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Appendix B

POLICE INTEGRITY DEVELOPMENT and DELIVERY PLAN REPORT 2016-17

September 2017 update



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INTRODUCTION

This development and delivery plan has been produced to ensure that the City of London Police continues to discharge its obligations introduced by the ACPO Police Integrity Maturity Model, supports the continued embedding of the national Police Code of Ethics and implements improvements to ethics and integrity in the Force in line with national requirements and best practice.

PLAN SUMMARY

	Traffic Light Tracker			
	V1	V2	V3	V4
1. Commit Measures				
1.1 Force has issued a statement committing to support and embed the Police Code of Ethics	GREEN	GREEN	GREEN	GREEN
1.2 To maintain the Force Integrity Delivery Plan	GREEN	GREEN	GREEN	GREEN
1.3 To maintain an integrity monitoring group to monitor integrity levels in Force and oversee implementation of integrity developments within the Force	GREEN	GREEN	GREEN	GREEN
1.4 To maintain Directorate Single Points of Contact (SPOCs) to lead on integrity within their areas	GREEN	GREEN	GREEN	GREEN
1.5 To have defined the Force approach to corruption within appropriate Standard Operating Procedures and supporting statements	AMBER	GREEN	GREEN	GREEN
1.6 To have established a process for internally and externally communicating corruption /integrity/ misconduct outcomes	GREEN	GREEN	GREEN	GREEN
1.7 To have established a process to support the Force's participation in the London Panel Challenge Forum (Ethics Associates)	AMBER	GREEN	GREEN	GREEN
1.8 To have appointed a chief officer lead on Integrity and ensure their active involvement in the oversight of the integrity plan	GREEN	GREEN	GREEN	GREEN
1.9 To ensure training on standards, values and leadership ethics is available for all staff	GREEN	GREEN	GREEN	GREEN
1.10 To adopt Authorised Professional Practice (APP) and national guidance for Force policies and procedures	GREEN	GREEN	GREEN	GREEN
2. Development Measures				
2.1 Maintain awareness of integrity obligations amongst workforce	GREEN	GREEN	GREEN	GREEN
2.2 Reinforce the 'tone from the top' from chief officers	AMBER	AMBER	GREEN	GREEN
2.3 Conduct an annual review of the Force integrity programme and implement identified improvements	WHITE	WHITE	WHITE	AMBER
2.4 Ensure all relevant public consultations and internal surveys contain integrity questions	AMBER	AMBER	GREEN	GREEN
2.5 Ensure the Force public website will contain clear and easily accessible information on integrity/transparency	AMBER	AMBER	AMBER	AMBER
2.6 Improve the efficacy of messaging around ethics and the Code	AMBER	AMBER	GREEN	GREEN
2.7 Embed the principles of the Code of Ethics into corporate decision making	AMBER	AMBER	GREEN	GREEN
2.8 Review key Force planning processes (financial, business planning and risk) to incorporate consideration of the Police Code of Ethics	AMBER	AMBER	AMBER	GREEN

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PERFORMANCE REPORT

Traffic Light Colour	Definition of measure achievement
GREEN	Aim is achieved in date and to level set.
AMBER	Current projections indicate this measure will not be met unless this additional action taken
RED	No progress on measure or deadline/level has not been met and it is unlikely will be met.

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 indicators on this work area
- A statement from owner about whether they think the measure will or will not be achieved by the due date based on the information provided above.

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1. COMMITMENT CRITERIA	
MEASURE	1.1. Force has issued a statement committing to support and embed the Police Code of Ethics
OWNER	Head of Strategic Development
AIM/RATIONALE	The Commissioner will make a statement committing the Force to supporting and embedding the Police Code of Ethics and set out the framework for the management of integrity within the organisation
DUE DATE	December 2016
MEASUREMENT	Record date and document statement is issued within and to be reviewed annually
TRAFFIC LIGHT CRITERIA	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
TRAFFIC LIGHT	GREEN
CURRENT POSITION	<p>The Force's commitment to the Police Code of Ethics is included prominently in all Force strategic level publications (Policing Plan, Force-level strategies and Policies). For the 2017 Policing Plan, this has been developed to link the Code's principles more explicitly to the Force values of Integrity, Fairness and Professionalism. It also includes reference to the internal processes to manage integrity within the organisation, i.e. the work of the Integrity Standards Board and scrutiny function of the Police Professional Standards and Integrity Sub Committee.</p> <p>A statement has also been included in the draft Force Annual Report.</p>

