

**CITY OF LONDON POLICE**

**ACPO POLICE INTEGRITY MODEL  
DELIVERY PLAN  
PERFORMANCE REPORT  
2013/14**



## Appendix C

### PLAN SUMMARY

#### COMMIT

Commit Measures	Traffic Light Colour	Trend
1.1.1a. Force to have issued a statement of intent to commit to using the ACPO Police Integrity Model		
1.2.1a. To have published a statement committing the Force to the SOMV, showing how this links to the values in the City Futures programme		
1.3.1a. To publish a public statement on integrity as part of City Futures, published on our public website		
1.4.1a. To ensure a governance structure that enables internal and external scrutiny of the activities of the Force by building upon the existing Force Organisational Learning Forum (OLF)		
1.5.1a. To maintain the Force ACPO Police Integrity Model Delivery Plan, managed through the Force OLF		
1.6.1a. Deliver briefings to all staff on the process for reporting corruption, and review the reasons for current under usage of reporting line		
1.7.1a. To establish a governance framework that utilises existing organisational learning, strategic governance and oversight arrangements		
1.8.1a. Develop the leadership strand of the City Futures model to provide clear expectations of behaviours and values, and training to support leaders		
1.9.1a. To deliver the strand of City Futures that embeds values & behaviours in all selection processes		
1.10.1a. To have better defined the Force approach to corruption with appropriate SOP's and supporting statements		
1.11.1a. To have published the Force commitment to the IPCC definition of corruption and the Force anti-corruption strategy		
1.12.1a. To have published a process for internally and externally communicating corruption and misconduct outcomes		
1.13.1a. Working with Corporation Procurement develop contract arrangements that incorporate integrity standards as part of the bidding and management process of the contract		
1.14.1a. To use existing governance structures of Police Committee and IAG to demonstrate transparency & independent scrutiny		

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### ASSESS

Assess Measures	Traffic Light Colour	Trend
2.1.1a. Increase awareness and deliver training on the NDM		
2.2.1a. To evidence the adoption of the SOCA threat assessment model within Force processes		
2.3.1a. To have identified the top threat priorities for the Force with associated management activities		
2.4.1a. To conduct regular reviews of the Force integrity programme and implement identified improvements through the Organisational Learning Forum		
2.5.1a. Incorporate integrity related Environmental Scanning into the Force OLF		
2.6.1a. To ensure all relevant public consultations and local surveys contain integrity questions		
2.7.1a. To use and develop the Force Integrity Dashboard to establish and monitor the risk to the Force around Integrity		
2.8.1a. To develop an annual Professional Standards Strategic Assessment on Integrity		
2.9.1a. To establish robust governance of integrity issues from Police Committee through Professional Standards Sub-Committee, SMB, OLF and integrity Standards Board		
2.10.1a. To provide evidence of the Police Committee meetings covering integrity and how they have influenced Force strategy and tactics		
2.11.1a. To have established a formalised process for sharing intelligence on staff with other Forces		

### PLAN

Plan Measures	Traffic Light Colour	Trend
3.1.1a. To create an enhanced and fit for purpose counter corruption unit within PSD		
3.2.1a. To have a published and up to date counter corruption strategy drawn from the Professional Standards Strategic Assessment		
3.3.1a. To provide evidence within Force documents of the adoption of the national decision Making Model		
3.4.1a. To provide evidence that the setting of Strategic Objectives has been based on the analysis for the Force threat assessment		
3.5.1a. To have produced an integrity plan following the PIER principles		
3.6.1a. To ensure a communication plan is part of the Force integrity Plan		
3.7.1a. To have established a resource profile for Force integrity monitoring and maintenance of professional standards		
3.8.1a. To have reviewed and adopted all Professional Standards APP documentation that is relevant to the Force		
3.9.1a. Force counter corruption officers to have undertaken relevant College of Policing accreditation courses		
3.10.1a. To evidence the review of OLF reports by PSD staff where relevant learning has taken place		
3.11.1a. To have developed a suite of Force plans to respond to corruption issues and provide evidence of a testing and development regime		
3.12.1a. See Measure 3.8.1a.		

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### ACT

Act Measures	Traffic Light Colour	Trend
4.1.1a. To have appointed an ACPO Lead on Integrity and ensure their active involvement in the oversight of the integrity plan		
4.2.1a. Within the Integrity Action Plan to have established Force priorities around integrity with linked actions for their achievement		
4.3.1a. To ensure all measures and actions within the Integrity Action Plan have assigned owners, and accountability through regular reporting to the Professional Standards & Integrity Sub-Committee		
4.4.1a. To deliver training on standards, values and leadership ethics through the City Futures Programme		
4.5.1a. To ensure ethical standards are promoted through development of City Futures		
4.6.1a. To adopt APP and national guidance for Force policies and procedures		

