

“Does the police service need a values-based decision-making model: if so, what should that model look like”?

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Submitted by

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Appendix A

Pertinent Cases

- A.1 Introduction and the
Stephen Lawrence Murder
- A.2 The Secret Policeman
- A.3 Summary of Pertinent
Miscarriages of Justice

A.1 Introduction

Throughout this thesis reference has been made to a number of high profile matters which have affected the strategic course of policing. In particular, the television documentary 'The Secret Policeman'; the murder of Stephen Lawrence and the resulting impact upon the police service and, finally, the issues which emanated from police investigations into a number of terrorist crimes in the 1970s and 1980s. The purpose of this appendix is to give a very brief overview of these cases in order to apply context to the comments made within the main body of this work. It is appreciated that each of these issues was of great significance both in respect of the impact upon the individuals involved in these separate matters, as well as the police service. This appendix does not attempt to provide a detailed analysis of these issues, rather it seeks to provide a contextual understanding of the circumstances of each.

The Murder of Stephen Lawrence - A Brief Overview

Stephen Lawrence was murdered on 22nd April 1993 in an unprovoked racist attack. The police were heavily criticised for their investigation of this crime using time and resources seeking to prove Stephen was a gang member, which he was not, rather than accepting his murder was racially motivated and dealing with the investigation with that as a backdrop. Police deficiencies resulted in failed prosecutions with no conviction being achieved until 2012, a success enabled by the enactment of laws removing double jeopardy²²⁷ protections.

As a result of campaigning by Stephen's family, the then Home Secretary Jack Straw, instructed a Judicial Inquiry be instigated in 1997. This was undertaken by Sir William Macpherson of Cluny. Ld Macpherson concluded the police investigation was *"marred by a combination of professional incompetence, institutional racism and failure of leadership by senior officers"*. In all, Ld Macpherson made 70 recommendations aimed at *"the elimination of racist*

²²⁷ Double jeopardy is the principle that no person can be tried twice for the same offence. This principle was removed in 2003 with through the introduction of the Criminal Justice Act in England and Wales.

prejudice and disadvantage and the demonstration of fairness in all aspects of policing” (Macpherson 1999).

This report had widespread effect upon policing. Trevor Phillips, then Chair of the Equalities and Human Rights Commission noted *“the use of the term ‘institutional racism’...was absolutely critical in shaking police forces up and down the country out of their complacency. The consequence of that has been that police forces have paid a lot of attention; they have put a lot of resources in”* (The Macpherson Report - Ten Years On 2009). Indeed this was seen as the *“single, most powerful message police received from the enquiry”* (Ed. Rowe 2007). This was as a result of officers failing to realise criticism was directed at the service and not personally. However, the legacy of this misunderstanding was a review of personal values in relation to this issue.

As a result of Stephen’s murder and Ld Macpherson’s report, policing has changed. The role of the Family Liaison Officer has developed. Whilst this was work in place before this murder, the aftermath of Stephen’s killing accelerated training and development of that role (Hall, Grieve, and Savage 2009). Policing evolved its understanding of hate crime, defining racist incidents as *“any incident which is perceived to be racist by the victim or any other person”* (The Macpherson Report - Ten Years On 2009). This shifted ownership for identifying racial crime from the police to the victim. Leadership and governance also evolved post Lawrence as the monitoring and investigation of hate crime became a performance indicator within policing, thus prompting leaders to ensure hate crime was effectively investigated and managed.

The conviction of Gary Dobson and David Norris (Casciani 2012) in 2012 provided a degree of closure for the Lawrence family. For the police service, the legacy of Stephen’s murder remains a constant. Ld Macpherson’s report is cited across police training and the failings of the officers involved in the initial enquiry is reviewed and reflected upon within detective training.

A.2 The Secret Policeman - A Brief Overview

"The Secret Policeman" (Daley 2003) was shown on BBC television in October 2003, some 10 years after the murder of Stephen Lawrence and the application of the 70 recommendations made by Sir William Macpherson following his Judicial Enquiry. The Secret Policeman documented the experiences of journalist Mark Daley who joined Greater Manchester Police as an undercover reporter seeking to investigate racism within policing.

Daley utilised covert cameras to film the behaviour of police recruits both in training and in private. Within their private conversations, a number of officers expressed racist views. For example, Constable Robert Pulling of North Wales Police was filmed wearing a homemade Ku Klux Klan hood. Pulling expressed support for the British National Party. He made reference to the killing of Stephen Lawrence saying that Stephen *"deserved to die"* and that his parents were *"spongers"*. He also said his killers *"deserved diplomatic immunity"*. As a result of this programme, Pulling and another seven officers have either resigned from the police or were sacked (Daley 2003; Aguiar 2003). Daley was eventually exposed as being a journalist and arrested. Once the documentary was broadcast all charges against him were dropped.

The effects of this documentary upon policing were significant. In the immediate aftermath of the broadcast all police officers across the UK were required to watch the programme and consider the behaviour presented therein within their own team settings. The conduct of the officers identified in this programme was condemned by ACPO in a letter to the Guardian newspaper, signed by all chief constables from that region (Life after The Secret Policeman 2003). Within days of broadcast, ACPO announced a seven-point plan to tackle racism within the service (Life after The Secret Policeman 2003). These included a commitment from every chief constable to meet with their local Black Police Association and review their constabularies statutory race equality scheme. Recruitment and selection were also considered in light of this programme with ACPO undertaking to review how it recruited officers (Hepworth 2004). A commitment was also provided to review the national diversity strategy and training which was given in respect of race and diversity

issues. This commitment led to the development and delivery of diversity training to all police officers in the UK through courses lasting three days. Diversity training now forms the first week of police recruit training. As officers progress through policing advanced diversity training is a mandatory element of leadership and professional development in policing.

There is no doubt that The Secret Policeman had a strategic impact upon policing. This programme brought a focus to racism within policing and prompted the service to consider its values in relation to diversity. Whilst the ACPO seven point plan was useful, it was not sufficient in itself and it remains incumbent upon the police to ensure positive relationships with the public and vulnerable groups are maintained and developed (Baggot 2004).

A.3 Other Pertinent Cases - A Brief Overview

A number of terrorist offences took place on the UK mainland in the 1970s and 1980s. In particular a number of public houses in and around Birmingham were bombed, these became known as the Birmingham Pub Bombings (Walker 2009). The police reacted quickly to these crimes and arrests were made soon after the crimes occurred. As result, six men were convicted and sentenced to life imprisonment for their part in these crimes. Throughout their time in prison these men maintained their innocence. As a result of support from Chris Mullins MP, a number of investigations were undertaken by lawyers representing those convicted. This resulted in a successful appeal against conviction and sentence in 1991 and the six men were released (BBC 1991). As a result of this appeal a number of police officers were charged with fabricating evidence, confessions and perjury but did not stand trial.

Another enquiry involved the 'Guildford Four' who were convicted with blowing up pubs in the Guildford area (Franey 1989). Again, they were later acquitted on appeal (BBC 2009) and police officers tried for a range of criminal offences in relation to their actions during the enquiry. Again, no officer was convicted (Holt 2010).

Whilst no police officer was convicted as a result of these trials, it is clear that evidence was fabricated. This gives rise to the notion of 'Blue Code', referred to by a number of participants in this study. That being the risk of the values of the organisation being lost and a different set of values emerging which are inconsistent with those of the service. This appears to be the case in these instances. Foresight was raised by a number of contributors. It is clear this was not an issue considered by the officers involved in these investigations. Since these people were convicted, technology has improved. Specifically Esda testing (Dabydeen 2006) was introduced, DNA profiling has emerged and the internet has been invented. Whilst it was unreasonable for the officer to have predicted these developments, had they remained strong in their personal values and properly reflected those of the service, then they would have withstood the challenges these technical improvements brought.

Appendix B

The Interview Process and Product

Participation Agreement Form
Typist Confidentiality Form
Summary of Unstructured Interviews
Summary of Focus Groups
Semi Structured Interview
Questionnaires
Summary of Semi-Structured Interviews

Appendix B.1 Participation Agreement Form



Project Title **"Does the police service need an ethical decision making model for senior leaders"?**

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Project Overview

The purpose of this research is to gain a wider understanding of the importance senior police leaders place upon personal, professional and community values. The driver behind the PLANE Model was to support and underpin ethical decisions made by senior police leaders. This aspect of the supporting research will lead to a better understanding of the values held in these regards by senior leaders and assist in the further development of the PLANE Model.

Our interview will be carried out under Chatham House Rules. To this end, no comment made by you will be directly attributed to you in my final thesis submission. The information recorded by me during our interview will be stored securely on a password-protected computer and destroyed following submission of this work.

I have read the above and understand the basis of this research and agree to be interviewed in respect of this work.

I agree to this interview will be electronically recorded and that recording will be destroyed following the completion of this research

I understand that this interview will be completed under Chatham House Rules and no comment will be attributed to me within the final research thesis

Name of interviewee

Signature of Interviewee

Signature of interviewer

Date

Appendix B.3 Summary of Unstructured Interviews

Three unstructured interviews were undertaken as part of this research. The following broadly sets out the content of these interviews in unattributed form.

The PLANE Model

"I think this is a very comprehensive model that help people not necessarily when making quick difficult decisions, but most certainly in supporting the decisions made. The use of the model will evidence the fair-mindedness of the decision and the comprehensive considerations that took place"

"In think that in major strategic decision making the model would be a fantastic board blasting process for any senior team to help them not only arrive at the right decision but also to legitimise it".

"An excellent piece of work".

"Human rights can be accessed via the forms that currently exist, i.e. surveillance therefore there is no need for this model". "Does the model legitimise deviance or provide a vehicle for a subjective view"?

Ethics and values - both terms are used, there these interchangeable or different? If different make a choice, id changeable say that.

"The decision is the decision, the judgement is what is important. That is the working, it's how we got there. Reference to the model and its use is important as it is possible to have a good decision with bad judgement and vice versa, personal ethics/values come into this".

"The benefit of foresight is that is allows us to look at what we have and forward scope how our decision making pans out. Great idea but personal values will impact upon our judgment. Consequently we require the ability to forensically consider our 'self'. Perhaps this is a downside but in fact that is

what all this is about, knowing our 'self', therefore being a better person ergo, a better decision maker".

"Foresight should proceed public safety/accountability. This is interesting as the office of constable sits above politics therefore decisions need not be populist but must be right. If we are making decisions that reflect/need public approval then these are not the decisions of a constable".

Values

"Black letter law should be the guide no individuals ethical values". "Law is only one tool If policing was all about the law we would all be lawyers. Law is just one tool in the box. So much of what we do has no basis in law".

"Where there is rights based decision it should reflect organisational values". "Organisational values are what we should predicate upon". "What happens when personal values and organisational ethics collide"?

"Organisational values raise really interesting points. What are these, both in terms of actual or perceived, values? For example, sex offenders, the organisational value is that we treat them with fairness and impartiality etc. The observed value is that we hate them. Consequently these to collide, which is a difficulty".

Appendix B.4 Summary of Focus Groups

Focus Groups were held in Belfast, Tulliallan and Oxford. These groups comprised officers from superintendent to chief constable. The following is an unattributed collection of the comments made within these groups in relation to the issues raised by this research.

Definitions

As the model began by considering liberty and security in particular, some work was done within focus groups to develop understanding of what these terms meant within policing.

Liberty

"Liberty and security are two variables that are linked; movement in one does not always move the other. The idea is surely to protect both".

"Liberty is contextual to the environment. We don't talk about liberties, we talk about rights". "Liberty is about choosing restraint and thinking of others". It is "treasured and valued in Britain which is why people want to live here". "Liberty is the right to live my life as I choose not constrained by the State or anyone else". However "smokers are not at liberty to smoke where they like there is the issue of safety of other parties re passive smoking". "If liberty is constrained we are never truly free".

"If one doesn't use liberty, does it exist? i.e.: If nobody wants to walk over a crime scene is security used or liberty being denied"? "Absolute liberty to make any decision providing you don't impact on others". "When your choices impact on others, society constrains what you may do". "Liberty is exercising choice without constraint. State has impacted upon that". "Liberty is about freedom of choice as well as inclination". "Liberty and security are not words used in common parlance. Safety is more apparent than security".

"Liberty is the way to display free will, does liberty change over a lifetime? Yes, due to conditions of the law and ability of age to drive, etc, and key issues within that". "Homosexuality from 24 and private to present situation where there is a protection under law and under civil partnership". "Development of the reasonable man". "An internal framework of consistency taught to us over years". How we as police interact with groups changes over time".

Security

"The relationship between liberty and security is a continuum. Liberty and security are not the same but are contained within a spectrum". "Constraints are both State and self-imposed and some are culturally imposed". "Security is about the state". "You give up some of your liberty to feel secure or you employ other people or other things to stop others doing you harm".

"Who is responsible for security, the state or the individual"? "There may be conflict between moral right and legal right". "Is safety a better word; we talk about road safety not security". "Context is important; ANPR for example. State monitoring people is bad but to monitor for the anti-terrorist agenda is good". "Scanners at airports are not good but dog sniffing around scanners are good". "Do I want to be safe or secure? Bars on windows are secure but do they make me feel safe? Like a Caribbean tourist village".

"With regard to CCTV there is no option but to be caught on CCTV. "CCTV perhaps demonstrates that people take a degree of surveillance". State removes freedom of choice to society". "That doesn't affect liberty or change behaviour". "More security does not make you feel more safe. What makes the police feel different is we are enforcing the law on behalf of society". "Are we here to protect others from themselves or protect their ability to do what they like, the former being security, the second liberty". "People are happy to be inconvenienced for safety, for example, red traffic lights".

Values

Whilst discussing personal and professional values and the link they have with decision-making within policing the following comments were made.

“Values are what is important to the individual or organisation and should have content and context, therefore have a practical outcome. If values and actions are opposed that is hyperbole”. “Values are likely to stand the test of time”. “Our core values are the same, just the words are different”. “Problems arise in defining values and prioritising what we do in order”. “Our core values are indisputable. Upheld in laws of democratic society whatever that may be”. “The challenge is to bring things back to the values of the organisation”. “Values are non-negotiable and are at the centre of the operating system for the organisation”. “Values are the things that let you know what to do when you don’t know what to do”. “Values are important as guiding you with benefit of foresight to make the best or better choice. In the cold light, why choose X if X does not sit with your organisational values, as organisational values are upon what you will be judged, or at least an element of it”.

“Values change when we come into the Police due to the social isolation of officers”...that is what develops the Blue Code. Doing what is right versus doing what is defensible. Are these two morally exclusive? The notion of the ‘blue code’ is exemplified by the “moral drift from core value to developed behaviour”. “Overt stated values versus covert unstated values”. “Covert values are the real values of the organisation and may not be good values”. “Values are the guiding principles of decision making. The true definition of values are the actions the organisation takes”.

There is a “need to understand the value set before the decision” and the difference between the “Veil of protection and the veil of detection”. Values are “something to which you have an emotional attachment”, so “can we really ask our staff to leave their values at home”? “Value are an articulation of behaviour” but “can we as a service articulate what our values are”?

Personal ethics enters our head but are not routinely considered. This is all about raising awareness of ethics amongst staff. The al-Megrahi decision²²⁸ raised interests to the level of values therefore demonstrating the value of the Scottish public is fairness. By raising a value to an interest there can be resolution, but making interest a value is an inaccessible position. If decisions based on values difficult to get to agreement, if based on the interests then easier to reach compromise. "Issues arise, when personal value conflicts with organisational values. If this is so, then the officer is in the wrong place". "Personal values might positively influence the decision". "Most articulate personal values to understand how they impact". Leaders by articulating their values allow others to do the same. Benefit of articulating, observing and thereby closing the gap".

Not wrapping in ethics may lead to loss of public support key to policing by consent, for example, MP's expenses. No lawful authority to take bonuses from bankers but is it right? Nurses not doing abortions, etc, due to personal values - where do police officers sit?

"Organisational values, what are they"? "Do we employ 43 different sets of values"? "What are we going to tell people these are on training courses"?

Are values what we aspire to"? "Core values are not going to move greatly but may gradually shift as external things may impact such as freedom of information, etc". "Some values can be derogated at times, for example, lying at times". "There may be a certain charge for honesty but integrity, what do you tell the family of a dying person suffering or not. Issue at inquest where the paramedic says something different therefore police lied". "Some cannot be derogated, i.e. dignity, yet we can shoot people".

²²⁸ This referred to the decision of the Justice Secretary to release Abdelbaset al-Megrahi the only person convicted of the Lockerbie Bombing, on compassionate grounds .

The Community

"Whose lens do we interpret community values through? Ours which is dangerous or community's which is hard"? "Different value sets around communities, for example, racism in London and sectarianism in Northern Ireland. These can bring different values that help grow the organisation but they can also bring others that are not compatible". "Community is central to policing, an importance reflected in Peel's Principle".

"Values reflected in the community; how is that being tested? We are no longer police within our communities". "Context is king. It may be that in one situation the community value is the strongest and prevails. On others the police value may prevail or personal values may prevail. For example; Holly and Jessica. Community would have hung him but overall values prevailed". "Local values may not reflect bigger stuff".

"Force aims may be at odds with community values. Do you tell people about CBRN or why we do not criminalise young children"? "Consent and discretion... how do people want to be policed"?"

Ethical issues are important at partnership levels, the management of the Baby P investigation for example. What are customers entitled to expect of us?

"The model helps us look at community and consider society's not community's values. What would our parents or children think? Communities make up society, with society being the more homogenous".

"Language of human rights is individual rather than collective. What is the relationship between human rights language and community language"? "Is there an issue where we constrain one community to support another, for example, Section 44 in the black community"?"

The PLANE Model

In considering the utility of the model the following points were made.

“Do we need stand-alone model”? “We need to be challenged around authentic leadership. This would be a useful addition to Gold Group agenda”.

“There are lots of models, the Conflict Management Model and Discretion Model for example that are used for fast and slow time decisions”. “Do different models have points of contention or are they all really the same”? “However the Conflict Management Model lacks the ethical issue and would benefit from that as this adds value”. “PLANE should compliment other models not conflict with them and may help develop organisational value as its important to know yourself, organisational and the community values at play. Should we have risk advisers around tipping points”?

“The PLAN part of the model could be given to all but E aspect should be kept for senior leaders”. “Should everyone get this or senior people only”? “Perhaps PLAN should be in the middle with ethics around it, giving a process to go through”. “Does it challenge decisions or provide a defensible position; indeed why be defensible”?

“We can’t have disparate models for different levels. It is the same thought process, so does one reach the decision then justify it with the model or the other way around”? “It is important to chunk appropriately. What pertinent values apply to this problem”?

“Where does model get pitched? Where is cut-off between use of this process and operational stuff”? “It is perhaps more strategic than operational but helps to decide alternatives rather than tool to get there”. “Decisions are better, but not always different because of the model’s considerations”. “The model was used to include or exclude decisions rather than a means to actually get there, this improved judgement”.

"Police decision making might be compared to a medic's decision making. If a patient can make a clear decision for themselves, the medic's input ends. For example, if the patient chooses to return to domestic violence that is wholly a matter for them and not for the medics to moralise over". "Ethical decision are not kept until the end of the decision making process but applied throughout. Changes decisions based on the ethical implications".

Research Questions

- Q1 Please describe the three values you hold which are most important to you?
- Q2 Which three values have least priority for you?
- Q3 Who or what has most shaped your professional values?
- Q4 Are there any dilemmas between your personal values and your professional role that lead to conflict between you and your organization?

