their position.

#### 6.8 Taxable Expenses

On occasion Federation representatives/ officers and employees may receive benefits which are taxable.

These might include essential user allowance, excess mileage or on call rota payments.

Federation representatives/ officers and employees should refer to the separate PFEW Benefit in Kind Guidance.

#### 6.9 Miscellaneous

Miscellaneous expenses refer to any other costs incurred because of PFEW work that are not covered within any other allowance and expense claim.

Items that can be expensed as 'Miscellaneous' include, but are not exclusive to, toll booths, business related parking, publications, professional membership fees.

All items must be reasonable, and where possible VAT receipted.

#### 6.10 Receipts

Where possible fully itemised VAT receipts should be provided in all circumstances.

Screen shots are not acceptable for VAT or HMRC purposes and will not be accepted.

#### 6.11 Claim Period

Claims should be submitted in all instances as soon as is practicable.

Receipts from expenses incurred over six months ago should not necessarily be expected to be reimbursed unless a good reason for the delay applies.

## **7 Hospitality**

### 7.1 Introduction

The purpose of this section is to deliver guidance on providing and receiving hospitality. The aim is to ensure a standardised and consistent approach to hospitality across PFEW whereby individuals are not compromised by the acceptance, rejection or offering of gifts or hospitality.

Individuals must consider how the offering or acceptance of hospitality reflects upon PFEW and whether it is legal and appropriate.

All individuals should be aware of the UK Bribery Act (2010) and act in accordance with this Act at all times.

## 7.2 Providing Hospitality

Prior to offering or providing any hospitality, consideration must be given to the potential consequences of providing or not providing hospitality, the perception of this hospitality to members, the organisation, and the public.

All hospitality offered or provided that has a value of £50 or more must be declared by recording it in the Gifts and Hospitality register at local or national level.

Any expenditure under the terms of hospitality must be reasonable, where possible VAT receipted and justifiable within the course of business. To be reimbursable the receipt or claim must include details of the guests or individuals involved.

## 7.3 Receiving Hospitality

Any offer of hospitality with a value greater than £50 must be declared, regardless of whether the offer was accepted or declined by the individual and must be recorded in the Gifts and Hospitality register at local or national level.

Before accepting any hospitality, the individual must consider whether the acceptance of this hospitality is appropriate, necessary, how it would appear to members or whether it compromises any judgement of the individual.

The individual must also always consider the frequency, volume and scale of hospitality received and ensure that remains professional and justifiable within the course of business.

# 8 **Special Events**

- 8.1 It is recognised that there will be certain events where higher than normal expenditure may be legitimately incurred. Examples might be the annual Bravery Awards ceremony or the National Police Memorial Day event.

It is important that due respect and deference to colleagues be shown at such events and this policy does not seek to restrict the ability of PFEW to act in such a manner.

## **9 Review**

- 9.1 This policy will be reviewed every 3 years, or sooner should the National Board or Finance Department deem it to be relevant or required.
- 9.2 The associated QRG - National Expenses and Hospitality supports this Policy.

# **POLICE FEDERATION OF ENGLAND AND WALES**

## **CREDIT CARD POLICY**

<b>Effective Date</b>	Sept 2018
<b>Review Date</b>	June 2022
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<b>Author</b>	National Treasurer
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<b>Approved By</b>	National Council

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1	28/08/2018	Simon Kempton – National Treasurer	<ul style="list-style-type: none"> <li>• New Policy</li> </ul>
2	27/06/2022	Linda Bradshaw – Risk Manager	<ul style="list-style-type: none"> <li>• Reformatted to standard policy format</li> <li>• Inserted: <ul style="list-style-type: none"> <li>- Version Control Table</li> <li>- Review clause</li> </ul> </li> <li>• Appendix B – Step by Step Guide to Credit Cards</li> </ul>

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## **1. Introduction**

### **1.1 This Policy**

- governs the use of the Police Federation of England and Wales (PFEW) credit cards.
- applies to credit cards issued by the National Board and PFEW Branches.