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1. COMMITMENT CRITERIA	
MEASURE	1.2 To maintain the Force Integrity Delivery Plan
OWNER	Head of Strategic Development
AIM/RATIONALE	To ensure work relating to integrity, including the continued embedding of the Police Code of Ethics, progresses and is reported routinely to the Integrity Standards Board and Police Professional Standards and Integrity Sub Committee.
MEASUREMENT	Existence of a plan which is reported to ISB quarterly
DUE DATE	December 2016
TRAFFIC LIGHT CRITERIA	Green: Plan exists Amber: Plan being drafted. Red: Plan not issued or out of date by more than three months
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>This plan was accepted by the by the ISB at its meeting on the 14th November 2016 and is being reported to each Integrity Standards Board and Professional Standards and Integrity Sub Committee.</p> <p>September 2017 – the plan is being reformatted to reflect delivery of the Force Integrity Strategy</p>	

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1. COMMITMENT CRITERIA	
MEASURE	1.3 To maintain an integrity monitoring group to monitor integrity levels in Force and oversee implementation of integrity developments within the Force
OWNER	Head of Strategic Development
AIM/RATIONALE	To monitor activities relating to workforce and organisational integrity and drive activity with regard to integrity and transparency.
MEASUREMENT	Group exists, meets regularly and provides reports to the Professional Standards and Integrity Sub Committee
DUE DATE	November 2016
TRAFFIC LIGHT CRITERIA	Green: Group exists and meets regularly. Amber: Group exists but has not met for over 3 months. Red: Group doesn't exist or has not met for 6 months
TRAFFIC LIGHT	GREEN
CURRENT POSITION	<p>The Integrity Standards Board is now established; it is chaired by the Assistant Commissioner, attended by all directorates and representatives from the Town Clerk's Department and Police Committee. The meetings are quarterly and minuted.</p> <p>The last meeting was 10th May 2017.</p> <p>The current meeting is on 7th September 2017.</p> <p>The next meeting is on 30th November 2017.</p>

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1. COMMITMENT CRITERIA	
MEASURE	1.4 To maintain Directorate Single Points of Contact (SPOCs) to lead on integrity within their areas
OWNER	Directorate Heads (Head of Strategic Development to coordinate)
AIM/RATIONALE	To ensure Directorates are fully linked into integrity monitoring and activities that support the continued development of integrity within the Force.
MEASUREMENT	Directorate SPOCs exist and attend Integrity Standards Board (ISB).
DUE DATE	November 2016
TRAFFIC LIGHT CRITERIA	Green: Directorate representation exists and attends ISB Amber: Directorate SPOCs exist but Directorates have not been represented at 1 ISB Red: Directorate representation does not exist or directorates have not been represented at 2 or more consecutive meetings.
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
Directorate SPOCs exist for all directorates and are written into ISBs terms of reference. If the SPOC cannot attend ISB, they are required to arrange suitable representation at an appropriate level. All Directorates now have SPOCs.	

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1. COMMITMENT CRITERIA	
MEASURE	1.5 To have defined the Force approach to corruption within appropriate Standard Operating Procedures (SOPs) and supporting statements
OWNER	Head of Professional Standards
AIM/RATIONALE	To ensure the Force approach to corruption is clearly documented and communicated to all staff and the public, supporting a culture of confidence within the Force in reporting suspected corruption and challenging behaviour and transparency
MEASUREMENT	Relevant SOPs (investigation and sanctions) detail Force approach to corruption and Commissioner has issued a statement as part of the Force's commitment to the ACPO (Association Of Chief Police Officers, now the National Police Chiefs Council) Police Integrity Model detailing the zero tolerance approach
DUE DATE	December 2016
TRAFFIC LIGHT CRITERIA	Green: Position articulated and published. Amber: Process in development Red: No process or past the due by date by 3 months or more
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>The Force has a robust approach to counter corruption. This message has been communicated through a variety of methods, including intranet articles and workshops. There is a current anti-corruption SOP and Control Strategy. Safecall provides a secure and anonymous reporting system where the workforce can report any concerns, which has recently (February) been reinforced by intranet articles.</p> <p>PSD is specifically feeding into the strategic processes to identify (and thereafter manage) threat, risk and harm, and includes counter corruption amongst other PSD-related issues.</p> <p>A quarterly Professionalism newsletter has been and launched and includes articles around raising awareness of corruption as well as promoting positive, acceptable behaviours.</p>	