 If so, how have you responded to these challenges?
- Q5 What place is there for personal values in professional decision-making?
- Q6 How do your personal values impact upon your professional decision-making?
- Q7 If you think its necessary your personal values are reflected within your teams how do you ensure that reflection; if you don't think this is necessary, why not?
- Q8 Policing is a community focused activity. How do you balance your personal values against the values you feel exist within your communities?
- Q9 From your knowledge of Force values would you agree/disagree that they provide a valuable guide to practice?

 If not please explain and provide examples.
- Q10 In your professional experience have you been required to explain how your decisions complied with Force values?
- Q11 How will a police focused model for ethical decision making help you in your professional role?

Full transcriptions of all semi structured interviews are securely held by the author and supervisor of this work. In order to provide a sample of the content of these interviews a number of excerpts are provided below. The author has selected three responses to three of the interview questions asked within this setting and produced a redacted summary of answers below.

RA: So I guess the first thing that I would be keen to know is around personal values and I would be keen to know what the three values that you hold are most important for you.

SSI-3 Em, I speak to all our new recruits I have identified three values that I think underpin successful policing and I suppose in terms of the three values that are most important I suppose those are there because that is what I articulate to our new recruits. One is service so that whole sense that we are a public service, that we do good for other people, we exist to serve others. The second value is valuing people, em, policing is all about relationships and the notion that as a human being you have intrinsic value no matter what you have done, no matter what your lifestyle is, no matter what your social status, your employment status, etc, etc, everybody has absolute value as a human being and we have a duty to treat everyone with dignity and respect, everybody and that includes, well that includes everybody so whether it is starting at the very outside, the public we deal with, whether as families of victims or witnesses or just members of the public, whether with partner organisations we work with, em, whether with colleagues, how we treat ourselves and our families, so that whole value of people and the third value I think is hugely important is integrity and that is the most important one and I say that to them that you can make mistakes but if you act with integrity and by that I mean doing what you believe is the right thing, em, and again it is kind of no matter what, so no matter what the outcome is, no matter

how unpopular, how difficult or how easy, it is always right to act with integrity, that is a kind of real yardstick I make and that is where professional judgement, intuition, instinct. I have promoted a couple of inspectors yesterday, [REDACTED] and somebody [REDACTED] [REDACTED] [REDACTED], anyway and for me it is the other side of competence. There is kind of competence and character that policing understandably is very much based on evidence logical, rational competency framework and that is half the story, an important half but the other half that I encourage well to everybody on promotion when I speak to them that the other side which might be more described as left brain, right brain but about intuition, instinct, that feeling. The way I describe it is simply if you think something is not right, if it gives you an uneasy feeling then go and investigate. So if you think someone, I don't know, if you suspect one of the officers has got a drink problem well, don't ignore that, you know there is a good reason, you may not be able to evidence it on the left brain rational logical side but actually just if you get an instinct that something is not right then don't ignore it and so follow it up and it is that sense in my own mind of integrity about doing the right thing, listening to that inner sense of, or gut feeling.

SSI-6

Okay, I mean I think they may not be exactly in the package that you wanted but for me I always describe myself as a believer so for me it is all about actually making things better. That is why I do what I do. I get up every day, come to work to actually contribute to make [REDACTED] a better place to live, work and so that is my kind of overarching drive and ambition so for me it is always about keeping the focus, about communities and what have we done today for the people of [REDACTED] and what have we done to actually improve things and make it better. So, that is my kind of strongest overarching approach. I think within that it is about fairness and understanding the context you are working in. It is almost like your public order thing of return to normality, you have to understand the context of what is normality. Sometimes that can be challenging in

a sense of, you know, what I would want normality to be and what is, can be different, but it is about making sure that the way we operate is seen as contextually fair. That would be something I would strive to achieve. I suppose that we make the best of the talents we have got in order to do that, would be the other thing that, you know – so it is about do you actually value your people in the way that makes them go out and deal with and value people to achieve our aim of have it all and making a difference.

SSI-1

Is it the three values in our work setting or as soon as you start to prioritise, there might be slightly different sort of values but I suppose broadly speaking if you were saying not absolutely just in relation to the work environment, it is probably to be honesty, integrity and respect for me and probably starting of with respect, it reflects a significant element of being concerned and caring for others but also understanding just what others' views and attitudes and thoughts and ideas are. So it is not just a dominating approach which, for me, I think is important not just organisationally but as me as an individual. So that how I style my whole approach hopefully, you know, so that the respect element is one that would in a lot of ways dominate for me largely. Interestingly enough it is not one that comes racing out of the Force values in terms of the words that are described but I think it actually implies a lot. It is about caring for others, etc, and understanding just what element is important in life. Obviously I think it is a fundamental one for me. In some ways I would say that but it is, you know, it is not just being right up front. It is just the way you do things and for me honesty is important. It always has been and honesty in others and trying to engage with others and influence others that way I think has always been important. Integrity is one because it is just not about, I suppose it is not just about picking up values and putting them down as is appropriate. It is about consistency of approach and almost holding up the values. Not just saying, well it suits me here, therefore I will adopt them, and if it doesn't suit me there, I will put

them down. It is almost a core and common theme that runs through everything and integrity helps to tie everything together.

RA: What shaped you? Who or what has helped shape you to come to that position? Why do you feel -

SSI-1 I don't know. If I am being entirely honest with you I have not been in a position where I have personally been unjustly treated. I haven't been in a position where I have had a life changing moment and thought wait a minute I am doing to don my pants outside my tights and go away and be Superman, but it is deep seated and it comes from very early in my life, I don't know where. Doing all this stuff for PNACC and preparation for all that if you do it you do all that sort of stuff and you do quite a lot, on reflection, quite a lot of more thinking. I don't know where it comes from. I do know that it has always been there. Has it been taught, has it been instilled in me? I honestly don't know and I have never been able to fathom it out. I just know that from a very early stage I was always trying to stand up for what was right. I will put this into context again - I didn't join the police because of that sense of justice and fairness. I joined the police for completely bizarre reasons that were - I had two job offers, one of them was in the civil service letting out bits of the sea and the other one was joining the police for double the money. I joined the police for money so I would never associate that with a lifetime ambition to be out there and protecting everybody but there is something within me that drives it. What shaped it? I guess what shaped it through the period is starting to get a better understanding and insight into society and how communities rather than people either relate or don't relate to society has allowed me to get a better understanding as to some of the size and scale of the problem. Understanding the law and being part of a pretty big gang that can do something about it, and being fortunate enough to get up the rank structure means that I can actually exercise my thinking more and I can pull things together and make them happen. I

mean, I guess that whole notion about dragging in civil law, thoughts about justice and fairness, criminal law having authority over what effectively was a pre-MAPPA, MAPPA Group that gives you an awful lot of leverage and an awful lot you can do and if it is deeply seated within you, then do something about it – I did. There is a whole range of things that have shaped it but there is a core something that started it, I don't know what it is.

SSI-4 Who or what has most shaped your professional values? Well I think that I don't have personal professional values and personal personal values. I have got my personal values. So I would not call them professional values. For me I would say they are my personal values. Who or what has most shaped my personal values? That is life. So the shaping of them over the years has been from childhood onwards so it is parents, teachers, that is where my value is rooted in. The basic building blocks of me which started then are ones which have shaped my personal values and they are the ones that when I came to articulate them having been in the service for 13 years at that point, the service hadn't changed them. There is nothing in here that I couldn't have written or wouldn't have written if I hadn't chosen to be a police officer. If I had spent 13 years as a civil servant or 13 years in academia or 13 years in industry, I would probably write a very similar list of 13. I think that the job I do actually has a better fit with these so I am a better fit to the organisation as a result of my value set. But the organisation itself hasn't, I don't believe. The organisation has offered me the avenue and opportunity to exercise and display my values. It hasn't imposed or changed them as a result of it. The change is just me growing up and maturing and doing things. That is the way I see it. Are there any dilemmas between my personal values and professional, conflict in you and your organisation? That is where I would on to the difference between these and these in terms of conflict. It is important to me to try and get the best out of and responsibility

that kind of, I am here to serve and the buck stops with me. Because where I get into conflict with the organisation locally and with the organisation nationally is that I do my best to live these because if I lived any other way I would be in tension with myself. I would be out of internal balance with myself. So if I say these things but if I lived in a way that said – we are not going to innovate, we are not going to look to the future, we are not going to take choices around that, we are going to keep with what we have got, we are going to stay with the status quo and I am not entertaining any decisions to do otherwise. That would be a huge internal tension for me. It would take a lot of energy and I would be unhappy with that. So the conflict for me is when the organisation is asking or telling me to operate in a way that is different from this.

SSI-9

I had written down a few things about what shaped these values. I would say, I think your family, particularly my father, but not in a grand way, but you know just about things about treating people the way you would expect to be treated yourself and that sort of thing. I think also part of it would be about, if you are not true to these values or you don't hold yourself up to them, not how would the paper report on them but what your father would think and so that helps you to adhere to your values and retain them. Also my faith. I wouldn't over-egg that in terms of being a Roman Catholic but I think it is an important of what shapes you as an individual. [] dealt with anything else but I would say that faith would be a part of that and again, I think that gets back to about being honest, treating people with respect, treating people with humanity and I think these are the absolute corner stones of my values and I think how we should be dealing with people. I think colleagues over the piece and I am probably not thinking of one particular individual but I mentioned some things there about compassion and courage and worth ethic and I think through your professional life you come across individuals who you see as, that is the way we should conduct ourselves in relation to that in terms

of work ethic or compassion. [REDACTED], for example, I would say was of them all would probably be a fairly influential person and that was how you treat people and how to trust people but not just in college, throughout, and I am going back many, many years. I think that would be one of the sources of your values. I think your own experience when you get things wrong and reflecting on them. Did I do it right? Did I work hard enough? Was it honest enough? Did I treat that person right? I think, that helps to re-enforce things and I think also probably helps in terms of – I am using awkward words – when you use your values in decision making and saying well, this - things like going to the board for example, you know, this is going to be hard, we got this wrong and you go through that whole thing of – well how do we present this? People might say, how do you mask it and all that, and I would say, wait a minute, there is something there about the importance of relationship and credibility and trust and actually saying well here is something we did and we didn't get it right. I think that is about your own experience and realising that if you don't hold to your values and think you will get away with this then you understand that there is an impact – that's not the word – there is a negative outcome for not holding to your values. Going back over some of stuff at [REDACTED] and some of the stuff in the command course and one of the phrases, I can't remember who said it, it was about are you doing the right thing when nobody is looking which is sometimes the test.

RA: And that notion then of living your life around about it all, have there been any circumstances where there has been dilemma between those personal values that you hold?

SSI-2 When I looked at the question, I immediately tried to think of – has there been? I genuinely can't think of anything more recently. I suppose my fallback has always been some of those things that happened when I was a cop that I just wish I had intervened. The interesting thing is, thinking back, very often when more

senior ranks were doing certain things and in certain ways, and I wish I had had more – because one of my values is courage – and not necessarily physical courage, but courage to do the right thing. The courage to challenge. The courage to open your mouth I suppose. I kind of wished that I had had more of that at a younger stage but again I think, I am pretty circumspect with that.

Because I think, you know, the reality is it is dead easy to sit here now I suppose just at this age and this stage in your service and definitely at this rank and say, well, hey if I could turn the clock back I would have definitely done that. It is not so easy when you are in that position, is it? So I think in terms of conflict between the personal values and the professional values, I genuinely can't think of anything, more recently. I put a fair bit of thought into the what comes first and do we ask too much of people if we say to them – those are the professional values and when you are here for 8, 10, 12 hours or whatever it is over the course of a day. That is what you will act by, that is how you will respond, that is your checklist for what you do versus your personal. I think we probably do. Because I think as human beings, we will all have certain values. Some of us will have thought a bit more about them, some of us might even have written them down, but we will all have them. Some of us will have some better and more altruistic sets of values than others because that is just life and human beings are fairly complex individuals aren't they? I think it is a bit naïve of us sometimes to think – if we just right down a set of professional values that that is what people will actually abide by. Because I think instinctively for a lot of us, you do personal, and then if you get through that you will do professional as opposed to the other way around and if that makes sense that is kind of the way that I view it. And I think that is how most people would view it as well.

SSI-5

I have thought about that. Most of them carry across very well. The sort of courtesy, respect, fairness that I extend to my family is what I extend to my colleagues which is how it then manifests out to my dealings with public. So all of that, there is a perfectly reasonable read across and it is quite convenient because trying to be two different people at different stages of the day, you are more likely to get it wrong and it is duplicitous. So no, there is no conflict. Where it might come into conflict on occasions, might be, it is a really bad example, but in terms of, bonuses, bonuses come up and whatever position you take on that it rears its head and you know there is a public condemnation of fat cats in the public sector taking bonuses. They are not bonuses anyway, actually, it is part of a performance related pay and it was part of your salary, a point people missed, but irrespective of that, there is a reality that says, there is a public mood, there is a political imperative here, there is a financial crisis that we are going through. So your family may be saying, you know that is well and good, that we have made provision for your likely bonus and you have deserved it because you work very hard, but the conflict is, well that might be the case but there is a reality here that means. So that presents a tension. It is not a conflict but it is a tension with your needs and what you think is right. I mean I might in my family context say, I am entitled to that, I have worked really hard for it, I am not getting acknowledgement in any other way so in some respects that is a way that I can point to what I have done for the communities of [REDACTED] and beyond over the last year. And if that is taken away then somehow that recognition is taken away, so fundamentally that is not right and it is not fair and it is at odds with the code I live by. But, in the workplace I can say, that is fine but I have got a leadership role, I need to be seen to be leading the charge here and however unfair or unreasonable it is, I can say well actually I also recognise that there is a climate and a need which I am prepared to make a personal sacrifice in order to help. It is nothing more than a gesture but nonetheless, you know, so you go through these kind of things and hopefully it

doesn't happen that often but it does happen and you need to then reconcile them. But, so far, they have all been reconcilable. I am not sitting here with deep feelings of angst because there is a personal crevice in terms of what I believe personally and what I am having to do professionally and that is thankful.

SSI-7

Many, many times. Yeah, many, many times. I think if you have done this work it is quite easy because you know what you stand for. And so you say – I can't do it that way. I will try and give you a trivial example which I don't suppose can be quoted but – so various examples working for [REDACTED]. Well I'll give you two examples. One was slightly more trivial where the family that did the packaging, the cartons that you put fruit juice in, I can't remember what they are called –

RA:

[REDACTED]

Rich, [REDACTED] family. The wife of the baron or whatever he is, goes to the [REDACTED] Embassy to get a Visa he needed and she is searched on the way in and she is found in possession of some cannabis, right. At the height of the world terrorism threat you might just be searched on the way! As a consequence she is arrested and under the fabulous powers that the Police & Criminal Evidence Act give you under Section 17, yeah Section 17, no Section 18. So they go and search the address and turned up some paraphernalia and some bits more stuff which is sufficient for personal use, no previous convictions, da, da, da – admit – all the criteria met - precaution. [REDACTED] in his becoming [REDACTED] speech said – And I am going to clamp down on the middle classes. This is not about policing the working class. The middle class, they go out on a weekend and they take coke – they da,da,da,da, - they deserve it every much as.... An the custody officer quite rightly determined that this lady should be cautioned and so she was cautioned and the media get hold of it

and say – oh yeah, alright, yeah, yeah, one rule for one and one rule for the other, middle class influential people, you know, commissioner, yeah, yeah, Islington set. And she gets cautioned. So, he goes temper mad because he is not in a good place with the media at the time anyway. And so he rings me and I am sat in my office [REDACTED], in a bit of temper and says – how could this have happened? I want this sergeant brought to account for this. I said, well it happened Sir because that is the criteria for cautioning. No, no, no this cannot possibly be right. This person – there is a bit that I have missed out about when she went to court and it was rejected - anyway, no it's not, the principle is the same. So, I want someone done for this because they have damaged the reputation of the organisation and they have obviously been swayed by the fact that these people are very influential. I would utterly refute that, Sir. Well, I want you to do a review on it. Okay, yeah, absolutely right. I will do a review and I will come back to you by the end of the week. I think we all say that ([REDACTED]) you want me to do a review on it. Are you listening to me? It will say that. Well under those circumstances Sir. Under those circumstances I can't do a review that is going to say that because I can't tell you what it is going to say until I have done it. Put the phone down. I remember ringing [REDACTED]

[REDACTED] And sitting around about 10 minutes later and said – Alf you probably need to know that I think I pissed off [REDACTED] [REDACTED] and he is likely to come down the corridor and tell you that I have pissed him off. Actually, yeah, he already has. Okay well, do you want to know what it is about? And he said, no don't worry about it, he said leave it with me. I said well, does he want me to do a review or not? And Alf's reply was, no I will do it. Now, the second story, which is almost exactly the same thing. Well, it is probably unfair to do two of the same. So, it was [REDACTED] [REDACTED] again. The other one you heard me tell my honour violence versus terrorism story. So honour violence, ACPO lead, travelling around the country and basically talking to lots of community type

conferences and saying to men in affected communities, you don't have a choice, you either confront this or you are colluding with it and this the murder and rape and abuse of children. And there are men in the audience who purport to be community leaders who either stand up and condemn or you are colluding with it. Quite a strong message. I upset quite a lot of people. I continue to believe that it was actually the right thing to say because no-one else was saying it. I then get, there are a series of events that lead to it, but the point is, I end up in a room at ACPO where a very, very senior chief constable who is now retired who is very, very senior in the world of counter-terrorism, has instructed an [REDACTED] colleague to put me against the wall and say, you have to stop what you are doing because people are going to die because of you. Sir, you are going to have to explain this to me, because prevent means that we are going into these communities and we are trying to make friends with the very people you are insulting because they can tell us who the people in their communities are who are likely to be terrorists and that way we can stop atrocities and people won't die and because of what you are doing, people will die. You are damaging the national anti-terrorism campaign. What! I remember, it was a 45 minute discussion that ends up with shouting and ends up a bizarre conversation about how many people have died in the last 10 years in the UK through terrorism and how many have died through honour related violence and forced marriage and my view was that I won the body count. In the end, the only way you can come out of that is to say, I am doing what I have got to do and if you want to make this a public debate then I will make it a public debate and if I get ordered to stop doing what I am doing then I am going to resign from the portfolio and I am going to do that publicly. So if you want to pass that back to your [REDACTED]. Now that didn't make friends and that is quite difficult, I mean it probably sounds really straightforward in the cold light of day but it is actually quite a difficult place to be. And the hold they have over us is careers which is why it is so liberating to say that is just about what I do. I

am going on the Pride march on 7 May and I will get lots and lots of comment that won't ever be made to my face but I will hear it. There are numerous examples. In the diversity world you end up standing shoulder to shoulder with people who are disadvantaged because their identity means that people don't like you and that is just the way it is.

Appendix C

Quantitative Research Summaries

The following appendices set out the quantitative summary of the research.

Summary C.1 contains a listing of each police service in the UK and indicates the values stated by that constabulary.

Summary C.2 sets out the values submitted by the LinkedIn members who contributed to this research.

