

Lancashire Constabulary Ethics Action Plan

No	Priority	Description	Action	Owner	Status	Timescale
A	Engagement, Communication and Training					
1	Create a Communication Strategy	The Code of Ethics was launched in July 2014 and sets out 9 Policing Principles and 10 Standards of Professional Behaviour that are designed to guide the decision making and conduct of everyone involved in policing.	The plan will outline the strategy and tactics to embed the Code of Ethics across the organisation, from top to bottom in order to promote and support an ethical culture.	TCI Jill Halliwell Rachel Whittle	Complete	Delivery throughout 2015/16
2	Create Promotional campaign	An on-going Ethics Campaign will embed the Code of Ethics across the organisation and ensure that Ethics, Standards and Values are routinely key considerations in all of the decisions and conduct of staff.	The campaign which has been designed in partnership with the Tactical Ethics Committee (see C1) will involve <ul style="list-style-type: none"> - Training for all staff - Poster campaign - Intranet/ Buzz campaign - PSD blog - ACPO Roadshows 	TCI Jill Halliwell Rachel Whittle	On-going	Delivery throughout 2016

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3	Senior Management Training	Targeted presentation to be delivered to our senior leaders in order to ensure that Ethical Standards and Values are demonstrated in their decisions, lifestyle choices and behaviours.	Two presentations will occur in order to encourage supportive discussion led learning:- - <u>Chief Officer</u> level - C/Supt and Supt level at Corporate Improvement Seminars	Supt Jenny Gomery	Complete	Delivery throughout 2015
4	Staff Training	The on-going communication and awareness campaign will be re-enforced by Ethics training for every member of staff. Staff attendance will be recorded on HRS	All SMT's received the corporate delivery and are now creating delivery plans for their staff	BCU/HOD	On-going	Delivery throughout 2016
5	National Decision Model (NDM)	The NDM is nationally recognised as the model used in the rationalising and recording of policing decisions at all levels.	All Constabulary training in relation to the NDM involves discussion around how the consideration of ethical principles should be part of the decision making process.	Insp Andy Moore	On-going	Delivery throughout 2016
6	Chief Constable's Road Shows	Lancashire's Chief Constable has emphasised his aim to establish ethical leadership and a	In order for the organisation to demonstrate the top to toe approach to embedding values and	Chief Officers	On-going	Delivery throughout 2016

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		more ethical culture across the constabulary that is characterised by 'Quality' and 'Professionalism' and to achieve that, everything must start with our values.	ethics force-wide, Chief Officer road shows will take place twice a year and ethics and values will be a central theme to these.			
7	Create external stakeholders network	To provide wider discussions and learning opportunities regarding wide ranging ethical dilemmas as well as sharing our journey	Establish links and explore best practice through working relationships with:- <ul style="list-style-type: none"> • Director of Institute of Business Ethics • National Ethics Group • POLKA • College of Policing • 	Mr Cosh/ D/Supt Mackenzie	On-going	2015/2016
B	Governance					
1	Strategic People Board	To provide strategic tracking for the embedding of ethics and its links to the wider people portfolio	Regular meeting with DCC and SMTs and use of PEEL framework, through QPRs, to gain assurances around issues impacting on the ethical temperature of the Constabulary.	DCC Rhodes	On-going	
2	External Ethics Committee	To establish external scrutiny of organisational	Extend the existing Audit and Inspection Committee to undertake	D/Supt Mackenzie	Completed	Delivery throughout 2016

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		decisions	this function			
3	Quarterly report to OPCC	To ensure scrutiny and support for our progress in embedding an ethical culture that our momentum is maintained	Corporate Services manage the quarterly cycle on behalf of the OPCC and the Constabulary. A quarterly update report is prepared by IACT DCI.	Mr Cosh	On-going	Delivery throughout 2016
4	QPR	In order to ensure that the embedding of Ethics, Standards and Values remains a priority across BCUs and departments, senior managers will be held accountable through QPRs.	QPRs will probe divisional and departmental activity in relation to embedding the Code Of Ethics to ensure senior level scrutiny occurs for the progress and consistency of local ethics campaigns. The new focus on a PEEL format for QPRs will strengthen the above.	Chief Officers,	On-going	Delivery throughout 2016
C	Guardianship					
1	Internal (Tactical) Ethics Committee	Create an internal group to provide challenge, guidance and support to the organisation in	Full selection process undertaken and committee established meeting once a quarter.	D/Supt Mackenzie	On-going	Delivery in 2015/16

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		creating and establishing our values	<p>The role of the Tactical Ethics Committee (TEC) will be :-</p> <ul style="list-style-type: none"> - Discussion forum for Constabulary “ethical dilemmas” - Advisory group in relation to policy/ procedure - Provide tactical advice in relation to Ethics. - Generate and maintain the profile of and discussion /engagement around ethics and values. <p>Terms of Reference and governance of TEC to be discussed at next quarterly meeting</p>			
2	Learning Organisation	To support the ethical culture we will create a team that identifies preventative and systemic learning opportunities in addition to evaluating the effects of implementing lessons learnt.	Paper submitted to establish pathfinder team with methodology to be delivered in West BCU during 2016	D/Supt Mackenzie TDCI Dixon	On-going	To be established in 2016

