



Annual Ethics Report

Report from:

To: Chair and Members of the Audit Committee

Date: November 2021 – November 2022

Status: For information

Executive & Presenting officer: Sergeant Neal Gillson

1 Purpose

- 1.1 This report is to update members of the ethics work of Cleveland Police and to provide a strategic overview of the structures and functions comprising ethics within the organisation. This report naturally overlaps with the Directorate of Standards (DSE) report and some items may be referred to in both reports as a result.
- 1.2 The report covers the period 31 October 2021 to 1 November 2022, this being the only report since October 2021.

2 Background and information

- 2.1 As has been documented in previous reports, the HMICFRS police effectiveness, efficiency and legitimacy (PEEL) assessments of Cleveland Police in 2018 / 2019 have resulted in the force being graded as *inadequate* in each of the three pillars.
- 2.2 Cleveland Police have also been placed within the national oversight process, 'special measures'.
- 2.3 The HMICFRS Inspection of Cleveland Police custody facilities was provided in August 2021 and reported on changes made since a previous inspection in 2014. The inspection found of the 29 recommendations made previously, 14 had been achieved, 6 partially achieved, 8 not achieved, and 1 no longer relevant. Three recommendations were made and 15 areas for improvement highlighted.

- 2.4 The HMICFRS informal feedback in May 2022 was positive. Direct quotes being

“The inspectors being really impressed with the ethics element of the inspection and how the code of ethics is woven through the organisation. It is not just token gesture on the intranet, it is referenced in every meeting.”

“It was felt that Ethics advocates are a great idea – there is good representation across the force and this includes police staff and special constables.”

“Ethics is embedded in training - it features in new starter training both staff and officers. It is considered and woven into the new training packages which are developed.”

- 2.5 Other HMICFRS reports will be detailed in the DSE report.
- 2.6 The overall Standards and Ethics portfolio is focussed upon delivering and implementing current and historic HMICFRS recommendations to increase the legitimacy of how Cleveland police keeps people safe and reduces crime.
- 2.6 As reported previously, there has been extensive work involved in addressing this. This paper will update on the continuation of that work, plus the new actions and workstreams.

3 Ethics portfolio

- 3.1 There are well established functions within the ethics arena which will be briefly introduced. The various functions support one another and are well connected as will be highlighted which enhances the collective value provided.

Ethics and Standards Board

- 3.2 The Ethics and Standards Board is an internal function and provides strategic oversight and the monitoring and scrutiny of the standards of ethical and professional behaviour, including the prevention and investigation of complaints and misconduct matters continues. This committee is part of the force governance structure.
- 3.3 The Ethics and Standards Board has a formal strategy with an overarching aim of embedding the Code of Ethics and achieving the highest standards of professional behaviour.
- 3.4 The Ethics and Standards Board meets bi-monthly and is chaired by DCC Arundale QPM. Attendees include external lay members (including the Chair of the external ethics committee), OPCC and staff representatives, subject matter experts from Learning and Development (L&D), Human Resources

(HR) professionals, staff from Legal Services and the Directorate of Standards and Ethics (DSE).

- 3.5 In this reporting period, the Ethics and Standards Board has considered the following ethical dilemmas (further details in appendix 1):
- Compelling officers to support prosecution
 - Found money whilst on duty
 - Reporting offending within relationships
 - Classifying units as arrived for missing from home enquiries
 - Who do we do business with
 - Harm reduction initiative
 - Young person drug diversion scheme
 - Onlyfans and similar platforms
 - Use of personal mobile 'phones whilst at work
 - Dress and appearance policy
 - Free bus and train travel
- 3.6 This totals 11 dilemma items discussed by the Board, this compares with 12 dilemmas discussed also in 2020 to 2021 period, and 5 in the 2019 to 2020 period.
- 3.7 The Ethics and Standards Board has also contributed or developed a number of items, including:
- Social Media policy
 - Lessons learned policy and process
 - Service improvement
 - AFIs and continuous assessment of ethics under the HMIC
 - Guidance on safeguarding of persons suspected of emotive offences

Independent Ethics Committee

- 3.8 Externally, the Independent Ethics Committee has made significant contributions to ethical considerations and is chaired independently by Mr Dave Smith. The Committee is supported by the OPCC and EDI team.
- 3.9 The Independent Ethics Committee meets bi-monthly, with the potential to hold extraordinary meetings as necessary.
- 3.10 Full meeting minutes are published on the [OPCC's website](#), alongside lay member details.
- 3.11 The committee has considered and provided recommendations on the following ethical dilemmas:
- Compelling officers to support prosecution
 - Recording of hate incidents
 - Suspension of officers / staff under investigation
 - Found money whilst on duty
 - Reporting offending within relationships

- Classifying units as arrived for missing from home enquiries
 - Dealing with off-road bike related funerals
 - Who do we do business with
 - Time afforded to PCDA
 - Harm reduction initiative
 - Young person drug diversion scheme
 - Onlyfans and similar platforms
- 3.12 This totals 12 dilemmas discussed in this period, compared with 14 in the 2020 to 2021 period, and 12 dilemmas in the 2019 to 2020 period.
- 3.13 The Independent Ethics Committee held one additional meeting in this period. This was prompted internally by members and discussed the changing political landscape in terms of the 'Back to basics' approach put forward by the Home Office.
- 3.14 The committee has also assisted in the following operational developments, policies and procedures:
- Social Media policy
 - Gifts, gratuities and hospitality policy
 - Procurement and contract management
 - Ethics and Standards Strategy
 - Appropriate relationships policy
 - Professional witness initiative
 - Missing from home protocols in control room
- 3.15 Feedback is provided each meeting to the Committee by the Operational Ethics Lead, documenting what has been done with the views, thoughts and guidance of the committee. An example can be found in appendix 2.
- 3.16 Recruitment and membership has been prioritised by the Committee which is managed by Chair, Vice Chair and members, supported by the OPCC and EDI team. There have been 10 members in the Committee throughout the reporting period. However, this has been impacted by 3 members leaving for differing reasons, and 3 new members.
- 3.17 Diversity in terms of age within the group remains an issue with a lack of younger members. To redress this, the Committee supports the Youth Commission.

