

STRATEGIC PLAN **2016-21**





FOREWORD



The Police Federation of Australia is a federally registered trade union which represents over 60,000 sworn police officers throughout the nation. It speaks to the Federal Government on behalf of members across the country, and is recognized as the national voice of police.

Every Australian police officer who belongs to his or her state, territory or federal police union is, by virtue of that membership, a member of the PFA.

Australia's eight police union presidents make up the executive

board of the PFA but remain the heads of their respective unions.

A team of appointed staff, led by a chief executive officer, runs the PFA's Canberra office and implements policy at the direction of the board.

The board made the decision to implement a plan for realizing the PFA's goals and objectives, as well as how to meet challenges and avoid potential risks.

This document acts as the road map for that plan, and will assist the federation's office bearers and staff to

ensure the PFA remains a strong, goal-oriented organization focussed on the best possible outcomes for Australian police officers.

Mark Carroll
President



THE VISION

With future success, the Police Federation of Australia will complement and enhance the role of state, territory and federal police unions through:

1

Influence and power at the national level.

2

The delivery of enhanced benefits and conditions to its members.

3

Financial strength in conjunction with best-practice governance.

4

Broad respect as a professional body which serves as the national voice of policing.

5

A collaborative approach by a highly skilled, professional team.



VISION ONE

Influence and power at the national level

Strategy 1:

Increase engagement with federal and state politicians and candidates.

Goal	Develop positive relationships with politicians to champion our issues.
Task 1	Maintain and develop our relationship with the Parliamentary Friends of Police Group.
Task 2	Support and attend appropriate networking and special events.
Task 3	Lobby members of parliament and candidates on priority issues.

VISION ONE

Influence and power at the national level (continued)

Strategy 2:

Influence government policy.

Goal	Establish the PFA position on key issues for the next federal election.
Task 1	Author a structured campaign plan.
Task 2	Produce position papers in support of the plan.
Task 3	Consider the integration of relevant AFPA issues within the PFA campaign plan.
Task 4	Extend invitations to keynote speakers at PFA meetings.

VISION ONE

Influence and power at the national level (continued)

Strategy 3:

Develop a coordinated media policy.

Goal	Ensure that the PFA articulates its position on key national police issues.
Task 1	Develop a media policy.
Task 2	Develop an issues-based matrix that ensures a consistent message.
Task 3	Utilize relevant branch resources.
Task 4	Develop a media training package.

VISION ONE

Influence and power at the national level (continued)

Strategy 4:

Identify and provide commentary on priority community and police issues.

Goal	Project and position the PFA as an independent expert on national policing issues.
Task 1	Continue to identify priority policing issues through the executive process.
Task 2	To conduct and co-ordinate research on national police issues.
Task 3	Deliver PFA presentations at relevant conferences, forums and summits.

VISION ONE

Influence and power at the national level (continued)

Strategy 5:

