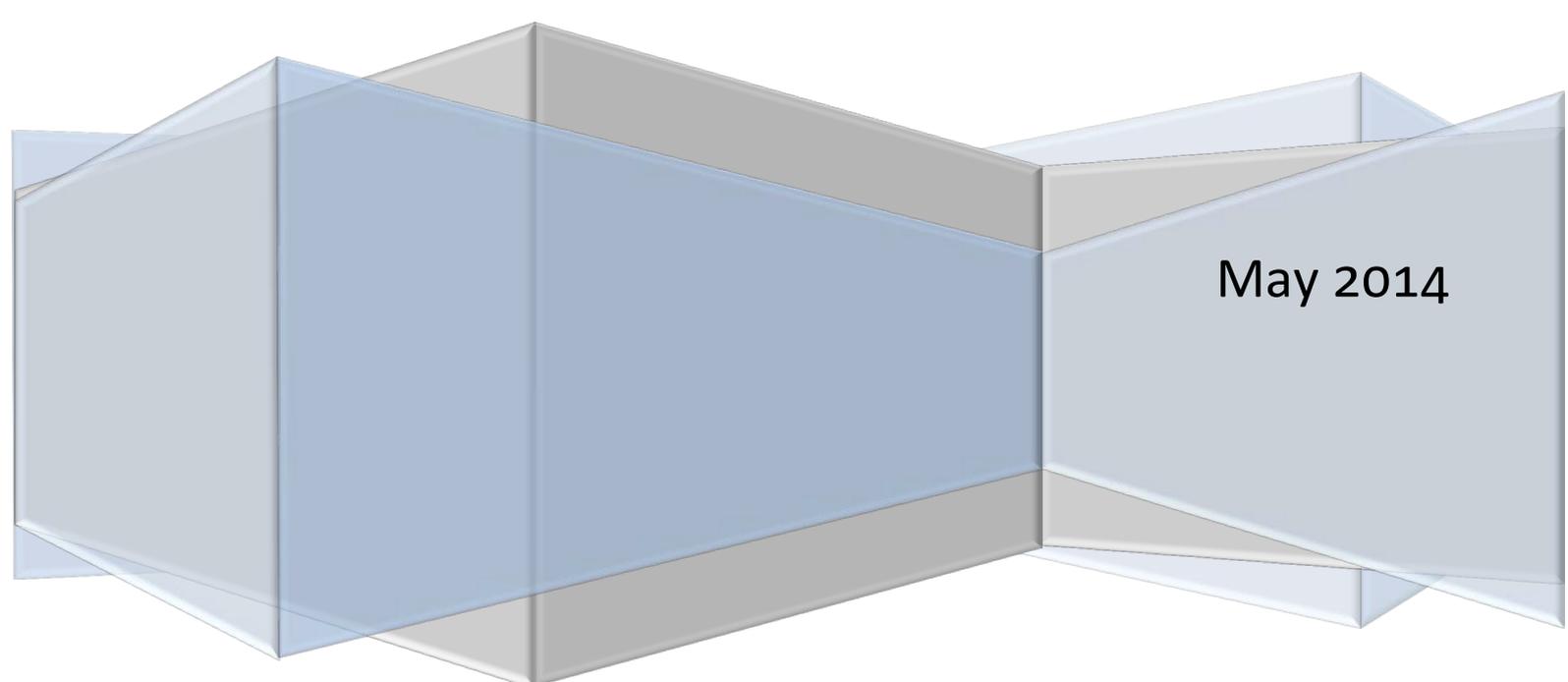


Hertfordshire Constabulary

Equality, Ethics and Integrity Board

ROOME-GIFFORD, Alison 648



May 2014

STATEMENT OF PURPOSE :

The Equality, Ethics and Integrity Board (EEIB) is to be the strategic group that hold overall leadership responsibility for the co-ordination and embedding/delivery of the three strands of Equality and Inclusion, Ethics and Integrity and Corporate Health.

It is recognised that these three dimensions have inter - dependencies and overlap and necessitate strategic oversight and co-ordination but together they contribute to the aim of creating an organisational culture and behaviours that directly impact on police transparency, accountability to communities, legitimacy and ultimately on public trust and confidence.