- 3.17 The Youth Ethics Committee is a group ran by the OPCC in partnership with a company called Leaders Unlocked. In the early stages of the reporting period the Committee met once and discussed two ethical dilemmas, namely:
- Should Police Officers be permitted to protest
 - How should police respond to hate incidents.
- 3.18 Soon after that meeting the tender with the Leaders Unlocked expired and since then the OPCC have finalised an agreement to utilise another facilitator based in the Teesside area called The Junction. The OPCC are working with this provider to develop a pool of young people who will be members of this committee and the Independent Ethics Committee have agreed to support this by having a member present at the Youth Commission meetings.
- 3.19 Along with the OPCC, the Operational Ethics Lead will work with this group, providing information on what ethical dilemmas are and how they can influence what police do.

Ethics Advocates

- 3.20 The Ethics Advocates and the development of the group were highlighted in the previous report. Briefly, the Ethics Advocates are staff and officers of various ranks and roles who have an interest in ethics and have received training and inputs. This includes an ethics CPD event in March 2022, an input from the Operational Ethics Lead on the basics of ethics in policing, and a welcome booklet with more information on ethics within Cleveland Police.
- 3.21 The Ethics Advocates will be a point of contact for colleagues to approach regards any concerns or advice, and also will be a function for centralised messages to be cascaded. The Ethics Advocates are a visible and publicised group, with awareness assisted by badges, information on the internal intranet, email signatures, and posters.
- 3.21 The group continue to mature and grow, with membership growing from 11 members to 59 over the reporting period. The members have gone from representing 8 different teams and departments to 30 over the reporting period. The role is voluntary and requires support from supervision to ensure appropriate candidates are involved.
- 3.22 The group have discussed the following dilemmas:
- Compelling officers to support prosecution
 - Found money whilst on duty
 - Reporting offending within relationships
 - Classifying units as arrived for missing from home enquiries
 - Personalised number plates for officers and staff
 - Dealing with off-road bike related funerals
 - Onlyfans and similar platforms
 - Can support become unethical
 - Use of licensed premises whilst training

- Claiming of on-call payments
- Use of personal 'phones whilst at work

3.22 This is a total of 11 dilemmas discussed, comparing with a total of 5 discussed in the 2020 to 2021 period, and 8 in 2019 to 2020.

3.23 The group have discussed the following matters:

- Grievance policy
- Upstander

Regional ethics

3.24 Cleveland Police is an active member of the North Regions Ethics Committee (NREC) which meets every three months and discussed ethical dilemmas and similar issues. The NREC is attended by numerous forces with representatives from the various Professional Standards and Anti-Corruption units.

3.26 Cleveland Police has raised ethical dilemmas which have been approved for discussion at two of the meetings in the reporting period, namely:

- Right to protest
- Reporting criminality and / or misconduct in relationships

3.25 The NREC have been advised on the ethics programme employed by Cleveland Police and has the activities have been complimented upon by other forces for the proactive and forward-thinking work. Papers which introduced the Ethics Advocates have been shared and with other forces looking to replicate a similar programme. Durham Police have also looked to Cleveland Police to learn from the Ethics and Standards Board and Ethics Advocates initiatives with a view to adopt similar.

4 Initiatives and activities

Ethical dilemmas

4.1 As highlighted above, there have been numerous ethical dilemmas discussed within the organisation and is in keeping with the view that discussing ethical dilemmas allows the best decisions to be made with sound under-pinning. Such discussion also encourage people to examine the ethical practice in their day-to-day roles with a view to embed ethics into every aspect of business.

4.2 The premise that an ethical dilemma discussion can provide a thorough, measured assessment of a situation will also prevent a similar decision being made in an operational environment in the middle of an incident with additional pressures present. This is appreciated and impressed upon people.

- 4.3 The awareness of ethical dilemmas in the organisation is assisted by corporate communications and messaging, the work of the above committees and boards, the Ethics Advocates, an internal intranet page housing the dilemmas, and awareness in other presentations (see below).

Forcewide sharing of an ethical dilemma

- 4.4 The Ethics and Standards Board endorsed a proposal that as many members of the organisation as possible participate in discussing an ethical dilemma with their colleagues. The Operational Ethics Lead prepared an ethical dilemma and introductory paper that was shared with all Chief Inspectors and staff equivalents with a view they pass to their reports the dilemma to discuss with their respective teams.
- 4.5 The purpose of this was to raise awareness of ethical dilemmas, as well as provide forcewide insight into the dilemma. The ethical dilemma selected was **can support become unethical** and discussed the levels of support people will have in their career development, promotion processes etc. It can be a source of frustration in any organisation where persons feel where they work can have an influence on their success in promotion processes in terms of exposure, time afforded for personal development at work, and support provided by the respective leaders in the command.
- 4.6 The response levels were as anticipated with not all departments participating due to operational demand. The initiative will continue with a new ethical dilemma shared approximately every quarter and refinement of the material sent to make the topic more accessible.
- 4.7 The results and subsequent actions are still being collated but indicate there is some disparity in things such as how much support is provided in different teams. Efforts to address the imbalance will be taken in due course and will include working with the Organisational Development team to make relevant support available to all.