### MONITOR

Monitor Measures	Traffic Light Colour	Trend
5.1.1a. To provide regular assessment of integrity to the Professional Standards & Integrity Police Sub-Committee		
5.2.1a. Integrity and risk groups chaired by a member of ACPO		
5.3.1a. To report Integrity Action Plan Performance within the Force Performance Framework		
5.4.1a. To have established the Force auditing integrity programme and reporting regime		
5.5.1a. To provide evidence of tasking systems used for specific integrity actions		
<b>KEY INDICATORS</b>		
<i>Progress against risks identified in the plan</i>		
<i>Gifts &amp; Hospitalities</i>		
<i>Business Interests/ Contractors</i>		
<i>Investigations into complaints and misconduct</i>		
<i>Sanctions/Results</i>		
<i>Number of Corruption enquiries with agreed IPCC/ACCAG description</i>		
<i>Number of IPCC independent/Supervised/ Managed enquiries</i>		

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### REPORT

Report Measures	Traffic Light Colour	Trend
6.1.1a. To have established and implemented an integrity publication scheme on Force website		
6.2.1a. Police Committee Professional Standards & Integrity Sub-Committee to the Force documents published in line with Committee publication rules and policies		
6.3.1a. To openly report sanctions, findings, descriptors and lessons learnt on all integrity cases		
6.4.1a. To maintain the Professional Standards Police Sub-committee reporting timetable		
6.5.1a. To have published clear guidance for staff and the public on how to make complaints		
6.6.1a. To ensure all reports in 6.3.1a are made available on the Force public Website		
6.7.1a. To have published Professional Standards policies and procedures on the Force public website		
6.8.1a. The Force public website will contain clear and easily accessible information on integrity		
6.9.1a. The Force public website will contain a timetable of reporting timescales linked to reports		

**PERFORMANCE REPORT**

Traffic Light Colour	Definition of target achievement
<b>GREEN</b>	Target is being achieved to date and level set.
<b>AMBER</b>	Current projections indicate this target will not be met unless this additional action taken
<b>RED</b>	No progress on target, deadline/level has not been met and it is unlikely the target will be met following additional action taken.
<b>WHITE</b>	This is for quarterly quantitative targets only to reflect that no score will be possible until the first quarter report.

**Target Report Checklist**

- Current level of achievement
- Dates for work completed
- Dates future work will be completed by (milestones)
- Reasons for current achievement level
- Any risks that have been realised
- Work undertaken to manage realised risk
- Work to be undertaken to manage risk against target
- Impact of other targets on this work area
- A statement from owner about whether they think the target will or will not be achieved by the target date based on the information provided above.

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<b>CHECKLIST CRITERIA: 1.1. Commit to the ACPO Police Integrity Model</b>	
<b>TARGET/MEASURE</b>	1.1.1a. Force to have issued a statement of intent to commit to using the ACPO Police Integrity Model
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	The Commissioner will make a statement committing the Force to adopting this model and set out the framework for the management of integrity within the organisation, and showing how this links to the values within City Futures.
<b>MEASUREMENT</b>	Record date and document statement is issued within and to be reviewed annually
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

**COMMIT**

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<b>CHECKLIST CRITERIA: 1.2. Commit to the Police 'Statement of Mission and Values' (SOMV)</b>	
<b>TARGET/MEASURE</b>	1.2.1a. To have published a statement committing the Force to the SOMV, showing how this links to the values in the City Futures programme
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To show commitment to the national SOMV within our cultural change programme.
<b>MEASUREMENT</b>	Record date and document statement is issued within and to be reviewed annually
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	



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<b>CHECKLIST CRITERIA: 1.3.</b> Chief Constable to publish a public statement of commitment to transparency	
<b>TARGET/MEASURE</b>	1.3.1a. To publish a public statement on integrity as part of City Futures, published on our public website
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To show the Force is transparent in the way it deals with integrity issues with officers.
<b>MEASUREMENT</b>	Record date and document statement is issued within and to be reviewed annually
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.4.</b> Commit to public scrutiny both internally and externally responding to feedback through organisational learning	
<b>TARGET/MEASURE</b>	1.4.1a. To ensure a governance structure that enables internal and external scrutiny of the activities of the Force by building upon the existing Force Organisational Learning Forum (OLF)
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force commits to open scrutiny of its processes and can learn from experience using existing Force forums.
<b>MEASUREMENT</b>	Record date and document statement is issued within and to be reviewed annually
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.5.</b> Commit to an integrity action plan which is regularly reviewed in line with the model and can adapt, improve and build upon learning	
<b>TARGET/MEASURE</b>	1.5.1a. To maintain the Force ACPO Police Integrity Model Delivery Plan, managed through the Force OLF
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force maintains oversight of integrity issues through linking its own action plan to the ACPO Police integrity model. This process will align Force actions with the model checklist
<b>MEASUREMENT</b>	Progress against the plan is reported quarterly to the Assistant Commissioner
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Plan is maintained. Amber: Plan maintained but some evidence not provided. Red: Two or more reviews of plan are missed within Force
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.6. Create and environment where there is confidence to challenge or report corruption</b>	
<b>TARGET/MEASURE</b>	1.6.1a. Deliver briefings to all staff on the process for reporting corruption, and review the reasons for current under usage of reporting line
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure that there is a culture of confidence within the Force in reporting suspected corruption and challenge behaviour.
<b>MEASUREMENT</b>	Force will have delivered a programme of briefings for staff.
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Programme fully delivered or on track. Amber: Programme developed and under way but behind schedule. Red: Programme not yet developed
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.7.</b> Ensure all business is conducted under this framework	
<b>TARGET/MEASURE</b>	1.7.1a. To establish a governance framework that utilises existing organisational learning, strategic governance and oversight arrangements
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force adopts world class integrity standards for all staff and has the facility to oversee the adoption of these standards
<b>MEASUREMENT</b>	The Force has an integrity group established with defined terms of reference
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Group established with agreed terms of reference and meeting programme underway. Amber; Group established but not yet met. Red: No group yet established.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.8.</b> All senior officers and staff will act as role models for integrity demonstrating the behaviour expected of all ranks and roles within the organisation	
<b>TARGET/MEASURE</b>	1.8.1a. Develop the leadership strand of the City Futures model to provide clear expectations of behaviours and values, and training to support leaders
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure high standards of behaviour and integrity are embedded in all levels of the Force acting through example to encourage others to embrace and adopt our world class standards
<b>MEASUREMENT</b>	Roll out leadership training
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Training rolled out across the Force. Amber: Training under development. Red: Training not yet developed.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.9.</b> Recruit and promote only those who commit to and maintain those standards throughout their service	
<b>TARGET/MEASURE</b>	1.9.1a. To deliver the strand of City Futures that embeds values & behaviours in all selection processes
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force recruits and promotes officers who share our commitment to maintaining high standards of integrity
<b>MEASUREMENT</b>	Our recruitment and promotion processes will contain references to how integrity standards will be used as part of the assessment criteria for recruitment of new officers within the Force and for promotion of existing officers
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Agreed processes in place. Amber: Processes in development. Red: No process in place
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.10.</b> Commit to a zero tolerance approach to corruption and a graduated and proportionate approach to investigation and sanctions	
<b>TARGET/MEASURE</b>	1.10.1a. To have better defined the Force approach to corruption with appropriate SOP's and supporting statements
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force approach to corruption is clearly documented and communicated to all staff and the public
<b>MEASUREMENT</b>	Relevant SOPs (investigation and sanctions) detail Force approach to corruption
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Approach defined and published and supported within SOPs. Amber: Approach defined and SOPs in development. Red: Approach not clearly defined.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	



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<b>CHECKLIST CRITERIA: 1.11. Commit to the IPCC definition of corruption and the Force anti-corruption strategy</b>	
<b>TARGET/MEASURE</b>	1.11.1a. To have published the Force commitment to the IPCC definition of corruption and the Force anti-corruption strategy
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To demonstrate the Force’s commitment to fighting corruption and show how we plan to managed anti-corruption activities as part of our wider integrity programme
<b>MEASUREMENT</b>	The Force will have published a statement committing to the IPCC definition of corruption and an anti-corruption strategy.
<b>TRAFFIC LIGHT CRITERIA</b>	Green: statement and strategy published. Amber: Statement published with strategy under development. Red: No documentation produced.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.12.</b> Commit to internal and external communication of corruption outcomes	
<b>TARGET/MEASURE</b>	1.12.1a. To have published a process for internally and externally communicating corruption and misconduct outcomes
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force is transparent about how it deals with corruption so that the public and staff know the results of corruption hearings and can be provided with confidence that the Force is robustly dealing with any corruption to maintain the trust of the public.
<b>MEASUREMENT</b>	The Force will have published a commitment to be transparent in internal and external communications about corruption outcomes and this process will be operating.
<b>TRAFFIC LIGHT CRITERIA</b>	Green: The Force has published intent to be open internally and externally and the process for publishing outcomes is established. Amber: The Force has published commitment to communication but not established the process to achieve this. Red: There is no process in place and the Force has not published its intent.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.13.</b> Commit partners and contractors to follow the same ethical standards of integrity	
<b>TARGET/MEASURE</b>	1.13.1a. Working with Corporation Procurement develop contract arrangements that incorporate integrity standards as part of the bidding and management process of the contract
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To encourage our partners and contractors to mirror our standards so that integrity in all areas can be seen as world class
<b>MEASUREMENT</b>	To have integrity standards as part of Force contracts with the ability to measure compliance against this section of the document
<b>TRAFFIC LIGHT CRITERIA</b>	Green: integrity standards part of all new Force contracts and measured as part of the contract fulfilment. Amber: integrity standards within contract developed but not implemented. Red: No integrity standards within Force contract arrangements.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 1.14.</b> Establish an independent Ethics Committee, or Reference group, to allow public scrutiny and demonstrate transparency	
<b>TARGET/MEASURE</b>	1.14.1a. To use existing governance structures of Police Committee and IAG to demonstrate transparency & independent scrutiny
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To maintain independent oversight into our levels of integrity to provide the public with reassurance in the way we operate as a police force
<b>MEASUREMENT</b>	Transparency and independent scrutiny of Force demonstrated through governance structure oversight
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Governance in place. Amber: Governance not yet fully in place. Red: No independent oversight in place.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.1.</b> Adopt the National Decision Making Model (NDM) locally, integrating the Integrity Model into current practice	
<b>TARGET/MEASURE</b>	2.1.1a. Increase awareness and deliver training on the NDM
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force has adopted the national guidelines and framework
<b>MEASUREMENT</b>	An awareness and training programme on the NDM is in place within the Force
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Training and awareness programme developed and being delivered. Amber: Programme developed but not in the process of delivery. Red: No programme in place.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

**ASSESS**

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<b>CHECKLIST CRITERIA: 2.2.</b> Adopt the National triennial SOCA threat assessment model to inform local threat assessment	
<b>TARGET/MEASURE</b>	2.2.1a. To evidence the adoption of the SOCA threat assessment model within Force processes
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force has adopted the national model in line with other forces
<b>MEASUREMENT</b>	Force has adopted SOCA model
<b>TRAFFIC LIGHT CRITERIA</b>	Green: evidence of Force adoption of SOCA model. Amber: Process in place for adopting SOCA model. Red: Force has not adopted SOCA model
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.3.</b> Chief Officers to identify top priorities and recognise their own 's individual threats, trends and issues alongside regional and national issues	
<b>TARGET/MEASURE</b>	2.3.1a. To have identified the top threat priorities for the Force with associated management activities
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force has an established process for the management of threats, both regional and national.
<b>MEASUREMENT</b>	Threat priorities identified and documented within Force processes
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Threat priorities documented. Amber: Process for identification of priorities established but priorities not defined. Red: no priorities identified.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.4.</b> Annually review the integrity programme and report key issues	
<b>TARGET/MEASURE</b>	2.4.1a. To conduct regular reviews of the Force integrity programme and implement identified improvements through the Organisational Learning Forum
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force integrity programme and plan remain fit for purpose and support our integrity standards.
<b>MEASUREMENT</b>	Review will be conducted on an annual basis and the Force ACPO Police Integrity Action Plan amended to deliver improvements where identified.
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Annual review programme established and operating. Amber: Annual review programme defined but not yet implemented. Red: No review programme in place.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	



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<b>CHECKLIST CRITERIA: 2.5.</b> Consider other relevant sources such as Office of the PCC/IPCC/HMIC/local assessment of complaints and customer service data, and public consultation	
<b>TARGET/MEASURE</b>	2.5.1a. Incorporate integrity related Environmental Scanning into the Force OLF
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the OLF has access to all information that could lead to improved organisational learning and the development of Force processes and procedures
<b>MEASUREMENT</b>	Integrity Environmental Scanning to become agenda item within OLF
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Integrity Scanning Report agenda item on OLF and submitted. Amber: Process for providing integrity scanning to OLF established but not yet submitted to OLF. Red: No process in place to submit integrity scanning to OLF.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.6.</b> Build integrity questions into any public consultation exercises and local surveys	
<b>TARGET/MEASURE</b>	2.6.1a. To ensure all relevant public consultations and local surveys contain integrity questions
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure we capture the public view of integrity within the Force
<b>MEASUREMENT</b>	To ensure the following surveys/consultations within year contain integrity related questions: 1)
<b>TRAFFIC LIGHT CRITERIA</b>	
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.7.</b> Utilise all systems and sources to identify risks	
<b>TARGET/MEASURE</b>	2.7.1a. To use and develop the Force Integrity Dashboard to establish and monitor the risk to the Force around Integrity
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force has relevant information at hand to enable it to effectively assess the risks it faces around integrity
<b>MEASUREMENT</b>	To have a risk management process in place that can be applied to integrity risk identification
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Process sin place and risks identified. Amber: Process in place but no risks identified. Red: No process in place.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.8.</b> Identify gaps in intelligence and produce comprehensive reports	
<b>TARGET/MEASURE</b>	2.8.1a. To develop an annual Professional Standards Strategic Assessment on Integrity
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force retains a comprehensive intelligence picture around the risks of corruption for officers and staff
<b>MEASUREMENT</b>	Suite of intelligence products produced for Force use
<b>TRAFFIC LIGHT CRITERIA</b>	Green: To have intelligence products developed around integrity issues. Amber: To have products in development. Red: No products in place or in development.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.9.</b> Hold regular meetings regarding reputation risk and integrity issues and report findings	
<b>TARGET/MEASURE</b>	2.9.1a. To establish robust governance of integrity issues from Police Committee through Professional Standards Sub-Committee, SMB, OLF and integrity Standards Board
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure identified risks are managed with a clear Governance trail
<b>MEASUREMENT</b>	Minutes of meetings where issues are discussed.
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Agenda of minutes allows for discussion of integrity issues and report findings and these discussions are minuted. Amber: Meetings held to discuss integrity issues but process for supplying information not yet established. Red: No forum in place to facilitate discussions.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.10.</b> Involve the Local Ethics Committee in the risk management of tactical and strategic integrity issues	
<b>TARGET/MEASURE</b>	2.10.1a. To provide evidence of the Police Committee meetings covering integrity and how they have influenced Force strategy and tactics
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	The Police Committee already has a sub-group covering integrity issues for the Force, providing accessible evidence of these meeting swill ensure the Force is open and transparent about integrity matters.
<b>MEASUREMENT</b>	Minutes of the Professional Standards Sub-committee will be published and relevant decisions on strategy and tactics will be provided as evidence of engagement.
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Minutes published and available along with Action lists and Force progress against them. Amber: Minutes published but action updates not available. Red: No evidence published.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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<b>CHECKLIST CRITERIA: 2.11.</b> Consider any issues with cross border sharing of intelligence on staff	
<b>TARGET/MEASURE</b>	2.11.1a. To have established a formalised process for sharing intelligence on staff with other Forces
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force complies with legislative responsibilities with data sharing and holding
<b>MEASUREMENT</b>	The Force will have a documented process covering integrity data sharing on staff with other forces and agencies and where appropriate relevant data sharing agreements will be applied
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Process in place and published. Amber: Process in development. Red: No process in place.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

