

## **An update to members on the Police Federation of England and Wales Transformation Programme**

The Police Federation has been through one of the most challenging periods in its history. Major litigation, governance failures identified by Baroness Boustead's independent review, and requirements arising from the Employment Tribunal judgment of 2023 demanded a serious, sustained response. That response is now well underway, and the National Board expects to formally approve the full transformation programme in the next four to six weeks, marking a significant step from planning to delivery. Much has already been achieved, but there is a lot more to do, and we are moving ahead with a renewed sense of unity and purpose.

### **Why the transformation programme is necessary**

Three separate processes have driven development of the transformation programme.

- The Independent Review Part 1 (looking back) examined what went wrong in the period that led to the pensions litigation and related proceedings. It found systemic weaknesses: blurred lines of accountability, insufficient transparency, governance structures that had not kept pace with the demands on the organisation, and a culture in which poor behaviour had at times gone unchallenged.
- The Independent Review Part 2 (looking forward) set out recommendations for how the Federation should be structured and led in the future, covering everything from the composition of the National Board to communications, advocacy and member services.
- The Employment Tribunal judgment of 2023 added specific requirements with which the Federation was required to comply. All of those requirements have been addressed.

In addition, the Federation has identified a number of its own initiatives to improve its service to members, which have been integrated into the transformation programme.

### **Governance reform**

The Independent Review called for fundamental changes to how the Federation governs itself. Significant work is underway, including on a submission setting out those changes which require co-operation with the Home Office through secondary legislation or a Statutory Instrument.

### ***Board size and composition***

The Independent Review recommended that the National Board be reduced in size to a leaner, more effective body. We are now designing those changes as part of a wider review of the Board's composition, roles and decision-making. Implementation will be timed to align with the Federation's next elections, due by the end of 2027. The transformation of the Federation's structure should properly reflect wider changes to policing, including the significant structural reforms to forces envisaged in the government's Police Reform White Paper, such as the proposed reduction in the number of forces in England and Wales. The Federation's representative arrangements will need to be fit for the new landscape.

### ***Tenure limits***

National Board and National Council roles should not be treated as jobs for life. The Independent Review was clear that tenure limits are necessary to ensure these roles remain a time-limited contribution and to prevent stagnation. The people who run the Federation need to understand how policing has changed – not be years distant from the last time they put on a uniform or did a shift. The Federation supports tenure limits and is designing a model that works in practice alongside established election arrangements. This will form part of the legislative submission.

### ***Independent Non-Executive Directors***

At its most recent meeting, the Board approved the appointment of Independent Non-Executive Directors, marking a significant step forward in strengthening governance and oversight. Job descriptions have been developed, and work is progressing at pace to bring this independent expertise onto the Board. The Federation will continue to be led and directed by those who hold a Warrant Card. However, an organisation of this size, complexity and importance also requires additional experience in areas such as finance, governance and organisational leadership. Independent Non-Executive Directors will provide robust, independent challenge at the highest level, ensuring decisions are properly tested and that accountability is strengthened, always with members' interests at the centre.

Interim arrangements will be put in place ahead of the statutory changes required for these roles to become full voting positions. This ensures the benefits of independent oversight are realised immediately, while the necessary formal Rules changes are progressed. This marks a clear shift in how the Federation operates: important decisions will be subject to greater scrutiny, with challenge and rigour embedded at the very top of the organisation. This is about giving members' representatives on the National Board better tools to hold the organisation accountable, not taking power away from anyone.

### ***Remuneration and Nominations Committees***

Following Board approval, a Remuneration Committee is being established to introduce a principled and transparent framework for setting the remuneration of the CEO and other senior executives plus Additional Responsibility Payments for elected officials. We will pay people what they are worth and what they deserve, and we will do it in an open and transparent way, fully respecting our members whose subscriptions fund Federation salaries. Terms of Reference are in final draft. The Committee will operate with qualified external benchmarking support, and its work will be reported to the National Council with overall remuneration levels disclosed in the Annual Report and Accounts.

Likewise, a Nominations Committee is being created to oversee fair and transparent appointments, including future CEO appointments. Informal processes will be replaced with a structured approach that involves external advertising and formal assessment. Again, we will be fully transparent and accountable.

### ***Board minutes and transparency***

Board minutes are now shorter, clearer, and structured around outcomes rather than lengthy discussion records. Anyone can now find out what the Board has decided and why.

### **Culture, equality and people**

Cultural change cannot be ordered or legislated into existence. It has to be built over time, through consistent leadership and clear expectations. That is why the transformation programme includes a new set of shared values and behaviours for the Federation. Several new initiatives will be introduced to support our ambition.

### ***Training and welfare support for reps***

We know our reps need better support and we are urgently working on ways to deliver this. We are putting in place a Representative Development Model that sets clear standards and development pathways for reps at every level.