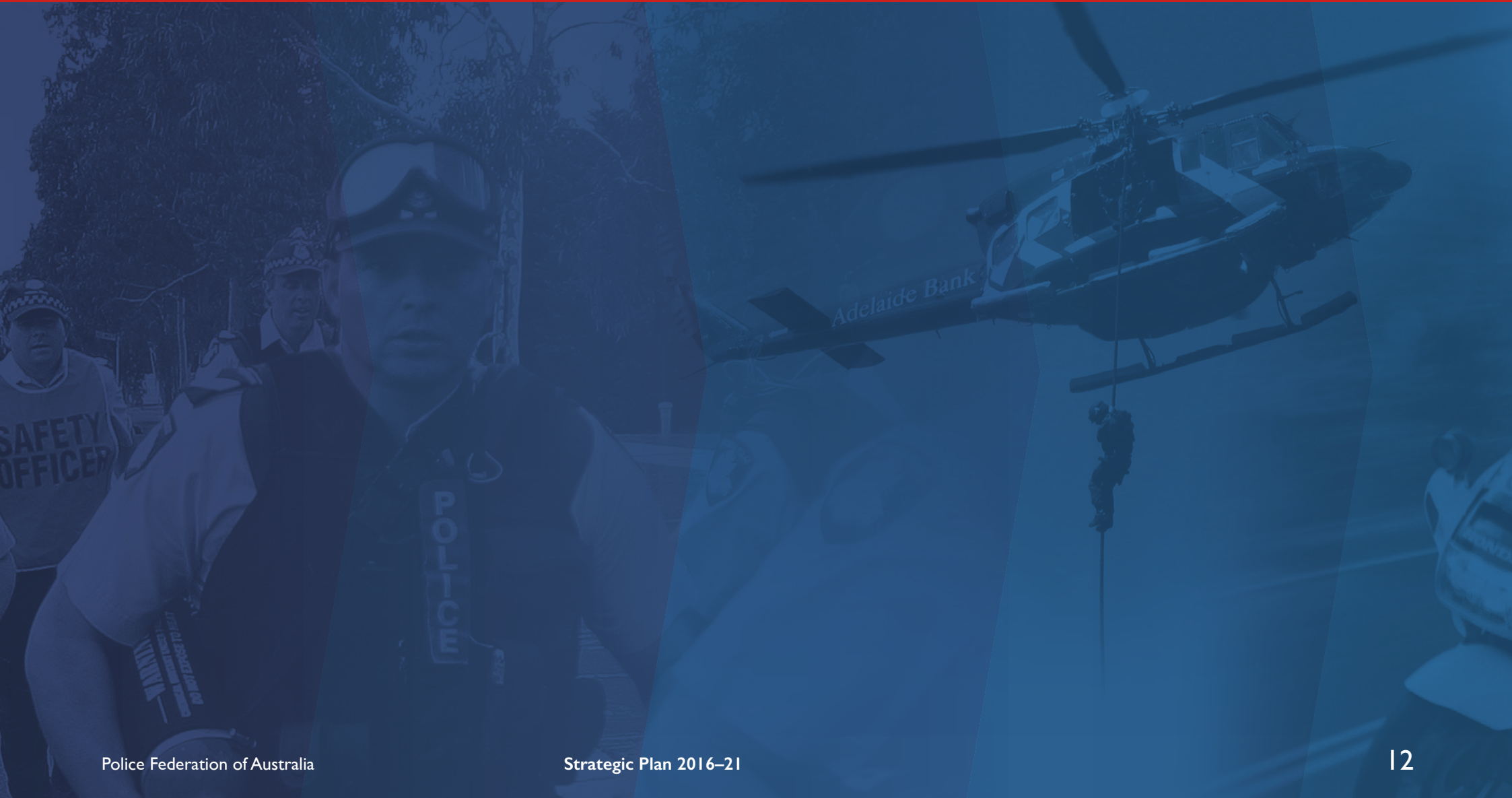
PFA to make submissions to parliamentary committees and other inquiries on relevant issues.

Goal	Influence the passage of legislation on police matters.
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Task 1	Actively lobby ministers and parliamentarians to conduct enquiries into the identified priority issues.
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Task 2	Provide regular PFA media commentary on national policing issues.
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Task 3	Engage relevant subject-matter experts to assist when required.
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VISION TWO

The delivery of enhanced membership benefits and conditions

Strategy 1:

Use the PFA participation rate to expand the range of member benefits.

Goal	Improve member benefits.
Task 1	Identify current branch benefits that could be expanded nationally.
Task 2	Develop national member benefits.
Task 3	Maintain and develop the PFA website for best communication with members.
Task 4	Use the website to obtain member feedback on the benefits and services provided.

VISION TWO

The delivery of enhanced membership benefits and conditions (continued)

Strategy 2:

Develop police-specific superannuation arrangements.

Goal	Enhance superannuation retirement benefits for police.
Task 1	Engage subject-matter experts to prepare and document options for enhanced superannuation benefits and related taxation arrangements.
Task 2	Prepare detailed submissions to government to promote the proposals.

VISION TWO

The delivery of enhanced membership benefits and conditions (continued)

Strategy 3

Develop a national campaign on relevant policing issues.