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1. COMMITMENT CRITERIA	
MEASURE	1.6 To have established a process for internally and externally communicating corruption /integrity/ misconduct outcomes
OWNER	Director of Professional Standards
AIM/RATIONALE	To support the transparency, facilitate organisational learning and provide confidence that the force is openly addressing issues relating to corruption, integrity and misconduct. .
MEASUREMENT	Process established and maintained
DUE DATE	December 2016
TRAFFIC LIGHT CRITERIA	Green: Process established and being used. Amber: Process established but not being consistently used Red: No process or process routinely not used
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>There is a process in place to publish the outcomes of hearings internally in sufficient detail to identify organisational learning, The results of misconduct hearings that are held in n public are also published on the public website, although there has not been any cause to publish anything since 7th November 2016. (last checked 22nd August 2017)</p>	

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1. COMMITMENT CRITERIA	
MEASURE	1.7 To have established a process to support the Force's participation in the London Panel Challenge Forum (LPCF) (Ethics Associates)
OWNER	Head of Strategic Development
AIM/RATIONALE	To ensure the Force is fully engaged in the regional tri-force ethics challenge panel, promoting organisational learning and providing support to officers and staff in ethical decision making.
MEASUREMENT	Process in place and being used.
DUE DATE	March 2017
TRAFFIC LIGHT CRITERIA	Green: Process in place and being used. Amber; Process in development. Red: Process in place but not being used or no process in existence past due date
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>The formal launch of the London Panel Challenge Forum took place on 15th December 2016. The milestones are as below:</p> <ol style="list-style-type: none"> 1. Identify ethics associates - delivered – the Force has identified a cadre of 19 volunteer ethics associates (EAs) and advised the MPS and BTP of names. All have had background checks conducted re suitability. 2. LPCF launched – complete – launched on 15th December 2016. 3. Following the launch, each force to establish internal process for triaging ethical issues by the EAs for consideration at the following quarterly panel (by March 2017). The first internal meeting took place on 10th February where the process to submit and consider ethical issues was agreed. An intranet site is now being developed so that people can raise issues online (anonymously if preferred). The site will also be used to provide feedback. 4. First panel took place in March 2017. CoLP hosted one of the second panels on 13th June, chaired by T/Cdr Ops & Security. Web-based reporting mechanism launched 1st week of May 2017 (no referrals yet received (September 2017)). Results of the June panel not yet circulated. 	

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1. COMMITMENT CRITERIA	
MEASURE	1.8 To have appointed a chief officer lead on Integrity and ensure their active involvement in the oversight of the integrity plan
OWNER	Head of Strategic Development
AIM/RATIONALE	To ensure chief officer ownership and oversight of ethical and integrity issues within Force
MEASUREMENT	Chief officer lead appointed
DUE BY	November 2016
TRAFFIC LIGHT CRITERIA	Green: Chief officer lead appointed and active Amber: Chief Officer lead appointed but not active in role Red: No chief officer lead. .
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>The Assistant Commissioner is the Chief Officer lead for integrity matters in force. In addition to chairing the Integrity Standards Board, they also chair the Organisational Learning Forum, the Crime Data Integrity Oversight Board and lead on the associated area of Professional Standards. They are held to account by the Commissioner, the Grand Committee and the Professional Standards and Integrity Sub Committee.</p>	

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1. COMMITMENT CRITERIA	
MEASURE	1.9 To ensure training on standards, values and leadership ethics is available for all staff
OWNER	Director of Human Resources
AIM/RATIONALE	To ensure staff are supported in their duty to uphold the Force's integrity standards
MEASUREMENT	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
DUE DATE	November 2016
TRAFFIC LIGHT CRITERIA	Green: Training courses are fully available within a rolling yearly programme. Amber: Training courses are still in development. Red: No training courses are available.
TRAFFIC LIGHT	GREEN
CURRENT POSITION	Information on standards, values and leadership is available to all staff on the intranet. All courses, Inspectors, Sergeants, Custody, Personal Safety Trainers etc provide advice and guidance on standards and integrity. A major aspect of the Probationer programme is ensuring students uphold the force integrity standards, not only delivered by Learning & Development trainers but also Professional Standards Department. Specials initial courses receive input on standards and integrity. All training courses have been reviewed to ensure they incorporate the national College of Policing Code of Ethics. The Code of Ethics now also forms a discrete element of induction training, which includes written information and face to face presentations.

