



**Lancashire  
Constabulary**  
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**REPORT TO: JOINT AUDIT AND ETHICS COMMITTEE**

**DATE: 25<sup>th</sup> June 2018**

**REPORT AUTHOR: Detective Superintendent Pete Simm**

**SUBJECT: Update on Ethics - Constabulary**

The ethics committee continues to meet every quarter to discuss ethical dilemmas and decisions for the force. A review of the committee is currently underway in order to improve the way it reaches out to the workforce and to enable a more streamlined approach to all staff. Members of the staff associations have now been invited to attend the meetings which ensure greater transparency, openness and fairness.

One part of the overarching PSD strategy regarding ethics is the “dilemma of the month”. It forms part of the wider ethical issues and debates that are often presented to PSD and the wider organisation. Its aim is to get staff across the organisation thinking about the grey areas of what is right and what is wrong, to encourage debate and help us all in our decision making

It goes without saying that the overwhelming majority of our staff are honest, professional and caring people who come to work every day, committed to protecting the public, especially those who are very vulnerable.

Unfortunately recent high profile cases in Lancashire, together with on-going misconduct investigations within PSD indicate, though not a widespread problem, some officers and staff continue to abuse their position for a sexual purpose. This happens in all aspects of life, as can be seen with the recent news in Hollywood and now in Parliament, and this remains a real issue for UK Policing. It is also subject to a significant increase in scrutiny nationally from the Government, HMIC and IOPC. We are being held to account about what we are doing to raise awareness, prevent, identify and tackle what is deemed to be serious corruption.

The code of ethics training received by all staff kick started conversations around ethical dilemmas, as we were all asked to question “is it ok”, “is it the right thing to do”, and this now features strongly in the decision making of staff across the Constabulary.

All staff have had conversations with line managers, supported by 7 minute briefings, which were designed to help staff better understand the standards of professional behaviour, the code of conduct we all sign up to as police employees. This has clearly raised awareness around the issue of sexual misconduct and other areas of Police conduct and integrity.

In December 2016 we introduced the Integrity Line, a rebranding of the confidential reporting line, and made it more readily available to staff to use to enable and encourage reporting concerns that staff don't feel comfortable raising personally with supervision. In the first 6 months reporting increased by over 100%. I believe we are moving in the right direction and that staff are starting to feel confident and comfortable raising concerns. For those staff who have used the Integrity Line, they are reassured that each and every report is fully investigated and the feedback we have received suggests users of the facility do feel protected and confident that their concerns are being addressed.

PSD have put on numerous CPD events both at HQ and within each BCU aimed not only at supporting line managers and providing useful advice, but to try to improve trust in PSD who are firmly focussed on welfare, wellbeing and conducting proportionate investigations. The feedback was overwhelmingly positive with most attendees saying it should be mandatory for all supervisors.

In support of HMIC and IPCC recommendations, PSD are working through a Sexual Misconduct Action Plan designed to tackle this key issue.

In November 2017, the Institute of Business Ethics recognised Lancashire Constabulary in their November publication which focuses on organisations having best practice for creating a "Speak up Culture".

We have made some great strides in improving the integrity of our organisation and we are keen to maintain this momentum. We will be looking in more detail at where we have got things wrong with the intention of sharing them with staff in order to learn from the mistakes of others.

The dilemma of the month is a series of fictional scenario's based on real themes, which are designed to highlight decisions that staff may face day to day. Its purpose is to generate some thought, and maybe conversation, about what is the right thing to do, and the potential implications of some decisions or actions. It is important to note that a lot of matters brought to the attention of PSD are genuine mistakes and often preventable. The dilemma of the month will highlight some common mistakes/misconceptions and give staff guidance about the right thing to do and why. It is posted onto "Sherlock" the Constabularies home page every month and shared across the entire workforce.

The interaction from staff has been generally positive.

Examples below include data protection and professional boundaries

### **Data Protection**

Its 2pm and the Intelligence DS has just been asked to put together an urgent operational order for the arrest of ten people for a human trafficking and drug supply investigation, due to take place in two days' time. Recent intelligence meant that the arrests, planned for several weeks' time needed to be brought forward. The DS was already juggling a significant case load due to a separate on-going investigation and had limited staff to help them. In addition to this the DS' partner was away on a conference and so they needed to finish on time each day to get home for the kids. The DS explained this to the supervisor who apologised and said that unfortunately there was no one else to

do it due to another on-going major incident. The DS was conscientious and wanted to make sure the plans for the operation were right. In jobs like this the risk assessment is key and so they knew that to ensure everyone's safety and a successful operation they would need to spend a considerable amount of time going through the intelligence and ensuring everything was in place. They considered trying to work overtime but as the in-laws were away on holiday the DS needed to finish on time. They concluded their only option was to work on the order at home and so decided:

**A** email themselves the operational order and all of the intelligence so that they could work on it on their own computer and then email it back to work.

**B** print all of the intelligence off and take it home, write up the operational order and bring it back to work to type up.

**C** access an encrypted laptop to save the documents so that they can work from home.

What should the DS do/not do and why?

### **Professional Boundaries**

A PC arrived for his shift with a spring in his step. He loves being a Tutor constable and takes his role of teaching the next era of Cops how to protect the public and look after themselves very seriously. He has 15 years' service on the streets, has pretty much seen and dealt with most things and thinks he has a lot to give. Today was a good day; he had a new student officer starting on the team fresh from training school.