Continual Professional Development event

- 4.8 On 1st March 2022 Cleveland Police held an Ethics Continual Professional Development (CPD) event on Teams. This had internal speaker DCI John Bonner and guest speakers:
- Lt Col Tony de Reya MBE the Royal Marines
 - Prof Allyson MacVean from Bath Spa University
 - Doctor Superintendent Carl Williams from Gwent Police.
- 4.9 The event covered various aspects of ethics and policing and was extremely well attended with 73 people on the event live and many more viewing the recordings thereafter. The audience comprised Ethics Advocates, IEC members, Ethics and Standards Board members, and others from across the organisation.

Staff development – Masterclass

- 4.10 Cleveland Police invested in a Masterclass programme with the assistance of external training facilitator Aspire. The programme was open to all officers and staff, in particular those already in or looking for leadership roles and included an Ethical Leadership and Corruption Prevention class. The classes were all online via Teams.
- 4.11 This was presented by the Operational Ethics Lead and was one of the best attended classes and received excellent feedback. Again, this initiative increased knowledge of various aspects of ethics and is in line with the aim of embedding ethics into all day to day activities.

Staff development – newly promoted course

- 4.12 As an investment in officers being promoted to Sergeant and Inspector, all successful candidates attend a newly-promoted leadership course. This included an input from the Operational Ethics Lead and included various ethical messages relevant to the leadership role.
- 4.13 The material used was different to that of the Masterclass so as to not repeat messages and many of the attendees of the Masterclass had been on the newly-promoted course.

Online material

- 4.14 The internal Ethics page continues to be developed with various material available for all to view. Aspects of the newly-promoted course and Masterclass inputs are broken down into segments on the Ethics Bitesize page and have been well received.
- 4.15 Other material is there, including a segment on Inspirational Stories where a real-life situation, often external to policing is introduced. The story is referenced to the Code of Ethics in terms of values displayed and relevance to policing is then drawn. An example can be found in appendix 3.

Upstander

- 4.16 CCU Prevent officer Ellen Payne created an impactful presentation titled **Upstander not Bystander** and highlighted how a person can help create a positive culture by challenging improper behaviours and attitudes. The presentation empowered the audience to recognise the impact of poor behaviours, how they effect people, and how a person can act.
- 4.17 Upstander mostly addresses behaviours such as misogyny, sexual harassment and abuse of position for sexual purpose issues can be universally applied to any culture or behavioural problem.
- 4.18 The presentation was delivered to departments including:
- Custody teams

- Specialist Operations (traffic, armed response and dog handlers section)
- OPCC
- CID

4.18 Each audience has been receptive and feels their future working environment will benefit as per feedback.

5 Implications

Finance

5.1 There are no financial implications arising from this report.

Diversity and Equal Opportunities

5.2 Whilst there are no diversity or equal opportunity implications arising from the content of this report, it should be noted that some topics considered are intrinsic to the Equality, Diversity and Inclusion agenda.

Human Rights Act

5.3 There are no Human Rights Act implications arising from the content of this report, it should be noted however that topics considered can often appear to have Human Rights implications, which are always considered

Sustainability

5.4 There are no sustainability implications arising from this report.

Risk

5.5 There are no risk implications arising from this report.

6 Conclusion

6.1 Cleveland Police, the OPCC and partners continue to develop both internal and external ethical structures to provide strategic oversight, monitoring and scrutiny of the standards of ethical and professional behaviour.

Appendix 1 – details of ethical dilemmas

Topic	Board members / Internal Ethics Committee	Summary and Organisational learning
The recording of hate incidents and crimes and potential consequences regards future vetting.	Independent Ethics Committee	<p>IEC – there were strong feelings within the group , clarified what is a hate crime v incident, what does recording actually mean and what are the vetting implications. Fears it would be too easy to have recorded against someone and harmful to them later. Discussed at numerous IECs with a document from Operational Ethics Lead with info on what recording actually infers, and what vetting would occur.</p> <p>Result – ultimately, the committee are satisfied that Cleveland Police is acting appropriately, even if National direction is not to liking of one member.</p>
Can officers who are involved in DA be compelled to support prosecution?	Ethics Advocates. Independent Ethics Committee. Ethics and Standards Board	<p>EAs – respondents felt against victims being compelled. They felt they should be treat as a victim first and officer second, and should not be compelled.</p> <p>IEC – agree that it is not appropriate to do so, they are a victim. The committee do recognise the potential consequences in that perpetrators may go unprosecuted if alternative actions are not taken and subsequently offend again, be that with the same or a different victim.</p> <p>E&S – the board did appreciate the aspect that they are a victim first. The members did also see the need to tackle offenders but feel onus should not be placed on the victim to do this, it is for the organisation to seek alternative options (civil action, DVPN, unsupported prosecution etc).</p> <p>Result – the thoughts and views have been recorded and shared with appropriate supervision within DSE</p>

		who are best placed to be dealing with these circumstances.
Should officers / staff under investigation be suspended or continue at work?	Independent Ethics Committee	<p>IEC – the committee explored this matter from the perspective of whether the allegation was a false / malicious report and the consequences of that on the organisation and individuals. The committee also considered different levels of offences, who the victim was, did they work together etc.</p> <p>Also noted was the point that if a perpetrator was suspended, would they home with the victim more? Information on alternatives, DVPNs, bail conditions was given to inform that.</p> <p>Overall, the committee gave a balanced perspective, recognising the political and public interest matters in how having perpetrators at work would be viewed. Balanced that was the ability for some officers under investigation to still perform a suitable role to ensure the force could maximise value for the public purse.</p> <p>The committee was reassured by the safeguarding that is put in place in these cases and the level of thought that goes into such a decision.</p> <p>Result – DSE and the Appropriate Authorities were advised of the thoughts of the committee.</p>
Officer finds money off duty and follows process to keep it.	Independent Ethics Committee Ethics and Standards Board Ethics Advocates	<p>Advocates – they felt strongly that the money should not have been kept and should have gone to charity in these circumstances.</p> <p>E&S - generally feel should not have retained money. There was a query as to difference if the officer / staff were on or off duty, discussion lead to a feeling that the Code of Ethics applies at all times.</p>