1.2 The purpose of this Policy is to provide guidance when using a PFEW Credit Card. This Policy provides information regarding eligibility, conditions of use and procedures.

## **2. Eligibility**

2.1 The following persons (the Card User) may be provided with a PFEW Credit Card where necessary and appropriate:

- National Board members
- National Council members
- Full time Branch Federation representatives
- PFEW Heads of Departments / Senior Managers
- Support staff at Branch level
- Other persons as agreed by the relevant National Board Executive Team of PFEW.

## **3. Conditions of Use**

3.1 Prior to a PFEW Credit Card being issued, the Card User must sign a declaration of understanding (Appendix A) regarding this Policy and use of the card.

3.2 PFEW Credit Cards are strictly for business-related purposes only and used in-line with PFEW National Expenses and Hospitality Policy.

3.3 PFEW Credit Card expenditure must be for approved budget items only. Any expenditure for items not budgeted must be in-line with PFEW Financial Limits Policy.

3.4 Card Users must take all reasonable steps for the security of the card: ensuring it is kept in a safe place, is free from fraudulent activity, the card's identification number is always protected, and the card is only used by the Card User.

3.5 PFEW Credit Cards must not be used for cash advances unless exceptional and justifiable circumstances exist. Prior agreement must be obtained from the National Treasurer and in their absence the Deputy National Treasurer.

- 3.6 Card Users will be responsible for all charges made to the card, including any unauthorised charges and interest incurred on payments and purchases made which fall outside this Policy.
- 3.7 Any card fees (including interest charges) such as annual charges will be paid by PFEW.
- 3.8 The issuing of a PFEW Credit Card is at the discretion of the relevant (National or Branch) Treasurer, and a failure to adhere to this Policy could lead to the immediate suspension of that card. Where a Treasurer does not issue a credit card, the applicant may appeal to the relevant (National or Branch) Trustees whose decision shall be final and binding as to whether the applicant can be issued with a card.
- 3.9 Furthermore, a failure to adhere to this Policy may be dealt with through the existing governance procedures by the National Secretary of PFEW. A breach of this policy may be considered a breach of existing governance policies and procedures and, as such, may be dealt with by the National Secretary under those procedures which are published under separate cover.
- 3.10 Where credit card expenditure is found to be outside this policy, the credit card holder will be personally liable and required to reimburse PFEW in full. Where necessary and appropriate, PFEW may, in consultation with the Card User, explore options to recoup monies e.g., withholding ARP, expenses or other payments.
- 3.11 The credit card holder has a right to appeal to the relevant (National or Branch) Trustees where there has been a deduction by the relevant (National or Branch) Treasurer. Where necessary, for example where the relevant trustees are themselves involved in that decision, the decision will go to the relevant Council as the final arbiters of such decisions.

## **4. Procedure**

- 4.1 The relevant (National or Branch) Treasurer is responsible for authorising the use of corporate credit cards and assigning the credit limit.
- 4.2 Upon receiving a PFEW Credit Card the Card User should immediately activate and sign the back of the card.
- 4.3 Where possible the Card User must obtain a fully itemised VAT receipt for any purchase. In the case of hospitality or networking, each receipted submission should include the names of all persons involved in the purchase, in accordance with PFEW National Expenses and Hospitality Policy.
- 4.4 The Card User must ensure that a suitable description is given for each expense item incurred.

