

Police Federation of England and Wales

Equality Plan

2018-2019

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Background and Introduction

The Police Federation of England and Wales (PFEW) is a staff association for all Police Constables, Sergeants and Inspectors (including Chief Inspectors). We have a statutory obligation to ensure that the views of the members are accurately relayed to government, opinion formers and key stakeholders. To ensure this we measure the work we do and what we seek to achieve against our organisational aims and objectives.

In 2012, PFEW decided it was time to review the way in which the organisation worked. Since its creation nearly 100 years ago, the structure and operation of the organisation had remained largely unaltered. The aim of the process was to improve the organisation's overall performance, and its relationship with members, stakeholders, the public and political decision-makers.

In 2013, PFEW commissioned the Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA) to undertake the review, which was undertaken by a panel led by Sir David Normington. A wide range of people contributed to the process, including members and representatives, Police Federation staff and a wide range of stakeholders.

In January 2014, the RSA panel published a report containing 36 recommendations that aimed to 'create a Police Federation that can act as a credible voice for rank and file police officers and genuinely serve the public good as well as its members' interests'.

PFEW is unique in being governed by Regulations laid down in law and as a result of the review these were updated in 2017, laying the ground for a series of linked elections for all positions within PFEW that will conclude with the election of a new National Board and the selection of a new General Secretary in September 2018. We have implemented extensive positive action under the Equality Act at all stages of the review process to increase representation of women and BME Federation members. The election of our diverse cohort of new and returning representatives is a visible sign of the transformation which we have achieved because of the Independent Review.

We have fought long and hard for the rights of diverse groups in relation to the terms and conditions of Police Officers and we can be proud of our achievements. These have included

- Reducing the Gender Pay Gap by negotiating the shortening of the time needed for Police Officers to reach the top of a pay scale;
- Supporting the inclusion of Police Officers in disability discrimination legislation;
- Negotiating to increase the length of maternity pay for Police Officers;
- Robustly supporting our members to assert their rights through Employment Tribunals where necessary.

Our leadership in this area has also benefited workers and employees in other sectors across the UK because the cases we have funded have often set a precedent. Anyone who has entered the arena of an employment tribunal will be familiar with the Vento scale in relation to compensation; but few realise it relates to PC Angela Vento of West Yorkshire Police and that PFEW funded the case. Similarly, a flexible

working case which PFEW funded in support of PC Michelle Chew of Avon and Somerset Police is a landmark in UK employment law.

Every emergency and military service in the UK takes note of the Allcock case when designing fitness tests, which relates to PC David Allcock of Hampshire Constabulary which PFEW supported. PC Nadeem Saddique was able to shine a light on his experience in Cleveland Police that contributed to the reorganisation of the force's Professional Standards Department, and significant compensation, because of funding from PFEW to take his race discrimination claim before an Employment Tribunal.

These cases and many others have demonstrated PFEW's unwavering commitment to supporting equality for our members. By ensuring that equality issues remain at the heart of how we represent, influence and negotiate on behalf of the current and future generations of Police Officers we will continue to make a real difference to their lives.

About This Plan

The work of over a thousand volunteer Federation Representatives across the police service in England and Wales is the core of what we do. They support their colleagues with workplace issues and help solve problems. This activity not only supports our members but assists in creating an effective police service that can best serve the community.

Many of the issues that workplace reps deal with touch on equality; bullying and grievances, reasonable adjustments for disabled officers, support to pregnant officers and those on maternity leave, flexible working plans for officers juggling childcare, asserting rights when faced with unlawful discrimination. Local Federation Representatives solve issues like this every day.

This plan is not directly about that work, but about what PFEW can do at a strategic level to support Representatives to continue to deliver and improve that service to members. It is about how we can make the voice of PFEW more clearly heard on equality issues to those with influence by capturing and explaining the lived experience of diverse police officers. By turning that lived experience into policy and Regulations for the benefit of all police officers we will achieve our goal of being a truly representative body of our members.

The Independent Review recommended that PFEW has a rolling three-year equality plan, and we have recently come to the end of the first one we created after the Review. This replacement plan, however, is only for 18 months because we have now settled on our election cycle, and we know our next elections will be in 2021. A new National Board will form in September 2018, and this document outlines a broad plan ready for the new Board, whilst allowing it to form its own view on future direction.

All activity in support this plan is owned by the National Equality Lead, and their progress against it will be reviewed by our new Equality Board.

