



A stronger Federation. A stronger voice for members.

The Police Federation of England and Wales Transformation Programme

 **POLICE**
Federation

WHAT STAYS THE SAME

1

BRANCHES REMAIN PRIMARY CONTACT

2

BRANCH RESERVES REMAIN BRANCH ASSETS

3

MEMBERS CONTINUE TO ELECT REPRESENTATIVES

4

NATIONAL COUNCIL REMAINS VOICE FOR MEMBERS & BRANCHES

5

PFEW REMAINS A MEMBER LED ORGANISATION

6

REGIONAL ORGANISERS SUPPORT BRANCHES, NOT MANAGE THEM

7

NATIONAL COUNCIL SCRUTINY AND ACCOUNTABILITY ROLE

One Federation Clear Roles, Better Decisions.

145k+

MEMBERS

- RECEIVE FEDERATION SUPPORT
- ELECT REPRESENTATIVES
- VOICE ISSUES & CONCERNS

43

BRANCHES

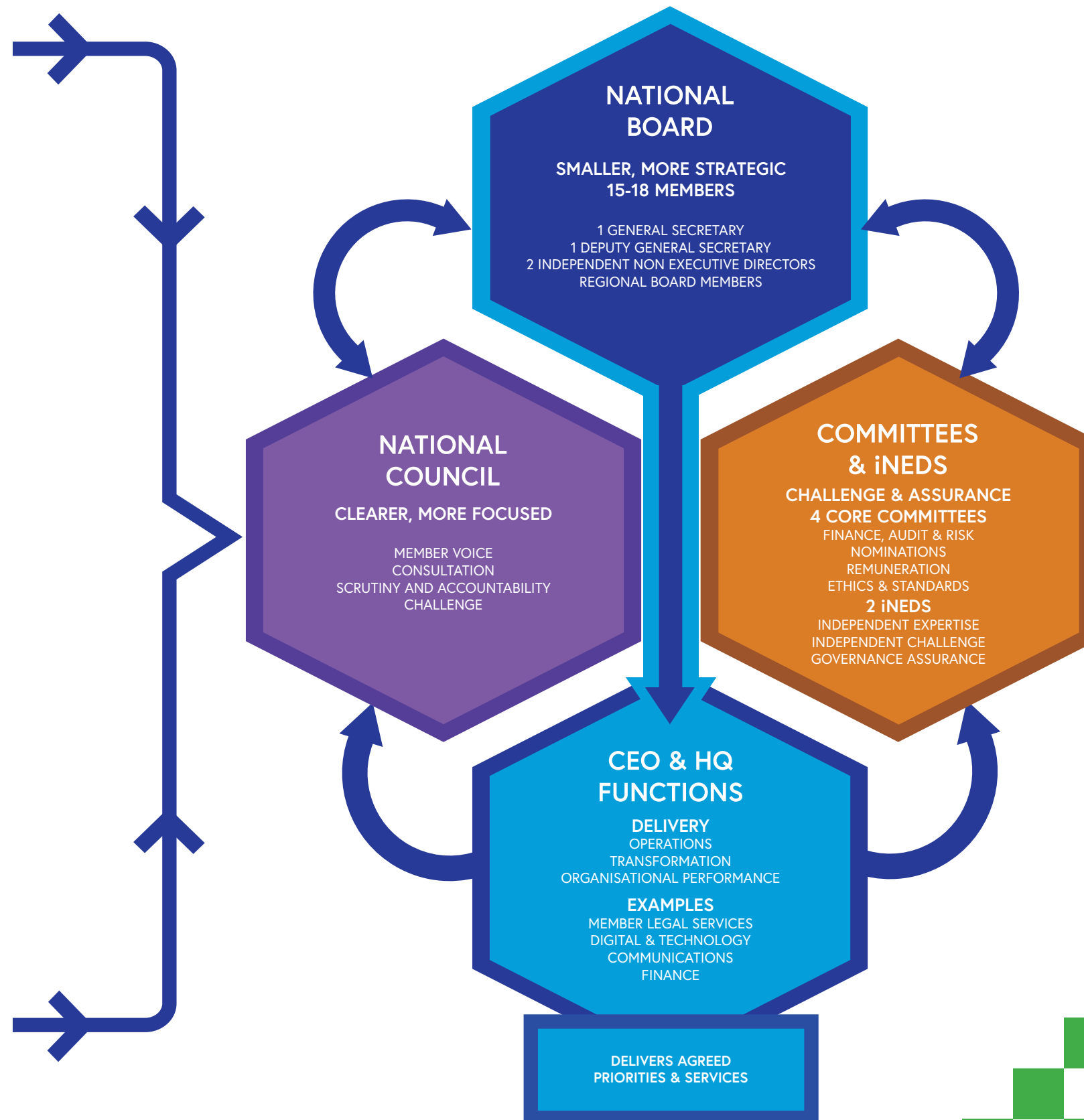
- LOCAL REPRESENTATION
- MEMBER SUPPORT
- EMPLOYER RELATIONSHIPS
- FINANCIAL AUTONOMY AND RESERVES