- 4.5 The Card User should account for their use of PFEW Credit Card by using the relevant expense recording system.
- 4.6 The monthly credit card statement must be checked by a separate individual for compliance with existing policies and evidenced as such.
- 4.7 The Card User does not need to wait until the credit card statement has been produced to complete an expenditure claim; good practice of regular completion on the relevant expense recording system should be practiced.
- 4.8 In the event a PFEW Credit Card is lost or stolen, the Card User must immediately notify the relevant (National or Branch) Treasurer along with the issuing authority.
- 4.9 At all times, a PFEW Credit Card remains the property of PFEW. When a Card User leaves PFEW the card must be destroyed and the Card User must notify the (National or Branch) Treasurer, who will then notify the issuing authority.
- 4.10 PFEW Credit Card limits will be regularly reviewed by the relevant (National or Branch) Treasurer in order to ensure that the Card User is able to undertake their role and that the organisation is protected from excessive expenditure. Whilst protecting PFEW from potential mismanagement and misuse of a credit card and determining legitimate and proportionate requirements, it is important that no Card User is prevented from being able to undertake their role.
- 4.11 The relevant (National or Branch) Treasurer will routinely monitor credit card usage by all Card Users, in order to give the best opportunity to identify and address unusual spending patterns at an early stage.

## 5. Review

- 5.1 This policy will be reviewed every 3 years, or sooner should the National Board or Finance Department deem it to be relevant or required.

## APPENDIX A - Declaration of Understanding - Cardholder Agreement

I, \_\_\_\_\_, as the Card User understand and accept:

- that use of a PFEW Credit Card will be in line with PFEW Credit Card Policy
- compliance with the terms and conditions of this agreement, PFEW National Hospitality and Expenses Policy and any other PFEW policy that may be applicable
- that improper use of a PFEW Credit Card will result in a personal liability on myself as the Card User
- responsibility and accountability for the protection and proper use of the card
- that I will return the card to either the National Treasurer, Branch Treasurer upon demand
- that the card is not to be used for personal purchases and that I must provide where possible a fully itemised VAT receipt for every purchase (except for annual card charges)
- that if following a review by an authorised person such as the Trustee, any expenditure deemed to fall outside PFEW National Expenses and Hospitality Policy, then PFEW will be entitled to reimbursement from myself (as the Card User) through deduction of my salary or any other payment due
- that PFEW shall be entitled to pursue legal action, if required, to recover any costs of Unauthorised Spend, together with costs of collection and reasonable legal fees.

Card Username: \_\_\_\_\_

Position: \_\_\_\_\_

Card User Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Treasurer Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX B - Step by Step Guide to Credit Cards

### Key Reminders

- Corporate credit cards and limits to be authorised by National or Branch Treasurer
- Sign & Date a PFEW Credit Card declaration of understanding
- Monthly credit card statements must be checked by a separate individual
- Where possible fully Itemised **VAT** receipts must be obtained for each purchase

### Step 1 – Authorise card

- Card user should immediately activate and sign card

### Step 2 – Transactions

Business Related	Yes – Proceed  No – Do not proceed
Within the PFEW Credit Card Policy	Yes – Proceed  No – You will be liable for charges
An approved budget item	Yes – Proceed  No – Preauthorisation required - refer PFEW Financial Limits Policy section 2.8

**Note:** Where possible a fully itemised VAT receipt must be obtained for the purchase

### Step 3 – Expense items

- Add transaction to the expense recording system

**Note:** A suitable description must be given for each item incurred

### Additional Notes

- If credit card is lost or stolen, you must notify the relevant National or Branch Treasurer immediately
- Upon leaving PFEW, the credit card must be destroyed and the relevant National or Branch Treasurer informed

# **POLICE FEDERATION OF ENGLAND AND WALES**

## **RISK MANAGEMENT POLICY**

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1	08/01/18	Simon Darby – Internal Audit Manager	New Policy
1	28/08/18	Simon Kempton – National Treasurer	Pre-council amendments
3	10/11/21	Linda Bradshaw – Risk Manager	4. Incl. PFEW Risk Appetite Statement 6. Updates to Roles & Responsibilities 7. Updates to risk treatment plan Risk Mng to assist Risk Owner ARC to also monitor and review risks 7. Incl. Risk Management SOP 8. Incl. review timeline ARC may update policy

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## 1. Introduction

1.1 This Policy sets out the Police Federation of England and Wales' ("PFEW") approach to identification, assessment, treatment, and monitoring of risks.

