## **MEMBER AND OFFICER SURVEY 2009**

**LEAD OFFICER:** Martin Jepson, Head of Legal and Democratic Services

**REPORT AUTHOR:** Martin Jepson

Summary and

**Recommendation:** That Members consider the attached surveys.

## 1. <u>INTRODUCTION</u>

1.1 At the Committee's June meeting Members considered various alternative forms of survey from other local authorities. Your decision was:-

That the Standards Committee agrees to the proposal for a survey with a preference for multi-choice questions.

## 2. AUDIT COMMISSION RECOMMENDATION

- 2.1 At a subsequent meeting with the Area Manager of the Audit Commission he advised me that the Audit Commission has its own forms of survey, one for Members and one for Officers which were available for use by local authorities. Copies are attached.
- 2.2 They have the advantage that, if used, our results could be compared against other Councils' results. The forms do seem to cover the areas the Committee was looking to cover and they also have the range of replies available the Committee thought would be of value. Members are asked to consider the draft surveys for use for this Council.

# 3.0 TIMING OF SURVEY

- 3.1 Elsewhere on this Agenda we report on the quarterly meeting between the Chairman, Leader and Acting Chief Executive. During that meeting the Leader asked that the Standards Committee survey be combined or timetabled to be released at the same time as a general Staff Attitudes Survey being co-ordinated by the Senior Communications Officer.
- 3.2 A verbal report will be given as to when this latter survey might be ready for release.

List of Appendices: Draft surveys for Members and

Officers.

**List of Background Documents:** None.

**List of Consultees:** Chairman of Standards Committee,

Acting Chief Executive, Head of Finance and Information Systems.

#### **CHECKLIST FOR DEALING WITH KEY ISSUES**

Please confirm against the issue if the key issues below have been addressed. This can be by either a short narrative or quoting the

Impact on Crime and Disorder	In discussing the terms of the coming year's SLA, it is possible that this discussion could have an impact on this issue.
Impact on Sustainability	As above.
Impact on Rural Proofing	As above.
Heath and Safety Implications	As above.
Impact on Equality and Diversity Issues	As above.
Children and Young Persons Implications	As above.
Human Rights Act Implications	As above.
Comments of S.151 Finance Officer	No comments to add.
Comments of Monitoring Officer	Is report author.

Please say if this report will require the making of a key decision

# **Survey for Members**

Please indicate if you have	e been a	ı membe	r for mo	re than	a year	
□ Yes □ No						
Balancing rules and trust						
	-4141.		mla vedašti			
Supporting the genuine m that those who do breach						
that those who do breach	Always	Usually		Rarely	Never	Don't know
I have agreed to abide by my Council's member code of conduct						
Members abide by the members' code of conduct						
Members use referrals to the Standards Committee appropriately						
Members can refer other members to the Standards Committee without fear of reprisal						
Officers use referrals to the Standards Committee appropriately						
I feel I can refer members to the Standards Committee without fear of reprisal						
, i	Always	Usually	S'times	Rarely	Never	Don't know
Members use the Council's resources appropriately						
Members perform their duties with honesty, integrity, impartiality and objectivity						
Members listen to the advice of officers						

Members uphold the impartiality of officers						
Officers use the Council's resources appropriately						
Officers perform their duties with honesty, integrity, impartiality and objectivity						
	Always	Usually	S'times	Rarely	Never	Don't know
Members trust each other						
Officers trust each other						
Members and officers trust each other						
Bullying by members is not tolerated in the Council						
Bullying by officers is not tolerated in the Council						
Members work well together to achieve the Council's common goals						
J	Always	Usually	S'times	Rarely	Never	Don't know
Members and officers work well together to achieve the Council's common goals						
Appropriate confidences are kept by members						
Appropriate confidences are kept by officers						
Independent overview						
Monitoring, developing an ethical agenda delivers im	_			l's appro	oach to t	i <b>h</b> e
	Always	Usually		Rarely	Never	Don't know
This Council has a Standards Committee						
The work of the Standards Committee adds value to the Council						
I understand the role of the Standards Committee						