8

REGIONS

- REGIONAL BOARD MEMBERS
- STRATEGIC REGIONAL VOICE
 - NATIONAL GOVERNANCE

- ELECTED REGIONAL ORGANISERS
- BRANCH SUPPORT
 - DEVELOPMENT
 - COORDINATION
 - CONSISTENCY



MEMBERS WILL NOTICE

1

CLEARER LEADERSHIP

2

BETTER DECISIONS

3

STRONGER CHALLENGE

4

MORE CONSISTENT SUPPORT

5

GREATER ACCOUNTABILITY

6

A STRONGER VOICE FOR MEMBERS



Introduction

The Police Federation of England and Wales exists to represent police officers and to fight for the best possible future for policing. To do that effectively, we have to be an organisation that our members can trust, that policing can rely on and that is capable of meeting the challenges ahead.

We know we have not always been that organisation.

Whilst we have got many things right for our members, we absolutely also recognise we have made some serious mistakes and got important things wrong.

Putting things right cannot simply mean fixing individual problems and carrying on as before. It means that, fundamentally, the Federation itself has to change. Police officers need and deserve a Federation with strong and clear leadership. One that is properly accountable. One that makes better decisions, listens to its members, supports its branches and has the capability to campaign and represent officers with authority, determination and impact.

This is not simply about structures, titles or organisational charts, but those things matter because they create the foundations for something much more important: a stronger Federation that delivers better for its members.

We know why we had to change. We know what our members need from us.

We have learned the lessons and are determined to put things right. And we are changing the Federation to make sure it is fit to fight for police officers now and in the future. Because that fight has never been more needed nor more urgent.

Brian Booth
Acting National Chair

Melanie Warnes
Acting National Secretary

A Federation that puts members first

Branches are the part of the Federation closest to members and policing.

They feel, hear and understand the issues officers are facing every day. The new Federation should be more connected to Branches, more responsive to their experience and better at turning member concerns into national action.

What this means

Branches remain central

Branches continue to represent members locally and maintain their relationships with members, forces and local employers and Branch reserves remain Branch assets.

A stronger National Council

National Council becomes the principal route for Branch and member voice into national decision making.

Council will:

- test national strategy against members' experience;
- scrutinise national leadership;

- make recommendations;
- provide member views on major proposals;
- raise strategic issues from Branches;
- contribute to working groups and evidence gathering.

A better link between national and local
The Federation needs to become better at listening to what is happening on the ground and acting on it. Member experience should not stop at the Branch office; it should inform national policy, campaigns, negotiations and decisions. With that comes a responsibility for Branches and National Council to be more active in ensuring that member voice and views are sought, evidenced and acted on.

Better support for Branches and representatives

The Federation will realign its resources so that Branches and representatives receive more consistent practical support, development and access to expertise.

