



POLICE
 NORFOLK & SUFFOLK
working together for you



Norfolk and Suffolk Constabularies

Integrity Strategy

Introduction

The Integrity Strategy for Norfolk and Suffolk Constabularies provides a framework to ensure that both organisations operate with a culture where integrity and high ethical standards are consistent and embedded.

Integrity and Ethics as words are defined and may be subject to interpretation but the culture required is represented simply by the following –

“Ethics and integrity should be at the core of our business, doing the right thing, at the right time in the right way”

Considerations

There are a number of organisational and national considerations driving the requirement for developing an Integrity Strategy –

- The common Mission, Vision and Philosophy adopted by both Forces
- The implementation of the Code of Ethics
- The integration of the National Decision Model into all aspects of policing
- The ACPO Integrity Model
- HMIC ‘Without Fear or Favour’ and subsequent inspections and reports
- Development of Ethics Committees and relevant best practice
- National and local public perceptions of the Police Service
- Scrutiny by public bodies, Members of Parliament and the media

Principles

This strategy will –

- Be ethical recognising the above considerations in its development and implementation
- Be led by a senior member of the organisation (Deputy Chief Constable)
- Support the Strategic direction of both Constabularies

- Provide reassurance to staff and the public in respect of the Integrity of the organisation by developing an ethical and transparent culture and thereby promoting confidence

Integrity Strategy

Primary Objective

The primary objective of the Integrity Strategy is to ensure that the values contained within the Code of Ethics are embedded within both organisations, supporting the shared Mission, Vision and Philosophy of Norfolk and Suffolk Constabularies in order to promote staff and public confidence.

This will require a commitment to integrity and strong ethical leadership throughout both organisations, the standard being set at the most senior levels.

The primary objective will be delivered by –

1. Adoption of the Code of Ethics

The Code of Ethics will be adopted and embedded by Norfolk and Suffolk Constabularies to set organisational standards. It will support local jointly agreed Mission, Vision and Philosophy by underpinning all aspects of our activity to promote staff and public confidence

2. Establishment of an Integrity Working Group

The Integrity Working Group will deliver relevant work streams in support of the above through an Action Plan owned by the Deputy Chief Constables.

3. Utilising and developing best practice obtained through the College of Policing, HMIC inspections and the ACPO Integrity Model

The College of Policing, HMIC inspections and the ACPO Integrity Model provide significant guidance to support activity in this area. This guidance will complement the development of the response to the implementation of the Code of Ethics and provide a benchmark to monitor progress

4. Engagement with the Offices of Police and Crime Commissioners (OPCCs)

The OPCCs provide statutory oversight of both Forces and engagement will be undertaken in order to develop and implement this strategy

5. Developing a clear Communication Strategy

A Communication Strategy will be developed and managed through the Integrity Working Group to ensure consistency of messaging and understanding, both internally and externally

6. Developing a culture of Transparency

Maintaining and enhancing the confidence of the public and our staff is paramount and where possible, without risking operational effectiveness, the culture of both organisations will be developed to be transparent in all areas of business

7. Integration of the National Decision Model (NDM)

The NDM is at the core of the Code of Ethics and provides a robust and transparent framework for decision making across all areas of business. Integration into the culture and working practices of both organisations will support all aspects of this strategy

8. Consultation

Consultation with staff, the public and partners will be undertaken as part of the development and management of this strategy. This will include a cultural audit of both Constabularies

9. Chief Officer Oversight

The Deputy Chief Constables will lead specific activity in respect of this strategy but oversight will be through the Joint Chief Officer Command Team (JCOT) to ensure engagement and support across both Chief Officer teams

10. Consideration of the development of an 'Ethics Committee'

Monitoring and assessment of the development of 'Ethics Committees' nationally will be undertaken to consider implementation in both Constabularies if relevant and appropriate taking into account best practice

Integrity Working Group

The Integrity Working Group will be chaired by the Deputy Chief Constable of one of the Constabularies to ensure delivery of the Integrity Strategy.

Membership of the Integrity Working Group will be at the appropriate senior level to ensure delivery of actions identified through relevant work streams.

Terms of Reference

Terms of Reference (attached) have been agreed by the Integrity Working Group to support and oversee the delivery of an Action Plan.

Terms of Reference will be reviewed as appropriate.

Themes

In order to provide focus and direction to work streams the following themes will be adopted to reflect the terms of reference and underpin the action plan –

- Ethics and Transparency
- Guidance and Benchmarking
- Policy and Procedure
- People
- Leadership
- Performance
- Confidence
- Complaints
- Communication
- Anti-Corruption
- Ethical Oversight

Action Plan

The Action Plan will reflect the above themes and Terms of Reference and will be owned by the Deputy Chief Constables.

Review

This Integrity Strategy will be subject of review through the Working Group and the JCOT.