The Standards Committee is making a positive difference to the way people outside the Council view the organisation						
Members are provided with appropriate advice on ethics and standards						
Officers are provided with appropriate advice on ethics and standards						
	Always	Usually	S'times	Rarely	Never	Don't know
The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct						
Guidance on ethics and conduct is included in the induction of new members						
Training on ethics and conduct issues is mandatory for members						
Guidance on ethics and conduct is included in the induction of officers						
The Standards Committee is impartial						
Loodorobin						
Leadership						
Encouraging good conduc and of officers	t in the	Council	is the res	sponsibi	lity of m	embers
	Always	Usually	S'times	Rarely	Never	Don't know
The organisations' values have been communicated (via for example, training, meetings, news letters, the local media and the Council's website) to members						KNOW

The organisations' values						
have been communicated to officers						
The organisations' values have been communicated to local communities						
The organisations' values have been communicated to local partnerships						
The importance of high ethical standards is communicated (via for example, training, meetings, newsletters, the local media and the Council website) to members						
The importance of high ethical standards is communicated to officers						
	Always	Usually	S'times	Rarely	Never	Don't know
The importance of high ethical standards is communicated to local communities						
The importance of high ethical standards is communicated to local partnerships						
The Council seeks to meet the needs of its diverse communities						
The Council ensures that officers come from diverse backgrounds						
The Council ensures that staff are appropriately skilled to meet the needs of its diverse communities						
Members are a focus for						
positive change	Always	Usually	S'times	Rarely	Never	Don't know

Members treat users of Council services fairly						
Members treat other members fairly						
Members treat officers fairly Officers treat users of						
Council services fairly Officers treat members fairly						
Officers treat other officers fairly						
	Always	Usually	S'times	Rarely	Never	Don't know
Appropriate guidance is provided for members on equalities and human rights issues						
Appropriate guidance is provided for officers on equalities and human rights issues						
The Leader of the Council is a positive role model in terms of ethical behaviour						
The Leader of the Council proactively promotes the importance of the ethical agenda						
The Chief Executive is a positive role model in terms of ethical behaviour						
The Chief Executive proactively promotes the importance of the ethical agenda						
	Always	Usually	S'times	Rarely	Never	Don't know
The Council's leadership values the role of the monitoring officer						
The Monitoring Officer is actively supported by the Chief Executive						

The Council's Monitoring Officer is able to carry out her/his role appropriately						
The Monitoring Officer proactively promotes the ethical agenda						
The Council's approach to promoting high ethical standards is encouraging appropriate behaviour across the Council						
The Council's approach to promoting high ethical standards is helping to build public's confidence in local democracy						
Transparency						
Ensuring transparency in the way the Council carries out its business is a key component of ethical governance						

Ensuring transparency in a key component of ethical	_		uncil car	ries out	its busir	ness is
	Always	Usually	S'times	Rarely	Never	Don't know
The public can access the members' code of conduct						
The public can access the officers' code of conduct						
The public can access documents relating to the standards committee (for example, agendas, minutes, background papers).						
Council policies on the use of its resources by members (for example use of telephone, IT etc) are clear						
Council policies on the use of its resources by officers (for example use of telephone, IT etc) are clear						
Communication between members is open						

	Always	Usually	S'times	Rarely	Never	Don't know
Communication between						
members in constructive Communication between members and officers is open						
Communication between members and officers is constructive						
Communication between officers is open						
Communication between officers is constructive						
There is a culture in the Council which allows members to challenge Council decisions without fear of reprisal						
	Always	Usually	S'times	Rarely	Never	Don't
There is a culture in the Council which allows officers to challenge member recommendations without fear of reprisal						know
There is a culture in the Council which allows partners to challenge Council decisions without fear of reprisal						
There is a culture in the Council which allows the public to challenge decisions without fear of reprisal						
Members respond positively to constructive external						
Officers respond positively to constructive external criticism about the Council						
The public can access the Council's complaints policy						