Summary C.1

Values	Avon & Somerset	Bedfordshire	Cambridgeshire	Cheshire	Cleveland	Cumbria	Derbyshire	Devon & Cornwall	Dorset
Respect	1	0	1	1	1	0	1	1	1
Fairness	1	0	0	1	1	0	0	1	1
Integrity	0	0	1	1	0	0	1	1	1
Professional	1	0	0	0	0	0	0	0	1
Partnership	0	0	0	0	1	1	0	0	0
Honest	1	0	0	1	0	0	0	1	0
Protect	0	0	0	0	0	0	0	0	0
Learning Culture	1	0	0	0	0	0	0	0	0
Personal Responsibility	0	1	0	0	0	0	1	0	0
Quality of Service	0	0	0	0	0	1	0	0	0
Performance Improvement	1	0	0	0	0	0	1	0	0
Dignity	0	0	0	0	1	0	0	0	0
Pride	0	0	0	0	0	0	0	0	0
With/For Communities	0	0	0	0	0	0	0	0	0
Responsive	0	0	0	0	0	0	0	0	0
Visible	0	0	0	0	0	0	0	0	0
Listen	0	0	0	0	0	0	0	0	0
Trust	0	1	0	0	0	0	0	0	0
Accountability	0	0	0	1	0	0	0	0	0
Open	1	0	0	0	0	0	0	0	0
Courage	0	0	0	0	0	0	0	1	0
Diversity	0	0	0	0	0	0	0	0	0
Courteous	0	0	0	0	0	0	0	0	0
Value for Money	0	0	0	0	0	0	0	0	0
Accessible	0	0	0	0	0	0	0	0	0
Reducing Crime/Disorder	0	0	0	0	0	0	0	0	0
Recognition of Staff	0	1	0	0	0	0	0	0	0
Independence	0	0	0	1	0	0	0	0	0
Trust	0	0	0	0	0	0	0	1	0
Empowerment	0	0	0	0	0	0	0	0	0
People First	0	0	0	0	0	0	0	0	0
Reassure	0	0	0	0	0	0	0	0	0
Transparency	0	0	0	0	0	0	0	0	0
Team Work	0	0	0	0	0	0	0	0	0
Well Led	0	0	0	0	0	0	0	0	0
Caring	0	0	0	0	0	0	0	0	0
Access to Service	0	0	0	0	0	0	0	0	0
Making a Difference	0	0	0	0	0	0	0	0	0
Impartial	0	0	0	0	0	0	0	0	0
Interested	1	0	0	0	0	0	0	0	0
Value Everyone	0	1	0	0	0	0	0	0	0
Inspirational Leadership	0	1	0	0	1	0	0	0	0
Risk Focused	0	0	0	0	0	1	0	0	0
Public Confidence	0	0	0	0	0	1	0	0	0
Innovative	0	0	0	0	0	1	1	0	0
Communication	0	0	0	0	0	0	0	0	0
Compassion	0	0	0	0	0	0	0	0	0
Humanity	0	0	0	0	0	0	0	0	0
Safe Environment	0	0	0	0	0	0	0	0	0
Responding	0	0	0	0	0	0	0	0	0
Equality	0	0	0	0	0	0	0	0	0
Innovation	0	0	0	0	0	0	0	0	0
Reliable	0	0	0	0	0	0	0	0	0
Involve Community	0	0	0	0	0	0	0	0	0
Justice	0	0	0	0	0	0	0	0	0
Keep Promises	0	0	0	0	0	0	0	0	0
Improve	0	0	0	0	0	0	0	0	0
Upholding the Law	0	0	0	0	0	0	0	0	0
Do the Right Thing	0	0	0	0	0	0	0	0	0
Open	0	0	0	0	0	0	0	0	0
Friendly	1	0	0	0	0	0	0	0	0

Common Purpose	0	0	0	0	1	2%
Delivering Service	0	0	0	0	1	2%
Sensitivity	0	0	0	0	1	2%
Expectation	0	0	0	0	1	2%
Inclusiveness	0	0	0	0	1	2%
Continuous Improvement	0	0	0	0	1	2%
Trained Workforce	0	0	0	0	1	2%
Patient	0	0	0	0	1	2%
Delivering Excellence	0	0	0	0	1	2%
Promote Team Performance	0	0	0	0	1	2%
Value Contribution	0	0	0	0	1	2%
Proportionate	0	0	0	0	1	2%
Help	0	0	0	0	1	2%
Deal with those who do Harm	0	0	0	0	1	2%
Dedication	0	0	0	0	1	2%
Empathy	0	0	0	0	1	2%
Support Each Other	0	0	0	0	1	2%
Human Rights	0	0	0	0	1	2%
Engage	0	0	0	0	1	2%
React	0	0	0	0	1	2%
Common Sense	0	0	0	0	1	2%
Organised	0	0	0	0	1	2%
Skilled	0	0	0	0	1	2%
Safer Neighbourhoods	0	0	0	0	1	2%
Safer Roads	0	0	0	0	1	2%
Value and Serving Community	0	0	0	0	1	2%
Attentive	0	0	0	0	1	2%
Flexible	0	0	0	0	1	2%
Community Needs	0	0	0	0	1	2%
Individual Needs	0	0	0	0	1	2%
Positive	0	0	0	0	1	2%
Sincere	0	0	0	0	1	2%
Encouraging	0	0	0	0	1	2%
Celebrate Success	0	0	0	0	1	2%
Local Needs Met	0	0	0	0	1	2%
Intelligent	0	0	0	0	1	2%
Community Influences Decision Making	0	0	0	0	1	2%
Professional Judgement	0	0	0	0	1	2%
Public Service	0	0	0	0	1	2%
Listen	0	0	0	0	1	2%
Prompt	0	0	0	0	1	2%
Effective	0	0	0	0	1	2%
High Standards of Appearance & Behaviour	0	0	0	0	1	2%
Contribution	0	0	0	0	1	2%
Public First	0	0	0	0	1	2%
One Team	0	0	0	0	1	2%
Working Together	0	0	0	0	1	2%
Inspire Confidence	0	0	0	0	1	2%
Support with Information	0	0	0	0	1	2%
Take Responsibility	0	0	0	0	1	2%
Notify	0	0	0	0	1	2%
Approachable	0	0	0	0	1	2%
Understand	0	0	0	0	1	2%
Enhance Community Engagement	0	0	0	0	1	2%
Open to Scrutiny	1	0	0	0	1	2%
Excellent Service	1	0	0	0	1	2%
Community at Heart	0	0	1	0	1	2%
Fight Crime	0	0	1	0	1	2%
Do Our Best	0	0	1	0	1	2%
Selflessness	0	0	0	0	1	2%
Objectivity	0	0	0	0	1	2%
Creativity	0	0	0	0	0	0
Total	14	6	10	5	372	
% OF TOTAL	27%	12%	20%	10%		

Values	Dyfed-Powys	Essex	Gloucestershire	Greater Manchester	Gwent	Hampshire	Hertfordshire	Humberside	Kent	Lancashire
Respect	0	1	0	0	0	0	1	1	0	0
Fairness	0	0	1	0	1	0	1	1	0	0
Integrity	0	1	0	0	0	0	1	0	0	0
Professional	0	1	0	0	1	0	1	0	0	0
Partnership	0	1	0	0	0	0	0	0	1	1
Honest	0	1	1	0	0	0	0	0	0	0
Protect	0	0	0	0	0	0	0	1	0	0
Learning Culture	0	0	1	0	0	0	0	0	0	0
Personal Responsibility	0	0	0	0	0	0	1	0	0	0
Quality of Service	0	0	0	0	0	0	0	0	0	1
Performance Improvement	1	0	0	0	0	0	0	0	0	0
Dignity	0	0	0	0	0	0	1	1	0	0
Pride	0	0	0	1	0	0	0	0	0	0
With/For Communities	0	0	0	1	0	0	0	0	0	0
Responsive	0	0	0	0	1	0	0	0	0	0
Visible	0	0	0	0	0	0	0	0	1	0
Listen	0	0	0	0	0	0	0	0	0	0
Trust	0	0	0	0	1	0	0	0	0	0
Accountability	0	1	0	0	0	0	0	0	0	0
Open	0	0	0	0	0	0	0	0	0	0
Courage	0	0	0	0	0	0	0	0	0	0
Diversity	0	0	0	0	0	0	1	0	0	0
Courteous	1	0	0	0	0	0	0	0	0	0
Value for Money	0	0	0	0	0	0	1	0	0	0
Accessible	0	0	0	0	0	0	0	0	1	0
Reducing Crime/Disorder	0	0	0	0	0	0	0	0	1	0
Recognition of Staff	0	0	0	0	0	0	0	0	0	1
Independence	0	0	1	0	0	0	0	0	0	0
Trust	0	1	0	0	0	0	0	0	0	0
Empowerment	0	0	0	0	0	0	0	0	0	0
People First	0	0	1	1	0	0	0	0	0	1
Reassure	0	0	0	0	0	0	0	1	0	0
Transparency	0	0	0	0	0	0	0	0	0	0
Team Work	0	0	0	0	0	0	0	0	0	0
Well Led	0	0	0	0	0	0	0	0	0	0
Caring	0	0	0	0	0	0	0	0	0	0
Access to Service	0	0	0	0	0	0	0	0	0	0
Making a Difference	0	0	0	0	0	0	0	0	0	0
Impartial	0	0	0	0	0	0	0	0	0	0
Interested	1	0	0	0	0	0	0	0	0	0
Value Everyone	0	0	0	0	0	0	0	0	0	0
Inspirational Leadership	0	0	0	0	0	0	0	0	0	0
Risk Focused	0	0	0	0	0	0	0	0	0	0
Public Confidence	0	0	0	0	0	0	0	0	0	0
Innovative	0	0	0	0	0	0	0	0	0	0
Communication	0	0	0	0	0	0	0	0	0	0
Compassion	1	0	0	0	0	0	0	0	0	0
Humanity	0	0	1	0	0	0	0	0	0	0
Safe Environment	0	0	0	0	0	0	0	0	1	1
Responding	0	0	0	0	0	0	0	0	0	0
Equality	0	0	0	0	0	0	0	0	0	0
Innovation	0	0	0	0	0	0	0	0	0	0
Reliable	0	0	0	0	0	0	0	0	0	0
Involve Community	0	0	0	0	0	0	0	0	0	0
Justice	0	0	0	0	0	0	0	0	0	0
Keep Promises	0	0	0	0	0	0	0	0	0	0
Improve	0	0	0	0	0	0	0	0	0	0
Upholding the Law	0	0	0	0	0	0	0	0	0	0
Do the Right Thing	0	0	0	0	0	0	0	0	0	0
Open	0	0	0	0	0	0	0	0	0	0
Friendly	0	0	0	0	0	0	0	0	0	0

Common Purpose	0	0	0	0	0	0	0	0	0	0
Delivering Service	0	0	0	0	0	0	0	0	0	0
Sensitivity	0	0	0	0	0	0	0	0	0	0
Expectation	0	0	0	0	0	0	0	0	0	0
Inclusiveness	0	0	0	0	0	0	0	0	0	0
Continuous Improvement	0	0	0	0	0	0	0	0	0	0
Trained Workforce	0	0	0	0	0	0	0	0	0	0
Patient	1	0	0	0	0	0	0	0	0	0
Delivering Excellence	0	0	0	1	0	0	0	0	0	0
Promote Team Performance	0	0	0	0	0	0	1	0	0	0
Value Contribution	0	0	0	0	0	0	1	0	0	0
Proportionate	0	0	0	0	0	0	1	0	0	0
Help	0	0	0	0	0	0	0	1	0	0
Deal with those who do Harm	0	0	0	0	0	0	0	0	0	0
Dedication	0	0	0	0	0	0	0	0	0	0
Empathy	0	0	0	0	0	0	0	0	0	0
Support Each Other	0	0	0	0	0	0	0	0	0	0
Human Rights	0	0	0	0	0	0	0	0	0	0
Engage	0	0	0	0	0	0	0	0	0	0
React	0	0	0	0	0	0	0	0	0	0
Common Sense	0	0	0	0	0	0	0	0	0	0
Organised	0	0	0	0	0	0	0	0	0	0
Skilled	0	0	0	0	0	0	0	0	0	0
Safer Neighbourhoods	0	0	0	0	0	0	0	0	0	0
Safer Roads	0	0	0	0	0	0	0	0	0	0
Value and Serving Community	0	0	0	0	0	0	0	0	0	0
Attentive	0	0	0	0	0	0	0	0	0	0
Flexible	0	0	0	0	0	0	0	0	0	0
Community Needs	0	0	0	0	0	0	0	0	0	0
Individual Needs	0	0	0	0	0	0	0	0	0	0
Positive	0	0	0	0	0	0	0	0	0	0
Sincere	0	0	0	0	0	0	0	0	0	0
Encouraging	0	0	0	0	0	0	0	0	0	0
Celebrate Success	0	0	0	0	0	0	0	0	0	0
Local Needs Met	0	0	0	0	0	0	0	0	0	0
Intelligent	0	0	0	0	0	0	0	0	0	0
Community Influences Decision Making	0	0	0	0	0	0	0	0	0	0
Professional Judgement	0	0	0	0	0	0	0	0	0	0
Public Service	0	0	0	0	0	0	0	0	0	0
Listen	0	0	0	0	0	0	0	0	0	0
Prompt	0	0	0	0	0	0	0	0	0	0
Effective	0	0	0	0	0	0	0	0	0	0
High Standards of Appearance & Behaviour	0	0	0	0	0	0	0	0	0	0
Contribution	0	0	0	0	0	0	0	0	0	0
Public First	0	0	0	0	0	0	0	0	0	0
One Team	0	0	0	0	0	0	0	0	0	0
Working Together	0	0	0	0	0	0	0	0	0	0
Inspire Confidence	0	0	0	0	0	0	0	0	0	0
Support with Information	0	0	0	0	0	0	0	0	0	0
Take Responsibility	0	0	0	0	0	0	0	0	0	0
Notify	0	0	0	0	0	0	0	0	0	0
Approachable	0	0	0	0	0	0	0	0	0	0
Understand	0	0	0	0	0	0	0	0	0	0
Enhance Community Engagement	0	0	0	0	0	0	0	0	0	0
Open to Scrutiny	0	0	0	0	0	0	0	0	0	0
Excellent Service	0	0	0	0	0	0	0	0	0	0
Community at Heart	0	0	0	0	0	0	0	0	0	0
Fight Crime	0	0	0	0	0	0	0	0	0	0
Do Our Best	0	0	0	0	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0	0	0	0	0
Objectivity	0	0	0	0	0	0	0	0	0	0
Creativity	0	0	0	0	0	0	0	0	0	0
Total	5	7	6	4	4	0	11	6	5	5
% OF TOTAL	10%	14%	12%	8%	8%	0%	22%	12%	10%	10%

Values	Leicestershire	Lincolnshire	London Met	London City	Merseyside	Norfolk	North Wales	North Yorkshire	Northamptonshire	Northumbria
Respect	0	1	1	1	0	1	0	0	0	0
Fairness	0	0	0	0	0	0	0	0	1	1
Integrity	0	1	0	0	0	1	0	0	1	0
Professional	0	1	0	1	1	0	0	1	0	0
Partnership	1	0	0	0	0	0	0	0	0	0
Honest	0	0	0	0	0	0	0	0	0	0
Protect	1	0	0	0	0	0	1	0	0	0
Learning Culture	0	0	1	0	0	0	0	0	1	0
Personal Responsibility	0	0	0	0	0	0	0	0	0	0
Quality of Service	0	0	1	0	0	0	0	1	0	0
Performance Improvement	0	0	0	0	0	0	0	0	0	0
Dignity	0	0	0	0	0	0	0	0	0	0
Pride	0	0	1	0	0	0	0	0	0	0
With/For Communities	0	0	0	0	0	0	0	1	0	0
Responsive	0	0	0	0	0	0	0	0	0	1
Visible	0	0	0	0	0	0	0	0	0	0
Listen	0	0	1	1	0	0	0	0	0	0
Trust	1	0	0	0	0	0	1	0	0	1
Accountability	0	0	0	0	0	0	0	0	0	0
Open	0	0	0	0	0	0	0	0	0	0
Courage	0	0	0	0	0	1	0	0	0	0
Diversity	0	0	0	1	0	0	0	0	1	0
Courteous	0	0	0	0	1	0	0	0	0	1
Value for Money	1	0	0	0	0	0	0	1	0	0
Accessible	0	0	0	0	0	0	0	0	0	0
Reducing Crime/Disorder	1	0	0	0	0	0	0	1	0	0
Recognition of Staff	0	0	0	0	0	0	0	0	0	0
Independence	0	0	0	1	0	0	0	0	0	0
Trust	0	0	0	0	0	0	0	0	0	0
Empowerment	0	0	0	0	0	0	0	0	0	0
People First	0	0	0	0	0	0	0	0	0	0
Reassure	0	0	0	0	0	0	0	0	0	0
Transparency	0	0	0	1	0	0	0	0	0	0
Team Work	0	0	0	0	0	1	0	0	1	0
Well Led	0	0	0	0	0	0	1	0	0	0
Caring	0	0	0	0	0	0	0	0	0	0
Access to Service	0	0	0	0	0	0	0	0	0	0
Making a Difference	0	0	0	0	0	0	0	0	0	0
Impartial	0	0	0	0	0	0	0	0	0	0
Interested	0	0	0	0	0	0	0	0	0	0
Value Everyone	0	0	0	0	0	0	0	0	1	0
Inspirational Leadership	0	0	0	0	0	0	0	0	0	0
Risk Focused	1	0	0	0	0	0	0	0	0	0
Public Confidence	0	0	0	0	0	0	0	1	0	0
Innovative	0	0	0	0	0	0	0	0	0	0
Communication	0	0	0	0	0	0	0	0	0	0
Compassion	0	0	0	0	0	1	0	0	0	0
Humanity	0	0	0	0	0	0	0	0	0	0
Safe Environment	0	0	0	0	0	0	0	0	0	0
Responding	0	0	1	0	0	0	0	0	0	0
Equality	0	0	0	1	0	0	0	0	0	0
Innovation	0	0	0	0	0	0	0	0	1	0
Reliable	0	0	0	0	0	0	0	0	0	1
Involve Community	0	0	0	0	0	0	0	0	0	0
Justice	0	0	0	0	0	0	0	0	0	0
Keep Promises	0	0	0	0	0	0	0	0	0	0
Improve	0	0	0	0	0	0	0	0	0	0
Upholding the Law	0	0	0	0	0	0	0	0	0	0
Do the Right Thing	0	0	0	0	0	0	0	0	0	0
Open	0	0	0	0	0	0	0	0	0	0
Friendly	0	0	0	0	0	0	0	0	0	0