## 2. Aims

2.1 The aim of this Policy is to establish and maintain a framework for risk management which:

- Supports PFEW in realising the significant financial and organisational benefits from minimising risk(s)
- Establishes a PFEW-wide and integrated approach to risk management
- Embeds risk management practices into the day-to-day operations of PFEW and ensures all Federation Representatives, HQ and Branch Staff and Consultants working on behalf of PFEW (the "Responsible Persons") understand their risk management responsibilities through training and development
- Sets out a process for monitoring, reporting, and updating risks across PFEW, which includes a cycle that is in line with PFEW's reporting requirements and ensures that these processes are based on best practice.

## 3. What is Risk and Risk Management?

3.1 Risk is defined as the possibility that loss or harm will arise from a given situation.

3.2 This encompasses anything from the possibility of injury to a Responsible Person, Federation Member, or member of the public, to anything which impacts upon PFEW's ability to fulfil its aims and objectives.

3.3 Risk Management is the process by which an organisation identifies and assesses risks, proposes controls and agrees actions to either mitigate or manage the risk(s). Risk Management should be an integral part of an organisation's governance framework.

3.4 In practical terms Risk Management is the proactive approach to the:

- Identification of risks
- Analysis and assessment of the likelihood and potential impact of risks
- Elimination of those risks that can be reasonably and practicably eliminated and

- Where risks cannot be eliminated, exercise controls to mitigate risks, thereby reducing their likelihood to an acceptable level.

3.5 Risks may be classified over three levels:

- Risks to the organisations' functions/ strategic risks
- Operational risks and
- Project risks.

3.6 Identified risks will be recorded by the Branch / HQ Department under the guidance of the Risk Manager on the Corporate Risk Register.

## 4. Risk Appetite and Tolerance

4.1 Risk appetite is the amount and type of risk that an organisation is willing to accept whilst seeking to achieve its' strategic objectives. Organisations will have different risk appetites depending on the nature of the organisation, its culture, and types of strategic objectives. A range of appetites exist for different risks, and these may change over time.

4.2 PFEW's risk appetite statement provides a clear expectation on how the National Council (NC) and National Board (NB) considers how risks should be managed. The statement is as follows:

- PFEW is committed to the active management of risk seeking to minimise risks wherever possible to service users, staff, and members of the public.
- PFEW is committed to establishing an organisational culture that ensures risk management is an integral part of everything we do. This will be enabled and supported by a comprehensive system of internal controls aligned to management systems, corporate planning, and objective setting, to assure the NC and NB are doing their reasonable best to protect their stakeholders against all kinds of risks.
- PFEW recognises that it is sometimes necessary to take risks to achieve objectives and deliver beneficial outcomes to stakeholders. PFEW must, however, take risks in a controlled manner, ensuring the long-term benefits outweigh any short-term losses and reduce exposure to a level deemed acceptable by the NC and NB.

4.3 As a general principle the NC and NB will seek to control all risks and minimise to a low risk level those which have the potential to:

- Cause significant harm to staff, visitors, and other stakeholders
- Compromise severely the reputation of PFEW
- Have financial consequences that could endanger PFEW's viability
- Jeopardise significantly PFEW's ability to carry out their core purposes
- Threaten PFEW's compliance with law and regulation or the delivery of good governance, including fraud, regulatory and governance breaches which should be mitigated to low risk level.

4.4 Risk tolerance is the amount of risk which is judged to be justifiable and is the amount of risk that any organisation is prepared to tolerate or be exposed to at any one point in time.

4.5 Risk tolerance is outlined with tolerance levels being linked to outcomes, with each tolerance level having an associated target score range. This will be reviewed on an annual basis and any changes proposed will be put to a vote firstly through the NB and if required, secondly through the NC.

4.6 The difference between risk appetite and risk tolerance considers all the risks that the organisation might face. Those risks that, if a situation should present, PFEW deems tolerable is the 'Risk Tolerance;' and those risks that they actively wish to engage with is the 'Risk Appetite.'

## **5. Roles/ Responsibilities**

5.1 Roles and responsibilities are outlined with the National Secretary of PFEW having overall accountability and responsibility for the management of risks across PFEW.

