

Hertfordshire Constabulary Code of Ethics Plan

Initial / immediate actions

Protracted / more substantial actions

Leadership and Engagement				
	Action	Comments	Owner	Priority & Progress
1	Buy-in by the chief constable and the chief officer team	<ul style="list-style-type: none"> Chief officers will act with integrity and conduct themselves in a way the public would expect. They will make high profile and personalised statements internally and externally about their commitment to the Code of Ethics (CoE) and ethical behaviour. The direction and control of the force should closely follow the Principles; The chief officers could consider 'signing' the Code. 	Chief officers	A Senior Managers' Conference in May 2014 launched the CoE. CC Roadshows, CC Blogs, Intranet exposure and Development Pool workshops have all begun the roll-out.
2	PCC Leadership	<ul style="list-style-type: none"> The PCC may also consider making internally and externally focussed statements supporting the Code; Develop tri-force values and statements that incorporate CoE. 	PCC	PCC / OPCC membership of the Strategic Board (EEIB) and the Ethics Committee has been agreed.
3	Re-visit the status & emphasis of the <i>Herts Way</i> to avoid confusing staff and if appropriate refresh to take account of the Code of Ethics.	Ideally this review would take into account the views of the public and the workforce.	DCC	A position to make no immediate changes to the <i>Herts Way</i> has been adopted.
4	Agree the strategic lead/force champions for Equality & Inclusion, Ethics & Integrity and Corporate Health groups and give visibility to these issues throughout the organisation.	<ul style="list-style-type: none"> The DCC will appoint individual leads and play a prominent role in promoting ethical behaviour throughout all parts of the organisation; A CoE page will be introduced to the Intranet containing relevant guidance, sign posts to policy and HMIC, national reports / issues. 	DCC	Good progress is being made on this with key senior leads appointed.
5	Develop an internal and external communications plan to launch, embed and give visibility to the Code.	<ul style="list-style-type: none"> Intranet and internet roll out of materials; Re-visit approaches to how staff raise concerns / whistleblowing procedures; CoE launch event at May 2014 Senior Managers' Meeting; Re-publish the status & emphasis of the <i>Herts Way</i>; 	Corporate Communications	Some plans are agreed and in place. Plans with an external focus need further development.

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		<ul style="list-style-type: none"> • Publication of next steps and establishment of Equality, Ethics and Integrity Board (EEIB) and sub-boards. 		
6	The Code should be routinely considered when publishing and amending the force Corporate Risk Register	<ul style="list-style-type: none"> • The Corporate Risk Register should be amended to now identify and strategic risks is so far as they relate to the CoE; • Sitting directly below this should be an Integrity Plan for the force that identifies key strategic risks and the mitigating action required by all three forces in the strategic alliance 	The Audit Committee	This is being taken forward.
7	Publicise the outcomes of all misconduct and corruption patterns, issues and hearings	This is being done on some occasions but new ideas should be sought in relation to highlighting important cases / failures, including perhaps, a personal letter to all staff.	DCC / PSD	Being done but will be widened to include IPCC findings and research. Work in hand.
8	Review all selection processes, including selection for promotion into leadership roles, to ensure that Values and Ethics are appropriately explored.	<ul style="list-style-type: none"> • Will be dependent in part on the CoP's review of the PQF to more overtly include the CoE • SEARCH process to select new Student Officers is currently under review. • Proposals are being developed to introduce an OPQ (Occupational Personality Questionnaire) into the Tri-Force Senior Officer Selection Process to allow for targeted questions about values and style at interview. • The processes used for selection should be regularly reviewed to ensure any potential for favouritism or other unethical behaviour is managed. 	HR	Medium term work with progress already being made on a tri-force promotion process.
9	Test perceptions: a. About general awareness and knowledge about the Code; b. Via an audit (e.g. 'cultural audit') or plan to establish a baseline	There should be a form of surveying focused on ethical behaviour and fair treatment. The use of the confidential whistleblowing envelopes on the intranet will also be a good source of information.	Corporate Services	Potentially for tasking out by the Ethics Committee.
10	Ensure that hours are being monitored to ensure a healthy work-life balance and specifically that senior leaders become role models in this area.	There should be equity and reasonableness in the hours worked. Days deferred should be examined. Leadership should be displayed by senior staff.	HR	This is already reported but there is work to do.

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Resourcing and Sustainability				
11	Identify clear champions to be specific points of contact around the CoE	This should be about making the Code 'live' in the organisation and promulgating information and guidance.	Board & group leads	The board / groups will consider how best to do this and utilise both seniority and expertise to good effect.
12	The force should ensure it keeps up-to-date in respect of findings from academic research sponsored by the CoP on the Code and 'what works'	<ul style="list-style-type: none"> • It is important that any research on the Code of Ethics is carefully co-ordinated by the CoP to ensure consistency of approach; • The Ethics Board will consider findings and recommendations and how they can best be implemented. 	HR	There will be engagement with the ACPO lead to capture good practice
13	Learning and Development interventions will be reviewed to ensure that the Code of Ethics is included in an appropriate and effective way. This will apply to training for new officers and staff (including volunteers) as well as for existing members of the Constabulary, including for CPD.	<ul style="list-style-type: none"> • Many of the Training Programmes now delivered are in line with the National Curriculum owned by the CoP. As they are updated to include the Code, the new materials will be adopted; • The impacts of training will be evaluated. 	HR	Outcomes will need careful consideration at the relevant groups
14	Staff associations and trade union representatives should be asked to consider how they are going to promote and support the implementation of the CoE.	The integration of the Code should be universal.	Staff Associations	They will be engaged in the overall approach as members of the groups
15	Force policies and procedures should be considered to identify where the Code of Ethics would be relevant and if any amendments are necessary.	Priority should be given to areas such as HR, PSD, Covert Policing, Use of Force. The Code should underpin decision making and the force change programme.	Corporate Services	
16	Consideration of how to apply the Code to contractors, volunteers, private sector staff and consultants working on behalf of the Constabulary.	For obvious reasons.	HR	There should be early consideration given to this by the board / groups.

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Methodology and Rigour				
17	The Code must underpin the performance management regime.	Chief officers and leaders will attend relevant performance meetings and make specific statements about the desired ethical approach to managing performance / ethical crime recording. Good practice should be highlighted and rewarded accordingly.	Chief officers	The Constabulary has a strong tradition of this but more can be done. Consideration will be taken of recent HMIC activity.
18	An inspection will be undertaken to assess ethical behaviour and adherence to key policies.	<ul style="list-style-type: none"> • Issues such as gifts and hospitality, business interests, information security and managing the media will be covered. • It is important to identify trends and strategic risks and inform training requirements. 	Corporate Services and PSD	There will be a tri-force aspect to this.
19	The force could consider the progress in implementing the Code and a strategic statement about the Code in its annual plan	This will retain the Code at the heart of the organisation.	PCC / Chief Constable	This should align with the strategic planning regime
20	The minutes from the EEIB and three sub-groups should be published externally and internally in line with FOI policies.	Thus embracing transparency.	Corporate Services	
21	Introduce regular quality assurance of training and leadership inputs to evidence an appropriate focus upon ethics and integrity		HR	