Common Purpose	0	0	0	0	0	0	0	0	0	0
Delivering Service	0	0	0	0	0	0	0	0	0	0
Sensitivity	0	0	0	0	0	0	0	0	0	0
Expectation	0	0	0	0	0	0	0	0	0	0
Inclusiveness	0	0	0	0	0	0	0	0	0	0
Continuous Improvement	0	0	0	0	0	0	0	0	0	0
Trained Workforce	0	0	0	0	0	0	0	0	0	0
Patient	0	0	0	0	0	0	0	0	0	0
Delivering Excellence	0	0	0	0	0	0	0	0	0	0
Promote Team Performance	0	0	0	0	0	0	0	0	0	0
Value Contribution	0	0	0	0	0	0	0	0	0	0
Proportionate	0	0	0	0	0	0	0	0	0	0
Help	0	0	0	0	0	0	0	0	0	0
Deal with those who do Harm	0	0	0	0	0	0	1	0	0	0
Dedication	0	1	0	0	0	0	0	0	0	0
Empathy	0	1	0	0	0	0	0	0	0	0
Support Each Other	0	0	1	0	0	0	0	0	0	0
Human Rights	0	0	0	1	0	0	0	0	0	0
Engage	0	0	0	1	0	0	0	0	0	0
React	0	0	0	1	0	0	0	0	0	0
Common Sense	0	0	0	0	1	0	0	0	0	0
Organised	0	0	0	0	0	0	1	0	0	0
Skilled	0	0	0	0	0	0	1	0	0	0
Safer Neighbourhoods	0	0	0	0	0	0	0	1	0	0
Safer Roads	0	0	0	0	0	0	0	1	0	0
Value and Serving Community	0	0	0	0	0	0	0	0	1	0
Attentive	0	0	0	0	0	0	0	0	0	1
Flexible	0	0	0	0	0	0	0	0	0	0
Community Needs	0	0	0	0	0	0	0	0	0	0
Individual Needs	0	0	0	0	0	0	0	0	0	0
Positive	0	0	0	0	0	0	0	0	0	0
Sincere	0	0	0	0	0	0	0	0	0	0
Encouraging	0	0	0	0	0	0	0	0	0	0
Celebrate Success	0	0	0	0	0	0	0	0	0	0
Local Needs Met	0	0	0	0	0	0	0	0	0	0
Intelligent	0	0	0	0	0	0	0	0	0	0
Community Influences Decision Making	0	0	0	0	0	0	0	0	0	0
Professional Judgement	0	0	0	0	0	0	0	0	0	0
Public Service	0	0	0	0	0	0	0	0	0	0
Listen	0	0	0	0	0	0	0	0	0	0
Prompt	0	0	0	0	0	0	0	0	0	0
Effective	0	0	0	0	0	0	0	0	0	0
High Standards of Appearance & Behaviour	0	0	0	0	0	0	0	0	0	0
Contribution	0	0	0	0	0	0	0	0	0	0
Public First	0	0	0	0	0	0	0	0	0	0
One Team	0	0	0	0	0	0	0	0	0	0
Working Together	0	0	0	0	0	0	0	0	0	0
Inspire Confidence	0	0	0	0	0	0	0	0	0	0
Support with Information	0	0	0	0	0	0	0	0	0	0
Take Responsibility	0	0	0	0	0	0	0	0	0	0
Notify	0	0	0	0	0	0	0	0	0	0
Approachable	0	0	0	0	0	0	0	0	0	0
Understand	0	0	0	0	0	0	0	0	0	0
Enhance Community Engagement	0	0	0	0	0	0	0	0	0	0
Open to Scrutiny	0	0	0	0	0	0	0	0	0	0
Excellent Service	0	0	0	0	0	0	0	0	0	0
Community at Heart	0	0	0	0	0	0	0	0	0	0
Fight Crime	0	0	0	0	0	0	0	0	0	0
Do Our Best	0	0	0	0	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0	0	0	0	0
Objectivity	0	0	0	0	0	0	0	0	0	0
Creativity	0	0	0	0	0	0	0	0	0	0
Total	6	5	7	10	3	5	6	8	8	6
% OF TOTAL	12%	10%	14%	20%	6%	10%	12%	16%	16%	12%

Values	Nottinghamshire	South Wales	South Yorkshire	Staffordshire	Suffolk	Surrey	Sussex	Thames Valley	Warwickshire	West Mercia
Respect	0	0	1	1	0	1	0	1	1	1
Fairness	0	0	1	1	0	1	0	1	1	1
Integrity	0	0	1	1	0	0	0	1	1	0
Professional	0	1	0	0	1	0	0	0	1	0
Partnership	1	0	0	0	0	0	0	0	1	0
Honest	0	0	0	0	0	0	0	0	1	1
Protect	1	0	0	0	0	0	0	0	0	1
Learning Culture	0	0	0	1	0	0	0	1	1	0
Personal Responsibility	0	0	0	0	0	0	1	0	1	1
Quality of Service	0	0	0	0	0	0	0	1	1	0
Performance Improvement	0	0	0	0	0	0	0	0	0	0
Dignity	0	0	0	1	0	1	0	0	1	0
Pride	0	1	0	0	0	0	0	1	0	1
With/For Communities	0	0	0	0	0	0	0	0	1	1
Responsive	1	0	0	0	0	1	0	1	1	0
Visible	1	0	0	0	1	1	0	0	1	0
Listen	0	0	0	0	0	0	0	1	1	0
Trust	0	0	1	0	0	0	0	0	0	0
Accountability	0	0	0	0	0	0	0	0	0	0
Open	0	0	0	1	0	0	0	0	1	0
Courage	0	0	0	0	0	0	1	1	1	0
Diversity	0	0	0	0	0	0	0	0	1	0
Courteous	0	0	0	0	0	0	0	0	0	0
Value for Money	0	0	0	1	0	0	0	0	0	0
Accessible	0	0	0	0	1	0	0	0	0	0
Reducing Crime/Disorder	1	0	0	0	0	0	0	0	0	0
Recognition of Staff	0	0	0	0	0	0	0	0	0	0
Independence	0	0	0	0	0	0	0	0	0	0
Trust	0	0	0	0	0	0	0	0	1	0
Empowerment	0	0	0	0	0	1	0	0	1	0
People First	0	0	0	0	0	0	0	0	0	0
Reassure	1	0	0	0	0	0	0	0	0	0
Transparency	0	0	0	0	0	0	0	0	0	0
Team Work	0	0	0	0	0	0	0	0	0	0
Well Led	0	0	0	0	0	0	0	0	1	0
Caring	0	0	0	1	0	0	0	0	1	0
Access to Service	0	0	0	0	0	1	0	0	1	0
Making a Difference	0	0	0	0	0	0	0	0	0	1
Impartial	0	0	0	0	0	0	0	0	0	0
Interested	0	0	0	0	0	0	0	0	0	0
Value Everyone	0	0	0	0	0	0	0	0	0	0
Inspirational Leadership	0	0	0	0	0	0	0	0	0	0
Risk Focused	0	0	0	0	0	0	0	0	0	0
Public Confidence	0	0	0	0	0	0	0	0	0	0
Innovative	0	0	0	0	0	0	0	0	0	0
Communication	0	0	0	0	0	0	1	0	0	0
Compassion	0	0	0	0	0	0	0	0	0	0
Humanity	0	0	0	0	0	0	0	0	0	0
Safe Environment	0	0	0	0	0	0	0	0	0	0
Responding	0	0	0	0	0	0	0	1	0	0
Equality	0	0	0	1	0	0	0	0	0	0
Innovation	0	0	0	0	0	0	1	0	0	0
Reliable	0	0	0	0	0	0	0	0	0	0
Involve Community	0	0	0	0	0	1	0	0	0	0
Justice	0	0	0	0	0	0	1	0	0	0
Keep Promises	0	0	0	0	0	0	0	1	1	0
Improve	0	0	0	0	0	0	0	1	1	0
Upholding the Law	0	0	0	0	0	0	0	0	0	1
Do the Right Thing	0	0	0	0	0	0	0	0	0	0
Open	0	0	0	0	0	0	0	0	0	0
Friendly	0	0	0	0	0	0	0	0	0	0

Common Purpose	0	0	0	0	0	0	0	0	0	0
Delivering Service	0	0	0	0	0	0	0	0	0	0
Sensitivity	0	0	0	0	0	0	0	0	0	0
Expectation	0	0	0	0	0	0	0	0	0	0
Inclusiveness	0	0	0	0	0	0	0	0	0	0
Continuous Improvement	0	0	0	0	0	0	0	0	0	0
Trained Workforce	0	0	0	0	0	0	0	0	0	0
Patient	0	0	0	0	0	0	0	0	0	0
Delivering Excellence	0	0	0	0	0	0	0	0	0	0
Promote Team Performance	0	0	0	0	0	0	0	0	0	0
Value Contribution	0	0	0	0	0	0	0	0	0	0
Proportionate	0	0	0	0	0	0	0	0	0	0
Help	0	0	0	0	0	0	0	0	0	0
Deal with those who do Harm	0	0	0	0	0	0	0	0	0	0
Dedication	0	0	0	0	0	0	0	0	0	0
Empathy	0	0	0	0	0	0	0	0	0	0
Support Each Other	0	0	0	0	0	0	0	0	0	0
Human Rights	0	0	0	0	0	0	0	0	0	0
Engage	0	0	0	0	0	0	0	0	0	0
React	0	0	0	0	0	0	0	0	0	0
Common Sense	0	0	0	0	0	0	0	0	0	0
Organised	0	0	0	0	0	0	0	0	0	0
Skilled	0	0	0	0	0	0	0	0	0	0
Safer Neighbourhoods	0	0	0	0	0	0	0	0	0	0
Safer Roads	0	0	0	0	0	0	0	0	0	0
Value and Serving Community	0	0	0	0	0	0	0	0	0	0
Attentive	0	0	0	0	0	0	0	0	0	0
Flexible	1	0	0	0	0	0	0	0	0	0
Community Needs	1	0	0	0	0	0	0	0	0	0
Individual Needs	1	0	0	0	0	0	0	0	0	0
Positive	0	1	0	0	0	0	0	0	0	0
Sincere	0	0	1	0	0	0	0	0	0	0
Encouraging	0	0	0	1	0	0	0	0	0	0
Celebrate Success	0	0	0	1	0	0	0	0	0	0
Local Needs Met	0	0	0	0	1	0	0	0	0	0
Intelligent	0	0	0	0	1	0	0	0	0	0
Community Influences Decision Making	0	0	0	0	0	1	0	0	0	0
Professional Judgement	0	0	0	0	0	1	0	0	0	0
Public Service	0	0	0	0	0	0	1	0	0	0
Listen	0	0	0	0	0	0	0	0	1	0
Prompt	0	0	0	0	0	0	0	0	1	0
Effective	0	0	0	0	0	0	0	0	1	0
High Standards of Appearance & Behaviour	0	0	0	0	0	0	0	0	1	0
Contribution	0	0	0	0	0	0	0	0	0	1
Public First	0	0	0	0	0	0	0	0	0	0
One Team	0	0	0	0	0	0	0	0	0	0
Working Together	0	0	0	0	0	0	0	0	0	0
Inspire Confidence	0	0	0	0	0	0	0	0	0	0
Support with Information	0	0	0	0	0	0	0	0	0	0
Take Responsibility	0	0	0	0	0	0	0	0	0	0
Notify	0	0	0	0	0	0	0	0	0	0
Approachable	0	0	0	0	0	0	0	0	0	0
Understand	0	0	0	0	0	0	0	0	0	0
Enhance Community Engagement	0	0	0	0	0	0	0	0	0	0
Open to Scrutiny	0	0	0	0	0	0	0	0	0	0
Excellent Service	0	0	0	0	0	0	0	0	0	0
Community at Heart	0	0	0	0	0	0	0	0	0	0
Fight Crime	0	0	0	0	0	0	0	0	0	0
Do Our Best	0	0	0	0	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0	0	0	0	0
Objectivity	0	0	0	0	0	0	0	0	0	0
Creativity	0	0	0	0	0	0	0	0	0	0
Total	9	3	5	11	5	10	6	12	28	10
% OF TOTAL	18%	6%	10%	22%	10%	20%	12%	24%	55%	20%

Values	West Midlands	West Yorkshire	Wiltshire	PSNI	ACPO	Central Scotland	Dumfries & Galloway	Fife	Grampian	Lothian & Borders
Respect	0	1	0	1	0	0	1	0	0	1
Fairness	1	1	0	1	0	0	0	0	0	1
Integrity	1	0	0	0	1	0	0	0	0	0
Professional	0	0	0	1	0	0	0	0	0	0
Partnership	0	0	0	1	0	0	0	1	0	0
Honest	0	0	0	1	1	0	0	0	0	1
Protect	0	0	0	0	0	0	1	1	0	1
Learning Culture	1	0	0	0	0	0	0	0	0	0
Personal Responsibility	0	0	0	0	0	0	0	0	0	1
Quality of Service	0	0	0	0	0	0	0	0	0	0
Performance Improvement	1	0	0	1	0	0	0	1	0	0
Dignity	0	1	0	0	0	0	0	0	0	0
Pride	1	0	0	0	0	0	0	0	0	1
With/For Communities	0	0	0	0	0	0	1	0	0	1
Responsive	0	0	0	0	0	0	0	0	0	0
Visible	0	1	0	0	0	0	0	0	0	0
Listen	1	0	1	0	0	0	1	0	0	0
Trust	0	0	0	0	0	0	0	0	0	0
Accountability	0	0	0	0	1	0	0	0	0	0
Open	0	0	0	1	1	0	0	0	0	0
Courage	0	0	0	0	0	0	0	0	0	0
Diversity	0	0	0	0	0	0	0	0	0	0
Courteous	0	0	0	1	0	0	0	0	0	0
Value for Money	0	0	0	0	0	0	0	0	0	0
Accessible	0	1	0	0	0	0	0	0	0	0
Reducing Crime/Disorder	0	0	0	0	0	0	0	0	0	0
Recognition of Staff	0	0	0	0	0	0	0	0	0	0
Independence	0	0	0	0	0	0	0	0	0	0
Trust	0	0	0	0	0	0	0	0	0	0
Empowerment	0	0	0	0	0	0	0	0	0	0
People First	0	0	0	0	0	0	0	0	0	0
Reassure	0	0	0	0	0	0	0	1	0	0
Transparency	0	0	0	0	0	0	0	0	0	0
Team Work	0	0	0	0	0	0	0	0	0	0
Well Led	0	0	0	0	1	0	0	0	0	0
Caring	0	0	0	0	0	0	0	0	0	0
Access to Service	0	0	0	0	0	0	1	0	0	0
Making a Difference	0	0	0	0	0	0	0	0	0	1
Impartial	0	0	0	0	0	0	0	0	0	0
Interested	0	0	0	0	0	0	0	0	0	0
Value Everyone	0	0	0	0	0	0	0	0	0	0
Inspirational Leadership	0	0	0	0	0	0	0	0	0	0
Risk Focused	0	0	0	0	0	0	0	0	0	0
Public Confidence	0	0	0	0	0	0	0	0	0	0
Innovative	0	0	0	0	0	0	0	0	0	0
Communication	0	0	0	0	0	0	0	0	0	0
Compassion	0	0	0	0	0	0	0	0	0	0
Humanity	1	0	0	0	0	0	0	0	0	0
Safe Environment	0	0	0	0	0	0	0	0	0	0
Responding	0	0	0	0	0	0	0	0	0	0
Equality	0	0	0	0	0	0	0	0	0	0
Innovation	0	0	0	0	0	0	0	0	0	0
Reliable	0	0	0	0	0	0	0	0	0	0
Involve Community	0	0	1	0	0	0	0	0	0	0
Justice	0	0	0	0	0	0	0	0	0	0
Keep Promises	0	0	0	0	0	0	0	0	0	0
Improve	0	0	0	0	0	0	0	0	0	0
Upholding the Law	0	0	0	0	0	0	0	0	0	1
Do the Right Thing	1	0	0	0	0	0	0	0	0	1
Open	0	0	0	0	0	0	1	0	0	0
Friendly	0	0	0	0	0	0	0	0	0	0

Common Purpose	0	0	0	0	0	0	0	0	0	0
Delivering Service	0	0	0	0	0	0	0	0	0	0
Sensitivity	0	0	0	0	0	0	0	0	0	0
Expectation	0	0	0	0	0	0	0	0	0	0
Inclusiveness	0	0	0	0	0	0	0	0	0	0
Continuous Improvement	0	0	0	0	0	0	0	0	0	0
Trained Workforce	0	0	0	0	0	0	0	0	0	0
Patient	0	0	0	0	0	0	0	0	0	0
Delivering Excellence	0	0	0	0	0	0	0	0	0	0
Promote Team Performance	0	0	0	0	0	0	0	0	0	0
Value Contribution	0	0	0	0	0	0	0	0	0	0
Proportionate	0	0	0	0	0	0	0	0	0	0
Help	0	0	0	0	0	0	0	0	0	0
Deal with those who do Harm	0	0	0	0	0	0	0	0	0	0
Dedication	0	0	0	0	0	0	0	0	0	0
Empathy	0	0	0	0	0	0	0	0	0	0
Support Each Other	0	0	0	0	0	0	0	0	0	0
Human Rights	0	0	0	0	0	0	0	0	0	0
Engage	0	0	0	0	0	0	0	0	0	0
React	0	0	0	0	0	0	0	0	0	0
Common Sense	0	0	0	0	0	0	0	0	0	0
Organised	0	0	0	0	0	0	0	0	0	0
Skilled	0	0	0	0	0	0	0	0	0	0
Safer Neighbourhoods	0	0	0	0	0	0	0	0	0	0
Safer Roads	0	0	0	0	0	0	0	0	0	0
Value and Serving Community	0	0	0	0	0	0	0	0	0	0
Attentive	0	0	0	0	0	0	0	0	0	0
Flexible	0	0	0	0	0	0	0	0	0	0
Community Needs	0	0	0	0	0	0	0	0	0	0
Individual Needs	0	0	0	0	0	0	0	0	0	0
Positive	0	0	0	0	0	0	0	0	0	0
Sincere	0	0	0	0	0	0	0	0	0	0
Encouraging	0	0	0	0	0	0	0	0	0	0
Celebrate Success	0	0	0	0	0	0	0	0	0	0
Local Needs Met	0	0	0	0	0	0	0	0	0	0
Intelligent	0	0	0	0	0	0	0	0	0	0
Community Influences Decision Making	0	0	0	0	0	0	0	0	0	0
Professional Judgement	0	0	0	0	0	0	0	0	0	0
Public Service	0	0	0	0	0	0	0	0	0	0
Listen	0	0	0	0	0	0	0	0	0	0
Prompt	0	0	0	0	0	0	0	0	0	0
Effective	0	0	0	0	0	0	0	0	0	0
High Standards of Appearance & Behaviour	0	0	0	0	0	0	0	0	0	0
Contribution	0	0	0	0	0	0	0	0	0	0
Public First	1	0	0	0	0	0	0	0	0	0
One Team	1	0	0	0	0	0	0	0	0	0
Working Together	1	0	0	0	0	0	0	0	0	0
Inspire Confidence	0	0	1	0	0	0	0	0	0	0
Support with Information	0	0	1	0	0	0	0	0	0	0
Take Responsibility	0	0	1	0	0	0	0	0	0	0
Notify	0	0	1	0	0	0	0	0	0	0
Approachable	0	0	0	0	0	0	1	0	0	0
Understand	0	0	0	0	0	0	1	0	0	0
Enhance Community Engagement	0	0	0	0	0	0	0	1	0	0
Open to Scrutiny	0	0	0	0	0	0	0	0	0	0
Excellent Service	0	0	0	0	0	0	0	0	0	0
Community at Heart	0	0	0	0	0	0	0	0	0	0
Fight Crime	0	0	0	0	0	0	0	0	0	0
Do Our Best	0	0	0	0	0	0	0	0	0	0
Selflessness	0	0	0	0	1	0	0	0	0	0
Objectivity	0	0	0	0	1	0	0	0	0	0
Creativity	0	0	0	0	0	0	0	0	0	0
Total	11	5	6	8	7	0	8	5	0	10
% OF TOTAL	22%	10%	12%	16%	14%	0%	16%	10%	0%	20%