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1. COMMITMENT CRITERIA	
MEASURE	1.10 To adopt Authorised Professional Practice (APP) and national guidance for Force policies and procedures
OWNER	Directorate Heads (co-ordinated by Head of Strategic Development)
AIM/RATIONALE	To ensure the Force complies with national standards with regard to policies and Standard Operating Procedures
MEASUREMENT	Strategic Development will maintain a watching brief on published APP to ensure all new/revised APP is considered by Policy owners.
DUE DATE	November 2016
TRAFFIC LIGHT CRITERIA	Green: APP adopted or force position reviewed against APP. Amber: APP introduced and review is required RED: APP not considered
TRAFFIC LIGHT	GREEN
CURRENT POSITION	<p>When Authorised Professional Practice (APP) was introduced by the College of Policing, the Force committed to adopt the APP in full where that could be done. Where full adoption could not take place (due to City-specific circumstances), Policy owners were required to review force procedures against the APP to ensure there was no conflict and that force processes reflect national best practice. This has been done for all currently published APP and is up to date (as at September 2017).</p> <p>APP relates principally to operational processes and there is currently very limited APP that relates to those areas that most impacts on integrity (e.g. gifts and hospitality, expenses, use of telephones/IT systems, sponsorship etc.). Strategic Development checks the College of Policing APP site monthly to identify any revised or new APP to ensure it is considered by the Force. Any such identified APP will be reported as part of this action plan.</p>

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2. Development Measures	
MEASURE	2.1 Maintain awareness of integrity obligations amongst workforce
OWNER	Head of Strategic Development
AIM/RATIONALE	To ensure that integrity remains in the forefront of people's minds
MEASUREMENT	HoSD to provide ISB with details of integrity-related activities and evidence of publication.
DUE BY	QUARTERLY UPDATES to ISB
TRAFFIC LIGHT CRITERIA	Green: Integrity related activities undertaken and articles published Amber: Statement published with strategy under development. Red: No integrity related activity undertaken.
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>To complement the Professional Standards-related Communications month that ran in October 2016, February was designated 'Ethics' month. The month was launched with an article called 'The only way is Ethics' and is being supported by an article developed by Organisational Development on the links between ethical behaviours and leadership. Articles are also due to be published during the month focussing on staff members who have volunteered to be ethics associate.</p> <p>The web-based reporting mechanism has been launched, together with the Professionalism newsletter, which is published quarterly.</p>	

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2. Development Measures	
MEASURE	2.2 Reinforce the 'tone from the top' from chief officers
OWNER	Director of Professional Standards/Head of Strategic Development
AIM/RATIONALE	The workshop held in Qtr 3 of 2016-17 highlighted the continued need for the chief officer team to lead by example and set the tone from the top. This presents an opportunity for the Senior Leadership Team to consider how they do business and how they can 'fly the flag' for integrity
MEASUREMENT	The Senior Leadership Team (SLT) to publicise to the Force its planned actions to demonstrate ongoing integrity.
DUE BY	March 2017
TRAFFIC LIGHT CRITERIA	Green: Event held and implementation plan developed and being delivered; AMBER EVENT held, implementation plan still in development past the due date; RED: Event not held and no implementation plan either developed or being delivered.
TRAFFIC LIGHT	GREEN
CURRENT POSITION	<p>An event is planned for January 2016 with the SLT where this will be considered. Following that event and any decisions made, this will be reported more fully to the ISB together with progress against actions to be taken. As at January 2017 the event had not taken place. It is scheduled to be addressed at the Senior Leadership Meeting on 21st March 2017.</p> <p>May 2017 update: This action has now been addressed by the Integrity Strategy, which explicitly references chief officers leading by example. Recent blogs and messaging from the SLT have also reinforced the importance of professional standards and integrity (an example is the AC message regarding acceptable boundaries of behaviour with regard to abuse of position). The Staff Survey, which has now been launched will assist in assessing what additional future action will be necessary to develop this action further.</p> <p>September 2017 update: It is anticipated that the results from the Staff Survey, once known and published, will influence activity for this indicator. (Results to be delivered to the September meeting of the Senior Leadership Team).</p>