Serving as a Federation representative is demanding, often pressured work. Representatives carry the weight of supporting members through some of the most difficult moments of their careers, frequently alongside their own operational duties. The Federation is therefore expanding dedicated welfare support for reps, recognising that those who look after members must be properly looked after themselves.

### ***Representing all our members***



The Federation belongs to all its members, not just a particular sort of member. An Equality, Diversity and Inclusion framework is being embedded across the organisation. Data on the protected characteristics of PFEW members is now being collected and published on a regular basis, with the first report issued to members and available on the PFEW website.

### **Improving member services**

Alongside the work driven by the reviews and tribunal, the Federation has been developing a number of initiatives that reflect its own assessment of where it can do better for members. These are being implemented as part of the overall transformation programme.

### ***Victims and Witness Support Programme***

The Federation has the greatest stake in the reputation of policing. That means being the organisation most committed to confronting those who undermine it.

Officers who are victims of misconduct by colleagues or witness it must be able to come forward without fear; confident they will be supported when they do. Our Victim and Witness Support Programme is designed to provide exactly that: structured support for those who report concerns, a direct challenge to cultures of silence, and a clear reinforcement of the professional standards the service depends on.

This is not an abstract principle – it reflects the clear view of our members. Research published in November 2025 found widespread concern about the treatment of those who speak up. Just 12% of members believe officers who report misconduct or act as witnesses are well supported. Four in five said the level of support available directly affects whether members feel able to come forward. And 86% said they would want Federation support if they were ever involved in a misconduct case. This is a mandate for action.

As our National Chair, Tiff Lynch, has said publicly, the officers who most want to see bad officers removed are the good officers who serve alongside them. They are tired of the service they commit their lives to being undermined by individuals who should never have become officers, or who abuse their position to mistreat colleagues.

### ***Independent reporting service***

We are introducing a dedicated, independent service giving members a confidential route to raise concerns about the Federation itself. Where something is going wrong, members should have somewhere to go. This independent service provides the assurance that concerns will be taken seriously and handled without fear of



consequence, reflecting the Federation's broader commitment to accountability. We must hold ourselves to the same standards we ask of others.

### **Ensuring our members' voice is heard**

#### ***The Real State of Policing report***

Each year, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services publishes its assessment of policing in England and Wales. The Federation intends to publish its own Real State of Policing report: an evidence-based account of conditions on the front line, drawn from the direct experience of the officers who deliver policing every day.

This report will be launched at our Annual Conference later this year and will provide the Federation's advocacy with a credible, data-driven foundation. When we make the case to government or policing leaders, we should do so with evidence, not just assertion.

This report will tap into the vast stores of wisdom, experience and insight that our members possess about how policing can be made better and the public better served. It will set out not just what is wrong with the current system but also our members' views on how it can be fixed. For too long, the federated ranks have been told to shut up and listen to experts who have never worn a police uniform explain policing to them. We want you to have your say and for your say to be heard.

#### ***Advocacy and communications***

The Independent Review was direct about the need to overhaul how the Federation communicates and campaigns. We are strengthening the Federation's communications function, sharpening our external voice, and giving branches better tools for campaigning on behalf of their members. The Federation's policy and research capability is also being strengthened, so that engagement with government and other stakeholders is evidence-led and grounded in operational reality.

### **Financial resilience and a single operating model**

Following a recommendation of the Independent Review, the Federation is working towards a unified finance and operating model: one set of accounts, one audit trail, one governance framework across headquarters and branches. This is a significant undertaking but essential to the Federation's long-term credibility and resilience. Annual independent assurance will provide ongoing confidence that the organisation is managing its resources responsibly and transparently.

## **Implementation**

Transformation of this kind – genuine and durable reform that commands the support of the organisation – is a considerable undertaking. In total, 41% of the recommendations and tribunal orders are now complete within 12 months as far as possible within the current regulations, with a further 47% currently in progress and the remaining 12% under review. The National Board is due to meet later this month to review the outstanding elements of the transformation plan. A number of the most important changes require legislative changes, which the Federation cannot deliver unilaterally. We are actively working with government to progress the regulatory changes needed to unlock the full scope of the programme. While transformation cannot be delivered overnight, we know the need for change is urgent and we are determined to press ahead with all deliberate speed.

Tiff Lynch, National Chair, Police Federation of England and Wales said:

*“The Police Federation recognises the urgent need for change, as our members deserve a body that is set up to represent them effectively. We have been through a period of turmoil, but the Federation is now moving forward with a clear and agreed transformation programme.*

*Some of the most important changes will take time, and some require the cooperation of government to unlock the legislative reform we need. But the direction is set. The National Board is committed to the plan, and we are accountable for delivering it.*

*A transformed Federation will better represent and support police officers: to give them the protection, respect and voice they need to serve the public with confidence. We will continue to be open about our progress, and we will not shy away from the scale of what still needs to be done.”*

For further information on the Independent Review and its recommendations, visit

[www.polfed.org/resources/independent-review](http://www.polfed.org/resources/independent-review).