Goal	Implement best-practice working conditions for all police.
Task 1	Identify key issues affecting police, including: PTSD, mental health of police professionals, welfare issues, OH&S, workers' compensation and childcare.
Task 2	Identify and collate relevant research.
Task 3	Prepare a campaign strategy for progressing identified issues.

VISION TWO

The delivery of enhanced membership benefits and conditions (continued)

Strategy 4:

Review the working conditions in cross-border and overseas deployments.

Goal	Ensure implementation of best-practice arrangements for deployments.
Task 1	Develop a stand-alone workers' compensation and rehabilitation scheme for overseas deployments.
Task 2	Seek best-practice working conditions for cross-border deployments.
Task 3	Actively lobby federal and state governments to adopt model conditions.

VISION TWO

The delivery of enhanced membership benefits and conditions (continued)

Strategy 5:

Co-ordinate and collate data held by branches.

Goal	Develop a national data base to identify best-practice conditions of employment.
Task 1	Support PFA sub committees to develop and maintain comparative data on terms and conditions of employment.
Task 2	Provide support to branches for enterprise bargaining.
Task 3	Compile a national data base of all relevant police issues.

VISION TWO

The delivery of enhanced membership benefits and conditions (continued)

Strategy 6:

Identify taxation issues that impact on members' conditions.

Goal	Seek legislative change on taxation issues (e.g. FBT) that impact on members' conditions.
Task 1	Identify taxation issues that affect members.
Task 2	Prepare a strategy for addressing the issues.
Task 3	To lobby federal and state governments as required.

VISION THREE

Financial strength in conjunction with best-practice governance

Strategy 1:

Conduct a governance review of the PFA.

Goal	Improve the governance of the PFA.
Task 1	Continually review the policies, procedures and governance of the PFA through the Executive and Federal Council processes.
Task 2	Implement improvements on an ongoing basis.
Task 3	Continually review and update administration and policy manuals.
Task 4	Report to federal council on improvements to governance arrangements.

VISION THREE

Financial strength in conjunction with best-practice governance (continued)

Strategy 2:

Review the PFA rules.

Goal	Update and modernize the rules of the PFA.
Task 1	Form a sub-committee to review the current rules.
Task 2	Engage a subject-matter expert to assist in changes to the rules for submission to the Fair Work Commission.

VISION THREE

Financial strength in conjunction with best-practice governance (continued)

