

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AC17/19

SUBMITTED TO: AUDIT COMMITTEE – 22 SEPTEMBER 2017

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 are 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 release. This involved the dissemination of an Integrity leaflet, communication on both intranet sites and force announcements. It also led to the introduction of a joint Norfolk and Suffolk Ethics Committee in March 2015. This was disbanded during 2016/2017, and replaced by two force specific boards. The Suffolk Board met for the first time in June 2017.
- 1.3. The Employee Engagement Survey, conducted within Suffolk in conjunction with Durham University, found that Ethical Measures were positive in terms of individual’s Code of Ethics values alignment, ethical leadership and ethical voice behaviour within the Constabulary.

2. CODE OF ETHICS

- 2.1 Work has continued to embed the Code of Ethics within Suffolk Constabulary over the last 12 months. All new police officers undertaking initial training cover the Code of Ethics in a number of ways, including specific inputs on both the Code of Ethics and the National Decision Making Model, of which, the Code of Ethics is an integral part. The Code of Ethics, and the values within it, also run through other training inputs to student police officers as a “golden thread” such as within personal safety training, where discussions around ethical decisions in this context are held. All new police staff starters to the Constabulary are also provided with a copy of the Code of Ethics with their contract of employment, and this therefore forms part of the induction process.
- 2.2 For existing officers as part of the yearly Personal Safety Refresher Training, an input is also provided on the Code of Ethics which includes safety running through scenarios with officers, some of which are based on local incidents briefed on by the Professional Standards Department (PSD). A video is also shown to all operational officers. The video of a road traffic stop has been edited to embed certain ethical questions related to fairness and dealing with the public, which then forms part of the group discussion.
- 2.3 Throughout Learning and Development delivery, scenario based learnings are used to provide topical examples which tend to be relevant to local or national events as necessary. Recent real examples used include “An Officer on the tube, off duty; what would you do” and “The Westminster Bridge Attack”, which can be analysed and discussed frame by frame looking at ethical considerations in operational decision making.

3. THE STRATEGIC EQUALITIES & ETHICS BOARD

- 3.1 The Strategic Equalities and Ethics Board, chaired by the Deputy Chief Constable, has responsibility for enhancing the trust and confidence in the ethical governance and actions of Suffolk Constabulary. This board replaces the Joint Ethics Committee, and met for the first time in June 2017. The board meets quarterly, and has been established to undertake the following actions for Suffolk Constabulary:
 - Providing advice to those engaged in the development or review of force policy and procedure;

- Ensure policies and procedures reflect the stated values of the force and Police Service;
- Review the decision making of others;
- Provide 'live' support to decision makers;
- Set the ethical standards expected of all leaders;
- Support and if necessary challenge the ethical conduct of leaders;
- Promote the purpose and adoption of value based action and decision making throughout the force;
- Ensure force values support the diverse nature of the Policing environment;
- Support those engaged in or affected by misconduct investigation, especially those who challenge conduct (whistle blower);
- Ensure investigations are conducted ethically and in compliance with relevant processes and force values;
- Consider potential ethical conflict in relation to matters such as procurement, hospitality, allowances/expenses and personal association;
- Staff performance in upholding the values of the force and Police Service;
- Inter-personal relations, for example behaviour that may fall short of the conduct threshold but indicates a failure to afford an individual dignity or equality in treatment.

3.2 The Deputy Chief Constable is responsible for determining the agenda. Individuals can submit agenda items concerning ethical issues via a written submission making reference to the Code of Ethics to be discussed by the group. The confidential reporting system may also be used to raise concerns regarding the ethical conduct of others, and such cases will be referred by the Head of Professional Standards to the Deputy Chief Constable.

4. FINDINGS FROM THE EMPLOYEE ENGAGEMENT SURVEY

4.1 During November and December 2016, Suffolk Constabulary police officers and staff took part in the Employee Engagement Survey which was designed by Durham University and has been used by over thirty police forces in England and Wales. The survey has been designed using proven academic scales for each of the measures. Included within these were the following measures relevant to the Code of Ethics and ethical behaviour within the Constabulary. Measures were scored between 1 – 7, with 7 being the highest. The explanation for each measure, as well as the score, is provided below:

- **Ethical Leadership**

Ethical Leadership, within this model, can be conceptualised as having three building blocks: being an ethical example, treating people fairly and actively managing morality. The survey asked police officers about their views of their immediate supervisor's leadership.

Suffolk only: 5.20
Joint Space: 5.10

- **Individual – Code of Ethics Alignment**

This is the extent to which individuals believe their own personal values align with those expressed in the Code of Ethics.

Suffolk only: 5.56
Joint Space: 5.64

- **Ethical Voice Behaviour**

Ethical Voice Behaviour refers to the communication between individuals and their work teams, with particular focus on integrity and ethical behaviour. This measure looks at the extent to which individuals are willing and prepared to talk to members of their work teams if they believe they are not behaving ethically or with integrity.

Suffolk only: 5.92

Joint Space: 5.79

- 4.2 These measures are positive and are indicative of a strong ethical culture within the Constabulary. The high score for Ethical Voice Behaviour is particularly encouraging in that it shows that officers and staff feel able to speak out if unethical behaviour becomes apparent to them amongst their colleagues.

5. NEXT STEPS

To continue to embed the values of the Code of Ethics within Suffolk Constabulary through these established processes, the progress of which will be monitored by the Strategic Equalities and Ethics Board.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no significant financial implications.

7. OTHER IMPLICATIONS AND RISKS

- 7.1 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