		<p>The consensus was that it was not appropriate for the money to have been retained and policy should be altered to that effect.</p> <p>IEC – the committee had mixed feeling, initially there was a 50/50 split as to whether the money should have been retained or not. When other points such as would the officer have been in the place to find if not at work, the code applying 24/7 and the opportunity for corruption was brought up, more moved to saying money shouldn't be retained.</p> <p>Result – feedback was given to the individual in person via their supervision. Policy revised to the effect that officers and staff have no rights to claim found money (or other property) whether on or off duty.</p>
Should staff / officers in a relationship with a fellow officer staff who is victim / perp of criminality / misconduct, and they don't report, should we discipline?	Regional Previously discussed at – Independent Ethics Committee & Ethics and Standards Board	<p>Regional - Severity and the particular circumstances will determine what is appropriate. The organisation should serve papers on officers / staff to protect all involved. The committee had mixed thoughts. Some saw the matter as black and white, there was a failure to report which should be treated as misconduct. Others saw it may not be as straightforward, plus what about the experience of the person, did they make that decision while still reeling from the incident and not making clear decisions?</p> <p>The consensus was that there could not be a definitive answer and each case must be measured on its own merit, there would be occasions when misconduct procedures would be appropriate, and occasions where they would not.</p> <p>Result – DSE were advised of the thoughts and were present in the meeting.</p> <p>Fed have been made aware also as a stakeholder and feel that the fact finding stage could be used to determine the severity so that the decision to serve</p>

		papers or not could be informed to avoid unnecessary serving of papers where possible.
Should officers have number plates that have 999 and then a 3 letter combo that is very much Police style, ie SGT, COP, SIO, etc	Ethics Advocates	<p>EA –</p> <p>The feeling was that it would be too prescriptive for the organisation to direct that such VRMs should not be used. However, it was generally felt that for purposes of safety, a recommendation to avoid such VRMs would be appropriate.</p> <p>Whether this could harm public perception and harm public relations was discussed. It was agreed that any person can obtain a 999 plate and act inappropriately in sight of the public which would harm relations, but this would be out of the reach of the organisation to influence.</p> <p>The over-riding concern would be officer safety, particularly in light of terrorism threats and the tactic of targeting lone officers.</p> <p>Result – advice to all via message-to-all.</p>
When should units be classed as <i>arrived</i> for MFH enquiries?	Independent Ethics Committee Ethics and Standards Board Ethics Advocates	<p>Research showed force all have a different approach, some will only show as <i>arrived</i> when physically at address, others will apply this when a unit is aware and dealing in whatever form.</p> <p>IEC - The IEC discussed the matter, recognising the importance of the response from Cleveland police to reports of missing persons, and the complexities involved. As regards to the direct question, the overall view was that the correct grading of a missing person enquiry was key, and that this is the point where the</p>

		<p>force is most accurately described as having commenced the enquiry.</p> <p>As such, the IEC felt that it was appropriate to deem an officer as <i>dealing</i> as soon as they are engaged in enquiries, regardless of where they are, and <i>arrived</i> when an appropriate risk assessment has been complete, be that in person at an address, or over the telephone.</p> <p>E&S – liked that we only class units as arrived when they have arrived. Don't want to do so otherwise. Enjoyed the dilemma though. Will take this to Regional / National and then seek who is the National NPCC Lead and seek what they suggest.</p> <p>EA –</p> <p>This was discussed and the full complexity of the matter unpacked.</p> <p>How and why this is recorded was explored, including performance measures that would be scrutinised.</p> <p>The use of restricted officers completing risk assessments from no more than the information on webstorm adds no value and should not be marked as arrived.</p> <p>However, should an officer / staff in a station make contact with a reporting person via the telephone and be able to complete a thorough and robust risk assessment, that would be valuable and would assist in the intention of finding missing persons, and correct prioritisation through accurate risk assessments.</p>
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		<p>In a modern world, relying on staff physically arriving at an address before we make an accurate assessment is not the best use of technology and resources.</p> <p>Conversely, it was recognised that the search of home / relevant addresses was key and on occasions, should be the starting point. The fact many small children reported missing are found in the home address shows the value of this.</p> <p>Missing persons enquiries are high in volume but can hold enormous risks, effectively managing them from the start allows Cleveland to be able to identify where time, resources and attention should be spent to best manage the demand missing persons create.</p> <p>Whether this is entirely in line with recording measures is another matter, if we work to achieve good statistics but not to find missing people, we are not being effective.</p> <p>Result – Force Control Room are satisfied with our current direction and agree that movement away from this will not be sought.</p>
Off road bikes and quad bikes and the issue they cause when a procession of illegal riding takes places at relevant funerals	Independent Ethics Committee Ethics Advocates	<p>The committee felt that there should be action taken, however, it was recognised that doing so at a funeral may be inappropriate.</p> <p>The suggestion was made for pre-funeral engagement to take place to discourage this and for families to spread this message if willing.</p> <p>It was explored as to whether inaction and the opportunity to not seize bikes risk them being used later and harm being caused?</p> <p>The committee feel the Police also have the ability to gather evidence at the time and deal later.</p> <p>Overall, pre-engagement and dealing at a later date were agreed as appropriate actions.</p>

