



Police Federation of England and Wales – Independent Review – update September 2016

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

If you have any queries on the Independent Review please email gensec@polfed.org

No.	Recommendation	Notes
1	The Federation should adopt immediately a revised core purpose which reflects the Federation’s commitment to act in the public interest, with public accountability, alongside its accountability to its members. This should be incorporated in legislation as soon as practicable.	<p>COMPLETED</p> <p>The Federation adopted a revised core purpose in June 2014 which is:</p> <p>PFEW agrees that in fulfilling its statutory responsibilities for the welfare and efficiency of its members the Federation at all levels will</p> <ul style="list-style-type: none"> • ensure that its members are fully informed and that there is the highest degree of transparency in decision-making and use of resources • maintain exemplary standards of conduct, integrity and professionalism • act in the interests of the members and the public, seeking to build public confidence in the police service and accepting public accountability for its use of public money • work together within the Federation and in partnership with others in the policing world to achieve its goals. <p>The principles of the revised core purpose have been included in the Policing and Crime Bill 2016.</p>
2	A new independent reference group (with between four and six members) should be established to assist the Federation in ensuring accountability to the public interest and monitor progress on such issues as equality and implementation of the Independent Review recommendations.	Work is in ongoing and an update is expected after the next meeting of the Interim National Council at the end of September 2016.
3	A new requirement at national level to publish online an annual public value report alongside a short assessment of progress by the independent reference group. Branch annual reports should also report on the value the branch is bringing to its members and to the public.	<p>COMPLETED</p> <p>Our first national Annual Public Value Report was published online in May 2015 and we will continue to publish one every year. The reports are available on the PFEW website here.</p> <p>Local federations have also been asked to publish how their work has been of benefit and</p>

		value to members and the public in the first quarter of 2016.
4	National guidelines for all expenses, honoraria and hospitality policies should be agreed and local force branches will be required to comply with these – a requirement embedded in regulations. All individual expenses, honoraria, and hospitality received should be declared by and then published online.	COMPLETED Standardised expenses and hospitality policy will be effective as of 1 September 2016, in line with the new Pay Remuneration Review Body (PRRB) report. PRRB report is available here
5	An openness commitment should be signed by all local force branches and the national Federation which will establish the principle that all committee papers and minutes should be available to members unless there is genuine commercial, political, or negotiation sensitivity.	COMPLETED National Chair Steve White and chairs of the national Sub-Committees and local Branch Boards signed the PFEW openness commitment at annual conference in May 2015, confirming that all committee papers and minutes will be made available to members via local Branch Boards and The Hub.
6	All accounts from which the Federation derives income or contributes revenues should be published and be publicly available. This includes Number 2, member services, group insurance trusts, accounts or funds. These should be included in the F45 return (which is the mechanism via which Branch Boards return their accounts to the National Treasurer).	COMPLETED The vast majority of Branch Boards already openly publish their accounts here . National PFEW accounts are available here
7	Guidance to be agreed by local force branches and the national Federation for publication of all committee papers (with a few exceptions) and decisions taken.	COMPLETED Guidance has been agreed and circulated to all local branches.
8	The completion of local and national member databases . Where these are currently incomplete we request that the National Police Chiefs' Council (formerly the Association of Chief Police Officers) and the Home Office agree to the transfer of email addresses to the local Federations and the national Federation. The national database cannot be used to promote commercial services in competition with those provided by the branches.	COMPLETED The National Member Database has now been set up with membership details from 41 of the 43 forces within England and Wales. Plans are in place to ensure the 2 remaining forces also provide the required details in the coming months. This will be done by the end of 2016. Plans are also in place to extend access to the national database to JBBS to enable communication with members at a local level.
9	A Director of Equality and Diversity should be appointed to oversee the Federation's progress on managing equal opportunities as well as liaising with support groups and networks for minority officers and others.	The completion of a business case for this appointment is included in year 1 of the Equality Plan (see below).
10	A rolling three-year equality plan should be prepared with measurable benchmarks for improvement of representation, support and public engagement monitored by an equality Sub-Committee of the National Board. This Sub-Committee should contain members	COMPLETED An Equality Plan has been drafted and is due for final approval at the Interim National Board meeting in April.