This is to be delivered in accordance with our aspirations, moral obligations as well as any statutory and legislative responsibilities.

The Board is committed to introducing and integrating the newly published National “Code of Ethics” authored by the College of Policing into the Hertfordshire Constabulary’s ways of working. The code will help shape the definition of “good” leadership and drive and support the development of a values and human rights based decision making approach and culture. The code of ethics will underpin the considerations of both the EEIB and the newly constituted Ethics Committee which alongside the Constabulary’s statutory duties to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, will aim to improve public confidence and provide greater transparency and accountability to the Community. The Board will have the responsibility for ensuring that the organisational environment and climate created for staff to work in is one which promotes fairness, respect and wellbeing where satisfied, engaged, healthy and motivated employees deliver high quality services to the public.

Through these three dimensions the Board will ensure the Hertfordshire Constabulary maintains its commitments in line with the ACPO principles that:

“Our behaviour, actions and decisions will always be in support of the public interest. We value public trust and confidence in policing as an institution, and to earn this we will be open to scrutiny and be transparent”

THE OVERALL AIM

The EEIB will provide the strategic vision and co-ordination of Equalities, Ethics and Integrity, and Corporate Health within and across the Constabulary ensuring it acts in an ethical fair and professional manner, respecting and embracing the diversity of our employees, partners and stakeholders and the communities we serve.

The Board will hold the responsibility for developing a force culture that is built on transparency, integrity and accountability. This culture will place ethics, equalities, fairness and respect at the very core of our service to the public in a way that builds legitimacy, co-operation, and public trust and confidence.

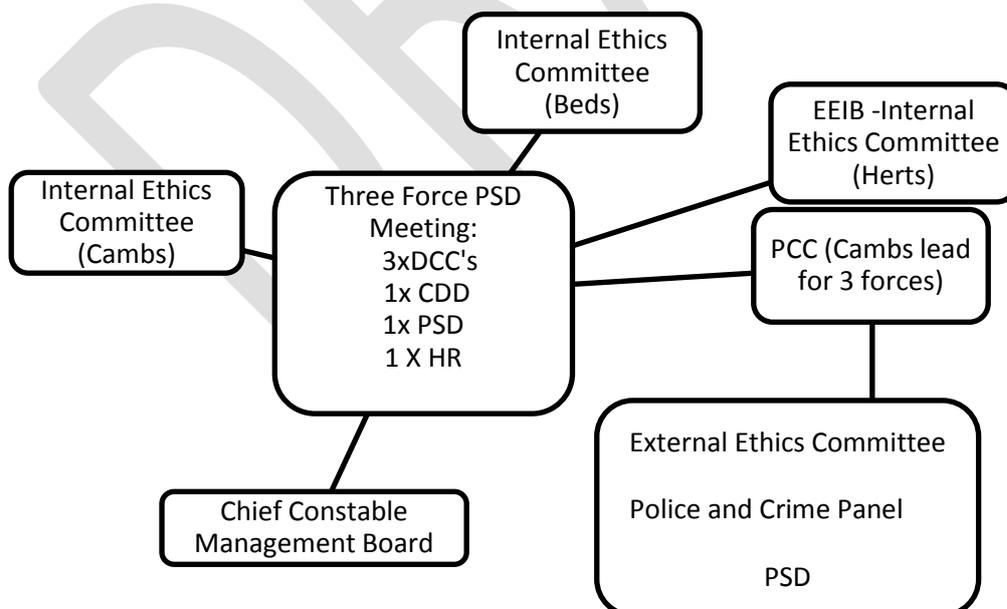
STRATEGIC LEADERSHIP

The Chair of the Equalities, Ethics and Integrity Board will be the Deputy Chief Constable. The role of the Police and Crime Commissioner who sits on the Board will provide strategic oversight, to ensure that the public have full confidence in the standards, honesty and transparency of the Force, holding the Chief Constable to account and responding with action and reassurance if/when public confidence is lost.

The DCC will nominate a deputy for any planned absences.