5.2 All members of staff will be equipped to be Risk Identifiers.

5.3 Departmental managers/leaders will be equipped to be Risk Owners.

5.4 The Audit & Risk Committee will oversee the proactive management of high risks and provide the NB & NC assurance on the management of said risks.

5.5 The National Secretary of PFEW will be responsible for maintaining the Corporate Risk Register.

5.6 Branch Councils have accountability and responsibility for risks affecting their Branch.

- 5.7 The National Council and National Board will periodically review the Corporate Risk Register. Branch Councils will periodically review the risk register for their Branches.

## **6. Process and Approach to Risk Management:**

### **Step 1 – Risk Identification**

Risks can be identified from a variety of sources and should be described so that anyone reading can understand. A departmental manager / leader will be nominated as the risk owner. The risk management system will identify the risk as being PFEW-wide, specific to a HQ Department or relating to a specific Branch.

### **Step 2- Analyse/ Score risks**

A grading matrix will be used to give weighting to the likelihood, impact, and status of the controlled environment. The current and target scores for a risk will be recorded in the risk management system and it is expected that where there is a gap between current and target score, actions will be specified to close this gap. Once a risk has met target score, the risk will be monitored.

### **Step 3 - Assess risks**

Risk Owners & the Risk Manager should establish and/or identify the controls in place to mitigate or eliminate the risk and assess the overall effectiveness of controls.

### **Step 4 - Take action**

The most appropriate treatment option for a risk will be selected using the following risk treatments:

Avoid - Choose to not take on the risk by avoiding actions that cause the risk

Reduce - Take mitigating actions to reduce the risk from coming to fruition

Transfer - Transfer all or part of the risk by outsourcing or taking out insurance

Accept - Accept the risk and carry on with the activity without taking any mitigating action

Share - Similar to 'Transfer' but the organisation still retains a part of the impact if the risk comes to fruition.

### **Step 5 - Monitoring and Reviewing of Risks**

There will be a cycle of assessment where all identified risks are reviewed by the Risk Manager and the Risk Owner in line with the Audit & Risk Committee, NC, and NB meetings. Where the current risk remains higher than its target score, this process is repeated until the risk is either eliminated or reduced to its target.

### **Step 6 - Communicate and Consult**

Specific training for risk management will be provided for all Responsible Persons, along with specific training provided to Risk Owners (in the use of the operational risk management systems and principles of risk).

## **7. Further Guidance**

- 7.1 Further and more detailed guidance is included in the Risk Management SOP.

## **8. Review**

- 8.1 This policy is owned by the National Board and supported by the National Council. It will be reviewed every 3 years, or sooner should the National Board, the National Secretary's Office or the Audit and Risk Committee deem it relevant or required.

## **APPENDIX 8**

### **Standards and Performance agreement**

#### **PERFORMANCE AND STANDARDS AGREEMENT v3**

If elected or appointed, I make the following commitment:

1. I embrace the Core Principles of the Police Federation of England and Wales in furthering the objectives and reputation of the Federation.
2. I will maintain exemplary standards of conduct, integrity and professionalism.
3. I will act in the interests of the members and the public, seeking to build public confidence in the police service.
4. I will be open and transparent in my approach which is fundamental to our legitimacy and effectiveness.
5. I make a commitment, where reasonably practicable, to involve and inform the members in the decisions I make.
6. I undertake a commitment to continue my self-development.
7. I am obligated to work together with colleagues at a local and national level in achieving the objectives and promoting the reputation of the Federation.
8. I will encourage police officers to become and remain members of the Federation and to pay voluntary subscriptions.
9. I will not encourage any member not to pay voluntary subscriptions.
10. I will discharge my duties as described in my role description (attached as necessary) to the best of my ability.

Signed:

Date:

Name:

Position Held:

## **APPENDIX 9**

### **Ethics, Standards and Performance Procedure**

1. This Ethics, Standards and Performance Procedure will apply to all Federation representatives.

2. This procedure is intended to:

- 2.1. support the application of the Federation's ethics, standards and performance standards; and
- 2.2. protect the reputation and public standing of the Federation.