		<p>Result – INT C/Inspectors for North and South were liaised with and agree, they recommended actions are in line with their approach.</p>
<p>Right to protest. Should police officers be entitled to attend planned protests when off duty?</p>	<p>Regional Ethics Committee. Youth Committee This matter has been examined previously in the Independent Ethics Committee & Ethics and Standards Board.</p>	<p>Regional - The committee had mixed feelings. They explored the balance of right to life, safety of officers, as well as the possibility of Standards of Professional Behaviours being breached. Protests in general were explored too, are they likely to be volatile in nature? Would this extend to attending football matches where racist abuse can be prevalent? Views as to what an officer should do if the protest turned violent differed – should they intervene, should they withdraw, should they withdraw but record? There was no consensus regards this aspect. Most felt that the officers have rights but the nature of the protest would be a determining factor.</p> <p>Overall, the Chair felt there was no consensus but that officers should not attend to ensure suitable independence.</p> <p>Result – views recorded and shared appropriately.</p>
<p>Who do we do business with? Discussions as to what Cleveland Police should do in the eventuality that a partner / supplier was found to be unethical</p>	<p>Independent Ethics Committee Ethics and Standards Board</p>	<p>E&S – the board felt that ideally the organisation would be able to either work with the partner to rectify this, or if necessary cease relationships. However, the practical implications of this were recognised and it was felt that the circumstances would need to be assessed – how critical was the product / service supplied? Is there an alternative? How unethical is the issue? Etc The consensus was that ideally, the organisation would not work with unethical parties but managing such a situation and maintaining other functions would not be so easy.</p>

		<p>IEC – The committee had similar feelings. An initial point was made that Cleveland Police were either ethical and would not work with unethical partners, or they were not.</p> <p>This stance was then countered with how this would be implemented and the risk of not fulfilling other aspects of policing.</p> <p>The balance of achieving best value for money and possibly paying an increased amount for a more ethical product / partner was discussed.</p> <p>Ensuring good procurement and contract management was identified as being relevant/</p> <p>Assessing each case on its own merit with a view to not dealing with unethical companies as far as possible was the overall outcome.</p> <p>**Update** as of Sep 22, the Audit & Governance Committee have also reviewed this and are satisfied that the initial procurement process is suitable, robust and has ethics built-in. The ongoing contract management is not as mature and resourced but is improving.</p> <p>Claire Wrightson (Head of Procurement) spoke with the IEC 29/9/22 and explained the various processes. The contract management sits with contract owner and Procurement team are less involved in that, concentrating on initial procurement but do assist. The levels of risk are in line with the industry standard but improvements are occurring and the organisation is improving in how it manages this.</p> <p>Result – links have been established with Procurement, the IEC, and other committees. Achieving ethical procurement and contract management is an ongoing</p>
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		process and part of business-as-usual, with enhanced focus on this.
How much time should be afforded to PCDA	Independent Ethics Committee	<p>The committee felt universally that if an increase in the time afforded to staff would be beneficial to student officers, then an increase should occur. They saw any time invested in the PCDA programme would be an investment in the future, would lead to better officers, and would avoid the greater cost of officers failing the programme and leaving the organisation with all investment lost.</p> <p>A member works for Northumbria University and works with Northumbria Police's students and is well vested in this matter and was able to expand on the implications of the programme.</p> <p>Result – discussions continue with L&D and these thoughts will be used if an assessment is made in the future.</p>
Help with forms	Forcewide Ethics Advocates	<p>EA –</p> <p>This was discussed at length with lots of opinions on the matter. There were points made from various angles, feeling there was a danger of unfairness, and conversely that support was not unfair.</p> <p>The main points were –</p> <ul style="list-style-type: none"> - There are differences in what is available to all. Some areas of business have time and development at work, others do not. - There are potentially false perceptions that some teams have a great deal of time provided whilst 'on duty' but this may be inaccurate. However, being able to have structured time

		<p>with colleagues during meal breaks, after work etc are not viable in some areas where meal breaks are worked and teams will not be available together at the same time due to operational demands.</p> <ul style="list-style-type: none">- This is in line with the mentoring scheme which recognises the value in the sharing of knowledge and expertise. Therefore would any such coaching be in this manner and to be embraced and encouraged?- Direction from C/Insp level is key. Commands that have a proactive person(s) in that rank can assist their command in having direction in their attention, plus support in things such as mock boards is vital.- It was noted that often the senior officers (C/Insp type ranks) are open to speak to persons outside of their command and it should not be, for example, that a CID C/Insp will put on support but only for their command. However, it is more natural that persons in their command will more likely go and those outside less likely – if all commands were doing so that would be removed as an issue.- The trends for certain departments to do well in comparison to others in promotion rounds suggests that the amount and quality of support provided, be that in advice, time provided, mock boards etc, is influential.
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| | | <ul style="list-style-type: none">- The need to develop staff is arguably part of the role of supervisors so not doing this is wrong, rather than unfair that others do.- Support should ensure a candidate improves in their role and therefore is more suited to promotion, rather than teaching a person how to pass a process without improving them.- Who a person is able to approach for support is influential, as is the quality of support they can offer. Some persons are noted as being very knowledgeable about promotion processes and able to assist people to develop to the required standards. They also tend to be approachable to all and are willing to assist people, even if they are not known to the supervisor.- People will need to take the initiative and seek help and support.- For lateral moves as opposed to promotion, it is key to see the prospective team and supervisors and is encouraged. Familiarisation days and workshops are purposefully put on to encourage this as it benefits the candidate (better insight into the role) and hirer (better prepared candidates and familiarity).- Support can be unethical, such as an input on someone's application form so the work is not recognisable as theirs anymore, or insight into the process which others do not get. However, this is an integrity matter and should not be happening. |
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		<ul style="list-style-type: none">- It was noted that people felt the promotion process particularly had integrity. A person who would be very well placed to be promoted had not performed as well as they could on a board and as a result was not successful. Although a question as to whether an interview was the most appropriate method could be raised, the fact the panel did not award points for things not said or previous reputation was reassuring to its integrity. <p>The organisation could provide the following –</p> <ul style="list-style-type: none">- A package that informs candidates of what the process will test and how to achieve that level (there are inputs to do this already)- Information to supervisors with direction on how to support their command.- Direction on when a person is going to be involved in a process so that they can remove themselves from giving support to maintain the integrity of the process, as well as an alternative person(s) to approach.- Set workshops from relevant leaders, open to all. <p>Overall, having consistent opportunity, open-to-all is important. By nature of work, some departments will be better placed to afford support, but nothing prevents a candidate approaching persons and being involved in workshops or in receipt of support form outside of their command.</p>
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		<p>The organisation and individual leaders can play a part in ensuring support is both appropriate, and also open to as much of the organisation as possible.</p> <p>The key would be standardisation of what support candidates receive.</p> <p>Result – ongoing to finalise.</p>
Should student officers at University use a licensed premises for meal storage, preparation and consumption	Ethics Advocates	<p>An absence of facilities for officers at Teesside University has left the force in the situation where student officers will be able to claim for their meals as an expense when at University.</p> <p>A solution was the use of the Student Union facilities which is also a licensed premises.</p> <p>EA –</p> <p>The use of the Student Union was discussed, including what this would look like in reality.</p> <p>The agreements between Teesside University and Cleveland Police were in early stages and there would be a view to adapt any contracts to accommodate this in the future.</p> <p>The conversation covered the legal requirements to provide this, and how regulations and entitlements were regarded. It could be argued that what is entitled could and should be claimed. Others thought that blanket claiming of anything and everything by officers would not be moral and there was a point where things were unreasonable to claim.</p> <p>Summary, the Advocates felt this use was fine in the circumstances until a long term fix could be established, so long as a clear conditions of use were provided and adhered to.</p> <p>Result – fed back to training staff who were able to provide guidance until alternative arrangements were sought.</p>

