



EMPLOYMENT TRIBUNALS

Claimants: Mr L. Broadbent and others

Respondent: Police Federation of England and Wales

Heard at: East London Hearing Centre

Before: Employment Judge Massarella

Members: Mrs B.K. Saund
Mrs M. Legg

FURTHER JUDGMENT ON REMEDY

By consent, the Tribunal makes the following recommendations:

1. Within 4 weeks of the Employment Tribunal making these recommendations, the CEO, or a person in a role of equivalent standing, on behalf of the PFEW Board and Council, will write an open letter to the Home Secretary to acknowledge the failings identified in the Tribunal's judgment on liability.
2. The PFEW has appointed a panel to undertake a review of its internal workings, structures, accountability to membership and effectiveness. The review will be split into two phases comprising:
 - a) within 6 months of the Employment Tribunal making these recommendations, the PFEW will complete Phase 1 looking back at the failings which led to the litigation outcomes (the "Look Back Review"); and
 - b) within 6 weeks of the completion of the Look Back Review, the findings of the Look Back Review will be made publicly available and will be sent to the Home Office;
 - c) within 18 months of the publication of the Findings of the Look Back Review, the PFEW will complete Phase 2 which will present future facing recommendations for the PFEW arising out of the Look Back Review (the "Look Forward Review"). The Look Forward Review which will be conducted by an independent panel.

The Terms of Reference, for the Look Back Review will include the following:

- a) to understand and examine what went wrong in relation to the decisions and actions taken by PFEW which led to the proceedings and judgment in *Broadbent & Others v PFEW*, in order to identify the key lessons to be learned from that judgment, including an examination of historic governance controls;
- b) to review whether Sir David Normington's recommendations from 2014 were or have been properly implemented, and to identify where there were failings which contributed to the complaints raised in the Broadbent proceedings.

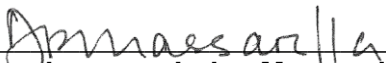
The Terms of Reference for the Look Forward Review will include the following:

- a) to undertake, and report on, an assessment of whether PFEW's processes, policies and communications are focused primarily on its duties to its members and its wider statutory duties, and whether any amendments are required, taking the findings in the Tribunal's liability judgment into account;
 - b) for the appointed panel to consult with the membership on matters arising from the terms of reference, in order to enable members to propose any recommendations they would like the panel to make, and for the panel to consider such proposals as part of its review.
3. Within 3 months of the Employment Tribunal making these recommendations, PFEW will implement a policy or written practice which will:
- a) ensure that all decisions taken by the Board and Council, save for any confidential and/or sensitive decision, will be systematically recorded in writing and made available to members in a timely manner; and
 - b) include a requirement that PFEW will conduct and record an Equality Impact Assessment of decisions taken by the Board or Council which potentially affect all members on a regular basis.
4. To the extent the PFEW has not already done so upon the date of these recommendations, within 6 months of the Employment Tribunal making these recommendations, PFEW will engage an appropriately qualified HR professional to provide advice on equality and diversity matters; such professional will report to the CEO or person in a role of equivalent standing.
5. Within 3 months of the Employment Tribunal making these recommendations, PFEW will designate one member of its Board as an Equality and Diversity Officer, who will hold the CEO, or person in a role of equivalent standing, accountable for the work of the aforementioned HR professional and for internal equality and diversity matters.

6. Within 6 months of the Employment Tribunal making these recommendations, PFEW's senior executive team, including the Board and Council, will engage an independent and appropriately qualified person to:
 - a) provide them with formal diversity training, particularly in relation to decision making and impact assessments;
 - b) provide a written commitment to the membership for its senior executive team to participate in annual formal diversity training.

7. Within 6 months of the Employment Tribunal making these recommendations, PFEW will put in place a policy or written practice, under which PFEW commits to the following:
 - a) to collect and circulate anonymised data on the protected characteristics of PFEW members;
 - b) such information to take the form of a report to all members produced every 2 years;
 - c) such information to be on their website and made available to Claimants.

8. Within 1 week of the Employment Tribunal sending the written record of these recommendations to the parties, a copy of these recommendations will be published on PFEW's website.



Employment Judge Massarella
Date: 9 April 2025

JUDGMENT SENT TO THE PARTIES ON:
Date: 9 April 2025



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FOR THE TRIBUNAL OFFICE