3. It is expected that in most cases any issue about a representative's conduct or performance will be dealt with informally, with appropriate support. This procedure will apply where the alleged conduct complained of falls sufficiently below what should be expected that it places the reputation and public standing of the Federation at risk.

4. A member (including a retired member and another representative ("the Complainant") who considers that a representative has, or may have, committed a serious breach of the Federation's expectations in relation to ethics, standards or performance which falls sufficiently below what should be expected that it places the reputation and public standing of the Federation at risk may raise a complaint ("the Complaint").

5. The Complainant must:

- 5.1. Set out the Complaint in writing; and
- 5.2. Co-operate with any reasonable requirements in relation to the investigation of the Complaint.

6. If, for exceptional reasons, it is not possible or appropriate for a person or body identified in this procedure to carry out a function or exercise a power under this procedure, then that function can be carried out or that power can be exercised by another appropriate official or, as the case may be, body.

7. A Complaint should be raised:

- 7.1. with the National Secretary or such other person as the National Secretary may direct; or
- 7.2. with the National Chair if it relates to or is made by the National Secretary.

8. The person to whom a Complaint is referred is described in this Rule as the Recipient.

9. On receipt of a Complaint, the Recipient will determine:

- 9.1. whether, in all the circumstances, the matter should be investigated under this Rule;
- 9.2. whether other steps should be taken to resolve the matter; or
- 9.3. whether no steps should be taken.

10. The Recipient may take such steps as he or she considers appropriate to achieve informal resolution at any stage of this procedure.

11. The National Secretary may suspend a representative or impose restrictions on the Federation duties which the representative can undertake if s/he considers:

11.1. the effective investigation of the case may be prejudiced unless the representative is suspended, or such restrictions imposed; or  
11.2. in all the circumstances it is appropriate to do so.  
12. A representative who is suspended or has restrictions imposed on the Federation duties which s/he can undertake in accordance with paragraph 11 may appeal to the National Board's Ethics, Standards and Performance Committee ("ESPC").

13. Any appeal under paragraph 12 must be notified to the ESPC within five working days of the representative being informed of the decision which it is sought to appeal.

14. The ESPC must deal with any appeal under paragraph 12 as quickly as practicable.

15. Where the Recipient decides that the Complaint should be investigated, the Recipient will notify the representative against whom the Complaint is made of the investigation and, unless in exceptional circumstances it is inappropriate to do so, a copy of the Complaint.

16. If the Recipient considers that the Complaint raises an issue or issues which should be investigated by the appropriate police force it should be referred to that police force. It will generally be appropriate to await the outcome of that reference before proceeding under this procedure. However, this does not prevent:

- 16.1. the power of suspension under paragraph 11 being exercised; and
- 16.2. (in exceptional circumstances) action under this procedure continuing.

17. Where the Recipient determines that the Complaint should be investigated, he or she may delegate conduct of the investigation.

18. The conduct of any investigation under this Rule ("the Investigation") will be as is appropriate

having regard to:

- 18.1. the purpose of this procedure;
- 18.2. the nature of the allegation;
- 18.3. the interests of the Complainant, of the representative against whom the Complaint is made and of any other person affected;
- 18.4. the rules of natural justice; and
- 18.5. the resources available.

19. Once the Investigation is complete, the Recipient will decide either:

- 19.1. that the Complaint is not upheld; or
- 19.2. to refer the matter to a hearing by the National Board's Ethics, Standards and Performance Committee ("ESPC").

20. Where the matter is referred for a hearing, the ESPC will:

- 20.1. give the representative against whom the Complaint is made written notice of the hearing; and
- 20.2. as soon as practicable, including sufficient information about the alleged breach of ethics, standards or performance and its possible consequences to enable him or her to prepare. Unless in exceptional circumstances it is inappropriate to do so this will include a copy of any investigation report and all supporting material.