<p>On call when not aware. Should a person who was on call but not aware (and was not contacted) be able to claim the basic on call payment if they found out at a later date?</p>	<p>Advocates</p>	<p>The EAs strongly thought this was not acceptable and gave reasoning that the purpose of the on call payment was to recompense the impact being on call has on an individual. A person who was on call but not contacted would not have suffered the same impact. Result – should such a matter arise, this would be the guidance.</p>
<p>Harm Reduction initiative. Custody would work with Drug Action Team to ensure that when drug users are released from custody, they are provided with clean needles. The initiative would also allow for the provision of Naloxone where appropriate. Aug 2022</p>	<p>Ethics and Standards Board. Independent Ethics Committee</p>	<p>E&S - the benefits to this initiative were seen immediately and a realistic approach to a real problem. The use of an external professional medical service provider to provide was reassuring also. The concern that this may be seen as condoning drug use was also recognised. However, the evidence confirms this is the most effective way of reducing harm from dangerous drug use and practices and refusal to provide the items would not prevent people continuing their drug use in less safe means. The Board supported the initiative.</p> <p>IEC – the committee also recognised the value in the project, recognising the same risks and public perception issues, but also agreed it was the correct and ethical approach to take. Result – the scheme would be taken elsewhere for final sign-off with expectation it would commence soon.</p>
<p>Young person drug diversion scheme. The scheme would allow under 18, first time offenders found with an amount of drugs to avoid prosecution and comply with an educatory, diversionary scheme instead with a view to prevent re-offending. There would be strict criteria for this and require the youth (and parents / guardians) to engage and would not replace any safeguarding activities. Aug 2022</p>	<p>Ethics and Standards Board. Independent Ethics Committee</p>	<p>E&S – the board explored some of the finer points and were satisfied the proposal would be an effective means of dealing with youths and the issues presented by drugs. Consideration explored included CCE and county lines and the scheme has addressed those in the development phase. The board support the scheme. IEC – the benefits of this were discussed and concerns over the implementation of the scheme were addressed. The committee felt reassured that the</p>

		<p>scheme was beneficial. The committee expressed their desire for the scheme to be designed so that it would tailor the time afforded to the individual as according to their needs, and not be cut short due to the level of users overwhelming the resources.</p> <p>Result – the scheme would be taken elsewhere for final sign-off with expectation it would commence soon.</p>
<p>Onlyfans A discussion over the compatibility of a career in policing, and a career using Onlyfans or similar platforms. That would also include whether an applicant previously using the Onlyfans or similar platform which has ceased could successfully apply to the police.</p> <p>For information, Onlyfans is an online platform where a person can upload material, generally images and video, which others pay to subscribe to. The material tends to be pornographic in nature, although other genres such as fitness, music etc are there. However, the over-riding nature of the site is adult themes.</p> <p>Uploaders can control user names, personal details, whether their face is shown etc so could anonymise the account to a degree.</p> <p>The industry can be lucrative and would constitute a business interest.</p> <p>Aug 2022</p>	<p>Ethics and Standards Board. Independent Ethics Committee</p>	<p>E&S Board – the initial reaction was that the answer was clear, this is not compatible with being in the police. For individuals, there were potential issues regards exploitation, safeguarding, as well as susceptibility to bribery and blackmail. Organisationally, there were potential issues in bringing the force into disrepute and reputational damage.</p> <p>It was recognised that forces need to recognise the rights of the individual and be mindful of being moral police. The views of the IEC and if possible Youth Commission would be valuable in this.</p> <p>Overall, the Board saw lots of dangers in this field and have lots of concerns. As a Business Interest, this would be reviewed and considered fully.</p> <p>Ideally a default position would be achieved, however, a case-by-case review may be more appropriate.</p> <p>IEC – the committee felt strongly that this is not compatible with a career in policing. Similar concerns were raised in terms of safeguarding, exploitation, risk of corruption and organisational damage.</p> <p>It was raised whether condoning this would undermine other initiatives and priorities such as VAWG. Would an officer investigating exploitation / safeguarding / sexual offending be appropriate if they worked in that industry, or even failed to see the issue with it? Would a person</p>