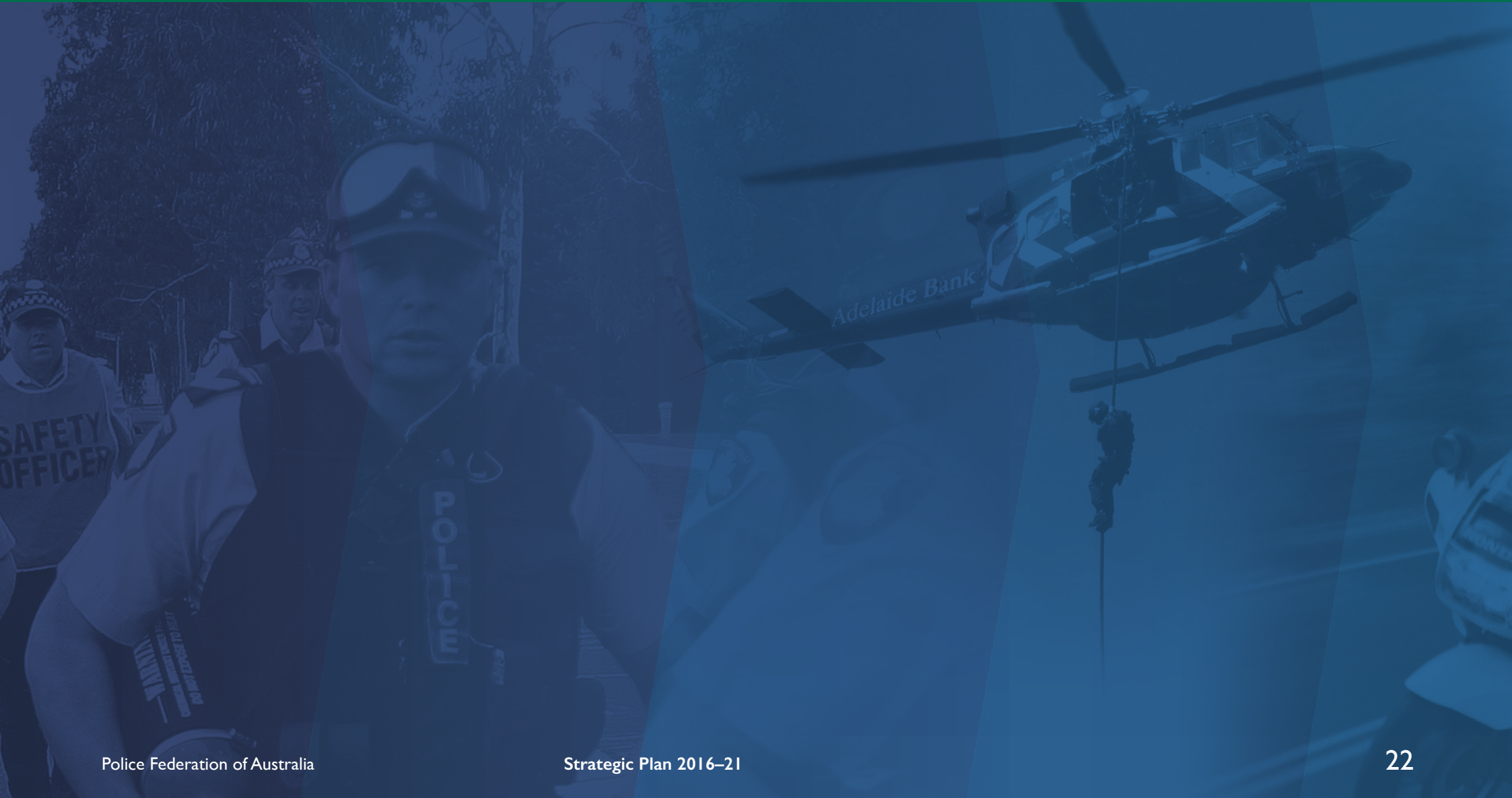
Strategy 3:

Broaden the revenue base whilst acknowledging risk

Goal	Ensure the long-term financial viability of the PFA.
Task 1	Seek appropriate corporate partnerships.
Task 2	Identify complementary commercial purchasing relationships.
Task 3	Engage with branches in respect of existing corporate partnerships and purchasing relationships with scope for national implementation.
Task 4	Secure branch support for coverage of any costs required to implement the strategic plan.
Task 5	Conduct a budget and funding review to establish an ongoing reserve of 3 to 4 per cent of the budgeted income.
Task 6	Conduct an assessment of the potential risks to the financial stability of the PFA.
Task 7	Develop appropriate mitigation strategies for approval by the executive.

VISION THREE

Financial strength in conjunction with best-practice governance (continued)



VISION FOUR

Broad respect as a professional body which serves as the national voice of policing

Strategy 1:

Enhance the PFA role on national representative bodies.

Goal	Improve and strengthen the PFA profile.
Task 1	Identify relevant national bodies with which the PFA should be involved.
Task 2	Maintain membership of and enhance our contribution to ANZCOPP, ANZPAA Professionalisation Forum, Public Safety Industry Advisory Committee, National Police Memorial Board, Wall to Wall Ride for Remembrance and National Police Memorial Co-ordination Committee.
Task 3	Make public comment on relevant national policing issues.

VISION FOUR

Broad respect as a professional body which serves as the national voice of policing (continued)

Strategy 2:

Develop an annual national police week to be staged in Canberra from 2018.

Goal	Showcase the police profession nationally.
Task 1	Form a sub-committee to develop a police week proposal.
Task 2	Seek federal and ACT government support for the proposal.
Task 3	Seek corporate sponsorship for the police week concept.
Task 4	Engage appropriate event organizers to assist in national police week.
Task 5	Arrange for branding and copyright protection for police week and associated matters.