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3	Due diligence in partnership working	In order to safeguard the reputation and ethical standards and values of the Constabulary, there is a necessity to assess the ethical standards and values of individuals and organisations the Constabulary engages with.	Guidance to be issued in relation to conducting due diligence checks on individuals and organisations that the Constabulary intends to engage with through partnership work or through the attendance or contribution to events.	D/Supt Jo Edwards	On-going	To be issued in first quarter of 2016
4	Senior Management Promotions	Introduce testing of ethical decision making and life style choices during promotional processes from C/Insp and above	Testing of applicants values and ethical decision making is now established throughout the whole process including:- - Application - Operational scenarios - Interview	Joanne Kane	Completed	Delivery in 2016
5	Senior Management Promotions	Introduction of a Integrity Check in promotional processes from C/Insp and above	Integrity check will consist of applicants confirming they are compliant with relevant policies, and a profile being compiled for the interview/selection. Profile to include applicants: -	TDCI Dixon	On-going	Completed for C/ Supts process – Feb 2016 On-going for other future processes

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			<ul style="list-style-type: none"> - Business Interests - Reportable Associations - PSD History/Intelligence - Social Media Activity 			
D	Transparency					
1	Chief Officer Gateway Process	Introduce a policy in order to guide and support senior officers in their working day so as to demonstrate ethical decision making and behaviours.	<p>A Chief Officer Group's Transparency Gateway will be established to provide an independent objective test as to whether there may be 'concerns' about a future situation, event, association, meeting or decision that could call into question a senior leader's integrity or may make that leader vulnerable to a negative perception, possible complaint or conduct issue.</p> <p>The Gateway Process will be launched at Chief Officer level and then will be reviewed by the Superintendents' Association with a view to creating a similar process across the wider SMTs.</p>	D/Supt Mackenzie	On-going	To be established in 2016

PROTECT-MANAGEMENT

2	Promotions Process	<p>Staff engagement has identified a perception of a 'lack of fairness' in relation to Constabulary promotion processes.</p> <p>Academic Research on unconscious bias in recruitment and selection was also conducted and demonstrated that current Constabulary promotion processes may leave gaps for unconscious bias to affect decisions.</p>	<p>A review of Constabulary promotion processes to be conducted to ensure transparency and fairness of promotion processes across all ranks/ grades of staff.</p> <p>Key changes to date :-</p> <ul style="list-style-type: none"> - Line manager support requirement removed - Complexity of application forms reduced - Independent examiners to be used for all examination boards - Introduction of tenure for all temping vacancies which will be advertised across all divisions - Untrained assessors will not be used - Objective feedback to be provided to all candidates 	Jo Kane	On-going	Delivery in 2016

PROTECT-MANAGEMENT

3	Publication Scheme	Publication of force data on Business Interests, Gifts and Gratuities and Chief Officer Data under requirements of the Publication Scheme and College of Policing Integrity programme	Develop process to collate relevant data and publish on force website	TDCI Dixon	Complete	Data to be regularly updated on Constabulary website
4	Centralise Misconduct Meetings	Establishing centralised misconduct meetings will greater sense of organisational justice and fairness as well as increasing public trust	Paper submitted January 2015 to establish permanent structure and process to support. Meetings now scheduled IPCC approval gained.	Supt Gomery	Complete	To be established 2015
5	Public Misconduct Hearings	Legislation change to create public accountability for Gross Misconduct of police officers	All future Gross Misconduct proceedings for police officers will be held in public	DCI Ian Whitehead	Complete	All future misconduct proceedings
6	Gifts and Hospitality, Business Interests Reportable Associations Policies	To support ethical culture and transparency work, ensure force workforce understands and is compliant with these policies	Policy and Procedures have been updated and require consultation prior to submission to SMB/TMB for ratification.	D/Supt Mackenzie TDCI Dixon	On-going	To be completed during 2016

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			Conduct roadshow events to provide education and support Learning Organisation			
7	Publish Misconduct Outcomes	Requirement from College of Policing to publish misconduct outcomes under Ethics and Transparency Agenda	Process to collate and publish on force website outcomes of misconduct meetings and hearings	TDCI Dixon	Completed	Delivery in 2015/16
8	Workforce Vulnerability Issues	PSD initiative to create mechanism for early identification of vulnerability within Constabulary workforce to facilitate early intervention or support	Develop a matrix which examines existing corporate data and identifies staff vulnerability	TDCI Dixon Martin Cogley	Completed	This matrix is to become a working function to support the Organisational Learning Unit
9	Management of Duties and Resources	To ensure consistency and fairness in relation to the management of duties, a single Constabulary resourcing unit has been created.	The new single resourcing unit ensures a corporate and consistent approach to duty planning and discretionary entitlement to study/	Jo Kane	On-going	Delivery in 2016

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		<p>It is also now mandatory for all new posts and job advertisements to be approved by a Strategic Resourcing Group and a Tactical Resourcing Group.</p>	<p>sports/ special leave etc. Resources are managed across the Constabulary as opposed to always cancelling RDs locally which is aimed at improving the well-being of staff.</p>			
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