



Operation Peridot:
**One Federation –
Putting Members First**

Ymgyrch Peridot:
Un Ffederasiwn – Rhoi Aelodau'n Gyntaf



CONTENTS

01

Introduction

02

What You Told Us / Our Focus

03

Members

04

Reps

05

Stakeholders

06

Our Approach

07

Our Plan

INTRODUCTION



Dear Member,

When I stepped into this role, I made a commitment: to rebuild trust, reset the Federation, and refocus our efforts where they matter most – on you, our members.

We know there have been times when we could have done better. You've told us this, and we are listening to you. This feedback has shaped everything we're now doing, and we will continue to listen to you. You can read more about what you told us on the next page.

Over the past two years, we've settled all group litigation, stabilised the Federation's finances, and laid the foundations for change. Not change for change's sake – but meaningful, lasting transformation built around your needs, your expectations, and the realities you face every day.

Operation Peridot is our roadmap. This document sets out what it contains, and what comes next.

We're reshaping how we support you – strengthening representation, investing in our reps, and speaking with a national voice that has real weight in the rooms that matter. We're building a culture that's inclusive, transparent, and sustainable. And we're doing it with urgency, clarity, and conviction.

Some of these reforms will take time. Some need legislation. But within 12 months, you will see and feel the difference. Because this isn't about ticking boxes. It's about rebuilding a Federation that serves you – properly, professionally, and proudly.

The Federation you see today is not the Federation of two years ago – and it won't be the Federation of two years from now. We've stabilised, we've started to rebuild, and now we're resetting for the long term such as by investing in training for our reps. We are more focused, more united, and more determined than ever to deliver for you.

**The journey has just started.
The best is yet to come.**

A handwritten signature in black ink, appearing to read 'Mukund Krishna', followed by a period.

Mukund Krishna
CEO

WHAT YOU TOLD US

Over the past two years, we have listened to you, our members, through independent focus groups and the independent review, to understand what you want from us.

You told us you want us to:



Be the true voice of policing.

Negotiate the best terms and conditions.

Professionalise the way we work: stop looking after ourselves and focus on members instead.

Improve our standards of delivery: how we conduct ourselves as Fed reps and how we support the member.

Be clear about where the money is going.

OUR FOCUS

One Federation – Putting Members First

Means 43 branches and the national Federation moving in the same direction, with one clear purpose: to back you. It's about listening to you, standing up for fair pay, conditions and wellbeing, and making sure your voice shapes policing.

We are building a Federation that delivers for you so that you are able to deliver for the public.

You will see our focus in the way that we engage with you, and how we talk about the issues that are most important to you.



*One clear purpose:
to back you*

MEMBERS

What you can expect from us.

Over the next few years, we'll reshape the way we support you.

Over the next five years, we'll change how we support you.

Later this year we will be launching our core purpose, based on your feedback. We will also be launching our approach for the upcoming Victim & Witness Support Programme, a dedicated service to those stepping forward as a victim or witness.

In 2026 we will be implementing an expanded training programme for Reps, so that you get the right help when you need it.

We're making our national voice louder so the public and politicians hear the truth about your job and your challenges.

Our Communications and Research & Policy teams are being reorganised to maximise our campaigning ability. This includes how we identify local issues which require a co-ordinated national

response, and how we gain improved insights to support both National and Local initiatives.

Some of these changes need new laws. Some will take time. But within 12 months, you'll notice the difference.

What won't change: During this transformation programme we are committed to ring-fencing the claims budget. In the last triennial alone, we secured £150m in awards to members.



REPS

What you can expect from us.

We accept that in the past the views and insights of our reps have been overlooked. Going forward, we will recognise the essential role you fulfil for our members. We're filling rep vacancies, upskilling reps, and investing in training – so no one carries the load alone. You'll get more support and guidance from branch leaders and clearer direction from the centre.

We're fixing the systems that should help you – not hold you back – standardising processes and services and shifting admin off branches so you can focus on the reason you became a rep: helping members.

And as this transformation takes root, our aim is simple: to rebuild trust, unify our efforts, and reclaim our mandate to be the strong, credible voice in policing our members need and deserve.

Nobody should be left carrying the weight alone.



*We're moving
beyond pointing
out problems –
to offering real
solutions.*

*A stronger
Federation
benefits
everyone.*

STAKEHOLDERS

Police Chiefs, the Home Office, and the public

Having a strong Federation, which can clearly articulate the needs of our 145,000+ police officer members is in everybody's interest.

We are changing the way we are working, from focusing only on our members' terms and conditions, highlighting problems without solutions, to a completely renewed approach – campaigning on the issues that matter to our members and the public.

We will highlight what needs fixing, through evidence-based, clear analysis and reasoning and provide practical solutions based on our unparalleled access to police officers nationally, helping you to understand the people behind the uniforms.

Whether it's shining a light on the working conditions on the ground, or the financial hardships causing our officer members to take second jobs through our

campaigns, such as **#Copped Enough**, we will let you know how policing needs to be better.

But for you to take on board our views, we know that we also have to earn your trust.

That's why we are looking at every aspect of our organisation, from our finances and financial reporting, to our governance and decision-making structures; professionalising and making fit-for-purpose all aspects of the way we run.

Over the course of the transformation, you will see a renewed Federation, free from bias, parochialism and self-interest, robustly representing our members and playing our role in building a better police service to improve public trust and confidence in our police officers.

OUR APPROACH

We're serious about change. Over the last few months, we've set four clear priorities →

Advocacy



1. Refocus

Bring our campaigning together, improve services, and make your voice louder.

Our People



2. Values in Action

Live the values we talk about, so you see them in how we behave.



3. Equality, Diversity and Inclusion

Fairness and representation throughout the Federation.



4. Equip

Train and support everyone properly so the Federation works better for you.

Corporate Governance



5. Roles, Structure and Decision-making

Strengthen governance, define roles, and formalise procedures.



6. Electoral Arrangements

Review electoral structure for effective representation.

Resilience



7. Financial Resilience

Ensure our finances are more transparent and consistent.



8. Organisational Resilience

Build skills and agility to manage change and complexity.

OUR PLAN

Here's what's coming →