RELATIONSHIPS TO OTHER GROUPS

The management of ethics, integrity and standards across the Strategic Alliance is in line with the principle of “One organisation, three Forces” and represented within the following structure:



The Board feeds in to and from the Tri-Force Professional Standards Meeting which is chaired by the PSD lead for the Forces, Deputy Chief Constable Alec Wood. The work of the various committees is fed into the Chief Constables' Management Board, which is attended by all three Chief Constables and the three Police and Crime Commissioners.

The Cambridgeshire Police and Crime Commissioner takes the lead role on behalf of the three Commissioners for Professional Standards. The Commissioner ensures additional scrutiny and accountability through the Police and Crime Panels as well as the development of the (Cambridgeshire) External Ethics Committee.

STRUCTURE AND DIRECTION OF THE BOARD

The Board shall set the direction for three key areas of business. These are separated into the three strands set out below;



The specific responsibilities of the Board in each of these blocks are as follows;

EQUALITY AND INCLUSION GROUP

- To identify and drive a programme of activity that meets the direction set by the strategic board.
- Meet Hertfordshire Constabulary's duties and responsibilities under Equality, Diversity and Human Rights Legislation.
- Maintain an overview of the Equality Objective Framework.
- Ensure structures and processes meet the equality and diversity responsibilities across all business areas within Hertfordshire Constabulary.
- Facilitating effective internal and external communication on equality and diversity issues across the organisation.
- To allocate any actions through the appropriate board member, checking regularly for progress and effectiveness.

ETHICS AND INTEGRITY COMMITTEE

- To identify and drive a programme of activity that meets the direction set by the strategic board.
- To promote the highest standards of conduct in line with the Code of Ethics.
- It exists to provide governance and oversight, re-enforcing the Constabulary's overriding commitment to ethical decision making, integrity and standards.
- It aims to identify and address specific threats within Hertfordshire, ensuring a clear process exists to prioritise and tackle risk.
- It acts as a focal point for emerging menaces to be identified and plans put in place to minimise risks to trust and confidence.
- It provides a focus for the education/cultural transformation of staff's mind-sets.
- Facilitating effective internal and external communication on ethical issues across the organisation.
- To allocate any actions through the appropriate board member, checking regularly for progress and effectiveness.

PEOPLE MATTERS GROUP (CORPORATE HEALTH)

- To identify and drive a programme of activity that meets the direction set by the strategic board.
- To receive data from sources of officers/ staff feedback e.g. FAW, Ask the Exec, Chief Officer Road Shows and identify and act on key issues that are affecting staff satisfaction.
- To drive the leadership development programme of activity including Employment Engagement to improve officers/ staff engagement and performance.
- To identify health and wellbeing issues that is impacting on officers/ staff health and put programmes in place to address.
- To identify any proactive initiatives that could include the satisfaction and engagement of officers/ staff.
- To receive any issues from the Equality and Inclusion Group or the Ethics and Integrity Group that impact on corporate health and include in the programme of work.
- To allocate any actions through the appropriate board member, checking regularly for progress and effectiveness

The Board will set the strategic direction for the Constabulary across these three key areas. After the direction has been set it will be communicated to three distinct working groups/committees which will be chaired by a led by a senior leader. These

groups will be responsible for delivering the strategic aims that have been set by the Board. The group leads will report into the Board bi-monthly, where progress shall be monitored and further actions set if appropriate.

Each working group will be set an individual terms of reference (TOR). For a breakdown of these individual TOR's, see appendices.

For a breakdown of the structure, see figure 1.

MINUTES

As the Board is involved with directing the operational development of the Constabulary, it must be formally constituted and formally minuted. Minutes will be open or closed, concise, relevant and action based. Minutes will be compiled and circulated electronically within 5 days of the meeting. The meetings will be co-ordinated and minuted by the Business Support Secretariat.

The meeting will operate on a bureaucracy light basis documenting only what is necessary to support and record effective governance and decision making. Papers for the meeting will be circulated 3 working days prior to the meeting. The terms of reference will be reviewed annually by the board.