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2 Development Measures	
MEASURE	2.3 Conduct an annual review of the Force integrity programme and implement identified improvements
OWNER	Head of Strategic Development
AIM/RATIONALE	To ensure the Force continues to develop its approach to integrity and has plans to embed best practice.
MEASUREMENT	Review completed and reported to ISB
DUE BY	September 2017
TRAFFIC LIGHT CRITERIA	Green: Review complete and action plan amended Amber: review complete but action plan unamended or review overdue by 1-3 months Red: Review overdue by 3 months or more with unamended action plan.
TRAFFIC LIGHT	AMBER
CURRENT POSITION	
<p>September update: Work has commenced to review the Integrity programme (e.g. initial meetings held re measures/indicators and development plan mapping onto the Integrity Strategy), however, a significant element of the review is dependent on the results of the Staff Survey, which as at August 2017 have not been received by the Force. They are due to be presented to the Senior Leadership Team at their September meeting. Following publication of the results, a programme of work will be developed to address the findings, including the integrity-related issues. It is anticipated this will be completed during October 2017. As the due by date for this indicator could not be met fully, it is graded as AMBER.</p>	

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2 Development Measures	
MEASURE	2.4 Conduct a full staff survey and ensure that the survey addresses integrity
OWNER	HR Director
AIM/RATIONALE	To benchmark the current position with respect to the workforce's view of integrity within the organisation. The results of the survey will also inform the review of the action plan going forward.
MEASUREMENT	Force will have an independent committee established with a defined meeting programme
DUE BY	May 2017
TRAFFIC LIGHT CRITERIA	Green: Survey complete, results published and action plan produced. Amber: Survey completed by the due date but results unpublished and action plan still in development. Red: Survey not completed by due date.
TRAFFIC LIGHT	GREEN
CURRENT POSITION	<p>The last Staff Survey was completed in 2014. Responsibility for conducting the Staff Survey was given to HR by the AC in October 2016. The survey is currently at the scoping /planning stage, which includes looking at other forces' surveys that have been highlighted by HIMIC as being good examples of their kind.</p> <p>Following a benchmarking visit to Durham (who had been graded 'outstanding' in this area), the Force is in the final stages of commissioning the University of Durham to conduct the staff survey. Ethical considerations have been built into their survey and is considered best practice by HIMIC. Following the survey being conducted, Organisational Development have set up dates for workshops to work through with staff the issues raised by the survey.</p> <p>May 2017 update. The survey launched on 28th April 2017. It will run for 4 weeks, then following a break of 2 weeks, it will run for another 2 weeks. There is a significant emphasis in the survey on individual and organisational ethical behaviour.</p> <p>September 2017 update – The survey (which included a significant element relating to integrity) has been completed. Results are due to be delivered to the Senior Leadership Team at their September meeting.</p>

2 Development Measures	
MEASURE	2.5 Ensure the Force public website will contain clear and easily accessible information on integrity/transparency
OWNER	Head of PSD
AIM/RATIONALE	To support the national transparency agenda regarding the publication of chief officer expenses, salaries, business interests and gifts and hospitality.
MEASUREMENT	Information published and current
DUE BY	March 2017 (with regard to the future developments)
TRAFFIC LIGHT CRITERIA	Green: Information published and current; Amber: Information published by out of date by 1-3 months; Red: Information not published or out of date by more than 3 months.
TRAFFIC LIGHT	AMBER
CURRENT POSITION	
<p>The Force currently publishes registers relating to chief officer expenses, salaries and gifts and hospitality. The plan is to enhance the current arrangements so that the gifts and hospitality register includes directorates and is more accessible/understandable.</p> <p>The website was checked on 22nd August. Expenses and Chief Officer pay were both up to date. Gifts and Hospitality were one quarter behind, hence the AMBER grading.</p>	