Values	Northern	Strathclyde	Tayside	ACPOS	Total	% of total
Respect	0	1	1	0	26	51%
Fairness	1	0	0	0	22	43%
Integrity	1	1	0	1	19	37%
Professional	1	0	0	0	14	27%
Partnership	1	0	1	0	12	24%
Honest	1	0	0	0	11	22%
Protect	0	0	1	0	9	18%
Learning Culture	0	0	0	0	8	16%
Personal Responsibility	0	0	0	1	8	16%
Quality of Service	0	0	1	0	8	16%
Performance Improvement	0	0	0	0	7	14%
Dignity	0	0	0	0	7	14%
Pride	0	0	0	0	7	14%
With/For Communities	1	0	0	0	7	14%
Responsive	1	0	0	0	7	14%
Visible	1	0	0	0	7	14%
Listen	0	0	0	0	7	14%
Trust	0	0	0	0	6	12%
Accountability	0	1	0	1	6	12%
Open	0	0	0	0	5	10%
Courage	0	0	0	0	5	10%
Diversity	0	0	0	0	5	10%
Courteous	0	0	0	0	4	8%
Value for Money	0	0	0	0	4	8%
Accessible	1	0	0	0	4	8%
Reducing Crime/Disorder	0	0	0	0	4	8%
Recognition of Staff	0	0	0	0	3	6%
Independence	0	0	0	0	3	6%
Trust	0	0	0	0	3	6%
Empowerment	0	0	0	0	3	6%
People First	0	0	0	0	3	6%
Reassure	0	0	0	0	3	6%
Transparency	1	0	0	1	3	6%
Team Work	0	1	0	0	3	6%
Well Led	0	0	0	0	3	6%
Caring	0	0	1	0	3	6%
Access to Service	0	0	0	0	3	6%
Making a Difference	0	0	1	0	3	6%
Impartial	1	1	0	1	3	6%
Interested	0	0	0	0	2	4%
Value Everyone	0	0	0	0	2	4%
Inspirational Leadership	0	0	0	0	2	4%
Risk Focused	0	0	0	0	2	4%
Public Confidence	0	0	0	0	2	4%
Innovative	0	0	0	0	2	4%
Communication	0	0	0	0	2	4%
Compassion	0	0	0	0	2	4%
Humanity	0	0	0	0	2	4%
Safe Environment	0	0	0	0	2	4%
Responding	0	0	0	0	2	4%
Equality	0	0	0	0	2	4%
Innovation	0	0	0	0	2	4%
Reliable	0	1	0	0	2	4%
Involve Community	0	0	0	0	2	4%
Justice	0	0	1	0	2	4%
Keep Promises	0	0	0	0	2	4%
Improve	0	0	0	0	2	4%
Upholding the Law	0	0	0	0	2	4%
Do the Right Thing	0	0	0	0	2	4%
Open	1	0	0	0	2	4%
Friendly	0	0	0	0	1	2%

Common Purpose	0	0	0	0	1	2%
Delivering Service	0	0	0	0	1	2%
Sensitivity	0	0	0	0	1	2%
Expectation	0	0	0	0	1	2%
Inclusiveness	0	0	0	0	1	2%
Continuous Improvement	0	0	0	0	1	2%
Trained Workforce	0	0	0	0	1	2%
Patient	0	0	0	0	1	2%
Delivering Excellence	0	0	0	0	1	2%
Promote Team Performance	0	0	0	0	1	2%
Value Contribution	0	0	0	0	1	2%
Proportionate	0	0	0	0	1	2%
Help	0	0	0	0	1	2%
Deal with those who do Harm	0	0	0	0	1	2%
Dedication	0	0	0	0	1	2%
Empathy	0	0	0	0	1	2%
Support Each Other	0	0	0	0	1	2%
Human Rights	0	0	0	0	1	2%
Engage	0	0	0	0	1	2%
React	0	0	0	0	1	2%
Common Sense	0	0	0	0	1	2%
Organised	0	0	0	0	1	2%
Skilled	0	0	0	0	1	2%
Safer Neighbourhoods	0	0	0	0	1	2%
Safer Roads	0	0	0	0	1	2%
Value and Serving Community	0	0	0	0	1	2%
Attentive	0	0	0	0	1	2%
Flexible	0	0	0	0	1	2%
Community Needs	0	0	0	0	1	2%
Individual Needs	0	0	0	0	1	2%
Positive	0	0	0	0	1	2%
Sincere	0	0	0	0	1	2%
Encouraging	0	0	0	0	1	2%
Celebrate Success	0	0	0	0	1	2%
Local Needs Met	0	0	0	0	1	2%
Intelligent	0	0	0	0	1	2%
Community Influences Decision Making	0	0	0	0	1	2%
Professional Judgement	0	0	0	0	1	2%
Public Service	0	0	0	0	1	2%
Listen	0	0	0	0	1	2%
Prompt	0	0	0	0	1	2%
Effective	0	0	0	0	1	2%
High Standards of Appearance & Behaviour	0	0	0	0	1	2%
Contribution	0	0	0	0	1	2%
Public First	0	0	0	0	1	2%
One Team	0	0	0	0	1	2%
Working Together	0	0	0	0	1	2%
Inspire Confidence	0	0	0	0	1	2%
Support with Information	0	0	0	0	1	2%
Take Responsibility	0	0	0	0	1	2%
Notify	0	0	0	0	1	2%
Approachable	0	0	0	0	1	2%
Understand	0	0	0	0	1	2%
Enhance Community Engagement	0	0	0	0	1	2%
Open to Scrutiny	1	0	0	0	1	2%
Excellent Service	1	0	0	0	1	2%
Community at Heart	0	0	1	0	1	2%
Fight Crime	0	0	1	0	1	2%
Do Our Best	0	0	1	0	1	2%
Selflessness	0	0	0	0	1	2%
Objectivity	0	0	0	0	1	2%
Creativity	0	0	0	0	0	0
Total	14	6	10	5	372	
% OF TOTAL	27%	12%	20%	10%		

Summary C.2

VALUES	Police Research Forum	Police Research Forum	Police Research Forum	Police Research Forum	Napier Alumni	Napier Alumni
Integrity	1	1	1	0	1	1
Honesty	0	0	0	0	1	0
Fairness	0	0	0	0	1	0
Duty	0	1	0	0	0	0
Courage	0	1	0	0	0	0
Justice	0	0	0	0	0	0
Respect	0	0	0	0	0	0
Compassion	0	0	0	0	0	0
Honour	0	0	0	0	0	0
Dignity	0	0	0	0	0	0
Excellence	0	0	0	0	0	0
Fun	0	0	0	0	0	0
Passion	1	0	0	0	0	0
Openess	0	0	0	0	0	1
Commitment	0	0	0	0	0	1
Morality	0	0	0	0	0	0
Deliver Promises	0	0	0	0	0	0
Earn my Salary	0	0	0	0	0	0
Enable others to learn	0	0	0	0	0	0
Empathy	0	0	0	0	0	0
Humility	0	0	0	0	0	0
Consistency	0	0	0	0	0	0
Mercy	0	0	0	0	0	0
Personal Responsibility	0	0	0	0	0	0
Resilience	0	0	0	0	0	0
Positivity	0	0	0	0	0	0
Family	0	0	0	0	0	0
Truth	0	0	0	0	0	0
Leadership	1	0	0	0	0	0
Self Belief	0	0	0	1	0	0
Humanity	0	0	0	1	0	0
Right & Wrong	0	0	0	1	0	0
Loyalty	0	0	0	0	0	0
Nurturing Relationships	0	0	0	0	0	0
Caring	0	0	0	0	0	0
Creative Expression	0	0	0	0	0	0
Work/Life Balance	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Service	0	0	0	0	0	0
Accountability	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0
Trustworthyness	0	0	0	0	0	0
Determination	0	0	0	0	0	0
Rule of Law	0	0	0	0	0	0
Ethical	0	0	0	0	0	0
Tenacity	0	0	0	0	0	0
Trust	0	0	0	0	0	0
Discipline	0	0	0	0	0	0
Variety	0	0	0	0	0	0
Impact	0	0	0	0	0	0
Courtesy	0	0	0	0	0	0
Faith	0	0	0	0	0	0
People	0	0	0	0	0	0
Gods Grace	0	0	0	0	0	0
Resolve	0	0	0	0	0	0
Financial Freedom	0	0	0	0	0	0
Liberty	0	0	0	0	0	0
Egality	0	0	0	0	0	0
Fraternity	0	0	0	0	0	0
Understanding	0	0	0	0	0	0
Forgivness	0	0	0	0	0	0
Transparent	0	0	0	0	0	0
Righteousness	0	0	0	0	0	0
Giving Respect	0	0	0	0	0	0
Spirituality	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	3	3	1	3	3	3

VALUES	PoliceResearch Forum	Ethical Professionals	Police ResearchForum	Police Research Forum	Police Research Forum	Police Research Forum
Integrity	1	1	1	1	1	1
Honesty	1	0	0	0	1	0
Fairness	0	0	0	0	0	1
Duty	0	0	0	0	1	0
Courage	0	0	0	0	1	0
Justice	0	1	0	0	0	0
Respect	0	0	1	1	0	0
Compassion	0	0	0	0	0	0
Honour	0	1	0	0	1	0
Dignity	0	0	1	1	0	0
Excellence	0	0	1	1	0	0
Fun	0	0	0	0	0	0
Passion	0	0	0	0	0	1
Openess	1	0	0	0	0	0
Commitment	0	0	0	0	0	0
Morality	0	0	0	0	0	1
Deliver Promises	0	0	0	0	0	0
Earn my Salary	0	0	0	0	0	0
Enable others to learn	0	0	0	0	0	0
Empathy	0	0	0	0	0	0
Humility	0	0	0	0	0	0
Consistency	0	0	0	0	0	0
Mercy	0	0	0	0	0	0
Personal Responsibility	0	0	0	0	0	0
Resilience	0	0	0	0	0	0
Positivity	0	0	0	0	0	0
Family	0	0	0	0	0	0
Truth	0	0	0	0	0	0
Leadership	0	0	0	0	0	0
Self Belief	0	0	0	0	0	0
Humanity	0	0	0	0	0	0
Right & Wrong	0	0	0	0	0	0
Loyalty	1	0	0	0	0	0
Nurturing Relationships	1	0	0	0	0	0
Caring	1	0	0	0	0	0
Creative Expression	0	1	0	0	0	0
Work/Life Balance	0	1	0	0	0	0
Equality	0	0	0	0	0	1
Service	0	0	0	0	0	0
Accountability	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0
Trustworthyness	0	0	0	0	0	0
Determination	0	0	0	0	0	0
Rule of Law	0	0	0	0	0	0
Ethical	0	0	0	0	0	0
Tenacity	0	0	0	0	0	0
Trust	0	0	0	0	0	0
Disipline	0	0	0	0	0	0
Variety	0	0	0	0	0	0
Impact	0	0	0	0	0	0
Courtesy	0	0	0	0	0	0
Faith	0	0	0	0	0	0
People	0	0	0	0	0	0
Gods Grace	0	0	0	0	0	0
Resolve	0	0	0	0	0	0
Financial Freedom	0	0	0	0	0	0
Liberty	0	0	0	0	0	0
Egality	0	0	0	0	0	0
Fraternity	0	0	0	0	0	0
Understanding	0	0	0	0	0	0
Forgivness	0	0	0	0	0	0
Transparent	0	0	0	0	0	0
Righteousness	0	0	0	0	0	0
Giving Respect	0	0	0	0	0	0
Spirituity	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	6	5	4	4	5	5

VALUES	Police Research Forum	Police Research Forum	ILM	ILM	Police Resarch Forum	Police Research Forum
Integrity	1	1	0	0	1	1
Honesty	0	0	0	0	0	1
Fairness	1	0	0	0	0	0
Duty	0	0	0	0	0	0
Courage	0	0	0	0	0	0
Justice	0	0	0	0	0	0
Respect	0	0	0	0	0	0
Compassion	0	1	0	0	0	0
Honour	0	0	0	0	0	0
Dignity	0	0	0	0	0	0
Excellence	0	0	0	0	0	0
Fun	0	0	1	1	0	0
Passion	0	0	0	0	0	0
Openess	0	0	0	0	0	0
Commitment	0	0	0	0	0	0
Morality	1	0	0	0	0	0
Deliver Promises	0	0	1	1	0	0
Earn my Salary	0	0	1	1	0	0
Enable others to learn	0	0	1	1	0	0
Empathy	0	0	0	0	1	0
Humility	0	0	0	0	0	1
Consistency	0	0	0	0	0	0
Mercy	0	0	0	0	0	0
Personal Responsibility	0	0	0	0	0	0
Resilience	0	0	0	0	0	0
Positivity	0	0	0	0	0	0
Family	0	0	0	0	0	0
Truth	0	0	0	0	0	0
Leadership	0	0	0	0	0	0
Self Belief	0	0	0	0	0	0
Humanity	0	0	0	0	0	0
Right & Wrong	0	0	0	0	0	0
Loyalty	0	0	0	0	0	0
Nurturing Relationships	0	0	0	0	0	0
Caring	0	0	0	0	0	0
Creative Expression	0	0	0	0	0	0
Work/Life Balance	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Service	0	0	0	0	0	0
Accountability	0	1	0	0	0	0
Selflessness	0	0	0	0	0	0
Trustworthyness	0	0	0	0	0	0
Determination	0	0	0	0	0	0
Rule of Law	0	0	0	0	0	0
Ethical	0	0	0	0	0	0
Tenacity	0	0	0	0	0	0
Trust	0	0	0	0	0	0
Disipline	0	0	0	0	0	0
Variety	0	0	0	0	0	0
Impact	0	0	0	0	0	0
Courtesy	0	0	0	0	0	0
Faith	0	0	0	0	0	0
People	0	0	0	0	0	0
Gods Grace	0	0	0	0	0	0
Resolve	0	0	0	0	0	0
Financial Freedom	0	0	0	0	0	0
Liberty	0	0	0	0	0	0
Egality	0	0	0	0	0	0
Fraternity	0	0	0	0	0	0
Understanding	0	0	0	0	0	0
Forgiveness	0	0	0	0	0	0
Transparent	0	0	0	0	0	0
Righteousness	0	0	0	0	0	0
Giving Respect	0	0	0	0	0	0
Spirituality	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	3	3	4	4	2	3

VALUES	Police research Forum	Police Research Forum	Police research Forum	Napier Alumni	ILM	Police research Forum
Integrity	1	0	0	1	1	0
Honesty	0	0	0	0	1	0
Fairness	0	0	0	0	0	1
Duty	1	0	0	0	0	0
Courage	1	0	0	0	0	0
Justice	0	1	0	0	0	0
Respect	0	0	0	0	0	0
Compassion	0	0	0	0	0	0
Honour	0	0	1	0	0	0
Dignity	0	0	0	0	0	0
Excellence	0	0	1	0	0	0
Fun	0	0	0	0	0	0
Passion	0	0	0	0	0	0
Openess	0	0	0	0	0	0
Commitment	0	0	0	0	0	0
Morality	0	0	0	0	0	0
Deliver Promises	0	0	0	0	0	0
Earn my Salary	0	0	0	0	0	0
Enable others to learn	0	0	0	0	0	0
Empathy	0	0	0	0	0	0
Humility	0	0	0	0	0	0
Consistency	0	0	0	1	0	0
Mercy	0	0	0	1	0	0
Personal Responsibility	0	0	0	0	0	0
Resiliance	0	0	0	0	0	0
Positivity	0	0	0	0	0	0
Family	0	0	0	0	0	0
Truth	0	0	0	0	0	0
Leadership	0	0	0	0	0	0
Self Belief	0	0	0	0	0	0
Humanity	0	0	0	0	0	0
Right & Wrong	0	0	0	0	0	0
Loyalty	0	0	0	0	0	0
Nurturing Relationships	0	0	0	0	0	0
Caring	0	0	0	0	0	0
Creative Expression	0	0	0	0	0	0
Work/Life Balance	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Service	0	0	0	0	0	0
Accountability	0	0	0	0	0	0
Selflessness	1	0	0	0	0	0
Trustworthyness	0	0	1	0	0	0
Determination	0	0	0	0	1	0
Rule of Law	0	0	0	0	0	1
Ethical	0	0	0	0	0	0
Tenacity	0	0	0	0	0	0
Trust	0	0	0	0	0	0
Disipline	0	0	0	0	0	0
Variety	0	0	0	0	0	0
Impact	0	0	0	0	0	0
Courtesy	0	0	0	0	0	0
Faith	0	0	0	0	0	0
People	0	0	0	0	0	0
Gods Grace	0	0	0	0	0	0
Resolve	0	0	0	0	0	0
Financial Freedom	0	0	0	0	0	0
Liberty	0	0	0	0	0	0
Egality	0	0	0	0	0	0
Fraternity	0	0	0	0	0	0
Understanding	0	0	0	0	0	0
Forgivness	0	0	0	0	0	0
Transparent	0	0	0	0	0	0
Righteousness	0	0	0	0	0	0
Giving Respect	0	0	0	0	0	0
Spirituaity	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	4	1	3	3	3	2

VALUES	ILM	Police Research Forum	Police Research Forum	Police research Forum	ILM	ILM
Integrity	1	1	0	0	1	1
Honesty	1	0	0	0	1	1
Fairness	0	0	0	0	0	0
Duty	0	0	0	1	0	0
Courage	0	0	0	0	0	0
Justice	0	0	0	0	0	0
Respect	0	1	0	0	0	0
Compassion	0	0	0	0	0	0
Honour	0	0	0	0	0	0
Dignity	0	0	0	0	0	0
Excellence	0	0	0	0	0	0
Fun	0	0	0	0	0	0
Passion	0	0	0	0	0	0
Openess	0	0	0	0	0	0
Commitment	0	0	0	0	0	0
Morality	0	0	0	0	0	0
Deliver Promises	0	0	0	0	0	0
Earn my Salary	0	0	0	0	0	0
Enable others to learn	0	0	0	0	0	1
Empathy	0	0	0	0	0	0
Humility	0	0	0	0	0	0
Consistency	1	0	0	0	0	0
Mercy	0	0	0	0	0	0
Personal Responsibility	0	0	1	0	0	0
Resiliance	0	0	0	0	0	0
Positivity	0	0	0	0	0	0
Family	0	0	0	0	0	0
Truth	0	0	0	0	0	0
Leadership	0	0	0	0	0	0
Self Belief	0	0	0	0	0	0
Humanity	0	0	0	0	0	0
Right & Wrong	0	0	0	0	0	0
Loyalty	0	0	0	0	0	0
Nurturing Relationships	0	0	0	0	0	0
Caring	0	0	0	0	0	0
Creative Expression	0	0	0	0	0	0
Work/Life Balance	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Service	0	1	0	0	0	0
Accountability	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0
Trustworthyness	0	0	0	0	0	0
Determination	0	0	0	0	0	0
Rule of Law	0	0	0	0	0	0
Ethical	0	0	1	0	1	0
Tenacity	0	0	0	0	0	0
Trust	0	0	0	0	0	0
Disipline	0	0	0	0	0	0
Variety	0	0	0	0	0	0
Impact	0	0	0	0	0	0
Courtesy	0	0	0	0	0	0
Faith	0	0	0	0	0	0
People	0	0	0	0	0	0
Gods Grace	0	0	0	0	0	0
Resolve	0	0	0	0	0	0
Financial Freedom	0	0	0	0	0	0
Liberty	0	0	0	0	0	0
Egality	0	0	0	0	0	0
Fraternity	0	0	0	0	0	0
Understanding	0	0	0	0	0	0
Forgivness	0	0	0	0	0	0
Transparent	0	0	0	0	0	0
Righteousness	0	0	0	0	0	0
Giving Respect	0	0	0	0	0	0
Spirituality	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	3	3	2	1	3	3

