

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AC16/22

SUBMITTED TO: AUDIT COMMITTEE – 23 SEPTEMBER 2016

SUBJECT: UPDATE ON EMBEDDING OF THE CODE OF ETHICS

SUMMARY:

1. This report provides an update on the work undertaken to implement, and embed the nationally developed Code of Ethics into the Suffolk Constabulary.
2. There are no financial risks associated with this report.
3. There no other implications or risks associated with this report.

RECOMMENDATION:

1. The Committee is asked to note the work undertaken to implement the Code of Ethics within the Suffolk Constabulary.

1. INTRODUCTION

- 1.1. The Code of Ethics was launched by the College of Policing in 2014 to “support each member of the policing profession to deliver the highest professional standards in their service to the public.” The code has nine principles and ten standards of professional behaviour that every member of the police service should abide by and embed into their daily decision making.
- 1.2. Norfolk and Suffolk Constabularies launched the Code of Ethics following the College of Policing’s release. This involved the dissemination of an Integrity leaflet, communication on both intranet sites and force announcements. It has since also sparked the creation of a joint Norfolk and Suffolk Ethics Committee which was set up in March 2015.
- 1.3. There are varying levels of understanding of the Code within Norfolk and Suffolk Constabularies and following a recent Ethics conference hosted by the College of Policing it has been identified that we need to do more to embed the code within our workforce. The Ethics Committee has been running for a year however it is still in its infancy and needs further work.

2. CODE OF ETHICS RELAUNCH PROJECT

- 2.1. It is important that ‘embedding the code’ is sustainable and remains at the forefront of policing decisions and everyday life for our staff, therefore a twelve month plan will set out milestones and events to continue to reinforce the code.
- 2.2. The project will aim to:
 - Reinvigorate the Code of Ethics in Norfolk and Suffolk Constabularies through promotion and knowledge sharing;
 - Build understanding of the code and its real life application for Norfolk and Suffolk’s workforce, ensuring our staff ‘live and breathe it’;
 - Review the Joint Norfolk and Suffolk Ethics Committee to ensure it meets the needs of Norfolk and Suffolk Constabularies and the public of which they serve.
- 2.3. In order to re-launch a product such as the Code of Ethics a strong brand needs to be associated so that all communications and training are linked and recognised within the two forces. Therefore the initial phase of the project will develop a number of resources that will be disseminated across both Norfolk and Suffolk Constabularies to highlight the code and the standards of professional behaviour.
- 2.4. This will form the basis of a communication strategy which may include the following mediums:
 - Pocket notebook ‘inserts’ in all new notebooks;
 - Posters;
 - Leaflets;
 - Videos;
 - News stories;
 - Updated intranet page.

- 2.5. Following on from the branding and communication exercise which will encourage individuals and teams to start discussing the Code of Ethics, the training aspect will be developed. There is currently a training package available however this project would redesign this to ensure it fitted with individuals' ethical foundations and values rather than the organisation and includes realistic examples to evoke discussion and debate. The project would also review all other training packages to ensure the code is embedded; this needs to be more than a 'power point slide' explaining the code, rather discussion points that ensure the day to day decisions of our staff are ethical and fair.
- 2.6. Using Devon and Cornwall as best practice, the project would look to introduce Single Points of Contacts (SPOCs) in each business area to act as subject matter experts and ambassadors for embedding the code. These SPOCs should have a real interest in ethics and passionate about supporting their area of the business. Scoping the role of SPOCs will form part of the project however their role could involve:
- Delivering or supporting ethics training within their business area;
 - Being a representative on the Ethics Committee;
 - Encouraging discussion of ethical dilemmas in the workplace;
 - Encouraging submissions of these dilemmas for consideration by the Ethics Committee.
- 2.7. The promotion of Ethics 'heroes' who are able to tell their stories of ethical decisions or actions within their policing or personal lives will be used to promote the embedding of the code in everyday policing. Other forces have developed an Ethics award as part of their annual awards ceremony to continue reinforcing the code.
- 2.8. An Ethical Conference to launch the Code of Ethics would involve all supervisors through to Chief Officers. This conference would seek to promote the Code and ethical behaviour within our organisations, including guest speakers and an update on the Code of Ethics project. Real life applications of ethics, ethical dilemmas and Police culture would also feature as part of the conference.
- 2.9. The Conference would spark the beginning of a week of action which may include:
- Promotional advertising;
 - 'Dilemma of the day';
 - Drop in sessions;
 - Ethical survey;
 - Social Media.
- 2.10. The culmination of the project will be the review of the Joint Norfolk and Suffolk Ethics Committee. This will aim to ensure the committee is effective and has the right attendees around the table. Ethics committee's should have an academic viewpoint from an 'Ethicist'; this review will scope opportunities for including an Ethicist within the Norfolk and Suffolk Ethics Committee. Building on the work by Devon and Cornwall Police who hold a regional ethics committee that includes Universities, Military and healthcare, it is suggested that opportunities for a regional committee are scoped. This regional committee would ethical dilemmas from each committee as a 'peer review' as well as sharing best practice and recent research.

3. FINDINGS FROM INTERNAL AUDIT

3.1. The Internal Audit, completed in March 2016, assessed that there was reasonable assurance that Norfolk and Suffolk Constabularies had arrangements in place for demonstrating adherence to the Code of Ethics. There were a number of recommendations within this report.

- There is no formal procedure for staff to follow when there are breaches in relation to the Code of Ethics.

As part of the Code of Ethics project, the training review will encompass how to report breaches of the code of ethics. The new intranet page will also include instruction on how to report such breaches.

- There is no formal means for learning lessons from breaches in Code of Ethics.

A standing agenda item at the Ethics Committee has been added, to report back lessons learnt in relation to the Code of Ethics.

- There is no protocol for reviewing the themes of reference for the Ethics Committee, in addition there is no record of the members required to make the meeting quorate. Without this there is a risk that developments in the committees remit are not formally introduced into the committee and it does not fulfil its desired objectives.

The Code of Ethics Terms of Reference have been adjusted to ensure that they are reviewed at the first meeting of each year by the committee. In addition, it has been clarified that within the revised Terms of Reference that although this is not a decision making body, it is recommended that at least six of the committee members attend each meeting from at least 4 areas of the organisation.

- There is no formal requirement for policies to consider the code of ethics when they are revised.

The Norfolk and Suffolk Joint Policy Creation Policy has been redrafted to include several references to the Code of Ethics. The policy template has also been amended to include references to the Code of Ethics, and will be introduced to ensure that the Code of Ethics is taken into account when developing new or reviewing policies. The policy is currently going through the consultation process.

- There is currently no Committee assigned with responsibility for monitoring the Code of Ethics training, to ensure that all staff undertake the required training.

This has been added as a standard agenda item for the Ethics Committee.

- Upon introduction of the Code of Ethics Training, the Ethics Committee will need to be notified that all staff receive the required training.

This will be reported through the Ethics Committee as a standing agenda item.

4. NEXT STEPS

To progress Code of Ethics project to further embed the code within Norfolk and Suffolk Constabularies.

5. FINANCIAL IMPLICATIONS

5.1. There are no significant financial implications.

6. OTHER IMPLICATIONS AND RISKS

6.1. There are no implications or risks identified.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	Not applicable
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	No
Have human resource implications been considered?	No
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Not applicable
Has communications advice been sought on areas of likely media interest and how they might be managed?	Yes
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes