

POLICE INTEGRITY DEVELOPMENT and DELIVERY PLAN REPORT 2022 (Proposed – Summary)



Appendix A

INTRODUCTION

This development and delivery plan has been produced to ensure that the City of London Police continues to discharge its obligations produced by the College of Policing and referred to as *The Code of Ethics – Organisational Model*

The Organisational Model lists the key considerations and activities that an organisation should consider to successfully embed the Code of Ethics to its fullest potential. The model demonstrates an aspiration of ethical policing and is cyclical in nature, requiring regular review.

The Organisational Model:

- illustrates what a ‘model’ force should have done and considered to embed the Code
- is an aspirational statement of what success looks like in the future
- clearly identifies the enablers to achieving continuous improvement

The Organisational Model is structured in accordance with the following headings:

1. Commit
2. Assess
3. Plan
4. Act
5. Monitor
6. Report.

Traffic Light Colour	
GREEN	Demonstrably achieved
AMBER	In Progress with actions to be completed
RED	No substantive progress and/or unlikely to be achieved

PLAN SUMMARY

1. Commit	Traffic Light Tracker			
	Jan 22	Apr 22	Aug 22	Dec 22
1.1 The Commissioner consistently reinforces the significance of the Code of Ethics.	GREEN			
1.2 Everyone understands their roles, responsibilities, and expectations under the Code.	AMBER			
1.3 Ethical values are externally and internally communicated.	AMBER			
	AMBER			

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1.4 A statement of commitment to the Code is included in published policing plans.				
1.5 Senior leaders demonstrate how they have personally applied the Code.				
1.6 Supervisors and leaders facilitate and encourage professional decision making by their teams.				
1.7 The ability to use discretion to do the right thing is actively acknowledged and rewarded.				
1.8 Police staff associations and trade unions reinforce the significance of the Code and demonstrate examples of how they have applied it.				

2. Assess	Traffic Light Tracker			
	Jan 22	Apr 22	Aug 22	Dec 22
2.1 Risks are identified, monitored, and managed.				
2.2 Perceptions of fairness are a key consideration both internally and externally and could be measured using staff surveys.				
2.3 Everyone is empowered to challenge any perceived unprofessional behaviour by colleagues (including their supervisors and managers).				
2.4 Everyone has the confidence and the ability to seek guidance on ethical dilemmas.				
2.5 Policies, procedures and practices reflect the ability to use discretion and the need to do the right thing.				
2.6 The National Decision Model (NDM) is used as the preferred decision-making model.				
2.7 Everyone has the confidence to report unethical behaviour and knows how to do so.				

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2.8 Internal governance structures appropriately reflect the new 'employer' status of chief constables.				
2.9 Recipients consider training to be realistic, practical, and engaging.				

3. Plan	Traffic Light Tracker			
	Jan 22	Apr 22	Aug 22	Dec 22
3.1 Responsibility for embedding the Code is aligned to a chief officer portfolio.				
3.2 Everyone receives information, training, and development opportunities to aid their understanding of the Code and how to apply it.				
3.3 CoLP makes use of professional assistance via the College of Policing and suitable academic institutions.				
3.4 An anti-corruption control strategy is in place.				
3.5 An evidence-based approach is used for embedding the Code.				

4. Act	Traffic Light Tracker			
	Jan 22	Apr 22	Aug 22	Dec 22
4.1 Leaders are engaged and accessible in relation to the Code, and frequently reinforce ethical policing.				
4.2 Leaders and supervisors seek opportunities to demonstrate and discuss ethical decision making.				
4.3 Ethical considerations underpin all decision making, which is transparent whenever possible.				
4.4 All training seeks opportunities to reinforce the Code and discuss ethical dilemmas.				

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4.5 Recruitment, selection and promotion processes test and evidence ethical principles and standards, including a personal commitment to the Code.				
4.6 The organisation provides a range of methods that enables everyone to report unethical behaviour.				

5. Monitor	Traffic Light Tracker			
	Jan 22	Apr 22	Aug 22	Dec 22
5.1 Risk assessment should be a continuous process which adapts to meet changing conditions and mitigate emerging risks.				
5.2 Lessons are learnt where ethical decision making could be improved but blame is not attributed.				
5.3 Staff surveys are regularly conducted to monitor attitudes towards ethical policing, perceptions of leadership and confidence in disclosure and reporting mechanisms.				
5.4 Honest feedback on professional behaviour is sought by everyone; leaders in particular should be receptive to feedback and challenge.				
5.5 Ethics committees or other scrutiny mechanisms are established and should include members of the public.				
5.6 Internal investigations and complaints should be monitored for timeliness, proportionality, and effective outcomes.				

6. Report	Traffic Light Tracker			
	Jan 22	Apr 22	Aug 22	Dec 22
6.1 A published report demonstrates transparency in relation to how the organisation and people within it abide by the Code of Ethics.				