VISION FOUR

Broad respect as a professional body which serves as the national voice of policing (continued)

Strategy 3:

Develop a national police bravery awards system and event.

Goal	Hold an annual police bravery awards event in Canberra.
Task 1	Develop a police bravery awards system and event proposal.
Task 2	Integrate the plans for a police bravery awards event with those of the national police week.

VISION FOUR

Broad respect as a professional body which serves as the national voice of policing (continued)

Strategy 4:

Increase the research capabilities of the PFA.

Goal	Project and position the PFA as a peak, authoritative body with invaluable input to contribute to police issues.
Task 1	Identify key police issues that require national co-ordination (e.g. body-worn video, national security issues, indigenous policing, family and domestic violence, alcohol and drug related issues, uniform and equipment standards and procurement and the recognition of police through medals and awards).
Task 2	Organise a national police conference on relevant policing issues.
Task 3	Continue the strong PFA relationship with the NZPA through invitations to all PFA and council meetings.
Task 4	Maintain and develop PFA participation in the ICPR.

VISION FOUR

Broad respect as a professional body which serves as the national voice of policing (continued)

Strategy 5:

Support policies that encourage participation of women in the PFA.

Goal	Increase the involvement of women in the PFA.
Task 1	Maintain and support the Women's Advisory Committee (WAC).
Task 2	In conjunction with the WAC, develop strategies to encourage participation of women in PFA issues.
Task 3	Schedule a WAC meeting in conjunction with the annual PFA federal council.
Task 4	Communicate the work and outcomes of the WAC via the PFA website and through the various forms of branch communication.

VISION FOUR

Broad respect as a professional body which serves as the national voice of policing (continued)

Strategy 6:

Promote the professional status of policing and the introduction of a national police registration scheme.

Goal	Enhance the public recognition and status of policing as a profession and improve jurisdictional mobility.
Task 1	Lobby the federal government to support a national registration scheme for police.
Task 2	Maintain the PFA's involvement in the development of the Police Practice Standards Model through both ANZCoPP and ANZPAA.
Task 3	Develop a data base and resource document on the outsourcing and/or privatization of police functions.
Task 4	Commission a report about outsourcing and privatization of essential universal public services.

VISION FIVE

A collaborative approach by a highly skilled, professional team

Strategy I:

Ensure that the PFA has sufficient resources to implement the strategic plan.

Goal	Implement the strategic plan.
Task 1	Undertake a skills audit of the PFA and its branches.
Task 2	Identify any capability gaps.
Task 3	Negotiate access to branch resources when appropriate.
Task 4	Develop a business continuity plan.

VISION FIVE

A collaborative approach by a highly skilled, professional team (continued)

Strategy 2:

Deliver a professional development program.

Goal	Improve the skills and capabilities of the executive and staff.
Task 1	Establish a working party to develop a professional development program for all levels of the organization.
Task 2	Budget for staff professional development.

VISION FIVE

A collaborative approach by a highly skilled, professional team (continued)

Strategy 3:

Improve the PFA's communication capability.

Goal	Improve the level of engagement with the PFA executive, branch executives, staff, members, officials and delegates.
Task 1	Distribute the PFA E-News quarterly to the PFA executive, branch executive, staff, delegates and officials.
Task 2	Distribute the ICPRRA E-News to the PFA executive, branch executive, staff, delegates and officials.
Task 3	Compile a PFA council and branch delegates e-mail data base.
Task 4	Prepare articles for publication in branch journals.

VISION FIVE

A collaborative approach by a highly skilled, professional team (continued)

Strategy 4:

Ensure that the PFA is the national repository for police research papers and submissions.

Goal	Establish an electronic national police library for use by branches.
Task 1	PFA to collate and hold all research papers, working-conditions documents, media articles and key social and police issues on a PFA data base.
Task 2	Develop and maintain the PFA and ICpra libraries on the website.
Task 3	Assemble relevant material on the history of the PFA.