	Always	Usually	S'times	Rarely	Never	Don't know
The Council's complaints system is clear						
The Council has arrangements for dealing with complaints from the public about services provided in partnership						
Members take complaints from the public seriously						
Officers take complaints from the public seriously						
The Council's whistle blowing policy is clear						
The public can access the whistle blowing policy						
in the second period	Always	Usually	S'times	Rarely	Never	Don't know
The Council's whistle blowing policy is used appropriately						
The Council's whistle blowing policy is used without fear of reprisal						
The public can access the register of member interests						
The public can access the members' register of gifts and hospitality						
The Council guidelines for members on their personal conduct are clear						
The guidelines for officers on their personal conduct are clear						
	Always	Usually	S'times	Rarely	Never	Don't know
Members feel able to challenge other members' inappropriate behaviour						
Members feel able challenge officers' inappropriate behaviour						

Officers feel able to challenge members' inappropriate behaviour						
Officers feel able to challenge other officers' inappropriate behaviour						
The process to report inappropriate member behaviour is clear						
The process to report inappropriate officer behaviour is clear						
	Always	Usually	S'times	Rarely	Never	Don't know
Members who behave inappropriately are suitably dealt with						
Officers who behave inappropriately are suitably dealt with						

# **Survey for Officers**

Please indicate if you have	e been a	officer	for more	than a	year	
☐ Yes						
□ No						
Balancing rules and trust						
Supporting the genuine m that those who do breach		_	_			
mat mose who do breach	Always	Usually		Rarely	Never	Don't know
I have agreed to abide by my Council's officer code of conduct						
Members abide by the members' code of conduct						
Members use referrals to the Standards Committee appropriately						
Members can refer other members to the Standards Committee without fear of reprisal						
Officers use referrals to the Standards Committee appropriately						
I feel I can refer members to the Standards Committee without fear of reprisal						
·	Always	Usually	S'times	Rarely	Never	Don't know
Members use the Council's resources appropriately						
Members perform their duties with honesty, integrity, impartiality and objectivity						
Members listen to the advice of officers						
Members uphold the impartiality of officers						
Officers use the Council's resources appropriately						
Officers perform their duties with honesty, integrity, impartiality and objectivity						
	Always	Usually	S'times	Rarely	Never	Don't know
Members trust each other						