MEMBERSHIP

A key element of the Committee is transparency, coupled with a desire to learn from best practice. As a result, the Committee welcomes the presence of an independent advisor; (Details tbc) The Board will therefore be comprised the following members or their designated representatives:

- Deputy Chief Constable (Chair)
- Police and Crime Commissioner
- Assistant Chief Constable
- Head of Human Resources
- Head of Crime and Operational support
- Head of PSD
- LPC Commander
- Head of Criminal Justice Department
- Head of Corporate Communications
- Audit Committee Member
- Independent Advisor

Additional attendees may be invited when particular issues are under consideration or they are needed to report on progress or answer any questions. (E.g. Head of Legal/other Heads of Function) Members of the public/service users/minority community representatives/other members of staff may be invited to the group meetings on an ad hoc basis. For a breakdown of board member responsibilities, see figure 2.

FREQUENCY OF MEETINGS

The Board will meet bi-monthly every other month to the bi-monthly tri force PSD Governance Board and within 21 days of this Board. The agenda will be established by the Chair of the Board, who will ensure appropriate update reports and papers are presented. The Board will be scheduled to efficiently and effectively coincide with appropriate meetings which may have an interest in items on the agenda.

WORKING GROUPS

The working groups are the tactical delivery mechanism for ensuring the agenda is translated into action throughout the organisation. Success therefore depends upon the quality and vigour of leadership within each working group.

A working group is a clearly defined part of the Board agenda to be developed and delivered by the group lead. Each working group will have a clearly defined individual vision. It will define the aim of the working group, set out clear deliverables and targets/measures that demonstrate successful delivery.

There are Terms of Reference that all working group leads have signed up to (see appendices).

Each working group/Committee will consist of the following elements:

- Aims - it will be clearly stated why the working group exists and what it is aiming to achieve.
- Targets and Measures - the targets and measures will be set out by which success of the working group will be measured; some of these will be nationally driven, others local.
- Action Plan - each working group must have a clear action plan. It is important that very clear deliverables are articulated in this section including milestones where appropriate. Action plans will be regularly reviewed and updated by the working group lead.

Leading the working group:

- The working group lead is responsible for delivering against the action plan.
- It is a matter for the working group lead as to how they deliver the intended outcomes of their working group.
- The working group lead is responsible for delivery and is accountable to the Deputy Chief Constable and members of the EEIB.

Reporting:

- The working group lead will report progress when required by the Board and any risks to delivery of the programme of activity and deliverables.

OUTCOMES OF THE BOARD

The desired strategic outcomes of the Board will be:

- That the Constabulary's culture and behaviours will lead to increased legitimacy, greater transparency and accountability to the Community and higher levels of public trust and confidence.
- Staff demonstrates high levels of engagement, motivation and satisfaction and this translates to even higher quality services to the public.
- That the Constabulary's work place should reflect the Code of Ethics that has been set down by the College of Policing
- The organisation's employment policies and practices reflect all aspects of the confidence and Equality agenda
- Operational practices and procedures reflect all aspects of the Equality and Human Rights agenda
- Training, complaints and leadership functions are effective enablers to drive the Equality, Ethics and Organisational Wellbeing agenda forward
- Staff are confident to challenge inappropriate behaviour and language, knowing that they will be supported
- All support groups are thriving, accepted and consulted as a matter of course.

APPENDIX

TERMS OF REFERENCE

EQUALITIES AND INCLUSION WORKING GROUP

1.0 Role of the Equalities and Inclusion Working Group

- 1.1 Ensure Hertfordshire Constabulary acts in accordance with its statutory duties to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.

2.0 Responsibilities of the Working Group

- 2.1 To implement the direction set for the working group by the Board.
- 2.2 Ensure Hertfordshire Constabulary meets its duties and responsibilities under Equality, Diversity and Human Rights Legislation.
- 2.3 Ensure an Equality Objective Framework is implemented, monitored, reviewed and updated in response to internal/external drivers.
- 2.4 Ensure structures and processes meet the equality and diversity responsibilities across all business areas within Hertfordshire Constabulary.
- 2.5 Facilitating effective internal and external communication on equality and diversity issues across the organisation.
- 2.6 To allocate any actions through the appropriate group member, checking regularly for progress and effectiveness.

3.0 Membership

- 3.1 The working group lead is responsible for developing the membership and structure of this group. This includes ensuring membership is the appropriate level of staff and representation.

4.0 General Information

- 4.1 The working group lead will be expected to report progress to the Board on a quarterly basis.