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### PLAN

<b>CHECKLIST CRITERIA: 3.1. Identify appropriate specialist resources and structures</b>	
<b>TARGET/MEASURE</b>	3.1.1a. To create an enhanced and fit for purpose counter corruption unit within PSD
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force uses resources in an efficient and effective manner to combat corruption and the risk of corruption
<b>MEASUREMENT</b>	Resources defined for anti-corruption activities
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Resources defined and meet current requirements. Amber: Resources defined but gaps exist in capability. Red: No resources defined.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	



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<b>CHECKLIST CRITERIA: 3.2. Plan the anti-corruption strategy</b>	
<b>TARGET/MEASURE</b>	3.2.1a. To have a published and up to date counter corruption strategy drawn from the Professional Standards Strategic Assessment
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To provide a focused vision for the application of Force counter corruption activities
<b>MEASUREMENT</b>	The Force will have an agreed and published counter corruption strategy in place.
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Strategy published and up to date. Amber: strategy under review. Red: no strategy published or strategy out of date and not being reviewed.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 3.3. Adopt the enhanced National Decision Making Model</b>	
<b>TARGET/MEASURE</b>	3.3.1a. To provide evidence within Force documents of the adoption of the national decision Making Model
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force has adopted recognised national standards
<b>MEASUREMENT</b>	Relevant Force documents utilising the Decision Making Model as part of their process will be listed for inclusion in measurement of this target.
<b>TRAFFIC LIGHT CRITERIA</b>	
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 3.4.</b> Set the strategic objectives and priorities based on assessment	
<b>TARGET/MEASURE</b>	3.4.1a. To provide evidence that the setting of Strategic Objectives has been based on the analysis for the Force threat assessment
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure our objectives have a clear rational based on assessment undertaken.
<b>MEASUREMENT</b>	Progress against existing measures below can be used to provide evidence that the Strategic priorities are based on assessment as well as minutes of relevant integrity meetings.  <b>2.2.1a.</b> To evidence the adoption of the SOCA threat assessment model within Force processes <b>2.3.1a.</b> To have identified the top threat priorities for the Force with associated management activities
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Related targets green. Amber: Related targets amber. Red: Related targets red.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 3.5.</b> Create and develop an action plan following PIER (Prevention, Intelligence, Enforcement & Reassurance) principles	
<b>TARGET/MEASURE</b>	3.5.1a. To have produced an integrity plan following the PIER principles
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force follows accepted principles in planning to mitigate the risk of corruption within the organisation.
<b>MEASUREMENT</b>	Production of Integrity Action Plan to implement Force Strategic Objectives around integrity
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Plan developed and published. Amber: Plan in development. Red: No plan in place or in development.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 3.6. Set a clear communication plan internally and externally</b>	
<b>TARGET/MEASURE</b>	3.6.1a. To ensure a communication plan is part of the Force integrity Plan
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To enable the Force to communicate its Strategic Objectives and delivery of these effectively to all staff within the organisation.
<b>MEASUREMENT</b>	Communication measures will be part of Integrity Action Plan
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Communication measures within plan. Amber: Communication measures in development. Red: No communication measures in place or in development.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 3.7.</b> Establish proportionate capability and capacity to deliver the plan with an agreed protocol around asset sharing between forces	
<b>TARGET/MEASURE</b>	3.7.1a. To have established a resource profile for Force integrity monitoring and maintenance of professional standards
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the plan is fully delivered
<b>MEASUREMENT</b>	To have detailed staff and resourcing requirements for the Force Professional Standards services
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Resource profile completed and fully resourced. Amber: Resource profile completed but gaps in resources. Red: No resource profile complete or profile complete with significant resourcing gaps within Force.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 3.8. Adopt ACPO Counter Corruption Advisory Group (ACCAG)/Professional Standards Authorised Professional Practice (APP)</b>	
<b>TARGET/MEASURE</b>	3.8.1a. To have reviewed and adopted all Professional Standards APP documentation that is relevant to the Force
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force utilises accepted national standards and practice
<b>MEASUREMENT</b>	Force policies and procedures will be based on APP where applicable and policy and SOP review of APP will be evidenced. Achievement of 4.6.1a. To adopt APP and national guidance for Force policies and procedures.
<b>TRAFFIC LIGHT CRITERIA</b>	Reflects traffic light scoring of 4.6.1a.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 3.9.</b> Counter corruption officers should ideally attend College of Policing PSD Bronze/Silver/Gold accreditation courses with prior credible investigative training	
<b>TARGET/MEASURE</b>	3.9.1a. Force counter corruption officers to have undertaken relevant College of Policing accreditation courses
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure our officers receive appropriate training to enable them to effectively undertake their roles.
<b>MEASUREMENT</b>	
<b>TRAFFIC LIGHT CRITERIA</b>	
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	