	from external minority associations.	
11	New networks of support for 'protected characteristics' and other groups such as young-in-service officers need to be established.	<p>COMPLETED</p> <p>We have created a national working group comprised of the leadership from all existing national police staff associations and groups, and have developed memorandums of understanding which define how each group works collaboratively with us to benefit members.</p> <p>Now established, this work will be ongoing.</p>
12	Equality assessments should be undertaken in each local force and at national level to determine the need for reserve seats for the 'protected characteristics'.	<p>COMPLETED</p> <p>Equality assessments relating to the membership and representatives have now been completed covering the protected characteristics of gender, race, sexual orientation, disability, age, gender reassignment, and religion and belief. The outcome of these assessments will be used to determine the approach to any positive action in the upcoming elections.</p>
13	A new performance and standards agreement will be drafted, consulted upon, and then signed by all representatives. It will comprise expectations of a Federation representative.	This will be implemented at the next triennial elections
14	An ethics, standards and performance process to be established on the lines of that introduced in Scotland.	<p>COMPLETED pending regulations</p> <p>This is now included in the draft Federation Rules document</p>
15	Both the performance and standards agreement and the process should be published on local branch and the national Police Federation websites.	<p>COMPLETED pending regulations</p> <p>The information will be published as soon as the Federation Rules have been approved.</p>
16	The provisions in regulations for equal representation of ranks at local level should be repealed.	<p>COMPLETED pending regulations</p> <p>Recommendations 16 and 17 (as well as 22-28 and 30) relate to changing the structure of the Federation and how the electoral process needs to change to support this.</p> <p>The blueprint for regulatory change was submitted to the Home Office in July 2015 and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway.</p> <p>The Home Office have commenced the drafting of the Police Federation Regulations and are working to initiate a formal consultation process with the Federation in October this year.</p>
17	Regulations should be amended to establish a national framework within which local negotiations on representation levels should	<p>COMPLETED pending regulations</p> <p>Recommendations 16 and 17 (as well as 22-</p>

	take place. The regulations should establish a right of reasonable representation, i.e. the level at which members can receive a good and appropriate level of support. There should be a minimum 20 per cent of the total representation across a force area for sergeants and inspectors. Where a local force Branch and chief officer cannot agree on levels of representation it will be referred to a tripartite independent panel comprising of one Federation nominee, one nominee of the chief officer, and an independent Chair whose decisions shall be final.	28 and 30) relate to changing the structure of the Federation and how the electoral process needs to change to support this. The blueprint for regulatory change was submitted to the Home Office in July 2015 and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway. The Home Office have commenced the drafting of the Police Federation Regulations and are working to initiate a formal consultation process with the Federation in October this year.
18	Increase the profile and capacity of professional staff in HQ with a focus on the research capacity to support branches and influence the pay review body, professional management, member support and training, communications and public policy.	This recommendation (along with recommendation 20) is in progress. As part of this work, a survey for staff at Fed HQ was completed in March 2016 to help inform what we decide to do and provide up-to-date information.
19	Appoint an experienced project director and an implementation team to implement the change programme recommended in the final report.	COMPLETED This recommendation was completed in September 2014 with Accenture being appointed.
20	Create a senior executive team and the additional posts of Director of Finance to oversee the reform and management of the Federation's budgets; Director of Policing Policy with a view to engaging in debates about the future of policing; and a Director of Equality and Diversity. It is likely that Directors of Communications, Research, and Legal would also be part of this team.	COMPLETED The senior executive team is now in place, this is made up of HQ heads of department and principal officers. Plans are in progress to appoint a Director of Finance.
21	Unify the staffing of Head Office under the General Secretary, as de facto Chief Executive. Create job descriptions for the General Secretary and other post-holders that recognise the need of the Federation to be credible, authoritative, expert and professional. Individuals will be assessed in relation to the degree to which their skills match this job description and appraised on that basis also.	COMPLETED Job descriptions for national and local federation roles have been created and can be found on The Hub.
22	Rank committees at local and national level should be removed from the governance and decision-making structure of the Federation.	COMPLETED pending regulations The blueprint for regulatory change was submitted to the Home Office in July 2015, and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway.
23	A new Branch Council of workplace representatives in each local force area and a Branch Board should be established as the main body governing Federation Branch	COMPLETED pending regulations Recommendations 22-28 and 30 relate to changing the structure of the Federation and

	<p>affairs. These will be conducted on the basis of the principles and process outlined in the final report.</p>	<p>how the electoral process needs to change to support this.</p> <p>The blueprint for regulatory change was submitted to the Home Office in July 2015, and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway.</p> <p>The Home Office have commenced the drafting of the Police Federation Regulations and are working to initiate a formal consultation process with the Federation in October this year.</p>
24	<p>The current 10 –10 –10 default membership of Branch Boards should be abolished and replaced with a new 50 –20 rule at local level: no rank can have more than 49 per cent of the membership of a Branch Board and no rank can have less than 20 per cent. 'Protected characteristics' should be safeguarded in accordance with local independent equality assessments. Branch Boards will be considerably smaller than is currently the case in accordance with the numbers related to force size outlined in the final report.</p>	<p>COMPLETED pending regulations</p> <p>Recommendations 22-28 and 30 relate to changing the structure of the Federation and how the electoral process needs to change to support this.</p> <p>The National Electoral Arrangements (NEA) that sets out the approach to safeguarding seats for minority groups at the local level is due for discussion at the Interim National Council meeting in September 2016. A finalised copy of this document should be available to all as soon as possible, before the next triennial elections.</p>
25	<p>The Branch Chair should be elected by all members and the Secretary should be selected by the Branch Board. They should be from different ranks.</p>	<p>COMPLETED pending regulations</p> <p>Recommendations 22-28 and 30 relate to changing the structure of the Federation and how the electoral process needs to change to support this.</p> <p>The blueprint for regulatory change was submitted to the Home Office in July 2015, and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway.</p> <p>The Home Office have commenced the drafting of the Police Federation Regulations and are working to initiate a formal consultation process with the Federation in October this year.</p>
26	<p>The Branch Chairs and Secretaries meeting should be established as a new National Council with formal powers. This will be the main national forum representing local force branches. It will be a co-decision maker with the National Board on major strategic decisions, national budgets, a consultee on subscription rates and negotiation strategy, and will have a formal role in selecting</p>	<p>COMPLETED pending regulations</p> <p>Recommendations 22-28 and 30 relate to changing the structure of the Federation and how the electoral process needs to change to support this.</p> <p>The blueprint for regulatory change was submitted to the Home Office in July 2015,</p>