21. A hearing under paragraph 20 should generally take place within 20 working days of the matter being referred to the ESPC.



22. The representative against whom the Complaint is made may be accompanied at the hearing by a Federation member.

23. The ESPC will conduct the hearing as is appropriate having regard to:

- 23.1. the purpose of this procedure;
- 23.2. the nature of the allegation;
- 23.3. the interests of the Complainant, of the representative against whom the Complaint is made and of any other person affected;
- 23.4. the rules of natural justice; and
- 23.5. the resources available.

24. If the ESPC determines that the Complaint is upheld, then it will determine whether one or both of the following should apply:

- 24.1. the representative should be removed from his or her position;
- 24.2. the representative should be unable to stand for election to a Federation position, either permanently or for a defined period of up to 3 years.

25. A representative against whom a Complaint is upheld may appeal:

- 25.1. in the case of a representative other than the National Chair, to the National Chair; and
- 25.2. in the case of the National Chair, to a sub-committee appointed by the National Board to consider the appeal.

26. Any appeal under paragraph 25 must be notified to the relevant person or body within five working days of the representative being informed of the decision which it is sought to appeal.

27. In the event of an appeal under paragraph 25, the person or body to whom the appeal is referred:

- 27.1. shall consider the appeal in such a manner as it considers appropriate; and
- 27.2. may reverse, endorse or vary the decision which is being appealed.

28. The decision of the person or body to whom an appeal is referred shall be final save that a representative who is permanently excluded from standing for election under paragraph 24.2 may seek permission from the ESPC to stand for election 3 years after the date of the decision to exclude and, if permission is not granted, at an interval or intervals of no less than 3 years thereafter.

## **APPENDIX 10**

**Transitional Provisions** \*No longer applies

## **APPENDIX 11**

### **Additional Provisions for Wales**

#### **Election of a Welsh Lead/Arweinydd Cymreig**

1. The National Secretary will arrange for relevant Welsh members to elect a Welsh Lead/Arweinydd Cymreig from amongst their number.
2. The election will take place after the election of the National Board.
3. The “relevant Welsh members” are:
  - (a) the Branch Secretary and the Branch Chair from each of the branches in Region 7;
  - (b) any additional member of the National Council from Region 7; and
  - (c) any National Board member from Region 7.
4. A person becoming the Welsh Lead/Arweinydd Cymreig will become such immediately following his or her election and, subject to paragraph 5, he or she will remain in the position until the last day of the month in which the following the Welsh Lead/Arweinydd Cymreig is appointed.
5. A person elected as the Welsh Lead/Arweinydd Cymreig will cease to be the Welsh Lead/Arweinydd Cymreig if he or she:
  - (a) resigns as such;
  - (b) ceases to be a subscribing member of the Federation;
  - (c) ceases to be a member of a police force in Region 7 or a police cadet in that force; or
  - (d) is removed from his or her position under the Ethics, Standards and Performance Procedure.

#### **Role of the Welsh Lead/Arweinydd Cymreig**

6. Subject to paragraphs 7 and 8, a person elected as the Welsh Lead/Arweinydd Cymreig is required to give his or her full time and attention to that role and on election will give up any other Federation office or role. For the avoidance of

doubt: this will not prevent the Welsh Lead/Arweinydd Cymreig remaining an additional member of his or her Branch Board.

7. If a person elected as the Welsh Lead/Arweinydd Cymreig is appointed to perform part-time service as a police officer, the duty in paragraph 6 to give full time and attention to that national role will apply only to that person's determined hours.
8. A person elected as the Welsh Lead/Arweinydd Cymreig will be an additional member of his or her branch's Branch Board.

**Attendance at Branch and National meetings**

9. The Welsh Lead/Arweinydd Cymreig will be able to attend the following meetings:
  - (a) any meeting of a Branch Board or Branch Council in a branch in Region 7;
  - (b) any meeting of the National Council; and
  - (c) any meeting of the National Boardbut will not be entitled to vote at any such meeting.