tolerated in the Council Bullying by officers is not tolerated in the Council Members work well together to achieve the Council's common goals Members and officers work well together to achieve the Council's common goals  Always Usually S'times Rarely Never Don't know Appropriate confidences are kept by members Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know This Council has a	Officers trust each other		ч	ш	ш	ш	
Bullying by officers is not tolerated in the Council Members work well together to achieve the Council's common goals  Members and officers work well together to achieve the Council's common goals  Members and officers work well together to achieve the Council's common goals  Always Usually S'times Rarely Never Don't know  Appropriate confidences are kept by members  Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area Always Usually S'times Rarely Never Don't know  This Council has a Standards Committee  The work of the Standards  Committee adds value to the Council  I understand the role of the Standards Committee is making a positive difference to the way people outside the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee  The Standards Committee is	Bullying by members is not						
tolerated in the Council  Members work well together	tolerated in the Council						
Members work well together to achieve the Council's common goals  Members and officers work well together to achieve the Council's common goals  Members and officers work well together to achieve the Council's common goals  Always Usually S'times Rarely Never Don't know  Appropriate confidences are kept by members  Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know  This Council has a Glading Standards Committee  The work of the Standards  Committee adds value to the Council I and the role of the Standards Committee  The Standards Committee  The Standards Committee is making a positive difference to the way people outside the Council View the organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee  The Standards Committee  Guidance on ethics and conduct is included in the	Bullying by officers is not						
to achieve the Council's common goals  Members and officers work			_				
Members and officers work well together to achieve the Council's common goals  Always Usually S'times Rarely Never Don't know Appropriate confidences are kept by members Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know This Council has a Standards Committee The work of the Standards Committee adds value to the Council in the Standards Committee in the Standards Committee The Standards Committee The Wark of the Standards Committee in the Council in the Standards Committee in the Council in the Standards Committee The Standards Committee in the Council in the Standards Committee in the Council in the Standards Committee in the Council in the Council in the Standards Committee in the Council in the Cou							
Members and officers work well together to achieve the Council's common goals  Always Usually S'times Rarely Never Don't know  Appropriate confidences are kept by members  Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know  This Council has a                        This Council has a                    Standards Committee  The work of the Standards                  Inderstand the role of the Standards Committee is making a positive difference to the way people outside the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee                    Always Usually S'times Rarely Never Don't know  The Standards Committee                  Conficers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee                  Conficers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee                  Conduct is included in the	to achieve the Council's						
well together to achieve the Council's common goals  Always Usually S'times Rarely Never Don't know Appropriate confidences are kept by members Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area Always Usually S'times Rarely Never Don't know This Council has a Standards Committee The work of the Standards Committee adds value to the Council I understand the role of the Standards Committee is making a positive difference to the way people outside the Council view the organisation Members are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know The Standards Committee I I I I I I I I I I I I I I I I I I	common goals		_				
Always Usually S'times Rarely Never Don't know Appropriate confidences are kept by members Appropriate confidences are kept by members Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know This Council has a Standards Committee The work of the Standards Committee The Work of the Standards Committee is making a positive difference to the way people outside the Council view the organisation Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know The Standards Committee		u	Ц		u	u	u
Always Usually S'times Rarely Never Know Appropriate confidences are kept by members Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know This Council has a Grand							
Appropriate confidences are kept by members Appropriate confidences are kept by members Appropriate confidences are kept by officers  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know This Council has a	Council's common goals			01.1	5 /		5 4
Appropriate confidences are kept by members Appropriate confidences are kept by officers  Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know  This Council has a                        Standards Committee The work of the Standards Committee adds value to the Council I understand the role of the Standards Committee The Standards Committee The Standards Committee The Way people outside the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee                          The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct Guidance on ethics and conduct is included in the		Always	Usually	S'times	Rarely	Never	-
