



Local Public Services Senior Managers: Code of Ethics

The professional bodies of senior managers across local public services have come together to develop a code of ethics for their members. The Society of Local Authority Chief Executives and Senior Managers (Solace) is working with the following organisations to develop the code:

- CIPFA
- Lawyers in Local Government
- ADASS
- ADCS
- PPMA
- ADEPT
- ADPH
- CFOA
- APAC²E

The code will be an overarching statement of ethics, based upon behaviours and therefore focus on the individual, as opposed to group or organisational culture. It is intended to be applicable to all those who hold senior management roles in local public services led by locally elected politicians.

The code will draw from, and in most cases be consistent with, a number of existing resources, these include:

- The seven 'Nolan' principles of public life
- Relevant professional standards
- CIPFA/Solace Governance standards
- Local Authority Councillor's code of conduct
- International comparisons (e.g. ICMA)

In order to help shape the code and how it might be used to ensure high standards of conduct, we invite all interested individuals and organisations to submit evidence.

Written evidence is requested by 5th June. The group intends to publish an initial analysis of the responses in July, with a view to launching a new code in October.

Responses should be sent to: graeme.mcdonald@solace.org.uk



Responses are particularly sought around the following issues:

Selflessness

What should 'acting solely in terms of the public interest' mean in the context of being a senior manager within a local public service?

Which aspects are of particular importance in these roles?

Are there any aspects that should apply to a senior manager that would not apply, or apply differently, to another employee or politician?

Integrity

What does integrity mean in the context of being a senior manager within a local public service?

Which aspects are of particular importance in these roles?

Are there any aspects that should apply to a senior manager that would not apply, or apply differently, to another employee or politician?

Objectivity

What should acting and taking decisions 'impartially, fairly and on merit, using the best evidence and without discrimination or bias' mean in the context of being a senior manager within a local public service?

Which aspects are of particular importance in these roles?

Are there any aspects that should apply to a senior manager that would not apply, or apply differently, to another employee or politician?



Accountability

What should 'accountability' mean in the context of being a senior manager within a local public service?

Which aspects are of particular importance in these roles?

Are there any aspects that should apply to a senior manager that would not apply, or apply differently, to another employee or politician?

Openness

What should openness and transparency mean in the context of being a senior manager within a local public service?

Which aspects are of particular importance in these roles?

Are there any aspects that should apply to a senior manager that would not apply, or apply differently, to another employee or politician?

Honesty

What should 'being truthful' mean in the context of being a senior manager within a local public service?

Which aspects are of particular importance in these roles?

Are there any aspects that should apply to a senior manager that would not apply, or apply differently, to another employee or politician?



Leadership

How should senior managers promote ethical principles and challenge poor behaviour?

Efficiency and Effectiveness

Do the principles adequately reflect a senior managers responsibility to deliver efficiency and effectiveness? If not, how might they be better reflected?

Fairness

Should the code include a principle relating to fairness and how might that be reflected?

Democracy

Should the code include a principle relating to the safeguarding of the democratic process and if so, in what way?

Additional areas

Are there any additional aspects that should apply to a senior manager that would not apply, or apply differently, to another employee or politician?

Scope

How would you define the scope of 'senior manager' in the context of this 'call for evidence', and in a manner which makes the code practically applicable?

Usage

How would you suggest professional bodies use the code in order to ensure standards of ethical conduct are high?

These questions are illustrative. Not all need be answered and other aspects of ethics may also be addressed.