TERMS OF REFERENCE

ETHICS AND INTEGRITY COMMITTEE

1.0 Role of the Ethics and Integrity Committee

1.1 The group promotes the highest standards of conduct in line with the Code of Ethics.

2.0 Responsibilities of the Committee

2.1 To implement the direction set for the working group by the Board.

2.2 It aims is to identify and address specific threats within Hertfordshire, ensuring a clear process exists to prioritise and tackle risk.

2.3 It acts as a focal point for emerging menaces to be identified and plans put in place to minimise risks to trust and confidence.

2.4 It provides a focus for the educational/cultural transformation of staff's mind-sets.

2.5 Facilitating effective internal and external communication on Ethical issues across the organisation.

2.6 To allocate any actions through the appropriate group member, checking regularly for progress and effectiveness.

3.0 MEMBERSHIP

3.1 The working group lead is responsible for developing the membership and structure of this group. This includes ensuring membership is the appropriate level of staff and representation.

4.0 General Information

4.1 The working group lead will be expected to report progress to the Board on a quarterly basis.

TERMS OF REFERENCE

Corporate Health Working Group

1.0 Role of the Corporate Health Working Group

- 1.1 To identify and drive a programme of activity that meets the direction set by the strategic board.
- 1.2 Ensure Hertfordshire Constabulary acts in accordance with its statutory duties to promote Organisational Wellbeing and foster healthy and productive staff.

2.0 Responsibilities of the Working Group

- 2.1 To identify and drive a programme of activity that meets the direction set by the strategic board.
- 2.2 Ensure Hertfordshire Constabulary meets its duties and responsibilities under any Organisational Wellbeing Legislation.
- 2.3 To receive data from sources of officers/ staff feedback e.g. FAW, Ask the Exec, Chief Officer Road shows and identify and act on key issues that are affecting staff satisfaction.
- 2.4 To drive the leadership development programme of activity including Employment Engagement to improve officers/ staff engagement and performance.
- 2.5 To identify Health and Wellbeing issues that is impacting on officers/ staff health and put programmes in place to address.
- 2.6 To identify any proactive initiatives that could include the satisfaction and engagement of officers/ staff.
- 2.7 To receive any issues from the Equality and Inclusion Group or the Ethics and Integrity Group that impact on corporate health and include in the programme of work.
- 2.8 Ensure an Organisational Wellbeing Framework is implemented, monitored, reviewed and updated in response to internal/external drivers.

- 2.9 Ensure structures and processes meet the Organisational Wellbeing responsibilities across all business areas within Hertfordshire Constabulary.
- 2.10 Facilitating effective internal and external communication on Organisational Wellbeing issues across the organisation.
- 2.11 To allocate any actions through the appropriate group member, checking regularly for progress and effectiveness.

3.0 Membership

- 3.1 The working group lead is responsible for developing the membership and structure of this group. This includes ensuring membership is the appropriate level of staff and representation.

4.0 General Information

- 4.1 The working group lead will be expected to report progress to the Board on a quarterly basis.

