

## Order from DCC and Supporting Documents

Dear Supervisor,

Last year HMIC reported to me that officers in Lancashire were not aware of the standards of professional behaviour and in particular, were unclear where the boundary is with respect to forming intimate relationships with the public we serve. This is not a comfortable position to be in.

I continue to receive reports of sexual misconduct, breaches of the standards of professional behaviour and a general lack of respect towards each other in the work place. We clearly still have a lot of work to do to create the culture we desire, notwithstanding the observations by the HMIC.

Last year we put a lot of time and effort into having a conversation about ethics, I want us to continue and build on that approach with a further discussion. I would like to see an increased understanding amongst our whole work force of what the [Standards of Professional Behaviour](#) mean, and how we should go about embedding them into our culture.

As a Supervisor in Lancashire Constabulary, there are a number of steps I need you take in order to help me achieve this.

1. Have a one to one conversation with each member of staff you have to discuss the standards of professional behaviour, explore their understanding of the standards and highlight critical areas relevant to each person you lead. **They** should record this within their [CPD Record](#) as it counts as a professional conversation. This should be completed by the end of **June 2017**.
2. Complete the '[Code of Ethics and Standards Commitment](#)' document, this is for you to sign as a supervisor to show you have discharged your duty. As each officer or staff members PDR becomes due you should record the time and date of the conversation and your sign up within the line managers free text element of the PDR. (In future this process will be built into the PDR system.)
3. Provide each staff member with the [Standards Aide memoire](#). (Available from your divisional/departmental administration.) Steps 1-3 **should be** completed before the end of June 2017.
4. Complete the two attached 7 minute briefings entitled '[Standards of Professional Behaviour](#)' and '[Sexual Misconduct](#)' with your teams. This **must** be completed by the end of **June 2017**.
5. Continually promote Standards and Ethics, and ensure they are an on-going conversation with your teams, your peers and your supervisors.

The HMIC will return in July, and I really do not want to hear that we have not moved forward on this; however the task is much more important than looking good for

HMIC. This is an issue about who we are and what we stand for as a leadership group.

### Think?

- Is it ever acceptable for new female members of staff to be propositioned by tutors or supervisors, to be subject to lewd and inappropriate innuendo and questioning about their sexual orientation?
- Is it acceptable for staff to feel unfairly treated by friends, colleagues and supervisors due to their sex or race or other characteristic?
- It is acceptable for officers to exploit professional relationships to have sexual relationships with vulnerable members of the public?
- Is it acceptable to lie and cheat and still be a police staff member or police officer?

These questions are not made up, that is the reality of what is going on and we as leaders have let it go on and allowed it to become part of our culture, hence the need for this conversation and the need to have it now. It is clear in just about every case of misconduct that supervisors could have and should have either known more or done more, this is not just first line supervisors but senior managers as well.

When talking with your staff you must emphasise these points:

**Honesty and Integrity**, it is the cornerstone of policing, the public must be able to trust us and we must be able to trust each other. More people get in bother trying to hide an honest mistake than they do from being genuinely dishonest. Mistakes happen and we all have bad days, help your staff understand that admitting a mistake or poor performance and learning from it is far better than trying to hide from the truth and getting caught out.

**Authority, respect and courtesy**, this applies to each other as well as the public. All too often we misuse our authority, often this appears as rudeness or low level bullying/banter but can also be really serious. Abuse of authority for sexual gain is currently our biggest concern. Officers are using their position of authority to sexually exploit members of the public who have called us for help. We are a professional policing body and I expect the service to be delivered professionally. Officers and staff must not use their position or access to members of the public to develop intimate relationships.

Finally and perhaps most importantly, **challenging and reporting improper conduct**. Not only should we be addressing this conduct, it is actually a requirement of our role and our standards and to put it bluntly we do not do it enough.

As supervisors, you are the key to making work a safe place for your staff. Use this conversation to make it clear to your staff where you stand, what your standards are and what the force's standards are, explain how you will stand up for and help those who suffer, and challenge those who don't meet the standards. This is an opportunity for you to redraw the lines; a supervisor who fails to intervene is condoning the behaviour.

We have in the past let ourselves and the organisation down by standing by and letting poor behaviour be acceptable. I expect you to challenge and report, I also expect you to explain to your staff their duty to challenge and report. The attitude and response of “I didn’t know”, “I didn’t see or hear anything”, particularly from supervisors is not acceptable.

The culture of this organisation is ours to choose, however the Standards of Professional Behaviour are there for a reason, to protect our staff and the public we serve. It is our responsibility to embody them.

You have a choice, you either step up and stand for something or we stand back and ignore the challenge, I am confident that all of you are capable and courageous enough to make the right choice. I can go one further than that and say it is your duty as a leader and I require you to perform your duty in this area as well as you perform it in all others.

Thank you

DCC Andy Rhodes

Appendix C is continued with the following supporting documents:

- i. 7 Minute briefing on Sexual Misconduct.
- ii. 7 Minute briefing on Standards of Professional Behaviour.
- iii. Aide memoire on Standards of Professional Behaviour.
- iv. Code of Ethics and Standards Commitment