## Appendix C

<b>CHECKLIST CRITERIA: 3.10.</b> PSD staff to be given access to organisational and operational learning enabling the sharing of best practice throughout all forces	
<b>TARGET/MEASURE</b>	3.10.1a. To evidence the review of OLF reports by PSD staff where relevant learning has taken place
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure lessons learned within Force can be identified and shared with others
<b>MEASUREMENT</b>	Report on review of OLF learning by PSD staff where relevant integrity learning has been identified
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Reports reviewed and relevant actions tasked. Amber: Reports reviewed at OLF but not yet by PSD staff. Red: No reviews of OLF reports undertaken where relevant learning has taken place.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 3.11. Plan and test effective response plans in relation to corruption issues</b>	
<b>TARGET/MEASURE</b>	3.11.1a. To have developed a suite of Force plans to respond to corruption issues and provide evidence of a testing and development regime
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force can manage and mitigate corruption issues once identified.
<b>MEASUREMENT</b>	Force has a suite of corruption response plans with an agreed testing and development programme in place
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Plans in place with testing regime. Amber: Plans in development. Red: no plans in place or in development.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 3.12.</b> Set policies and procedures in line with national guidance	
<b>TARGET/MEASURE</b>	<b>See Measure 3.8.1a.</b>
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	Adopting APP for Force processes will ensure we use national guidance
<b>MEASUREMENT</b>	<b>See Measure 3.8.1a.</b>
<b>TRAFFIC LIGHT CRITERIA</b>	<b>See Measure 3.8.1a.</b>
<b>TRAFFIC LIGHT</b>	<b>See Measure 3.8.1a.</b>
<b>CURRENT POSITION</b>	

## Appendix C

### ACT

<b>CHECKLIST CRITERIA: 4.1.</b> Ensure visible Leadership from the highest level	
<b>TARGET/MEASURE</b>	4.1.1a. To have appointed an ACPO Lead on Integrity and ensure their active involvement in the oversight of the integrity plan
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure integrity standards within the Force are promoted by all senior managers
<b>MEASUREMENT</b>	ACPO Lead for integrity appointed and for regular briefings to be in place and chair relevant integrity meetings. Also to represent Force and Professional Standards Police Sub-Committee
<b>TRAFFIC LIGHT CRITERIA</b>	
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 4.2.</b> Prioritise the plan and build in scope for dynamic issues	
<b>TARGET/MEASURE</b>	4.2.1a. Within the Integrity Action Plan to have established Force priorities around integrity with linked actions for their achievement
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force has clear priorities to focus the delivery of the integrity action Plan
<b>MEASUREMENT</b>	Priorities will be listed within the plan with associated measures
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Priorities listed in plan. Amber: Priorities in development within plan. Red: No priorities established.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 4.3.</b> Ensure clear accountability for the delivery of the action plan	
<b>TARGET/MEASURE</b>	4.3.1a. To ensure all measures and actions within the Integrity Action Plan have assigned owners, and accountability through regular reporting to the Professional Standards & Integrity Sub-Committee
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure there are clear owners for each measure so that managers are fully aware of their responsibilities to deliver the plan
<b>MEASUREMENT</b>	Owners to be assigned to each measure within the Integrity Action Plan
<b>TRAFFIC LIGHT CRITERIA</b>	Green: All measures and actions have owners. Amber: Plan in development and owners under consideration. Red: no plan or assigned owners to measures.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 4.4.</b> Provide training for all staff on standards, values and leadership ethics	
<b>TARGET/MEASURE</b>	4.4.1a. To deliver training on standards, values and leadership ethics through the City Futures Programme
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure staff are supported in their duty to uphold the Force's integrity standards
<b>MEASUREMENT</b>	List of training courses containing standards, values and leadership ethics to be provided with numbers of staff receiving training
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Training courses are fully available within a rolling yearly programme. Amber: Training courses are still in development. Red: No training courses are available.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 4.5.</b> Ensure effective supervision to promote ethical standards with emphasis on training for supervisors to ensure standards are maintained through enforcement and challenging of staff where required. This is key to achieving cultural change	
<b>TARGET/MEASURE</b>	4.5.1a. To ensure ethical standards are promoted through development of City Futures
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure all staff receive training and support in promoting our integrity culture and standards of behaviour
<b>MEASUREMENT</b>	Ethical standards training courses and initiatives to be part of the Force City Futures Programme.
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Ethical Standards training part of Force training programme. Amber: Ethical training programme within development. Red: No provision within annual training programme for promotion of ethical standards.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	