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Figure 1

Proposed Strategic Equality, Ethics and Integrity Board

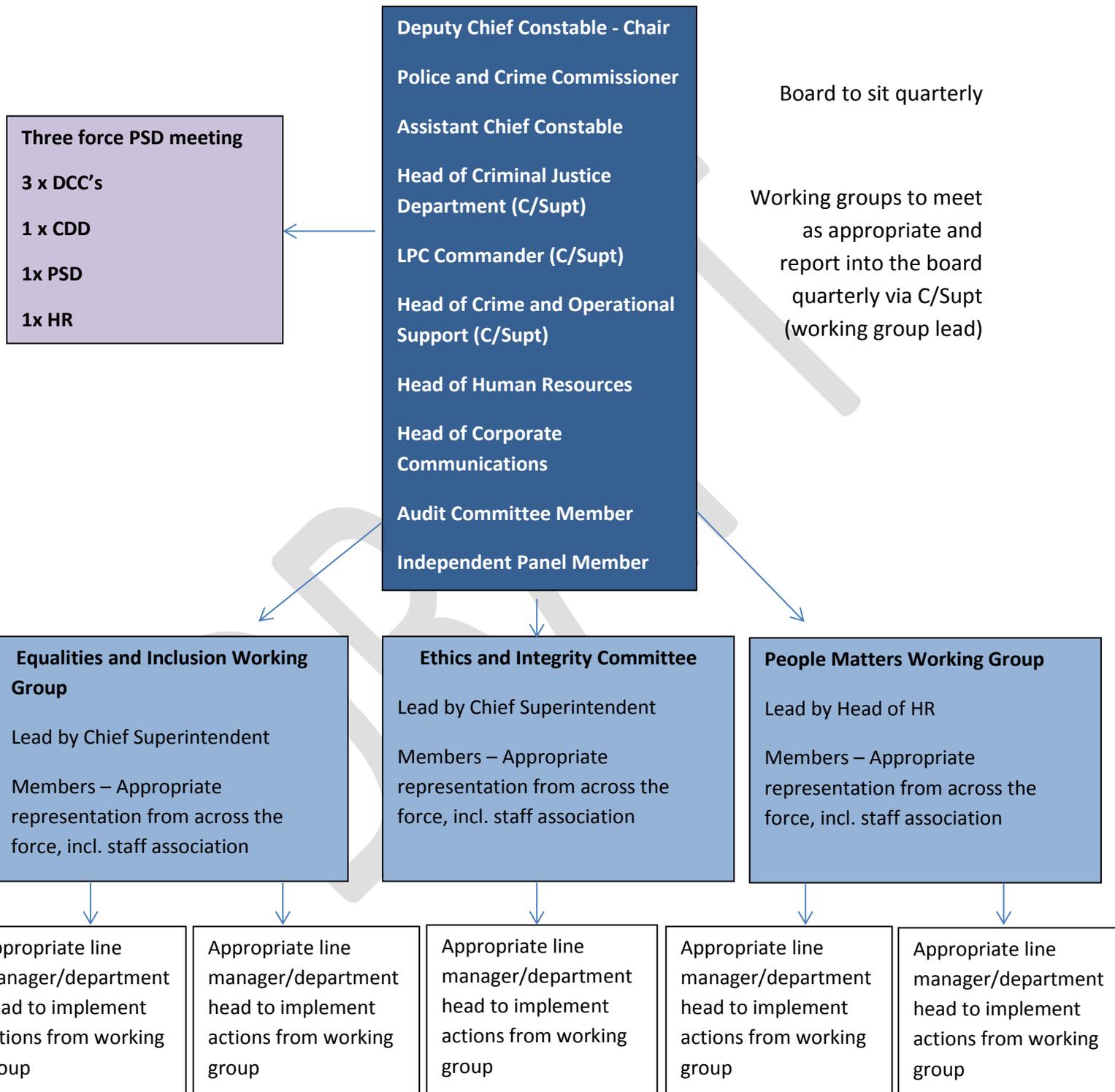


Figure 2

Roles and responsibilities

Attendee	Roles and Responsibilities
Deputy Chief Constable	To Chair the group and monitor progress against the Equality Objective Framework. The chair holds Department Heads to account.
Police and Crime Commissioner	To provide strategic oversight and to ensure that the public have full confidence in the standards, honesty and transparency of the Force, holding the Chief Constable to account and responding with action and reassurance when public confidence is lost
Assistant Chief Constable	To assist the chair and members of the strategic board to set the strategic direction for the constabulary. To deputise when the chair is unavailable.
Head of Human Resources	Accountable for all HR issues and performance. To ensure workforce implications of the statutory and legal obligations are carried out. Monitor and report on all aspects of recruitment activity.
Head of Criminal Justice Department (C/Superintendent)	Accountable for Criminal Justice work strand. To lead a working group in this business area to ensure that the strategic aims that are set by the board are being properly implemented and maintained.
LPC Commander (C/Superintendent)	Accountable for Local Policing Command. To lead a working group in this business area to ensure that the strategic aims that are set by the board are being properly implemented and maintained.
Head of Crime and Operational Support (C/Superintendent)	Accountable for Crime and Operational Support work strand. To lead a working group in this business area to ensure that the strategic aims that are set by the board are being properly implemented and maintained.
Head of Corporate Communications	Facilitate good communication on equality and diversity across the organisation and with members of the public.
Independent advisor	To ensure transparency and promote learning and best practice