		<p>seeing this as appropriate have to query their own values?</p> <p>Also considered were the rights of individuals and this was respected, however this felt like this was not a reasonable reason to permit the activity.</p> <p>This will be re-introduced at further IEC meetings for further discussion.</p> <p>Result – Ongoing.</p> <p>With generational and cost of living factors, this is a real concern for all organisations and there are National discussions covering this already so a consistent approach by all forces is to be achieved.</p>
<p>Use of personal phones whilst at work.</p> <p>A discussion as to whether officers / staff should be permitted to use personal mobile telephones whilst at work.</p>	<p>Ethics and Standards Board.</p>	<p>E&S – the board explored various aspects. The use of personal mobile telephones whilst at work did raise opportunity for misconduct, as per National examples of taking photographs of deceased persons/ crime scenes etc.</p> <p>Legally, an employer can enforce this and no policy currently covers this.</p> <p>The resultant impact on morale was considered and it was recognised that having access to a personal mobile is part of modern life, particularly with a younger work force.</p> <p>Public perception was also considered, an officer in a public setting scrolling through social media would not be good, and modern technology could be mistaken for personal devices.</p> <p>It was widely felt that people are trusted to police, and therefore should be trusted to have a mobile telephone which they will use appropriately and professionally, not allowing it to distract them from their primary duties.</p>

		<p>Ethics Advocates – this split opinion. Some saw the matter as a non-issue – managing the usage of personal mobile telephones whilst at work was a matter of personal professionalism and local supervision to monitor. The same persons felt that officers/ staff will use their 'phone for some tasks such as ordering a food shop to collect on the way home, or sending a brief personal message, and if done in the right circumstances and not detracting from work, there would be no issue.</p> <p>Others highlighted a wellbeing aspect. People have applications that assist them in their day to day lives and removing that option would be harmful.</p> <p>Others with different views felt that they have a work issued mobile which their family know and whilst at work, not accessing their personal mobile was reasonable. They also say misuse by colleagues, not to a disciplinary level, but to distracting the colleague who was scrolling social media whilst not on a break.</p> <p>A counter argument was that people need to be contactable by family, schools, dependents etc and would be able to manage this professionally.</p> <p>Additionally, some roles do not have work issue devices so</p> <p>Result – a direction preventing the use of personal mobile telephones whilst at work would not be the most appropriate approach. Ensuring that officers and staff use of personal mobiles is professional and in keeping with the Code of Ethics is appropriate and should be a function of both the professionalism of individuals, as well as function of line managers.</p>
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<p>Dress and Appearance Policy A discussion took place as to whether the Dress Code Policy was inherently discriminatory towards females.</p> <p>The policy was recently passed but in implementation there has been concerns that the policy disproportionately impact females. This includes the restriction on make-up, hair colour, and fingernail polish, whilst visible tattoos which can be equally colourful are permitted.</p>	<p>Ethics and Standards Board.</p>	<p>E&S – the matter was introduced and the implementation at training school was described. On that occasion female student officers were directed to remove fingernail polish and tone-down make-up, whilst very colourful and noticeable tattoos were permitted. The argument raised was that the restrictions are predominantly going to impact females, whilst tattoos which impact both male and females, are not restricted to the same extent.</p> <p>It was agreed that the policy should be reviewed and it may be necessary for a new EIA to be submitted.</p> <p>Result – a working group of Neal Gillson, Jenni Salkeld, Eifion Swinnerton-Gismondi and DCC Ian Arundale QPM would progress this.</p>
<p>Should free train and bus travel be accepted? Various rail and bus providers offer free / discounted travel to police officers and staff. What is offered can be varied across the different providers, for example some providers say this is only for officers and not staff, some say it is only for on duty travel (including to and from work), whilst others allow off-duty travel.</p>	<p>Ethics and Standards Board</p>	<p>E&S – this created a variety of opinions. The most local provider of rail travel offered free travel to officers only and not PCSOs or staff. This was immediately divisive and the potential for bad feeling was identified.</p> <p>It was also recognised the rail travels are a business and offer this on the proviso that officers will act to prevent crime and disorder, and assist train staff when required so warranted officers with power of arrest would be better placed to assist.</p> <p>It was also noted that a necessity to act exists whether the officer is travelling for free or otherwise.</p> <p>The Peelian policing principles were mentioned – policing should be without financial benefit, and not place officers under obligation to any person as a result of a benefit. This could be seen as going against the principles.</p> <p>Herts Police Federation have a post on their site Concessionary rail travel (polfed.org) and this supports the use, documenting the various concessions.</p>

		<p>However, the site also states rail concessions are suspended until further notice, no detail provided as to why.</p> <p>It was presented that this should be developed to provide a real benefit to employees, particularly with the rising cost of living. This was countered with the nature of the Cleveland area in comparison with more metropolitan areas with more extensive rail networks and busier roads.</p> <p>Public perception was also mentioned and the potential harm for obtaining free travel was highlighted. A contrasting opinion was that the police receiving some reward for the job they do is right and that the public would be supportive.</p> <p>It was suggested that the use of trains and buses for officers and PCSOs in uniform is beneficial for all. A uniform presence in such public arenas prevents crime and disorder, as well as allowing opportunity to engage with the community.</p> <p>Result –</p> <p>There were both benefits and drawbacks of the suggestion, and greater consultation is required. The Fed's perspective will be sought, as well as the other ethics committees.</p> <p>However, it was suggested that approval was beyond scope of the board and would require COT approval before any guidance could be given.</p>
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Appendix 3 – example of feedback to Independent Ethics Committee



Independent Ethics Committee feedback June 2022

Following the IEC meeting held 8 June 2022, the committee's views and recommendations on the matters discussed are documented, along with any feedback from the force resulting from the IEC's guidance.

Full minutes are created and held with the OPCC on their website, some direct points are recorded here.