The student officer sat nervously in the report writing room, her first day in the real world of being a police officer, she was nervous but excited. She was 23, and had graduated with a policing degree, she had always wanted to be a Cop and here she was. The Tutor introduced himself to the student officer, "you're a pretty little thing aren't you!" She smiled a little uneasy. "Come on then let's get out and I'll show you around". They spent the next few shifts out and about dealing with lots of incidents.

About a week later they were sat in the canteen having refs with a few of the team. "So" said the tutor to the student officer "what's your preference, nobs or knockers?". A few of the team started laughing. The student blushed, looked down and laughed nervously. The new T/PS on the team, a bit taken aback, gasped. "chill out," said the Tutor "it's just a bit of Tutor/student banter, she knows I'm only having a laugh don't you sweetheart?!"

The T/PS didn't say anything else but felt uneasy with the situation. The tutor was a great Cop and tutor, and really passionate about what he does but his student officer looked really uncomfortable. He wasn't sure what to do, he'd just arrived on the team, it was his first temporary position and he wanted to get it right, but equally he didn't want to alienate himself from day one.

WHAT SHOULD THE T/PS DO?

*P.SIMM*

*Detective Superintendent*

*15<sup>th</sup> June 2018*

# APPENDIX 1



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## A PSD guide to avoiding PSD.....

Eight months into a new role on PSD and I feel it's time to press pause and have a think about what is coming into the department. My entire career to date has been spent in Division so it's safe to say I had absolutely no idea what I was coming into at PSD. By and large the work here is wholly preventable. What does hearten me though is that a huge amount of energy and effort goes into being proportionate and fair and making early interventions (ie, a word in someone's ear...) where appropriate. I accept it won't always feel this way to people who find themselves under investigation as unfortunately we have to navigate through an extremely complex misconduct system to reach the end result. I can honestly assure you it's not for the want of trying though and no-one in PSD takes any pleasure whatsoever from seeing our colleagues and friends getting into difficult situations.

That got me thinking about the common issues I have seen already and what we can do to prevent PSD becoming involved in people's lives at all. Without a doubt the highest volume of referrals that come across my desk relate to what we would call "**Systems Misuse**". We are all in a privileged position of having access to confidential information and we are trusted to use this information for the right reasons only. To my mind there is no need for anyone to get into trouble for this – it's completely avoidable and if I can dispel a few myths and just make someone think before they press a button then I've achieved my aim.

So, to the guide....

Below are some considerations that will help you achieve a stress-free existence (at least at work!):

**Internet Usage** – You are allowed to use the internet at the discretion of the Constabulary. Clearly some sites are blocked and that should be a clue that the content might be inappropriate. Some people have got into bother from excessive internet usage, ie – spending five or six hours a day surfing the net and maybe 45 minutes doing what they are paid to. I know I have left a website open sometimes for a whole tour of duty by mistake but have only actually looked at it for a couple of minutes – don't worry about this we can tell. The nature of usage can also be an issue and ordering on ebay or doing your banking is not what the Constabulary gives you access for. Most of you will read this and think "I wouldn't dream of doing that" but trust me people have done and are still doing.

**Webstorm, Intelligence, Custody etc** – Those of you with more than 15 years service may have been encouraged to "know what's going on where you live". I remember being given this advice when I was new to the job. Those days are long gone so please don't let your curiosity get the better of you. Don't look at webstorm logs you have no need to (ie, checking up whether your neighbours had a domestic last night or why you heard sirens at 3am). If you've heard that Boris Johnson is in custody don't check his record to see if he'd had a few G&T's. Don't check your mates or neighbours on the Intl system just out of nosiness. Think whether there is a **genuine policing purpose** for what you are doing and if it is outside of your normal work remit speak with your line manager before taking any action.

**Email Gateway** – You may have had an email blocked by the “Email Gateway”. I’ll be honest in saying I had no idea what this was. It is basically quarantine for certain emails that are sent between private and Constabulary email addresses. These are then read by PSD staff and either sent on to their intended destination or looked into further. Some staff send restricted or sensitive documents to private addresses so they can work at home (good intention but not worth it). This means technically the content becomes the property of Google, Yahoo or whichever service provider you are with. It also means the information may not be protected and could be accessed. It’s best not to do this at all if you can avoid it.

**Emails generally** – Email is not a secure form of communication. Increasingly defence solicitors are asking for emails to be disclosed and they can also be subject to Freedom of Information requests. I just think about whether I would be happy to explain the content at a later time and if not then I alter it. Sending personal documents from private email addresses to print off at work is something that would be picked up and is against Constabulary policy. From boarding passes to Glastonbury tickets to 100 page dissertations – we’ve seen it all. Again it’s not worth it – find a relative or mate with a printer and send it to them if you don’t have one.

In short, it’s easier to assume that everything is auditable and can be recovered. That’s not to say that this is a “Big Brother” scenario and you are being monitored. Quite the opposite actually – you are trusted with high levels of access to privileged information. Those of you who just come to work and may have an occasional look at the internet while having a butty have absolutely nothing to be concerned about and I know this is the vast majority of the fantastic people who work for Lancashire Constabulary.

DCI Nick Connaughton

Professional Standards Department