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2 Development Measures	
MEASURE	2.6 Improve the efficacy of messaging around ethics and the Code
OWNER	Corporate Communications Director
AIM/RATIONALE	To workshop conducted in Qtr 3 highlighted that the force is suffering from 'message fatigue' and that new/innovative ways of conveying messages is required.
MEASUREMENT	Different forms of messaging being used; improvement to be identified through staff survey
DUE BY	March 2017 (with regard to proposals for implementation)
TRAFFIC LIGHT CRITERIA	Green: Proposal made and being implemented. Amber: Proposals made but not yet implemented Red: No proposals made by the due date.
TRAFFIC LIGHT	GREEN
CURRENT POSITION	<p>Corporate Communications has recently proposed a new internal and external communications strategy, which looks at a variety of different approaches to effective communication. A meeting took place between the Head of Strategic Development and the Corporate Communications Director in early December 2016 to explore how the new approaches can be used to promote integrity and ethical behaviour.</p> <p>The 'Ethics' themed month was a direct result of that meeting and whilst that principally still uses the intranet site, it will be complemented by screen messages on Force electronic screens in corridors and canteens. Material will also be incorporated into the 'Force cascade' (a process that encourages face to face communication of key messages) throughout the year.</p> <p>The Professionalism Newsletter which has launched will further complement the messaging.</p> <p>Corporate Communications have developed and distributed 'desk carousels' which display easily understood and direct messaging around Force vision and values, the principles of the Code of Ethics and Force priorities.</p>

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2 Development Measures	
MEASURE	2.7 Embed the principles of the Code of Ethics into corporate decision making
OWNER	Head of Strategic Development
AIM/RATIONALE	The aim of this measure is to evidence consideration of the Code of Ethics' principles in corporate decision making.
MEASUREMENT	Amendments made to standard report templates/impact assessments to incorporate the principles of the Code of Ethics
DUE BY	December 2016
TRAFFIC LIGHT CRITERIA	Green: Amendments made to all Force standard report templates Amber: Amendment proposals being developed Red: No amendments made by due date
TRAFFIC LIGHT	GREEN
CURRENT POSITION	<p>May 2017 Update: All strategic board templates have been amended to include a section that asks if any option cited, proposal made, recommendation made or decision required is likely to impact (positively or negatively) on the 9 principles of the Code of Ethics. Each template contains simple guidance to assist report authors to consider whether their report has such impact. The aim of this is to highlight good practice as well as mitigate any unintended adverse impact on integrity/transparency.</p> <p>A strap line "Supporting the Code of Ethics through the Force values of integrity, professionalism and fairness" has also been included below the Force crest to re-inforce the message.</p> <p>The effectiveness of this approach will be assessed as part of the annual review of this development plan.</p>

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2 Development Measures	
MEASURE	2.8 Review key Force planning processes (financial, business planning and risk) to incorporate consideration of the Police Code of Ethics
OWNER	Head of Governance and Assurance (HoGA)
AIM/RATIONALE	The aim of this measure is to assess opportunities to design integrity into core planning processes that are performed throughout the year
MEASUREMENT	Review complete and amendments made (where possible) to risk and planning processes.
DUE BY	April 2017
TRAFFIC LIGHT CRITERIA	Green: Review complete and amendments made (where possible) to risk and planning processes. Amber: Review ongoing. Red: Review not complete by due date and no amendments made to any processes.
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
September 2017 Update.	
<p>Head of Governance and Assurance reviews the risk and planning regimes annually. For 2016/17 that review included consideration of how both processes might better support the Force's integrity agenda through consideration of the Code of Ethics. With Force templates now including a section prompting consideration of the Code (see below), there is not any additional opportunity to amend the actual process to strengthen this existing arrangement. There is nothing inherent in the risk and planning processes that could be deemed to adversely impact the Code of Ethics..</p> <p>Pro forma now being used for all reports:</p> <p><i>[Consideration of Code of Ethics - This should explain whether and how any option, recommendation made or decision required, might positively support or negatively impact on the 9 principles of the Police Code of Ethics. Any negative impact might be inadvertent. You should consider whether any option, recommendation or decision:</i></p> <ul style="list-style-type: none"> • <i>Strengthens or weakens our accountability as an organisation</i> • <i>Casts any doubt over our honesty or integrity</i> • <i>Might be considered unfair by anyone</i> • <i>Supports our leadership aims or might be considered as counter to our leadership principles</i> • <i>Is objective, based on evidence and best professional judgement</i> • <i>Is transparent</i> • <i>Does not inadvertently or otherwise result in anyone being treated without respect</i> • <i>Demonstrates that we are acting selflessly in the public interest]</i> 	