IEC feedback to Cleveland Police

Ethical Dilemma – do we do business with unethical businesses UPDATE

Stuart Green was able to advise that this situation was taken to the Joint Audit Committee and was able to offer some assurances to the committee as to the procedure currently, with ethical dimensions embedded into processes.

The Procurement and Contract Management aspects differ slightly, the former being more developed and resourced, the latter requires more consistency in good practice being followed across the organisation.

This is a complex function with many aspects, however it is certainly a matter where the IEC can have a beneficial input and the Procurement Lead will attend a future IEC meeting.

Policy – appropriate relationships

The feedback regards this policy was that the policy will address organisational justice and help prevent issues occurring. The length and depth of the policy was covered, does it need to be so prescriptive, or could a shorter set of values be provided and less detail covered. Who the reader would be was also visited, is it for supervisors or would it be useful to all employees who may be involved in a relationship covered in the document?

Ethical Dilemma – professional witness

This opportunity was explored and the complexities and potential issues were discussed. It was highlighted that feedback from other forces who have utilised such a scheme will be valuable and will be sought as part of the process.

The underlying issues with public perception, police-community relations, and maintaining trust in policing were all discussed. Would short-term gain in terms of achieving evidence to address criminality and ASB be outweighed by the long-term harm? Does the lack of community engagement (providing police evidence) reflect relations currently?

The danger of communities suspecting people may be professional witnesses when they are not (because they reside in address previously used by PW's) was discussed and highlighted.

This was balanced with recognising issues communities face if crime and ASB impacts people's lives and the need to react appropriately.

Summary – a complex situation that may have value, but also will need careful and long-sighted consideration before any implementation goes ahead.

Ethical Dilemma – MFH and arrival times

This was explored and it was raised early on that performance indicators (PI's) can be harmful if working practices are manipulated to achieve them, rather than the PI being a measure.

It was recognised that good work in terms of finding and safeguarding missing people can occur regardless of where the officer is.

Each case will be different and having a one-size-fits-all approach will not always be appropriate.

Summary – a matter that can be over-complicated, the best question is how do we work to try to achieve the best outcome? The suggestion that when a person is completing a meaningful risk assessment, armed with all the appropriate facts, is the time when a unit should be classified as arrived.

Feedback to the IEC from Cleveland Police

The organisation is extremely grateful for the views, recommendations, and feedback from the IEC.

Appropriate relationships guidance

The writer has been advised of the comments and values the feedback. The guidance is purposefully detailed and prescriptive to remove doubt from the user and encourage consistency – albeit the feedback was recognised. The guidance, as with all policies, is available to all so would include supervisors and people who may be involved in such a relationship too.

University degree topics

Neal Gillson will be a link between the IEC and the working group who collate and confirm dissertation research topics. The working group includes a senior officer in Learning and Development, a project officer, a Business Transformation Manager, and the University. They ensure topics are appropriate, achievable, and have a benefit to the policing. The input from the IEC and all parts of the organisation is welcome in terms of topics to ensure all learning opportunities are taken. A sample of topics to date has been requested so the IEC can review them.

Professional Witness

The scheme is still in development stages only currently and the feedback from the IEC will be valued. This is an ongoing topic and will be raised as it develops.

Missing from home arrival time dilemma

The thoughts of the IEC were combined with the feedback from other ethics committees (who all had similar views) and provided to the senior management in control room. The control room feel reassured that the current policy Cleveland Police employ is in line with that – a blanket *arrival* of units simply when they are allocated a missing from home enquiry is not appropriate.

Currently, an informed risk assessment is crucial to the police response and the general rule is that this will include a visit to an address in case there is evidence there that will influence any risk assessment. As such, Cleveland Police will maintain a policy of not classing units as *arrived* until this is underway. Team leaders in control room are aware of this and can act against this when appropriate, but only with good intentions and not in search of achieving an improved PI.

Of note, HMICFRS were also approached in the scoping. Their advice was that forces can do as they wish, but any force who go against this (which some forces do) will not achieve a good grading when inspected due to the inherent dangers in how missing from homes are handled, risks are assessed, and resources allocated appropriately in response to missing person enquiries, particularly if multiple missing person enquiries are ongoing at one time.

Appendix 4 – Inspirational Story example

Making a tradition

Introduction

This is a piece that continues the regular feature of introducing an inspiring story where a person, team or group display admirable character, bravery or virtues.

The story will be linked to our very own Policing Principles from the Code of Ethics, and lessons to takeaway will be highlighted.

The Royal Navy and the Battle of Crete 1941

During WW2, the German Army took control of the Greek island of Crete which had been held by Allied forces. The island was pivotal for the German invasion as it afforded tactical advantages to the holder. After a week of fighting, the situation became hopeless from an Allied perspective.

Thousands of Allied troops from Greece, Britain and New Zealand were left stranded and had to be rescued. The only means to do so was evacuation of troops by sea and the Royal Navy sent ships to do just that.

The Royal Navy sustained heavy losses but the Admiral of the Fleet Andrew Cunningham was determined, saying “the Navy won’t let the Army down”.

When Army Generals questioned if too many ships would be lost, Admiral Cunningham famously replied

“It takes the Navy three years to make a ship. It will take three hundred years to build a new tradition. The Evacuation will continue”.

Related Policing Principles

Integrity

Selflessness

Leadership

Lessons to takeaway

Although extreme in the dangers faced, the story is one of teamwork and bravery.

Reputations and traditions are hard to create, easy to lose.

Building a good reputation can take a long time, a bad one can be made almost instantaneously.

A short cut or minor ‘wrong’ thing may not seem to have consequences, but people will always watch and the actions of one impact us all.

Sometimes the right thing to do is the difficult thing, in fact, it is often the difficult choice. It takes courage and character to do the right thing sometimes but, isn’t that we signed-up for?