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A New Governance Structure

Equality issues have historically been managed through our Equality Sub-Committee. In 2016 we additionally introduced a single lead for equality as recommended by the Independent Review. To support our strategic work on equality we will change the Equality sub-committee to an Equality Board for PFEW. Chaired by the National Chair, the Equality Board will meet at least twice a year and will review activity in support of this plan, and more generally our strategic approach to equality. As well as the General Secretary, National Board members and local Federation Representatives we will invite representatives from the national diversity staff support networks and the other police staff associations to join the Equality Board. **We will establish a PFEW Equality Board**

Becoming more reflective of our membership

The series of elections that lasts between January and September 2018 is part of the biggest change to the way we operate as a representative body since we were formed in 1919. We are a large organisation with over 120,000 members and more than 1,000 elected officers. Having now implemented significant positive action in relation to sex and ethnicity in the election process we need to review what has taken place, what we can learn from it and where what more we could do. **We will review the results of the 2018 election cycle in relation to equality**

Putting Equality at the Heart of Our Work

Whilst our track record suggests that we already routinely consider equality issues in our work relating to the terms and conditions of our members, our new structure will allow us to better quantify and recognise this work. We frequently respond to consultations from others and make submissions of our own in relation to issues that affect our members. The National Equality Lead will have sight of all work relating to terms and conditions (Police Regulations) going on in the organisation and will report on the equality implications and our response to the National Board, Equality Board, our local Equality Leads and where appropriate directly to our members. **We will explain the equality impact of changes proposed or sought to Police Regulations**

Sharing and Learning 1

Every day, Federation Representatives support our members with issues in the workplace. We are in the business of solving problems for the benefit of our members, which also assists their force to run more effectively. Occasionally, however, we need to support members to access their rights through legal action under the Equality Act. As the single representative body for Federated ranks we are uniquely placed to understand the extent of equality issues across forces. We can do more to monitor what is taking place nationally and which groups of members are affected. As well as taking action ourselves on what we find, we can share learning by publishing more information for the benefit of our members, their forces and (through increased transparency) the general public. **We will monitor our service provision and publish details about our work supporting members**

Sharing and Learning 2

The Police Federation has a proud history of supporting our members to access their rights in relation to equality legislation and negotiating for them to receive terms and conditions that respond to their diverse make up. What we have been less good at is connecting with our membership, other policing bodies, politicians and our communities on this issue and being recognised for our work and expertise in this area. A conference to showcase our ongoing work, and the results of the 2018 elections, would engender a wider understanding and sharing of knowledge regarding equality issues in the police service. **We will host a national conference on equality in the Police Service**

Communicating Our Values and Our Activity

As part of the recent reform programme we now have a national member database, and combined with our existing local and national social media communication routes we are better placed than ever before to reach all our members and the police service as a whole. We need to use these tools to promote and recognise the work we do, sharing our values and vision by supporting our members on equality issues so that we remain relevant and connected to our increasingly diverse membership. **We will engage with our members and stakeholders more about equality issues**

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Supporting Local Leaders

Each of our 43 Branches has a lead for Equality. Whilst we are reformatting the governance structures nationally in this plan we want to take time to engage and listen to our local leaders in equality issues. We want to better understand what they need from us in order for them to better support our members, and in partnership with them we will review what products, training and advice provision they need and receive. We will consider what activity is best led locally, what nationally, and what might benefit from regional collaboration. **We will review the role of the Equality Liaison Officer and the support provided to them**

Demonstrating Local Leadership

As a result of the Independent Review, PFEW has adopted a revised Core Purpose which requires us to build public confidence in the police service and to engage with internal and external stakeholders. Nationally we have entered into several memorandums of understanding with diversity staff support associations. At a local level the leaders of Branch Boards and our Representatives regularly engage with their force, and its diversity staff support associations, on equality issues. We need to share good practice across Boards and devise memorandums of understanding between ourselves and diversity staff support networks at a local level. **We will formalise our relationships with local diversity staff support networks**

Supporting and Developing our Representatives 1

We anticipate the positive action we have undertaken in the election process will bring a new cohort of more diverse Federation Representatives into our organisation. However, we cannot stop there and we now need to consider how we retain and develop our Representatives. Our previous provisions relating to women (Reserve Seats) was structurally supported by mechanisms that no longer exist in the new Regulations, and we now also need to anticipate what this might look like in relation to BME Federation Representatives, but also in other areas. We will provide the facilities and funding for people to self-organise networks within the Federation, whilst continuing our previous work in relation to women and facilitating BME Representatives working together. This is not limited to those groups and we will encourage and support any diverse group that demonstrates a need and wishes to form to do so. **We will facilitate the creation of equality related self-organised groups**

Supporting and Developing our Representatives 2

Whilst we create a space for Representatives from diverse backgrounds to come together and help shape our work, we can do more to help our colleagues to thrive within the Federation. We will devise mentoring programmes for diverse cohorts of representatives who were first elected in 2018. In support of a recommendation from the Independent Review, we will additionally establish a programme for Representatives with less than 10 years' service as a police officer. **We will implement a mentoring programme for new Representatives from diverse communities**

Valuing and Celebrating Diversity

PFEW employs over 200 staff at our HQ and 43 Branch Boards. The General Secretary, is responsible for HQ staff and Branch Secretaries for the staff they employ locally. Traditionally the General Secretary has been supported by an HR team and under the new Branch Board Shared Service that same provision is now available to Branch Secretaries. To continue to uphold the values of our Core Purpose we must celebrate the diversity of our staff and create working environments where every colleague feels valued for both their contribution and who they are. The National Equality Lead will be recognised by all our staff as the visible and approachable champion for equality and diversity for PFEW. To achieve this they will undertake actions throughout the timespan of this plan that actively demonstrate this to our staff and report this activity to the Equality Board. **We will take action that demonstrates to our staff that we are an organisation that values and celebrates diversity in the workplace**



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