Rept by members Appropriate confidences are kept by officers	Appropriate confidences are	П			П	П	
Appropriate confidences are kept by officers							
Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know  This Council has a		П		П	П	П	
Independent overview  Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know This Council has a			_	_	_	_	_
Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know  This Council has a	kept by officers						
Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know  This Council has a							
Monitoring, developing and promoting the Council's approach to the ethical agenda delivers improvement in this area  Always Usually S'times Rarely Never Don't know  This Council has a	Independent overview						
Always Usually S'times Rarely Never Don't know This Council has a							
Always Usually S'times Rarely Never Don't know This Council has a	Monitoring, developing an	d promo	otina th	e Counci	l's appro	oach to t	he
Always Usually S'times Rarely Never Don't know This Council has a Standards Committee The work of the Standards Committee adds value to the Council I understand the role of the Standards Committee is making a positive difference to the way people outside the Council view the organisation Members are provided with appropriate advice on ethics and standards Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct Guidance on ethics and conduct is included in the					. о арр.		
This Council has a Standards Committee The work of the Standards Committee adds value to the Council I understand the role of the Standards Committee The Standards  Always Usually Stimes Rarely Never Don't know The Standards Committee The Standar					Rarely	Never	Don't
Standards Committee The work of the Standards Committee adds value to the Council I understand the role of the Standards Committee The Standards Committee The Standards Committee is making a positive difference to the way people outside the Council view the organisation Members are provided with appropriate advice on ethics and standards Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct Guidance on ethics and conduct is included in the					•		know
The work of the Standards Committee adds value to the Council I understand the role of the Standards Committee The Standards Committee The Standards Committee is making a positive difference to the way people outside the Council view the organisation Members are provided with appropriate advice on ethics and standards Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct Guidance on ethics and conduct is included in the	This Council has a						
Committee adds value to the Council I understand the role of the Standards Committee The Standards Committee is making a positive difference to the way people outside the Council view the organisation Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct Guidance on ethics and conduct is included in the	Standards Committee						
the Council I understand the role of the Standards Committee The Standards Committee is making a positive difference to the way people outside the Council view the organisation Members are provided with appropriate advice on ethics and standards Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct Guidance on ethics and conduct is included in the	The work of the Standards						
I understand the role of the Standards Committee The Standards Committee is making a positive difference to the way people outside the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	Committee adds value to						
Standards Committee The Standards Committee is making a positive difference to the way people outside the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	the Council						
The Standards Committee is making a positive difference to the way people outside the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	I understand the role of the						
making a positive difference to the way people outside the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	Standards Committee						
to the way people outside the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	The Standards Committee is						
the Council view the organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	making a positive difference						
organisation  Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	to the way people outside						
Members are provided with appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	the Council view the						
appropriate advice on ethics and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	organisation						
and standards  Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the		u	ш	u	u	u	u
Officers are provided with appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee or monitoring officer monitors member behaviour against the members' code of conduct  Guidance on ethics and conduct is included in the	• • •						
appropriate advice on ethics and standards  Always Usually S'times Rarely Never Don't know  The Standards Committee							
Always Usually S'times Rarely Never Don't know  The Standards Committee	•	Ц	Ц		U	Ц	Ц
Always Usually S'times Rarely Never Don't know  The Standards Committee							
The Standards Committee	and standards			O.U.	5 /		5 4
The Standards Committee		Always	Usually	Stimes	Rarely	Never	
or monitoring officer monitors member behaviour against the members' code of conduct Guidance on ethics and conduct is included in the	The Chandonde Committee	П			П	П	_
monitors member behaviour against the members' code of conduct Guidance on ethics and				_	_	_	_
against the members' code of conduct Guidance on ethics and							
of conduct Guidance on ethics and □ □ □ □ □ □ conduct is included in the							
Guidance on ethics and $\square$ $\square$ $\square$ $\square$ $\square$ conduct is included in the							
conduct is included in the		П	П		П	П	П
		_	_	_	_	_	_