	nominees for General Secretary.	<p>and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway.</p> <p>The Home Office have commenced the drafting of the Police Federation Regulations and are working to initiate a formal consultation process with the Federation in October this year.</p>
27	A new National Board should replace the Joint Central Committee. This will be a slimmed down body both in terms of numbers and the amount of time that representatives will devote to national level business. It will still have regional representation, some rank representation and better representation of 'protected characteristics'. Its role will be to safeguard the organisation, make day-to-day decisions as required, formulate strategic direction, monitor the budget, oversee communications, oversee national elections and ensure that the standards and performance process is in place and effective.	<p>COMPLETED pending regulations</p> <p>Recommendations 22-28 and 30 relate to changing the structure of the Federation and how the electoral process needs to change to support this.</p> <p>The blueprint for regulatory change was submitted to the Home Office in July 2015, and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway.</p> <p>The Home Office have commenced the drafting of the Police Federation Regulations and are working to initiate a formal consultation process with the Federation in October this year.</p>
28	A new professional means of selecting the General Secretary . The Chair will be elected by the membership.	<p>COMPLETED pending regulations</p> <p>Recommendations 22-28 and 30 relate to changing the structure of the Federation and how the electoral process needs to change to support this.</p> <p>The blueprint for regulatory change was submitted to the Home Office in July 2015, and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway.</p>
29	National conference should be slimmed down in terms of time and numbers.	<p>COMPLETED pending regulations</p> <p>Beginning 2017 Conference will be reduced to 2 days (from 3 days) and the number of delegates will also be reduced to 497</p> <p>These changes will need to be embedded in the Regulations.</p>
30	There should be limits on tenure for all post-holders of two terms of three years with potentially two terms of five years for the General Secretary.	<p>Recommendations 22-28 and 30 relate to changing the structure of the Federation and how the electoral process needs to change to support this.</p>

		The blueprint for regulatory change was submitted to the Home Office in July 2015, and the underpinning Federation Rules are currently in development. These recommendations will be completed once the new regulations are in place and the next triennial elections are underway.
31	All accounts including Number 2, group insurance and member services accounts, funds and trusts to be published. A general financial transparency clause is needed in regulations including a requirement to publish and report all income that derives from and funds Federation activity.	COMPLETED The vast majority of Branch Boards already openly publish their accounts here . National PFEW accounts are available here
32	The market for members' service and group insurance products should be reviewed and collective provision between a number of Branches, potentially facilitated and negotiated by the national Federation, to gain from possible economies of scale, should be explored. The National Board will not seek to replace Branch commercial relationships other than by joint agreement with the branches affected.	This has been identified as a key requirement for the Finance Director to deliver. The procurement process for the appointment of a Finance Director is currently in progress.
33	A new fund should be created from some of the surpluses and reserves of the current rank committees to support smaller branches in deficit .	This has been identified as a key requirement for the Finance Director to deliver. The procurement process for the appointment of a Finance Director is currently in progress.
34	All resources to be routed via the centre and distributed to branches on the basis of agreement in the National Council. This step will be agreed to within three years once the National Council and National Board have found a constructive way of working.	A new project to design a centralised budgeting and procurement process across the 43 branches has been initiated with a view to have the final solution agreed with the Interim National Council in January 2017. The project working group has been set up with regional representation across the 43 Federation branches.
35	The new National Board to commission in 2017 a review of the options for Leatherhead after 2019.	In alignment with the timescales of the Independent Review, this recommendation will be implemented post 2016.
36	There should be a 25 per cent reduction in subscription levels for one year in 2015 financed by the reserves of the rank central committees. An extension of this one-off reduction should be reviewed for subsequent years on the basis of existing reserves, reserves in unpublished accounts and an estate strategy once the reform package is complete.	At the January 2016 Interim National Council meeting, they voted (with a 73% majority) that it would not be realistic or feasible to give a direct refund in this way at that moment in time. Membership subs have been frozen for the past three years which is a significant financial benefit to members in real terms and returning any further money to members is dependent on centralising our finances which is in progress.