## Appendix C

<b>CHECKLIST CRITERIA: 4.6.</b> Ensure policies and procedures are in line with National Guidance:		
<b>TARGET/MEASURE</b>	4.6.1a. To adopt APP and national guidance for Force policies and procedures	
<b>OWNER</b>		
<b>AIM/RATIONALE</b>	To support implementation of measure 3.8.1a. and section 3.12	
<b>MEASUREMENT</b>	See below for each policy and procedure reviewed and updated with current national guidance	
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Policy and procedure in Place. Amber: Policy and procedure under review. Red: Policy and procedure does not reflect APP as no review has taken place.	
<b>TRAFFIC LIGHT</b>		
<b>CURRENT POSITION</b>		
<b>Policy &amp; Procedure</b>	<b>Current Position</b>	<b>Traffic Light</b>
<i>Gifts &amp; Hospitality</i>		
<i>Procurement</i>		
<i>Expenses &amp; Allowances</i>		
<i>Reward &amp; Recognition</i>		
<i>Nepotism &amp; Cronyism</i>		
<i>Business Interests</i>		
<i>Conflict of Interest</i>		

- Note: Where a review has taken place and a policy or procedure does not reflect APP due to a decision made by the Force this area will be reflected as Amber to show a review has been taken and issues prevent adoption of national policy.

Appendix C

<b>CHECKLIST CRITERIA: 5.1. Chief Constable reports to independent Ethics Committee</b>	
<b>TARGET/MEASURE</b>	5.1.1a. To provide regular assessment of integrity to the Professional Standards & Integrity Police Sub-Committee
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure independent oversight of Force integrity is maintained
<b>MEASUREMENT</b>	Documents from sub-Committee to be provided and supporting measure 2.10.1a. To provide evidence of the Police Committee meetings covering integrity and how they have influenced Force strategy and tactics
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Meeting programme timetable with associated minutes provided. Amber: timetable provided but minutes unavailable. Red: No evidence provided.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

**MONITOR**

## Appendix C

<b>CHECKLIST CRITERIA: 5.2. Reputation and Risk Management groups chaired by a Chief Officer</b>	
<b>TARGET/MEASURE</b>	5.2.1a. Integrity and risk groups chaired by a member of ACPO
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To drive reputation and risk management from the top of the organisation
<b>MEASUREMENT</b>	Documents from groups chaired by ACPO to be provided as measurement for meeting timetable and discussions
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Meeting programme timetable with associated minutes provided. Amber: timetable provided but minutes unavailable. Red: No evidence provided.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 5.3.</b> Progress monitored at mainstream force level performance meetings	
<b>TARGET/MEASURE</b>	5.3.1a. To report Integrity Action Plan Performance within the Force Performance Framework
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure integrity management is an integral part of performance management within the Force
<b>MEASUREMENT</b>	Monitoring of Action Plan within Force integrity meeting and reporting to SMB as part of ACPO Portfolio return to this meeting
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Reporting of plan to integrity Standards Board and where relevant PMG. Amber: reporting of plan under development. Red: Plan not reported on in any forum.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 5.4.</b> Auditing systems in place across support services and professional standards departments	
<b>TARGET/MEASURE</b>	5.4.1a. To have established the Force auditing integrity programme and reporting regime
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure standards of integrity are monitored and areas of concern are identified for action
<b>MEASUREMENT</b>	Reporting of agreed audit measures to Force Integrity Standards Board
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Programme and reporting regime in place and operating. Amber: Programme and reporting regime in development. Red: No programme in place or in development.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 5.5.</b> Tasking systems used to achieve specific actions, such as through routine Force Tasking and Coordination	
<b>TARGET/MEASURE</b>	5.5.1a. To provide evidence of tasking systems used for specific integrity actions
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To show integrity related actions form part of normal Force business
<b>MEASUREMENT</b>	Where tasked appropriate actions will be listed for oversight
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Tasking meetings consider appropriate actions. Amber: Tasking meetings meet and consider actions but no evidence can be provided. Red: No process exists for tasking meeting to discuss integrity actions.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: KEY INDICATORS</b>			
<b>CURRENT POSITION</b>			
<b>Indicator</b>	<b>Current Position</b>	<b>Traffic Light</b>	<b>Trend</b>
<i>Progress against risks identified in the plan</i>			
<i>Gifts &amp; Hospitalities</i>			
<i>Business Interests/ Contractors</i>			
<i>Investigations into complaints and misconduct</i>			
<i>Sanctions/Results</i>			
<i>Number of Corruption enquiries with agreed IPCC/ACCAG description</i>			
<i>Number of IPCC independent/Supervised/ Managed enquiries</i>			

