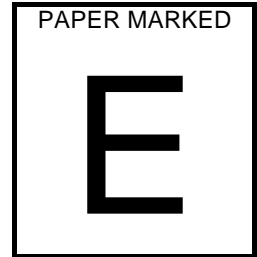


# LEICESTERSHIRE POLICE AUTHORITY



Meeting               **STANDARDS COMMITTEE**

Date                   **THURSDAY 4 FEBRUARY 2010 – 10.00 A.M.**

Report of             **CHIEF EXECUTIVE**

Subject               **ETHICAL GOVERNANCE TOOLKIT**

## **Purpose of Report**

1. This report provides an opportunity to discuss one element of the ethical governance toolkit available via the Improvement and Development Agency (IDeA) website.

## **Commentary**

2. At its last meeting, this Committee agreed to consider parts of the ethical governance toolkit which is produced by the IDeA and the Audit Commission with the support of Standards for England. It is available on the IDeA website [www.idea.gov.uk/knowledge](http://www.idea.gov.uk/knowledge).
3. The toolkit comprises four main elements, which are discrete but can be used together in a variety of permutations. Members agreed to self assess against the benchmark criteria taking in turn the following headings, a couple at a time
  - Leadership, behaviour and styles        )
  - Communications                                )
  - Relationships                                    )
  - Accountability                                 )
  - Management of standards                 )
  - Team working and cooperation            )a summary for each heading is at Appendix 1
4. On this occasion this report addresses only one topic, leadership behaviour and styles.
5. Members will see the language of the toolkit is directed at "Councils" so some care is needed utilising this for a police authority. In particular in a Council the Chief Executive will often be a different person to the Monitoring Officer.
6. It is suggested that during the discussion of this report Members address in turn each of the 7 questions in Appendix 2, taking into account the descriptions of an ideal authority (a) – (l) and negative authority (m) – (v). This should provide suggestions to drive improvements.

### **Recommendation**

7. Members are invited to discuss the report.

### **Implications**

Financial: within the report. Legal: none. Diversity: none. Risk Management: none.

### **Background Papers**

None.

### **Officer to Contact**

Robert Swinfield, Chief Executive, tel 0116 229 8980

Email [police.authority@leicestershire.pnn.police.uk](mailto:police.authority@leicestershire.pnn.police.uk)

## **BENCHMARK DESCRIPTORS**

### **Leadership, behaviour and styles**

*What do we mean by leadership behaviour and styles?*

Providing visionary and charismatic leadership, being well prepared, able to create a culture of excellence and probity by acting as the public face of the council and a role model for others. Encouraging and promoting high ethical standards across the authority.

### **Communication**

*What do we mean by communication?*

Disseminating relevant information, policies, procedures and guidance on ethical standards to members, staff, the public, other individuals and organisations that the council is involved with and encouraging active listening, dialogue and feedback. Using appropriate language and checking for understanding. Communicating regularly with individuals and groups in the community, and making sure that people are informed.

### **Relationships**

*What do we mean by relationships?*

Building positive relationships by making others feel valued, trusted and included and by working collaboratively to achieve goals. Members and officers are clear about their roles and responsibilities. The chief executive is supportive of the monitoring officer and standards committee.

### **Accountability**

*What do we mean by accountability?*

The council having clearly defined and well understood roles and responsibilities for both members and staff and clear management processes for policy development, implementation and review, and for decision making, monitoring and reporting.

The decision making process should generally be transparent and decisions should be based on evidence and following appropriate debate. Decision making should take heed of community need and local priorities, budgets and agreed protocols.

### **Management of standards**

*What do we mean by management of standards?*

High standards are integral to the working of the authority and are 'designed-in' to the authority's constitution and relationships with stakeholders.

## Team working and co-operation

*What do we mean by team working and co-operation?*

Engendering an expectation that members and staff will operate collectively to the highest standards of conduct and are actively encouraged to do so.

**LEADERSHIP BEHAVIOUR AND STYLES**

Questions and probes

1. What role does the chief executive play in ensuring that ethical standards are upheld?
2. What profile do the standards committee and monitoring officer have within the council?
3. To what extent are the diverse needs of the communities taken into account when setting priorities?
4. Do council members and officers demonstrate that they mediate fairly between people with conflicting needs? Give examples of how they do / don't mediate fairly.
5. To what extent does the council follow legal process when balancing public need and council policy?
6. To what extent do senior members and officers display effective leadership in this council? Do you think they are a catalyst for change where necessary? Give examples.
7. Do members and officers show appropriate dignity and respect for all their colleagues and citizens of the area? Give examples of appropriate / inappropriate behaviours.

What are the key positive features of an ideal authority?

Members and officers, individually and collectively

- a) are prepared to give a strong lead when circumstances dictate, but do not maintain personal control by imposing views and being overly directly
- b) are prepared to take difficult decisions when necessary rather than always courting short-term popularity
- c) act as a role model for appropriate behaviour, ethical practice and democratic process
- d) work to inspire trust in others and gain commitment to policies and decisions rather than simply dictating from the centre
- e) build strong relationships with senior officers and/or cabinet based on open communication, co-operative working and trust, and keep the interests of the community in mind when managing any personal conflicts
- f) have clearly defined descriptions of roles and responsibilities, including those of executive members and statutory officers, respect different roles and do not undertake inappropriate activities e.g. inappropriate levels and types of decision making
- g) work across political and council boundaries to foster communication and encourage co-operation where appropriate
- h) aim to mediate fairly and constructively between people with conflicting needs
- i) campaign with enthusiasm, courage and persistence on behalf of others
- j) allow individuals to take action in respect of poor standards of conduct by others
- k) create a culture which, while taking proper account of risk management, encourages individuals to try out new ideas and take managed risks without fear of blame if things go wrong
- l) provide opportunities for non-executive members and junior staff to define what change means for them

What are the key negative features of an authority?

Members and officers, individually and collectively

- m) demonstrate undue partiality for own party members or service teams and use their position to promote their own agenda to the detriment of wider council needs
- n) behave defensively, avoiding making difficult or unpopular decisions and being unwilling to admit mistakes
- o) lack a clear understanding between their own role and that of subordinates, failing to delegate or make use of others' strengths
- p) show inconsistency in style and behaviour, failing to set an example for others
- q) lack detailed knowledge of different council activities
- r) do not see themselves as having a role, display little or no interest and concern or take little or no responsibility in ensuring appropriate conduct and high standards on the part of themselves and others
- s) display no sense of collective responsibility for maintaining and encouraging high ethical standards
- t) tend to make unrealistic promises and then fail to deliver on them
- u) take short-term 'quick fix' approaches to policy formation, focusing on day-to-day issues rather than future needs and failing to see beyond the next election
- v) are resistant to change and fail to draw on the experience of others (e.g. councils peer support)