VALUES	ILM	ILM	ILM	Napier Alumni	Police Research Forum	
Integrity	1	0	0	1	0	1
Honesty	0	1	0	1	0	1
Fairness	0	0	0	0	0	0
Duty	0	0	0	0	0	0
Courage	0	0	0	0	1	1
Justice	0	0	0	0	0	0
Respect	0	0	0	0	0	0
Compassion	0	0	0	0	0	0
Honour	0	0	0	0	0	0
Dignity	0	0	0	0	0	0
Excellence	0	0	0	0	0	0
Fun	1	0	0	0	0	0
Passion	0	0	0	0	0	0
Openness	0	0	0	0	0	0
Commitment	0	0	1	0	0	0
Morality	0	0	0	0	0	0
Deliver Promises	0	0	0	0	0	0
Earn my Salary	0	0	0	0	0	0
Enable others to learn	0	0	0	0	0	0
Empathy	0	0	0	0	0	0
Humility	0	0	0	0	0	0
Consistency	0	0	0	0	0	0
Mercy	0	0	0	0	0	0
Personal Responsibility	0	0	0	0	0	0
Resilience	1	1	0	0	0	0
Positivity	0	1	0	1	0	0
Family	0	0	0	0	0	0
Truth	0	0	0	0	0	0
Leadership	0	0	0	0	0	0
Self Belief	0	0	0	0	0	0
Humanity	0	0	0	0	0	0
Right & Wrong	0	0	0	0	0	0
Loyalty	0	0	0	0	0	0
Nurturing Relationships	0	0	0	0	0	0
Caring	0	0	0	0	0	0
Creative Expression	0	0	0	0	0	0
Work/Life Balance	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Service	0	0	0	0	0	0
Accountability	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0
Trustworthiness	0	0	0	0	0	0
Determination	0	0	0	0	0	0
Rule of Law	0	0	0	0	0	0
Ethical	0	0	0	0	0	0
Tenacity	0	0	0	0	0	0
Trust	0	0	1	0	0	0
Discipline	0	0	1	0	0	0
Variety	0	0	0	0	1	0
Impact	0	0	0	0	1	0
Courtesy	0	0	0	0	0	1
Faith	0	0	0	0	0	0
People	0	0	0	0	0	0
Gods Grace	0	0	0	0	0	0
Resolve	0	0	0	0	0	0
Financial Freedom	0	0	0	0	0	0
Liberty	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Fraternity	0	0	0	0	0	0
Understanding	0	0	0	0	0	0
Forgiveness	0	0	0	0	0	0
Transparent	0	0	0	0	0	0
Righteousness	0	0	0	0	0	0
Giving Respect	0	0	0	0	0	0
Spirituality	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	3	3	3	3	3	4

VALUES	ILM	ILM	ILM	Napier Alumni	Police Research Forum	
Integrity	1	0	0	1	0	1
Honesty	0	1	0	1	0	1
Fairness	0	0	0	0	0	0
Duty	0	0	0	0	0	0
Courage	0	0	0	0	1	1
Justice	0	0	0	0	0	0
Respect	0	0	0	0	0	0
Compassion	0	0	0	0	0	0
Honour	0	0	0	0	0	0
Dignity	0	0	0	0	0	0
Excellence	0	0	0	0	0	0
Fun	1	0	0	0	0	0
Passion	0	0	0	0	0	0
Openness	0	0	0	0	0	0
Commitment	0	0	1	0	0	0
Morality	0	0	0	0	0	0
Deliver Promises	0	0	0	0	0	0
Earn my Salary	0	0	0	0	0	0
Enable others to learn	0	0	0	0	0	0
Empathy	0	0	0	0	0	0
Humility	0	0	0	0	0	0
Consistency	0	0	0	0	0	0
Mercy	0	0	0	0	0	0
Personal Responsibility	0	0	0	0	0	0
Resilience	1	1	0	0	0	0
Positivity	0	1	0	1	0	0
Family	0	0	0	0	0	0
Truth	0	0	0	0	0	0
Leadership	0	0	0	0	0	0
Self Belief	0	0	0	0	0	0
Humanity	0	0	0	0	0	0
Right & Wrong	0	0	0	0	0	0
Loyalty	0	0	0	0	0	0
Nurturing Relationships	0	0	0	0	0	0
Caring	0	0	0	0	0	0
Creative Expression	0	0	0	0	0	0
Work/Life Balance	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Service	0	0	0	0	0	0
Accountability	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0
Trustworthiness	0	0	0	0	0	0
Determination	0	0	0	0	0	0
Rule of Law	0	0	0	0	0	0
Ethical	0	0	0	0	0	0
Tenacity	0	0	0	0	0	0
Trust	0	0	1	0	0	0
Discipline	0	0	1	0	0	0
Variety	0	0	0	0	1	0
Impact	0	0	0	0	1	0
Courtesy	0	0	0	0	0	1
Faith	0	0	0	0	0	0
People	0	0	0	0	0	0
Gods Grace	0	0	0	0	0	0
Resolve	0	0	0	0	0	0
Financial Freedom	0	0	0	0	0	0
Liberty	0	0	0	0	0	0
Egality	0	0	0	0	0	0
Fraternity	0	0	0	0	0	0
Understanding	0	0	0	0	0	0
Forgiveness	0	0	0	0	0	0
Transparent	0	0	0	0	0	0
Righteousness	0	0	0	0	0	0
Giving Respect	0	0	0	0	0	0
Spirituality	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	3	3	3	3	3	4

VALUES	Police Research Forum	No Group	No Group	No Group	No Group	No Group
Integrity	1	0	0	0	1	0
Honesty	0	0	1	0	1	1
Fairness	0	0	0	0	1	1
Duty	1	0	0	0	0	0
Courage	0	0	0	0	0	0
Justice	0	0	0	0	0	0
Respect	0	0	1	0	0	0
Compassion	1	0	0	0	0	1
Honour	0	0	0	0	0	0
Dignity	0	0	0	0	0	0
Excellence	0	0	0	0	0	0
Fun	0	0	0	0	0	0
Passion	0	0	0	0	0	0
Openess	0	0	0	0	0	0
Commitment	0	0	0	0	0	0
Morality	0	0	0	0	0	0
Deliver Promises	0	0	0	0	0	0
Earn my Salary	0	0	0	0	0	0
Enable others to learn	0	0	0	0	0	0
Empathy	0	0	0	0	0	0
Humility	0	0	0	0	0	0
Consistency	0	0	0	0	0	0
Mercy	0	0	0	0	0	0
Personal Responsibility	0	0	0	1	0	0
Resiliance	0	0	0	0	0	0
Positivity	0	0	0	0	0	0
Family	0	0	0	1	0	0
Truth	0	0	0	0	0	0
Leadership	0	0	0	0	0	0
Self Belief	0	0	0	0	0	0
Humanity	0	0	0	0	0	0
Right & Wrong	0	0	0	0	0	0
Loyalty	0	0	0	0	0	0
Nurturing Relationships	0	0	0	0	0	0
Caring	0	0	0	0	0	0
Creative Expression	0	0	0	0	0	0
Work/Life Balance	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Service	0	0	0	0	0	0
Accountability	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0
Trustworthyness	0	0	0	0	0	0
Determination	0	0	0	0	0	0
Rule of Law	0	0	0	0	0	0
Ethical	0	0	0	0	0	0
Tenacity	0	0	0	0	0	0
Trust	0	0	0	0	0	0
Disipline	0	0	0	0	0	0
Variety	0	0	0	0	0	0
Impact	0	0	0	0	0	0
Courtesy	0	0	0	0	0	0
Faith	0	1	0	0	0	0
People	0	1	0	0	0	0
Gods Grace	0	1	0	0	0	0
Resolve	0	0	1	0	0	0
Financial Freedom	0	0	0	1	0	0
Liberty	0	0	0	0	0	0
Egality	0	0	0	0	0	0
Fraternity	0	0	0	0	0	0
Understanding	0	0	0	0	0	0
Forgivness	0	0	0	0	0	0
Transparent	0	0	0	0	0	0
Righteousness	0	0	0	0	0	0
Giving Respect	0	0	0	0	0	0
Spirituaity	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	3	3	3	3	3	3

VALUES	No Group	No Group	No Group	No Group	No Group	No Group
Integrity	1	0	0	0	0	0
Honesty	1	0	0	0	0	0
Fairness	0	0	0	0	0	0
Duty	0	0	0	0	0	0
Courage	0	0	0	0	0	0
Justice	0	0	0	1	1	0
Respect	0	0	0	0	0	1
Compassion	0	0	1	0	1	0
Honour	0	0	0	0	0	0
Dignity	1	0	0	0	0	0
Excellence	0	0	0	0	0	0
Fun	0	0	0	0	0	0
Passion	0	0	0	0	0	0
Openness	0	0	0	0	0	0
Commitment	0	0	0	0	0	0
Morality	0	0	0	0	0	0
Deliver Promises	0	0	0	0	0	0
Earn my Salary	0	0	0	0	0	0
Enable others to learn	0	0	0	0	0	0
Empathy	0	0	0	0	0	0
Humility	0	0	0	0	1	0
Consistency	0	0	0	0	0	0
Mercy	0	0	0	0	1	0
Personal Responsibility	0	0	0	0	0	0
Resilience	0	0	0	0	0	0
Positivity	0	0	0	0	0	0
Family	0	0	0	0	0	0
Truth	0	0	0	1	0	0
Leadership	0	0	0	0	0	0
Self Belief	0	0	0	0	0	0
Humanity	0	0	0	0	0	0
Right & Wrong	0	0	0	0	0	0
Loyalty	0	0	0	0	0	0
Nurturing Relationships	0	0	0	0	0	0
Caring	0	0	0	0	0	0
Creative Expression	0	0	0	0	0	0
Work/Life Balance	0	0	0	0	0	0
Equality	0	0	0	0	0	0
Service	0	0	0	0	0	0
Accountability	0	0	0	0	0	0
Selflessness	0	0	0	0	0	0
Trustworthiness	0	0	0	0	0	0
Determination	0	0	0	0	0	0
Rule of Law	0	0	0	0	0	0
Ethical	0	0	0	0	0	0
Tenacity	0	0	0	0	0	0
Trust	0	0	0	0	0	0
Discipline	0	0	0	0	0	0
Variety	0	0	0	0	0	0
Impact	0	0	0	0	0	0
Courtesy	0	0	0	0	0	0
Faith	0	0	0	0	0	0
People	0	0	0	0	0	0
Gods Grace	0	0	0	0	0	0
Resolve	0	0	0	0	0	0
Financial Freedom	0	0	0	0	0	0
Liberty	0	1	0	0	0	0
Egalty	0	1	0	0	0	0
Fraternity	0	1	0	0	0	0
Understanding	0	0	1	0	0	0
Forgiveness	0	0	1	0	0	0
Transparent	0	0	0	1	0	0
Righteousness	0	0	0	0	1	0
Giving Respect	0	0	0	0	0	1
Spirituality	0	0	0	0	0	0
Inner Peace	0	0	0	0	0	0
Democracy	0	0	0	0	0	0
Meaningful Work	0	0	0	0	0	0
	3	3	3	3	5	2

VALUES	No Group	No Group	total	Percentage of total
Integrity	0	0	28	56%
Honesty	0	0	15	30%
Fairness	0	0	6	12%
Duty	0	0	5	10%
Courage	0	0	5	10%
Justice	1	0	5	10%
Respect	0	0	5	10%
Compassion	0	0	5	10%
Honour	0	0	3	6%
Dignity	0	0	3	6%
Excellence	0	0	3	6%
Fun	0	0	3	6%
Passion	0	0	2	4%
Openess	0	0	2	4%
Commitment	0	0	2	4%
Morality	0	0	2	4%
Deliver Promises	0	0	2	4%
Earn my Salary	0	0	2	4%
Enable others to learn	0	0	2	4%
Empathy	0	0	2	4%
Humility	0	0	2	4%
Consistency	0	0	2	4%
Mercy	0	0	2	4%
Personal Responsibility	0	0	2	4%
Resilience	0	0	2	4%
Positivity	0	0	2	4%
Family	1	0	2	4%
Truth	0	1	2	4%
Leadership	0	0	1	2%
Self Belief	0	0	1	2%
Humanity	0	0	1	2%
Right & Wrong	0	0	1	2%
Loyalty	0	0	1	2%
Nurturing Relationships	0	0	1	2%
Caring	0	0	1	2%
Creative Expression	0	0	1	2%
Work/Life Balance	0	0	1	2%
Equality	0	0	1	2%
Service	0	0	1	2%
Accountability	0	0	1	2%
Selflessness	0	0	1	2%
Trustworthyness	0	0	1	2%
Determination	0	0	1	2%
Rule of Law	0	0	1	2%
Ethical	0	0	1	2%
Tenacity	0	0	1	2%
Trust	0	0	1	2%
Disipline	0	0	1	2%
Variety	0	0	1	2%
Impact	0	0	1	2%
Courtesy	0	0	1	2%
Faith	0	0	1	2%
People	0	0	1	2%
Gods Grace	0	0	1	2%
Resolve	0	0	1	2%
Financial Freedom	0	0	1	2%
Liberty	0	0	1	2%
Egality	0	0	1	2%
Fraternity	0	0	1	2%
Understanding	0	0	1	2%
Forgiveness	0	0	1	2%
Transparent	0	0	1	2%
Righteousness	0	0	1	2%
Giving Respect	0	0	1	2%
Spirituaity	1	0	1	2%
Inner Peace	1	0	1	2%
Democracy	0	1	1	2%
Meaningful Work	0	1	1	2%
	4	3	158	

Appendix D

Other Models

Conflict Management Model

SARA

Proctor

SECAPRA

PPPLEM

PLAN

Introduction

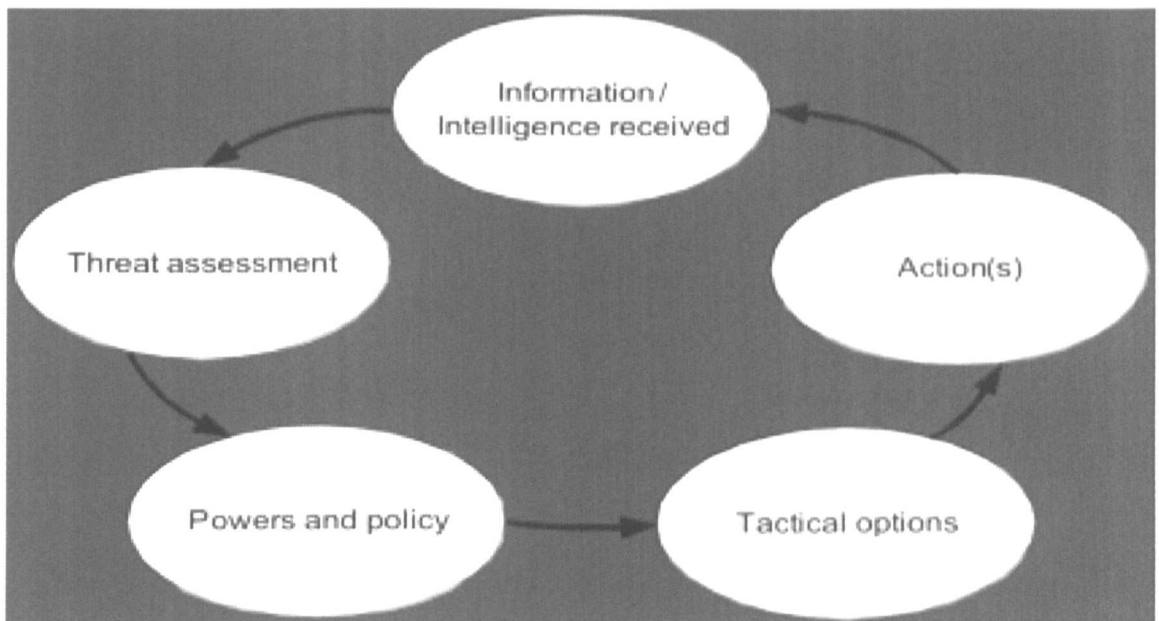
This appendix sets out, in broad terms the various decision-making models referred to in Table 2 within Chapter 4.4 of this thesis - The PLANE Model, Takeoff, Turbulence and Touchdown.

The Conflict Management Model

The Conflict Management Model (CMM) is utilised by officers managing high-risk events or instances. In particular, the CMM is used by firearms (ACPO 2010) and public order (ACPO 2010) commanders and is a five-stage process comprising the following:

- Gathering all available information and intelligence
- Undertaking a threat assessment based upon intelligence/information
- A review of the powers open to a decision maker and the organisational policies supporting those powers.
- The tactical options open to the decision maker
- The actions taken by the decision maker.

No element of this model contains an overtly ethical or values based aspect.



The SARA Model

The SARA Model (Reed and Tilley 2000) was generated as methodology to support problem solving policing. Originally used North America (Goldstein 1990), it has been used within UK policing since the 1990s.

It is a four-stage process comprising the following elements:

- Scanning – this should be done across the range of data and information available and should help the decision maker identify that an issue may be present.
- Analysis – having scanned the data, the decision maker examines it in order to identify problem characteristics and underlying causes.
- Response – the decision maker presents and implements a solution to the identified issue.
- Assessment – that response is examined for success or failure and lessons for improvement should be identified.

This is a simplistic model, whilst that brings benefits of use and understanding, it does not involve any ethical or values based assessment within the decision making process.

The ProCTOR Model

The ProCTOR (Reed and Tilley 2000) model is similar to SARA but comprises five elements:

- Problem - at this stage the decision maker identifies what the problem is.
- Cause - the characteristics causing the problem are identified
- Tactics/Treatment - the actions the decision maker plans to undertake to solve the problem.
- Outcome - at this stage the decision maker will set out what happened as a consequence of the action taken.
- Result - this aspect considers whether the tactic has produced the expected changes.

This model does not address the values underpinning any decision.

The SECAPRA Model

Originally devised as CAPRA by the Royal Canadian Mounted Police, this model has been evolved by Baltimore Police (Thurman and Jamieson 2004) and thereafter adopted by the PSNI as a recommendation of the Patten Commission (A New Beginning: Policing in Northern Ireland 1999). It comprises the following

- Security/Safety Health - issues concern all people involved and the possibility/risk of disorder etc must be addressed;
- Ethics - all objectives must be appropriate and lawful with Human Rights being a central tenet of policing;
- Community/Client - Police must understand the needs, demands and expectations of the community;
- Acquire/Analyze -the collection and analysis of data are essential for example to confirm the existence of the problem and identify responses;
- Partnership - establish and maintain partnerships, with the community, statutory bodies and internally;
- Response - to protect the community and prevent further crime by enforcement or referral to appropriate partners;
- Assessment - continually assess the situation and consult with partners and the community for feedback.

Whilst ethics are a key part of this model, no test is made regarding the values underpinning the decision. The model lays out statements rather than posing questions for the decision maker.