Training on ethics and conduct issues is mandatory for members						
Guidance on ethics and conduct is included in the induction of officers						
The Standards Committee is impartial						
Leadership						
Encouraging good conduc	t in the	Council i	s the res	sponsibi	lity of m	embers
and of officers	Always	Usually	S'times	Rarely	Never	Don't
	7 ii Wayo	Coddiny	O timioo	rtarony	740707	know
The organisations' values have been communicated (via for example, training,						
meetings, news letters, the local media and the Council's website) to						
members						
The organisations' values have been communicated to officers						
The organisations' values have been communicated to local communities						
The organisations' values have been communicated to local partnerships						
The importance of high ethical standards is communicated (via for example, training, meetings, newsletters, the local media and the Council						
website) to members						
The importance of high ethical standards is communicated to officers						
communicated to officers	Always	Usually	S'times	Rarely	Never	Don't
The importance of high ethical standards is communicated to local communities						know □
The importance of high ethical standards is communicated to local partnerships						

The Council seeks to meet the needs of its diverse communities						
The Council ensures that officers come from diverse backgrounds						
The Council ensures that staff are appropriately skilled to meet the needs of its diverse communities						
Members are a focus for positive change						
poeting enange	Always	Usually	S'times	Rarely	Never	Don't know
Members treat users of Council services fairly						
Members treat other members fairly						
Members treat officers fairly						
Officers treat users of Council services fairly						
Officers treat members fairly						
Officers treat other officers fairly						
raniy	Always	Usually	S'times	Rarely	Never	Don't
Appropriate guidance is provided for members on equalities and human rights issues						know
Appropriate guidance is provided for officers on equalities and human rights issues						
The Leader of the Council is a positive role model in terms of ethical behaviour						
The Leader of the Council proactively promotes the importance of the ethical agenda						
The Chief Executive is a positive role model in terms of ethical behaviour						
The Chief Executive proactively promotes the importance of the ethical agenda						
	Always	Usually	S'times	Rarely	Never	Don't know

The Council's leadership values the role of the monitoring officer								
The Monitoring Officer is actively supported by the Chief Executive								
The Council's Monitoring Officer is able to carry out her/his role appropriately								
The Monitoring Officer proactively promotes the ethical agenda								
The Council's approach to promoting high ethical standards is encouraging appropriate behaviour across the Council								
The Council's approach to promoting high ethical standards is helping to build public's confidence in local democracy								
Transparency								
Ensuring transparency in t	Ensuring transparency in the way the Council carries out its business is							
a key component of ethical								
	ΔΙωανς	Hsually	S'times	Rarely	Never	Don't		

Transparency									
Ensuring transparency in	the way	, the Cou	ıncil carı	ries out	its busir	ess is			
Ensuring transparency in the way the Council carries out its business is a key component of ethical governance									
	Always	Usually	S'times	Rarely	Never	Don't			
The public can access the						know □			
members' code of conduct									
The public can access the officers' code of conduct									
The public can access documents relating to the standards committee (for example, agendas, minutes, background papers).									
Council policies on the use of its resources by members (for example use of telephone, IT etc) are clear									
Council policies on the use of its resources by officers (for example use of telephone, IT etc) are clear									
Communication between members is open									
,	Always	Usually	S'times	Rarely	Never	Don't know			
Communication between members in constructive									

Communication between members and officers is open	Ц	Ц	Ц	ш	ш	Ц
Communication between members and officers is constructive						
Communication between officers is open						
Communication between officers is constructive						
There is a culture in the Council which allows members to challenge Council decisions without fear of reprisal						
· ·	Always	Usually	S'times	Rarely	Never	Don't
There is a culture in the Council which allows officers to challenge member recommendations without fear of reprisal						know □
There is a culture in the Council which allows partners to challenge Council decisions without fear of reprisal						
There is a culture in the Council which allows the public to challenge decisions without fear of reprisal						
Members respond positively to constructive external criticism about the Council						
Officers respond positively to constructive external criticism about the Council						
The public can access the Council's complaints policy						
	Always	Usually	S'times	Rarely	Never	Don't know
The Council's complaints system is clear						
The Council has arrangements for dealing with complaints from the public about services provided in partnership						
Members take complaints from the public seriously						
Officers take complaints from the public seriously						

The Council's whistle						
The public can access the whistle blowing policy						
miletie bletting pener	Always	Usually	S'times	Rarely	Never	Don't
The Council's whistle blowing policy is used appropriately			0	0	0	know □
The Council's whistle blowing policy is used without fear of reprisal						
The public can access the register of member interests						
The public can access the members' register of gifts and hospitality						
The Council guidelines for members on their personal conduct are clear						
The guidelines for officers on their personal conduct are clear						
	Always	Usually	S'times	Rarely	Never	Don't
Members feel able to challenge other members' inappropriate behaviour			0	_		know □
Members feel able challenge officers' inappropriate behaviour						
Officers feel able to challenge members' inappropriate behaviour						
Officers feel able to challenge other officers' inappropriate behaviour						
The process to report inappropriate member behaviour is clear						
The process to report inappropriate officer behaviour is clear						
	Always	Usually	S'times	Rarely	Never	Don't know
Members who behave inappropriately are suitably dealt with						
Officers who behave inappropriately are suitably dealt with						