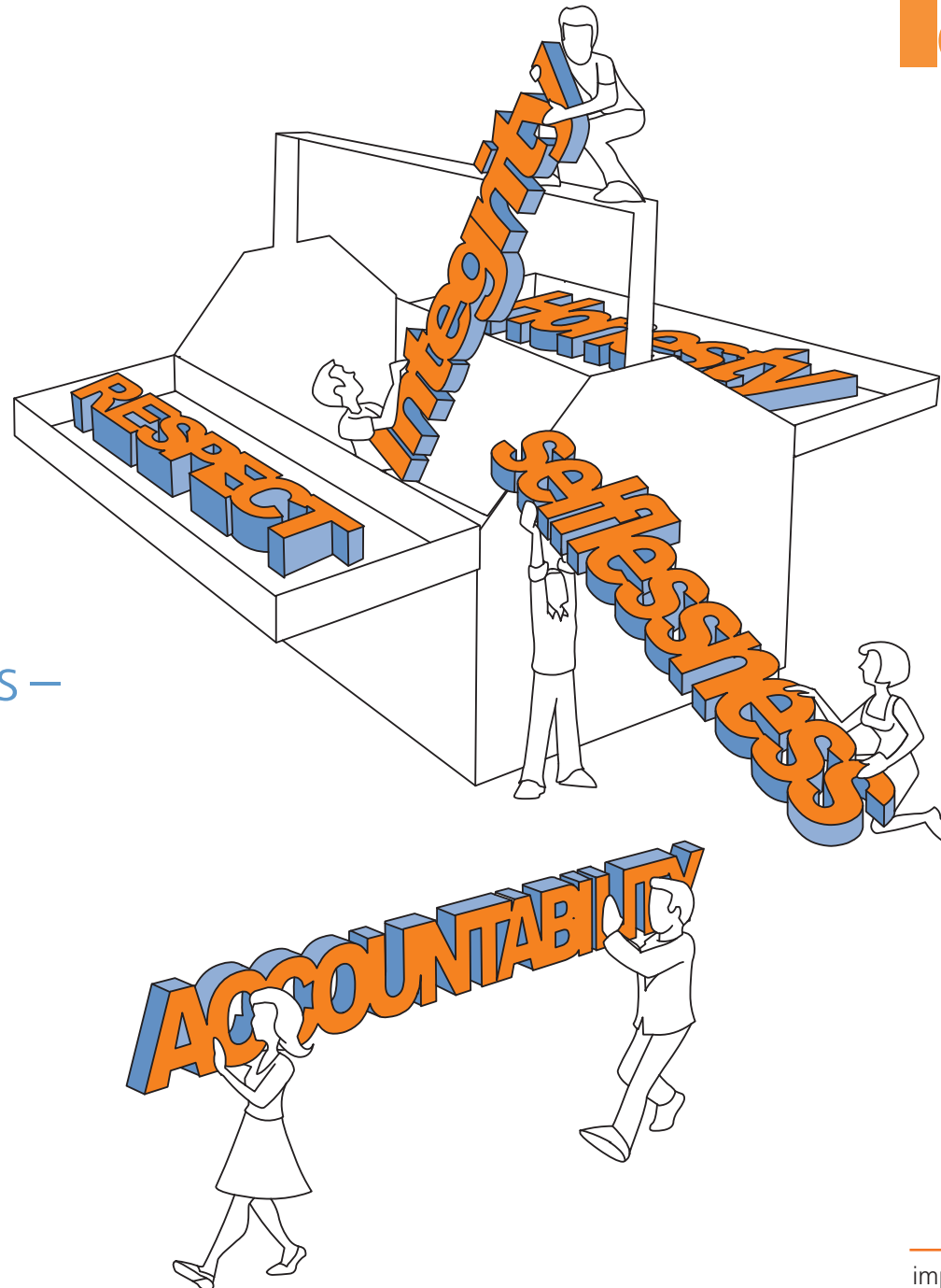


# ethical governance toolkit

ethical governance  
developmental workshops –  
a facilitation guide



The outcome of the health check and action planning will almost always reveal a need for ethical governance developmental training. This training may range from raising awareness in terms of compliance and assurance issues to more in-depth and complex development programmes for members and/or officers on cultural and behavioural issues.

Authorities may want to run one or two or a programme of workshops depending on the outcome of diagnostic work – the content would be tailored, but likely relate to one or more of the following themes:

- leadership – behaviour and styles
- communication
- relationships – roles and responsibilities
- accountability
- management of standards
- team working and co-operation.