PPPLEM Model

This model introduces the decision maker to risk drawing their attention to particular areas of risk that they should consider within decision making (ACPO 2006). The model comprises the following

- Physical risks;
- Political;
- Police and community;
- Legal;
- Economic;
- Moral.

Whilst there is section entitled 'moral' within this model, this is vague. There is no reference as to what morality in this context may be, nor is there any challenge placed upon the decision maker to justify why or how any decision may be considered moral.

The PLAN Model

Harfield and Harfield (2008) proposed that all decisions, in relation to covert investigations, should be

- Proportionate
- Legal
- Accountable
- Necessary

No element is proposed which requires the decision maker to consider the values supporting their decision

Appendix E

The PLANE Model in Use

- E.1 ACPO Cabinet Paper**
- E.2 Scottish Police College
Effective Leadership Module
Descriptor**
- E.3 Organisational Culture - Project
Initiation Document**

Purpose

The purpose of this paper is to ask Cabinet to endorse a single decision making model for policing that has been developed by the national Risk Co-ordination group on behalf of ACPO Crime Committee and ACPO Ethics Portfolio.

Background

In July 2009 a paper was presented to ACPO Cabinet by CC Brian Moore titled 'Mission, Risk and Organisational Values'. This highlighted the need to manage risk in a way that is consistent with the values and mission of policing. It reinforced the risk principles developed by the ACPO Violence and Public Protection Working Group and also recognised the need to co-ordinate elements of risk management across various ACPO business areas.

In terms of the mission, it was accepted that the Statement of Common Purpose and Values (SCPV) still provided a current position. More recent work by the ACPO Futures Group has also referred to the original principles set out by Peel. However, the growing scope and complexity of policing will inevitably place pressures on the service at a time of financial constraint and so a shared clarity about the mission will become increasingly important.

There have been good examples where the service has attempted to balance the tension between operational issues and risk, notably the paper that was agreed between ACPO and HSE about Health and Safety duties. However, again the increasing expectations of the public, growing financial pressures and more intrusive approach of audit and governance are likely to highlight the issue of how far the service can manage risk. In fact one consequence of some of these tensions was identified by Flanagan as the risk averse culture and clouding of the core mission of delivering the outcome of good policing.

In his report Flanagan commented:

“Police officers and police staff will have to use greater professional judgement, take greater risks in their decision making, and to use their discretion in order to achieve the highest levels of trust and confidence in policing. In doing so they will need to know that they will have the support of their force and that there are clear and consistent standards against which their behaviour will be judged. This can be achieved by ‘value based’ or principle based’ decision making, where discretion and judgement are implemented in a way that is consistent with the values of the organisation.”

Cabinet recognised the need to adopt a single decision making model for the service that is able to deal with decisions that span the routine to the potentially fatal and cover both dynamic operational scenarios as well as organisational ones. At the present time there are several decision making models in use across policing, all of which have strengths and weaknesses. Although many decisions can be reached without difficulty it is clear that a staged process, that can be scalable depending on the complexity of the issue, can lead to more effective decision making.

Current decision making models

The police service uses a number of decision making models, including:

- The Conflict Management Model (CMM)
- The SARA problem solving model
- The Values based decision making model

The CMM offers guidance on managing an event and incidents that pose a risk to public safety. It provides a useful and logical approach to the resolution of conflict that can be applied equally to spontaneous incidents or pre-planned operations at a team or individual adjoining officer level. The CMM can also be applied after an incident to review what happened and what lessons can be learnt.

The cyclical nature of the CMM indicates the necessity for a process of continual assessment of a situation or operation and for appropriate action to be

taken on the basis of the most up-to-date information and intelligence available at that time. The CMM is included in guidance on firearms issues, public order, personal safety and command and control. Although these applications have proved that it can be adapted to several policing situations, there are gaps in the model and its title suggests its use solely for conflict management. The CMM does not have a specific stage for evaluating the outcome of any decision.

The SARA problem solving model has been developed and use extensively as an intricate part of community orientated policing. Its main use is by crime reduction practitioners. As with all models SARA has a staged approach which is again cyclical in nature. The use of active verbs does help to describe what activity is required at each stage.

The value based decision making was initially introduced to help the training around ethics in policing but has gained prominence in those forces that have adopted the pilot work around proportionate investigation and professional judgement.

The model encourages officers to shift their thinking away from the previous detections performance culture, which provided a rigid structure to work within, to a path that was proportionate and considered the best interest of the victim or alleged offender. The pilot forces attempted to shift staff from operating in a risk averse environment to one where they felt comfortable with taking creative and innovative courses of action. These decisions needed to be ethical and based on force values and the model reinforced the organisational values and provided a framework upon which to base their decision making.

An evaluation of the four decision making models identified that there are various steps common to all (either mentioned specifically or implicitly):

- Recognise and identify the risk
- Gather information and assess the risk
- Identify suitable responses or risk management options
- Select, implement and record the chosen response
- Monitor the response for benefits and harms

- Take further action if appropriate

Although the different models across the service have been introduced for a specific use there are significant overlaps to suggest that the desire to have one single model could be achieved relatively easily. That single national model should have the following key elements:

- Have at its core the vision and values of policing
- Keep the approach simple
- Uses a common process and language
- Has application across the whole organisation
- Provides a basis for more detailed reviews of decision making

A Generic Decision Making Model for Policing

Research suggests that the five stage CMM is the most established, understood and recognised by officers and staff. However the other two models have useful elements that could be merged within CMM and enhance its use. However, by keeping the model as similar as possible to those already in existence it is likely that early adoption will be achieved.

The above diagram sets out the DMM in its simplest format for those routine decisions required within policing where this level of detail will be sufficient. However, as the issue becomes more complex then the level of detail and activity required at each stage is likely to increase significantly. Appendix 1 sets out the model with each of the boxes expanded further.

The most significant shift for the new DMM is the central box titled "Protecting Human Rights". What became clear very early on in the work around DMM was the need to refer back to the mission of policing at every stage of the model. Hence the central box with links to each stage. As has already been described in this paper the mission of policing is under debate but is set out in a number of different documents. To try to include all of these in the central box makes it unnecessarily wordy.

As can be seen from Appendix 1 the key question is about what the public would expect from policing. The strong view is that the mission is set out in the Statement of Common Purpose and Values (SCPV), the role of the constable and a Force's own organisational values. The work around ethical decision making and Protecting Human Rights is probably most evident in PSNI where such terminology is universally accepted. Although the Human Rights Act does play an important part in this debate, given the negative associations to the Act, it is more appropriate to consider Protecting Human Rights in its broader sense. Further work inevitably needs to be done around defining the mission of policing and the need for a Code of Ethics and this would seem to be an opportune time to commence that debate, but a new model does not need to wait for that to be concluded.

At each of the stages of the fuller model in Appendix 1 a set of key questions that need to be posed and answered by the decision maker are posed. Where there are existing risk assessment tools or other specialist techniques that are specific to particular types of decisions then these can be used. In this way the DMM is adaptable to a whole range of different scenarios.

Given that the DMM was first linked with the work around risk principles it is important to note that there is specific reference to those principles within the model. They will help to provide a context and steer as to how to manage risk.

The ethics portfolio has also been considering issues of liberty and security. The result of this work is the development of a model (PLANE) to assist in dealing with challenging decisions, primarily in slow time. This work has now been combined into the DMM as part of the 'identifying options' stage. An example of an issue that might benefit from such an approach is the approach to the availability and use of Section 44 of the Prevention from Terrorism Act.

A more detailed explanation about the PLANE model is included at Appendix 2.

Consultation

In developing the DMM the model has been exposed to a range of different practitioners. The Risk Co-ordination Group has representatives from across a wide range of disciplines in policing (Risk Managers, Ethics Portfolio, ACPO Crime Committee, Health and Safety, Bureaucracy Task Force). An early draft was also taken to the Strategic Command Course 2010 and participants provided feedback on the design. They also tested the model on a range of different scenarios.

In April 2010 the model was used during the first Professional Policing Skills Course for the Strategic Leadership Programme. The participants were asked to use the model whilst dealing with a number of critical incidents and then, at the end of the day, its use was evaluated by Professor Jonathan Crego using the 10,000 volt evaluation method. The feedback was generally positive, especially the requirements to keep on returning to the central box and the mission of policing. Although some did question the need for the DMM, given the existence of the CMM, many others identified the potential for using the DMM across a wider range of situations. Some minor changes were made to the questions posed at each stage of the model but the basic structure was supported.

Since that time the DMM has been exposed to a number of other practitioners and also the heads of relevant ACPO Business Areas. It is likely that they will be able to share feedback on the model at Cabinet meeting.

Implementation

The Risk Co-ordination Group has representatives from different sections of NPIA and ACPO who have each considered the most appropriate way of embedding the model across the service. Although decision making is a core requirement, it is not explicitly defined in the current Integrated Competency Framework (ICF) in a way that acknowledges the aspect of managing risk in a policing environment. The ICF is currently being revised and the consultants reviewing the framework have been invited to the next Risk Co-ordination

Group so that they are aware of the issues and model. Once included within the ICF then this will have a direct impact on many of the subsequent processes, such as selection and promotion.

Managing risk and decision making appear in many training products across the service. If the new model is approved then these could easily be replaced with the generic model and so over time all new recruits and those attending specialist courses will be aware of the new model and its application. There would also be a greater consistency across all national training products.

Many NPIA guidance documents also contain a section on decision making. In future all new documents or revisions to existing documents will include the new decision making model, or reference to the guidance document on decision making, again ensuring consistency across the service.

The ACPO Corporate Communications Team have also been involved in this work and provided advice about communicating the internal and external messages around DMM. The intention is to launch the DMM at the ACPO / APA Conference in July (if approved by ACPO Cabinet) and then to embark on a "drip-feed" communication strategy over subsequent months. It is recommended that there is no high profile external launch as this might attract unnecessary and inappropriate media interest.

Conclusion

Over the next few years policing will continue to see growing public and stakeholder expectation at the same time as a reduction in resources. It is essential that all decisions are therefore based around the mission of policing and in a framework that is both pragmatic and proportionate. Several decision making models have emerged across policing in recent years and, although each adds value when applied in different aspects of policing, each one has its limitations.

The decision making model provides a staged approach that combines the core elements of both the Conflict Management model and the Value Based Decision

Making model. Feedback suggests that this offers significant advantage over single models. Central to the model is the mission of policing, described as protecting human rights. It is recommended that further work is done to review the core documents that sit behind the mission, but this can be done independently of the decision making model.

Recommendations

Members are invited to endorse the following recommendations;

- Support the use of a single generic decision making model for policing that includes a framework for more complex issues.
- That a full communication and implementation plan is produced for discussion at the ACPO APA summer conference and ratification at the Chief Constables' Counsel.
- ACPO Cabinet commissions further work to review the Statement of Common Purpose and Values and the mission of policing, particularly in light of the change of Government.

Appendix 2

The PLANE Model – A legal and ethical framework to support the Decision-Making Model for Policing

1 Background

In April 2009, work was commissioned by the ACPO Professional Ethics Portfolio to develop a model that could be utilised by senior police officers in reaching decisions affecting liberty and security. It was envisaged that such a model would be consistent with the values of the police service and assist strategic leaders to make ethically empowered judgements.

2 The development of the PLANE Model

Having given consideration to the values of the police service, the demands placed upon policing by the European Convention on Human Rights and acknowledging the personal value-set members of the police service bring to the organisation, the **PLANE** model was devised.

The model poses a range of questions around decisions taken by senior leaders. Specifically, the model probes areas of **Proportionality, Legitimacy, Authority, Necessity** and **Ethical** values as they pertain to a given situation. It aspires to put a discipline around police decision-making which brings organisational values to life in the eyes of both police officers and staff, and members of the public.

It is important to note that the first four elements of proportionality, legitimacy, authority and necessity are key Human Rights considerations and should form the primary test for police decision-making. As *The Report of the Independent Commission on Policing for Northern Ireland* (Patten, 1999) stated, 'There should be no conflict between human rights and policing. Policing means protecting human rights'. The PLANE model simply puts a rigour around these key elements, challenging the decision-maker in terms of process and providing them and the organisation with consistency.

The final element of the model is unique as it brings ethical considerations to the fore of police decision-making. This evolution is necessary as the social contract between citizens and the police continues to develop. It is no longer sufficient for police officers to rely wholly upon the law as a means of reaching decisions and legitimising actions. The ethical values held by individual officers, the wider police service and the community should, at some level, impact upon the police decision-making process.

3 Consultation

As part of the model's development a range of consultation events were held in Belfast, Edinburgh and Oxford. These events were attended by ACPO and

ACPOS officers who scrutinised the model against both strategic and operational challenges. The model was also circulated widely to senior police officers over the 12 months of consultation, including the delegates of the Strategic Command Course 2010.

These contributions were supportive and constructive and have assisted in developing the final model. As a result of the feedback the number of questions within the model has been reduced. The scope of the work has also been widened so that it examines issues which are broader than liberty and security. The ethical questions which cause the decision-maker to consider whether they are “doing the right thing” had resonance with the majority of consultees and was widely endorsed.

The overarching notion of organisational values was a recurrent theme during consultation. There were wide ranging views as to what organisational values meant at both strategic and operational level. Notwithstanding these debates, it was felt that the PLANE model greatly assisted leaders develop and exercise good judgement in advance of any resultant decision.

4 Conclusion

For any given policing problem the PLANE model uniquely identifies the associated legal considerations in a Human Rights context and conjoins them with organisational, personal and community values. It succinctly captures the key building blocks which influence even the most challenging policing scenarios and assists with making a value-based decision.

It is clear from the consultation that an appetite exists amongst strategic police leaders for the PLANE model to assist in shaping their decision-making. The questions it poses and the issues it explores have been assessed to be extremely valuable to the decision-making processes of senior police officers.

With some further thought, it will be possible to develop the PLANE model's utility to ensure it provides a useful means of support for junior officers and staff.

Consequently, officers and staff across all ranks and grades should be enabled to make decisions which are legally based and ethically sound.

EFFECTIVE LEADERSHIP MODULE

Overview – This module is made up of a number of core and elective components.

A number of the core components will be delivered in a “lecture theatre” style with students being encouraged to take responsibility for their own personal development through the process of reflective learning – turning learning into action in the workplace. Whilst the content has been designed to meet the PDR Managerial Level there is clear relevance for experienced individuals at Supervisory level, certainly at the “lecture theatre” events.

Students who are being supported by their force to complete the full programme will evidence their competence through a range of assessment methods.

“Skyline” view of the Effective Leadership module – it is essential that if attending the LPM(L)d component that a, b, and c must be completed first.



Elective components

Additional aspects of Effective Leadership are elective and can contribute to an individuals' personal development, they can be in addition to the core components or they can stand alone to meet an individuals' role requirements.

They will be published and marketed as Leadership Programme (Managerial) Continuous Professional Development, however they are not currently contained within this document.

Modular outcomes

As each component (apart from d) can be attended individually each has their own aim and learning outcomes, and for students attending only individual days these are the outcomes which will be achieved. This is to allow greater access to "needs based" training for individuals.

Each component contributes to the achievement of the **MODULAR Aim and Learning Outcomes for the Effective Leadership Module** these are as follows:

Effective Leadership Module

The aim of this module is to develop student's skills, knowledge and understanding of the various leadership approaches and behaviours required at their level within the organisation, providing them with a critical appreciation of the appropriateness and suitability of these styles and approaches in relation to their own leadership approach. The content will reflect the ACPOS Leadership Development Framework.

MODULE TITLE: EFFECTIVE LEADERSHIP

COMPONENT: ORGANISATIONAL AIMS, ETHICS AND VALUES

Aim: The aim of this input is to encourage students to reflect on the ethical base which supports their status as leader and compare this with the values endorsed by the organisation.

Student Profile: This is a core component of the Effective Leadership module. It will provide knowledge and identify skills and behaviours required at Managerial Level. It may also be suitable for experienced individuals at Supervisory Level. Police officers, police staff, partner agencies and others.

Learning Outcomes: On completion of this module students should be able to:-

1. Understand the need for values and professional and personal ethics within the organisation.
2. Evaluate the impact that a leader's personal values and behaviour have in shaping the culture of an organisation.
3. Analyse the importance of leading by example and displaying high levels of personal integrity.
4. Reflect on the climate and culture within their area of command/ responsibility and create and promote a value system and ethical base consistent with the organisation's values that combine their personal values.

5. Evaluate your decision making behaviour as a leader and the relationship with your personal values and organisational ethics through the use of the Proportionality, Legitimacy, Authority/Accountability, Necessity, Ethics (PLANE) decision making model.

Duration: ½ day input completed in conjunction with ½ day Emotional Intelligence plus reflection on individual considerations

General content: Delivered in a “lecture theatre” style, this input will form part of the “front loading” presentations delivering theory and knowledge through lecture and consideration of suitable case studies. Students will be encouraged to take personal responsibility to develop this knowledge into competence through applying this to their own leadership approach in suitable situations and reflecting on the outcome.

Project Initiation Document²²⁹

Project Title	Organisational
Author	Cath Evans
Date	3 rd May 2012
Version	0.3
Status	Draft
Owner	DCC Steve Allen

²²⁹ The project has been managed using Prince2 methodology. In this regard, Cath Evans was the author of the project implementation document; she was responsible for the upkeep of this document under the project management methodology following input from the author. Cath Evans had no input into the product that this project generated, this was solely the work of the author.

Version	Comments	Amended by	Date
0.1	Initial draft based on initial scoping work by the Organisational Culture Short Life Working Group (Supt. Andy Tatnell (Central Scotland Police), Elayne Grimes, Head of Communications (Lothian and Borders Police), Insp. Emma Bowman (Tayside Police), Chief Insp. Richie Adams (Lothian and Borders Police), Cath Evans, Senior Project Manager (Lothian and Borders Police))	Cath Evans	6.5.12
0.2	Amendments made following review and discussion of PID by Organisational Culture Short Life Working Group	Cath Evans	7.5.12
0.3	Amendments made to engagement approach and subsequent related changes to relevant sections of PID following discussion with DCC Steve Allen	Cath Evans	8.5.12

1. Purpose

The purpose of this document is to further develop the project requirements outlined in the Organisational Culture Project Mandate, which has been approved (in principal) by the chair of ACPOS People, Development and Diversity Business Area (PDD BA). It will provide clarity as to:

- Rationale for undertaking this project
- Benefits and risks associated with the project
- Methodology of approach
- Timescales
- Resource implications in terms of people and budget
- Products

This doc will provide a base line from which those for responsibility for governance of the project can assess its progress and ongoing viability. The aim is to provide sufficient information to allow an informed assessment of whether there is clarity to ensure it will dovetail with work being undertaken by the Police Reform Business Change Team.

The aim is to provide sufficient information to allow an informed assessment of whether PDD BA should commit to the project.

2. Project Background

The proposal arises following a number of discussions at different times and different places around the service over recent months. At the ACPOS autumn conference in 2011 a discussion developed about the focus of reform and the scope of the work that needed doing prior to "day one". For some that work was no more or less than ensuring that operational responses were effective; others identified a need for the service to do some work around the "mission, vision and values" of the new organisation, and to discuss what kind of characteristics the new service might aspire to.