Better member services

This should mean:

- easier access to the help members need;
- more consistent service across Branches;
- better information and communication;
- stronger specialist expertise;
- a clearer understanding of what the Federation is doing for members.

Why it matters

A national Federation is only as strong as its connection with the officers it represents.



A Federation that is accountable and effective

Members should know who is responsible for leading the Federation, who makes decisions and who is accountable when things go wrong.

The new model creates clearer separation between representation, governance, professional delivery, scrutiny and independent assurance.

What this means

A directly elected General Secretary
The General Secretary becomes the clear national elected leader of the Federation. They lead national representation, negotiations on pay and conditions, advocacy and external engagement. They are also accountable for elected leadership. A Deputy General Secretary elected by National Council from eligible elected Board members will support this work.

A focused National Board

The National Board becomes smaller and more strategic, reducing from 24 members to around 15 members which will include two independent non-executive directors. The Board's job is to set strategy, approve budgets, oversee risk, govern major change and hold the organisation to account. It should spend less time on day-to-day

operations and more time making the decisions that matter.

An accountable professional staff led by a Chief Executive

The Chief Executive leads staff, operations and delivery within the strategy, budget and authority agreed by the Board.

The Board governs. The General Secretary leads elected representation. The CEO delivers. National Council represents member voice with specific scrutiny and approval powers.

Stronger independent challenge

Two independent non-executive directors and specialist committees covering remuneration, nominations, finance, audit and risk, and ethics and standards will provide additional expertise and challenge in core areas. They would provide specialist assurance scrutiny, advice and recommendations.

Why it matters

The Federation needs to make good decisions and have the checks and balances to make sure difficult decisions are properly tested.





WHAT IS CHANGING

A Federation that is stronger, better supported and fit for the future

Policing is changing rapidly and the Federation needs to change with. We need the skills, systems, culture and organisational capability to represent officers effectively not just today, but for the years ahead.

What this means

Stronger representative capability
Branches and representatives need the tools, support, training and expertise to represent members effectively.

The aim is greater consistency while retaining strong local representation.

Practical regional support

The Federation will realign its resources to provide more effective support to Branches through regional structures to:

- share good practice;
- build capability;
- improve consistency;
- help Branches access the support they need;

- strengthen member services.
- Regional support is there to support Branches, not manage them.

A stronger campaigning and negotiating organisation.

The Federation needs the capability to campaign with authority, communicate effectively and make the case for police officers to government, Parliament, the media and the public.

That means better coordination between member experience, evidence, policy, communications, campaigning and negotiation. A stronger organisational culture
Changing structures alone is not enough. The Federation also needs a culture based on:

- accountability;
- openness;
- challenge;
- professionalism;
- collaboration;
- learning from mistakes;
- putting members first.

Transformation is not about removing the local Federation. Branches remain central and will continue to:

- represent members locally;
- maintain relationships with members and forces;
- provide local leadership;
- make local decisions within the Federation's overall framework;
- retain their Branch reserves.

Why it matters

The Federation cannot fight effectively for police officers if it is distracted by internal weaknesses.



We need an organisation that is fit to fight for its members.



WHAT MEMBERS SHOULD NOTICE

OUTCOME	WHAT SUCCESS SHOULD FEEL LIKE
Clearer	Members can see who leads, who decides and who is accountable.
Stronger	The Federation makes better decisions and advocates more effectively.
More connected	Member and Branch experience shapes national decisions.
Better supported	Branches and representatives have more consistent capability and support.
More accountable	Money, decisions, standards and performance face proper scrutiny.
More responsive	The organisation can adapt as policing and the membership change.

The Member Test

Ultimately, the transformation should be judged by 5 simple questions:

- Are the members being put first?
- Do I trust the Federation?
- Do I understand what my Federation does to support me?
- Do I have confidence in its leadership?
- Is the Federation better at fighting for me?

Police Federation of England and Wales
Federation House
Highbury Drive
Leatherhead
Surrey
KT22 7UY
01372 352000