Appendix C

<b>CHECKLIST CRITERIA: 6.1.</b> Publish Reports on relevant websites – Force, PCC, Ethics Committee	
<b>TARGET/MEASURE</b>	6.1.1.a. To have established and implemented an integrity publication scheme on Force website
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To provide the public with an open and transparent picture of integrity within the Force
<b>MEASUREMENT</b>	Publication scheme documented and published in appropriate formats
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Publication scheme managed and up to date. Amber: Publication scheme managed but not providing current documents. Red: No scheme in place.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

**REPORT**



Appendix C

<b>CHECKLIST CRITERIA: 6.2.</b> Reporting by the Ethics Committee of recommendations and advice given to PCC and Chief Constable	
<b>TARGET/MEASURE</b>	6.2.1a. Police Committee Professional Standards & Integrity Sub-Committee to the Force documents published in line with Committee publication rules and policies
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure we can demonstrate how our Police Committee advises the Force and what is done to implement the advice we receive
<b>MEASUREMENT</b>	Minutes of meetings provided with advice and associated actions
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Minutes with advice and actions published. Amber: Minutes shown but no evidence of Force actions on advice. Red: No minutes published.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 6.3. Reporting on the sanctions / findings / descriptors / lessons learnt</b>	
<b>TARGET/MEASURE</b>	6.3.1a. To openly report sanctions, findings, descriptors and lessons learnt on all integrity cases
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the Force is transparent around integrity of its staff
<b>MEASUREMENT</b>	Sanctions, findings, descriptors and lessons learnt on all integrity cases will be published on the Force website
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Website set up with appropriate section for reporting cases and relevant cases made available. Amber: Website set up with appropriate section but no relevant reports yet published. Red: Website not set up and no reports published.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 6.4. Reporting at PCC meetings</b>	
<b>TARGET/MEASURE</b>	6.4.1a. To maintain the Professional Standards Police Sub-committee reporting timetable
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	The Force reports to the Professional Standards Police Sub-Committee as it is not affected by the legislation that created Policing and Crime commissioners (PCC's). Reporting to our Committee provides independent oversight into the state of Force integrity
<b>MEASUREMENT</b>	Annual programme of meetings agreed each year and evidence of them taking place in the form of minutes
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Timetable of meetings published along with minutes. Amber; Timetable agreed but minutes not present. Red: No evidence provided.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 6.5.</b> Provide clear communication to public and staff of how to report or make complaints	
<b>TARGET/MEASURE</b>	6.5.1a. To have published clear guidance for staff and the public on how to make complaints
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure our complaints process is transparent and accessible to all staff and the public
<b>MEASUREMENT</b>	Communication will be presented on the Force intranet for staff and internet for public on the complaints process
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Guidance published. Amber: Guidance in development. Red: no guidance available or in development.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 6.6. Public reporting of complaints, misconduct and integrity issues</b>	
<b>TARGET/MEASURE</b>	6.6.1a. To ensure all reports in 6.3.1a are made available on the Force public Website
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure transparency of complaint and misconduct reporting and resolution
<b>MEASUREMENT</b>	Reports published on public website
<b>TRAFFIC LIGHT CRITERIA</b>	Green: All reports listed in 6.3.1a. Published. Amber: Some reports published. Red: no reports published
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

Appendix C

<b>CHECKLIST CRITERIA: 6.7.</b> Internal policies and procedures available for public examination	
<b>TARGET/MEASURE</b>	6.7.1a. To have published Professional Standards policies and procedures on the Force public website
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the public has access to up to date policies and procedures.
<b>MEASUREMENT</b>	Policies and procedures will be published on the Force public website and be the up to date versions. A system of review and replacement will also be in place
<b>TRAFFIC LIGHT CRITERIA</b>	Green: All policies and procedures published and up to date. Amber: policies and procedures published but some out of date. Red: No policies or procedures published.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 6.8.</b> Relevant websites such as the PCC and force websites to allow easy access to information	
<b>TARGET/MEASURE</b>	6.8.1a. The Force public website will contain clear and easily accessible information on integrity
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	To ensure the public has easy access to Force integrity information and can have confidence in the transparency of the Force
<b>MEASUREMENT</b>	The Force public website will contain relevant integrity and professional standard information and be reviewed and updated in a quarterly programme
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Integrity pages set up and current. Amber: Integrity pages in development or content under review. Red: No integrity pages on public website.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	

## Appendix C

<b>CHECKLIST CRITERIA: 6.9.</b> A clear timetable of reporting available to the public to describe which issues are reported quarterly with an additional annual force report	
<b>TARGET/MEASURE</b>	6.9.1a. The Force public website will contain a timetable of reporting timescales linked to reports
<b>OWNER</b>	
<b>AIM/RATIONALE</b>	This is to ensure there will be a clear timetable of reporting criteria linked to the published information to provide transparency into the timeliness of the reports submitted and how up to date published information is when reviewed
<b>MEASUREMENT</b>	Publication timetable to be placed on the Force public website around integrity data
<b>TRAFFIC LIGHT CRITERIA</b>	Green: Timetable published on website and being met. Amber: Timetable published on website but some slippage in delivery. Red: No timetable published.
<b>TRAFFIC LIGHT</b>	
<b>CURRENT POSITION</b>	