In some senses, that debate has continued throughout the reform process. The Scottish Programme has not yet placed the same emphasis on defining purpose and values and this was highlighted during the recent Reform Programme Gateway Review as an area for development as the Programme moves forward. However, a window of opportunity now exists as the newly appointed Implementation leads begin to design the Implementation Phase, for the parallel yet interlinked development of a clear organisational purpose, together with associated values which might inform the design principles being developed and continue to act as a 'touchstone' as the Implementation Phase progresses through to and beyond "Day 1". The Reform Programme lead, Chief Constable Kevin Smith is supportive of this approach being adopted and becoming a separate but interlinked work strand within the Programme as it moves forward.

The reform programme has accepted the need to comply with equalities legislation and is embarked upon a process of impact assessment but the broader characteristics of an equalities based organisation, such as a comprehensive process of engagement with communities and the integration of all staff into the process are not yet obvious.

Discussion has been ongoing about the National Decision-Making Model, some time ago adopted by ACPO colleagues but not yet agreed by ACPOS. The centre of that model is a statement of organisational values and it is suggested that the protection and promotion of Human Rights might be an appropriate statement of values for the Scottish service. That discussion has been touched upon with civil servants in the context of sections of the legislation concerning the purpose of policing and the oath to be taken by new entrants to the service.

Other discussions have focussed on the challenges of bringing together at least ten different organisational cultures in a manner that has the feel of a merger rather than an acquisition and some have suggested that an organisational framework based on the lexicon of Human Rights, rather than

adopting the organisational identity of any one component force, might present an opportunity to achieve a new and distinct identity. The experience of colleagues in Northern Ireland is often cited as instructive in this context.

Another contribution to the discussion has been the experience of colleagues in Holland, whose experience has been frequently used as a comparator for the Scottish programme. One of the key factors they cite in explanation of a successful outcome is the early articulation of organisational purpose and values, enabling the development of a set of coherent design principles upon which subsequent work was based. The Scottish programme has not placed the same emphasis on defining purpose and values.

This proposal starts from the premise that there is not a choice to be made between, on the one hand, delivering effective operational structures and, on the other, developing clear thinking about the purpose and values – the style and tone – of the new service. The two are interdependent and there is the talent and capacity in the service to deliver both. There is no shortage of learning from previous change programmes that suggests success depends upon getting the “people” issues right. This proposal is not, though, simply about avoiding failure. It is about recognising and taking the opportunity we have to create an organisation that aspires to be better everywhere than it currently is anywhere; an organisation in which all of its people are proud to serve and in which all our communities invest legitimacy.

3 Project Definition

3.1 Project Aim and Objectives

The overall aim of the project is to develop statements of purpose and values for the Police Service of Scotland and to promote and communicate the identity of the new organisation.

The main objectives are:

- To identify and understand the current cultures of the organisations currently comprising the Scottish police service. (Who are we? Heart and soul)
- To identify and understand the positive similarities within the existing organisational cultures of these organisations.
- To promote a positive organisational culture (how we want our people to do their job) within the new police service for Scotland.
- To engage with and understand how our communities expect the police service of Scotland to achieve its purpose.
- To put forward proposals for the organisational purpose and values of the new Service.
- To ensure that the entitlements and obligations of staff within the police service of Scotland in respect of human rights are reflected in the organisations ethos.
- To articulate the corporate identity (based on the agreed organisational purpose and values) for the new Police Service of Scotland ahead of 1st April 2013 to promote a sense of collective responsibility to and ownership of the new Service
- To identify ways to promote and embed the new purpose, values and identity before, during and after Day One implementation.
- To meet the requirements around organisational culture as expressed in the Police and Fire Reform (Scotland) Bill through this work to support the implementation of the new police service of Scotland.
- To achieve all of the above in a fair, transparent and inclusive way, ensuring that the view of the public, officers and staff are sought and inform the delivery of the end products.

3.2 Project Scope

In Scope

- Engagement

The project will carry out a series of engagement meetings with both internal and external stakeholders across Scotland. This will include police officers and staff as well as members of the public. This will form the core of the project.

- Research

The project will undertake thorough research across a number of fields to inform its work, and provide evidence upon which proposals will be based.

- Planning

The project will provide clear and up to date plans for all of its work to ensure clarity and understanding of its timescales for both those working on the project and from those outwith the project who will need to interface with the work being undertaken by Organisational Culture. This will also allow regular reporting on progress to the appropriate governance structure.

- Proposal/Statement Development

The project will develop clear and meaningful proposals around organisational purpose, values, ethics, human rights and identity for the new Service.

- Design

The project will provide a coherent and professional design approach to the delivery of the elements associated with corporate identity. It will be informed

by the work undertaken around organisational purpose and values as outlined above as well as the feedback from the engagement exercise so that the end results reflect the wider values and purpose of the new Service.

- Proposal for implementation of approved recommendations

The project will develop proposals around the practical expression of the new organisational purpose and values. The project will utilise a wide breadth of experience from across Scotland and beyond to inform those mechanisms for change, as well as the products of the research and engagement undertaken where appropriate.

- Interaction with Police Reform Programme

The project recognises that it is part of a greater whole in terms of Police Reform, and that it will be essential to deliver the project by interacting and consulting with the other workstreams within the Police Reform Programme.

Out of Scope

- Business Change

The project will deliver one aspect of the change required for the new organisation, but it recognises that it will do so within the wider landscape of business change for Police Reform. To this end, the project will work closely with the Business Change team for Police Reform and will not deliver anything beyond the agreed boundaries of organisational culture unless expressly agreed.

- Complete Rebranding

The project recognises the financial constraints in which the new Police Service for Scotland requires to operate. It acknowledges that a wholesale rebranding exercise as part of the project will carry a significant cost as well as potentially exposing the Programme to unnecessary criticism and scrutiny.

The project will therefore work with the relevant workstreams to prioritise the elements which need to be rebranded ahead of Day One – focusing on those identified and approved as being a legal, statutory or other organisational necessity in the first instance, whilst making proposals for a longer term roll out of other branding elements as time and money allow.

- **Implementation of Proposals and Recommendations**

The project will deliver a series of draft proposals and options to the Executive Team of the new Service once they are appointed. At this early stage, it is unknown which (if any) options will be adopted, so implementation cannot and should not be planned for in any detail.

This does not preclude a second phase to the project which would focus on delivery of proposals, but merely acknowledges that decision cannot be taken until later in the year.

3.3 Project Approach

Structure

The project will structure itself into three distinct strands of work.

Strand 1 – Purpose and Values - will consist of:

- Engagement exercise
- Proposals on the contribution of Human Rights and Ethics to the development of identity and values.
- Development of draft statements of organisational purpose and values for the new Service
- Identification of cultural similarities – SIPR Fellowship study

Strand 2 - Organisational Change - will consist of:

- Proposals for the actions that are required to give practical expression to the work produced by Strand 1 – in the short, medium and long term.

Strand 3 – Corporate Identity will consist of:

- Development and definition of a coherent identity for the new Service utilising design, consultation and any useful learning from Strand 1
- Development of a strategy and action plan for promoting and communicating the final identity of the new service in the short term – including prioritised roll out of essential branded materials.
- Longer term planning around the embedding the corporate identity across the new Service over a three to five year period.

Underpinning the three strands will be a clear and practical governance and reporting structure allowing the project to meet its commitments to seek approval for its deliverables at agreed milestones and to report on its progress on a regular basis.

Methodology

Engagement and research will be at the heart of the project, influencing and informing all of the key deliverables. It is the project's intention to approach this with recognised research methodology and transparency to ensure the work is undertaken in a fair and robust manner.

Engagement

This process will play a crucial part in the profession forming a shared, coherent view on how the new Police Service of Scotland will contribute to the first principle of Policing as set out in Section 32(a) of the draft Police and Fire Reform (Scotland) Bill namely...."the main purpose of policing is to improve the safety and well being of persons, localities and communities in Scotland."

Engagement with the people who make up the Scottish Police Service will be at the heart of this process and will form the foundation of the products arising from it.

The intention is for Chief Officers who are leading on this piece of work to meaningfully engage with staff and officers from all of the organisations which currently make up the Scottish Police Service so that as this piece of work develops, it can inform and be informed by what our people think the organisation(s) stand(s) for and more importantly what the new Police Service of Scotland should stand for.

In particular their views will be sought as to what they think are the “best bits” of what each organisation currently does so that these can be taken forward into the new Police Service of Scotland thereby making what it does and how it does it greater than the sum of its existing parts.

Running in parallel to the engagement with our own people, will be an engagement process with those stakeholders outwith the Service with whom the National Police Reform Team (NPRT) has not yet engaged. The NPRT have by necessity focused on those external stakeholders and partners who have formal and shared responsibility for, or involvement in, the delivery of policing in Scotland and whose views will help inform the structural changes required for the new Police Service of Scotland.

The focus of our “external” engagement will be around those who do not have this formal partner status but who do have and should have a say in how the Service does and/or should meet its primary purpose – improving their safety.

It is intended to be scalable, reflecting make up, size, geographic spread etc.

It is proposed that consultation will take place in two distinct tranches:

- Initial engagement - senior officers speaking to police officers, staff and community members.
- Sense checking – consultation undertaken throughout the life of the project as products are developed in order to ensure they are fit for purpose and reflect the needs of the organisation.

Research

The research method adopted should allow the project to be agile and flexible— allowing it to adapt its approach as the work evolves where necessary.

Throughout the life of the project, new information will be received at different points which will influence the work in its entirety, Accordingly, rather than being linear in approach the project has considered the use of a research design that will allow researchers to reflect and reconsider information as it arises and thereafter revisit earlier assumptions and work streams. As a consequence the project proposes to make use of the Spiralling Research Model (Ritchie and Lewis 2003)

Research will utilise a variety of approaches:

- Desk-based research (including relevant academic and policy literature)
- Consultation (as mentioned above)
- Field Research - visits to organisations with relevant experience

3.4 Project Deliverables / Products

3.4.1 Products

Project as a whole:

- Reporting and governance structures, templates and processes – particularly around approval including EIA process.

Strand 1

- Engagement plan including:
 - Team make up
 - Proposed make up of focus groups
 - Timetable of focus groups
- Discussion Guide in support of the Consultation Plan
- Cultural Map outlining identified cultural similarities across the ten organisations
- Proposal in support of Human Rights as a basis for the new Service
- Draft statement of organisational purpose
- Draft statement of organisational values
- Draft Code of Ethics

Strand 2

- Proposals for embedding approved organisational purpose and values
 - Identified list of change agents/champions
 - Draft Decision Making Model
 - Draft leadership model
 - Leadership Development proposals
 - Proposal for transition plan (feeds into Strand 3)
 - Draft strategies to support organisational purpose and values (in collaboration with the relevant workstream) including:
 - Administrative
 - Operational
 - Educational/Training
 - Recruitment
 - Considerations for management of positive and negative behaviours (competency framework, efficiency regulations, misconduct, discipline etc.)

- Performance/Audit framework for measuring success of the organisational culture for the new Service – short, medium and long term measures.

Strand 3

- List of identified Communications Single Points of Contact (SPOCs)
- Communications Audit Report (assuming this has not been done elsewhere by NPRT)
- Paper on proposed branding moratorium in order to facilitate the branding for the new Service and reduce cost in the interim
- Legislative Requirements Report (assuming this has not been done elsewhere by NPRT)
- Design Brief
- Draft design definition of the 'identity' for the new Service
- Action plan for promoting the 'identity' for the new Service
- Campaign for marketing the new 'identity' for the Service
- Communication Plan
- Communication Toolkit including:
 - Corporate Guidelines
 - Protocol for Corporate Guidelines
- Cost Breakdown for rebranding (clearly auditable)
- Prioritisation Breakdown for rebranding
- Limited rebranding based on identified priorities

3. Outline Business Case

4..1 The reasons for the project

The project starts from the premise that there is not a choice to be made between delivering effective operational structures and developing clear thinking about the purpose and values – the style and tone – of the new

service. The two are interdependent and there is the talent and capacity in the service to deliver both.

The project proposes that this work is undertaken as soon as possible to deliver something meaningful pre-Day One for the Police Service of Scotland in order to inform other workstreams where needed.

4..2 Costs

4..2.1 Revenue Costs

It is anticipated that most of the resource related revenue cost would be opportunity cost. Cash costs (travel etc) to be dealt with by individuals in their own organisations.

PDD may choose to appoint a small full time project team to oversee and coordinate the work, with access to practitioners and specialists as required. One of the first actions of the new team would be to identify SPOCs from all of the organisations involved in police reform to facilitate this contact process.

4.2.2 Capital Costs

There are no identified significant capital costs at this stage of the project. It is proposed that any emerging costs will be submitted on a case-by-case basis to the appointed Project Executive who will arrange for the appropriate approvals and/or provide funding as appropriate.

4.2.3 Funding

No specific funding for the project has been identified at this stage. It is anticipated that officers and staff participating in the project will be funded by their home force or organisation unless other arrangements are already in place.

It is proposed that any emerging costs will be submitted on a case-by-case basis to the appointed Project Executive who will arrange for the appropriate approvals and/or provide funding as appropriate.

Possible funding streams:

- Money saved by branding moratorium
- Contributions from participating organisations (8 forces plus SPSA and SCDEA) from capital funds.

4.3 Project Benefits

Each strand of the project will have distinct benefits for the new Police Service for Scotland emerging from individual products as they are delivered. These benefits will only become relevant if those products are approved and subsequently implemented.

It is proposed that a **Benefits Realisation Plan (BRP)** will be developed in support of the project to describe and track each benefit as it is identified and provide an audit trail for its subsequent realisation.

However, some strategic benefits associated with the project as whole are:

- Risk mitigation – There are a number of risks represented by organisational change that the project will help mitigate e.g. legislative requirements, statutory requirements to consult etc. These will be explored in greater detail in the BRP.
- Reassurance – the proposed engagement approach will demonstrate a willingness to go out and listen to and be influenced by those who will work in and be served by the new service.
- Mood – A by-product of the consultation may be the promotion of a more positive view of the new Service by those consulted.
- Intellectual rigour - the end products will be based on a robust process of engagement and research involving a broad section of Scottish

society as well as officers and staff from the organisations which make up Police Reform.

- Transparency – the project approach is intended to be transparent and inclusive.
- Programme Requirement – the project will address recommendation 5 from the recent OGC Gateway Review.
- Improved Visibility – executive leads and chief officers who participate in the project will reach a broader audience and come to represent the concept of a single Service ahead of Day One.

4..4 Project Justification

There is no shortage of learning from previous change programmes that suggests success depends upon getting the “people” issues right.

To enjoy success, it is about recognising and taking the opportunity offered to create an organisation that aspires to be better everywhere than it currently is anywhere; an organisation in which all of its people are proud to serve and in which all our communities and partners invest legitimacy.

4. Training

There are no identified training requirements at this stage.

The default position for the project would be to seek out resource within the current organisations with the expertise we require, rather than accruing additional cost training new people where possible.

Any emerging training requirements will be submitted on a case-by-case basis to the Project Executive who will arrange for the appropriate approvals or provide funding as appropriate.

5. Project Planning Timescales

16th May 2012 – Submission of PID to People, Development and Diversity Business

Area for consideration

1st April 2013 – Day One of New Police Service for Scotland

Please refer to **Project Plan** for a more detailed breakdown of the activities and timescales associated with the project.

6. Risks

High Level Risks

- Lack of support from Police Reform Programme
- Resource availability
- Willingness to participate
- Challenging timescales
- Existing cultural assumptions
- Perception of neutrality
- Methodological approach challenges (volume of information vs. time& resource)
- Lack of budget

A **Risk Register** will be created and maintained for the life of the project to monitor risk, including proposed mitigation and controls. Any identified Programme risks will be escalated via the NPRT Risk Manager.

8. Constraints

Cost Constraints

At this stage, there is no identified budget for the project as it is proposed that existing resources from the organisations are used to progress the work. Any cost incurred will be primarily opportunity costs with additional travel and subsistence costs.

Time Constraints

The project will acknowledge the same key milestones as Police Reform, but is anticipated to continue beyond Day One requirements (post 1st April 2013).

All draft deliverables must be complete in time for the forming of the Executive Team for the Police Service of Scotland, following the appointment of the Chief Constable.

Quality Constraints

Any deliverables must conform to statutory and legal requirements around Equality, Diversity and Human Rights. All products will be subject to Equality Impact Assessment at each stage of development.

Any deliverables must interface with the wider work being undertaken by the Business Change team within the National Reform Team

All of the research and engagement undertaken must adhere to relevant guidelines relating to data protection and freedom of information.

9. Interfaces / Interdependencies

- ACPOS People, Development and Diversity Business Area
- Police Reform – Business Change Team
- Police Reform – Workstreams: Core, Support and Facilitation

- Universities and other centres for research and learning inc. Scottish Institute for Policing Research (SIPR)
- Scottish Human Rights Commission
- Scottish Government
- Organisations who have been through a similar process e.g. Police Service of Northern Ireland, City of London Police, Greater Manchester Police, Police Service of the Netherlands.

10. Project Stakeholders

The nature of the proposed project will put stakeholders at the heart of delivery.

The list of stakeholders below is intended to give a high level view of the types of stakeholders the project will seek to engage with but is not intended to be exhaustive. A longer and more comprehensive list will be developed as part of the work of the 3 strands.

Once the governance for the project is established, the relationships of the stakeholders to the project can be outlined.

Project Stakeholders
People, Development and Diversity Business Area - CC Justine Curran
Police Reform – Equality and Diversity - DCC Steve Allen
Police Reform – Business Change - Ms. Allison Campbell
Police Reform – Core Workstream - DCC Mike McCormick
Police Reform - Support Workstream - ACC Iain Livingstone
Police Reform – Facilitation Workstream - Mr. Gary Craig
Police Reform – Single Points of Contact within each organisation
Community Groups and Individuals as per E&D Stakeholder database
Police Officers – from all Forces plus SCDEA
Police Staff – from all Forces plus SPSA and SCDEA
Staff Association representatives – ASPS, Federation, UNISON etc.
Lay Advisor representative/s
Prof. Nick Fyfe - SIPR

11. Project Organisation

It is suggested that the work as proposed sits under a single project lead. This primarily reflects the interdependence of the pieces of work and the proposed engagement process that is shared between them.

The project should have a “steering group” (or Project Board in a formal world) that includes members of the staff associations and at least one external independent advisor.

A small core full time project team may be created to oversee and coordinate the work, with additional resource requested as needed (i.e. on a part time basis) as per the project plan.

It is for PDDBA to resolve where the work would then report, either into PDD and/or into the governance arrangements of the reform programme.

12. Project Controls

The major project controls that will be used are:

- **Project Board** - A Project Board will be established with appropriate representation from both the user and supplier communities.
- **Project Initiation Document** – The document will define the project requirements. Once agreed and signed, the PID will act as a base document against which the Project Board and Project Manager can assess progress and the ongoing viability of the project.
- **Project Plan**
- **Highlight Reports** - Highlight Reports will be prepared monthly to provide the Project Board with a summary of the project status and to advise the Board of any potential problems.
- **Project Issue Log** – A Project Issue Log will be maintained throughout the life of the project. The Project Manager will ensure that all project issues are captured and addressed.

- **Project Risk Register** - The Project Manager will be responsible for identifying and managing all risks to the project. These risks will be captured and monitored in the Project Risk Register.
- **End Project Report** – The Project Manager will produce an End Project Report that will sum up the project's performance in meeting the requirements of the Project Initiation Document and provide details of any follow on action recommendations.

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