

## **Revisiting Police Relationships - Recommendations**

### National or Other Agency Recommendations

- The evidence shows that progress is inconsistent across forces and more needs to be done with a greater sense of urgency if the public is to have confidence that the service takes integrity matters seriously and is gripping them effectively. Therefore, in addition to scrutiny of chief officers by PCCs, there continues to be a need for independent external scrutiny by HMIC, including unannounced inspections.

A further inspection into police leadership is scheduled to take place in 2014.

- The College of Policing should quickly develop sound professional standards for training and development in connection with issues of integrity.

This is being progressed through the new Standards of Ethics circulated for consultation.

- Given that integrity issues concerning senior leaders continue to arise, HMIC recommends that investing in integrity training for current and future senior leaders of the service would be a worthwhile investment.

This action is being progressed through the work undertaken by the College of Policing.

- All forces should introduce peer review arrangements for ACPO ranks as one way of judging the propriety of accepting individual offers of gratuities and hospitality, and of assessing how acceptance might be perceived both internally and externally.

A gifts and gratuities policy for Chief Officers is currently being developed by ACPO.

### PCC Recommendations

- There is little evidence of force professional standards departments checking and challenging chief officers in connection with issues of integrity. A more transparent and challenging environment needs to be created. PCCs should assure themselves that their forces are nurturing such environments with effective internal scrutiny and challenge.

PCC challenge is provided through the regular complaints meeting attended by PSD.

- PCCs may wish to assess how far their forces have implemented the ACPO national guidance in relation to integrity issues, and how the application of that guidance in force policies and systems supports local anti-corruption strategies.

As above, oversight and challenge takes place at the complaints meeting.

- More robust and auditable corporate governance arrangements are required if the new accountability arrangements are to work effectively. These need to differentiate clearly the roles and responsibilities of chief officers and PCCs.

The roles and responsibilities of the Chief Constable and PCC have been clearly defined within the Police and Crime plan and governance processes have been subject to a recent audit which has confirmed these are robust and effective.

## Force Recommendations

- As more forces consider outsourcing elements of their work, the service should reach agreement on the role of forces in the investigation and enforcement of unacceptable behaviour by staff in outsourced services, with a view to producing national guidance to help forces identify and manage the potential risks to their reputations in this respect.

There are currently no outsourced services to which this recommendation would apply. However, where we work with partners, they remain subject to our policies and procedures in relation to staff responsibilities.

- Forces and PCCs should assure themselves that there are appropriate mechanisms in place to monitor and manage the reputational risks presented by the inappropriate use of social media.

The constabulary has adopted ACPO guidance on safe use of the internet and social media and this has been publicised to all staff. It is also included within a presentation being delivered to all staff by the head of PSD within the latest Chief Constable seminars.

Monitoring and review of use of social media is managed through PSD.

- Forces should establish arrangements for the cross-checking of register entries and the triangulation of events to ensure that any improper behaviour or corrupt activity is more likely to be uncovered.

This is undertaken as a matter of course and is business as usual.

- Forces should include in the PDR process for officers and staff a review of any secondary employment and business interests. This should include scrutiny of refused applications and any conditions attached to approved applications.

This does not currently part of the force PDR process.

- Forces should conduct thorough assessments of their workforces' knowledge and understanding of policies relating to integrity issues.

Training is ongoing with staff across the three Forces and Regional specialist units (ERSOU), with particular emphasis being given towards risks arising from inappropriate relationships, information disclosure, gratuities, hospitality and anti-corruption. In addition, inputs are taking place aimed at leaders within the three Forces covering the same subject matter.

A quarterly newsletter has been introduced 'The Shield' which highlights good practise for officers, shares learning points and publishes sanctions for those officers who have been found guilty of offences. (Worthy of note, It has received the 2nd highest reading hit across the three Forces with 94%).

The Head of PSD is currently delivering a presentation to all Cambs staff as part of the current round of Chief Constable seminars, with a focus upon integrity.