Themes can be developed around other specific issues such as whistle-blowing, politics, partnership working and so forth.

We would urge that authorities use externally trained facilitators. Application of the ethical governance toolkit was tested within pilot authorities during the development phase of both the light touch health check benchmark and developmental workshop material. The delivery of the toolkit worked best where the facilitator team dynamics comprised an IDeA consultant, a member peer (specifically chosen to match the type and politics of the council) and a monitoring officer peer from another authority. In any event we recommend that the IDeA be contacted for advice. The workshop programme below is not designed to be a prescriptive way of delivering a developmental workshop, but is a guide to be used by individuals who are trained in training and facilitation skills and are able to use their judgement about aspects such as:

- timing of sessions and tailoring to audience dynamics.
- tailoring the content to the results of any kind of diagnostic activity – whether Audit Commission audit, self-assessment or IDeA health check.
- choosing which PowerPoint slides, handouts, material from the Standards Board England website and case study scenarios etc. to use. Please note that the some materials are downloadable from the website while others that are presented as PowerPoint slides are available from the IDeA on request. Please see below for further information.
- referring to positive and negative indicators from the health check benchmark to facilitate discussion.

The programme is split into eight sessions (notes on content are included in programme below):

- session 1: introduction
- session 2: the context of ethical governance
- session 3: facilitated exercise – the 10 principles of conduct in our authority
- session 4: feedback on session 3
- session 5: ethical behaviour
- session 6: ethical scenarios
- session 7: feedback on session 6
- session 8: action planning for individuals.

The PowerPoint slides to cover sessions 2 and 3 are on the 'context presentation' and can be viewed on the website. The PowerPoint slides are available by request from the IDeA. A PDF version of the ethical scenarios to accompany session 6 is available from the website which includes code advice and appropriate response options. The PowerPoint version of the scenarios is available on request from the IDeA. The individual action plan to accompany session 8 is available from the website

### example facilitation programme – one day ethical governance workshop

Audience: Standards Committee (possibly monitoring officer, the chief executive and senior or corporate management members. Also consider executive members, backbench members, relevant staff groups e.g. democratic or member services officers, other manager and staff groups, external partners or guests from neighbouring authorities).

Duration: 9.30am–4.30pm.

### morning session

timing	session title	content	materials	lead facilitator
9.30–9.45	session 1: introduction	<ul style="list-style-type: none"> <li>• get people to introduce themselves and to say one thing they expect from the workshop</li> <li>• provide objectives for the session</li> <li>• explain workshop ground rules and domestic arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• tea / coffee</li> <li>• appropriate handouts</li> </ul>	<ul style="list-style-type: none"> <li>• external consultant (where possible)</li> </ul>
9.45–10.15	session 2: the context ethical governance	<ul style="list-style-type: none"> <li>• PowerPoint context presentation including background and definitions</li> <li>• gain an understanding about the background and development of the ethical governance framework</li> <li>• question and answer session</li> </ul>	<ul style="list-style-type: none"> <li>• PowerPoint slides</li> </ul>	<ul style="list-style-type: none"> <li>• monitoring officer peer</li> </ul>
10.15–10.45	session 3: facilitated exercise the 10 principles of conduct in our authority	<ul style="list-style-type: none"> <li>• facilitated exercise – definitions of 10 principles of public life how do they find expression in this authority?</li> </ul>	<ul style="list-style-type: none"> <li>• PowerPoint slides</li> </ul>	<ul style="list-style-type: none"> <li>• monitoring officer peer</li> </ul>
11.45–11.15	session 4: feedback on session 3 (working coffee break)	<ul style="list-style-type: none"> <li>• facilitated sharing of ideas and constructive challenge</li> </ul>	<ul style="list-style-type: none"> <li>• flip chart, pens</li> </ul>	<ul style="list-style-type: none"> <li>• member peer</li> </ul>
11.15–11.15	session 5: group work on ethical behaviours	<ul style="list-style-type: none"> <li>• content to be developed and tailored on particular issues identified from the light touch health check. Each group is likely to focus on the behaviours in the health check benchmark: <ul style="list-style-type: none"> <li>- leadership – behaviour and styles</li> <li>- communication</li> <li>- relationships – roles and responsibilities</li> <li>- accountability</li> <li>- management of standards</li> <li>- team working and co-operation</li> <li>- feedback from each group</li> </ul> </li> </ul> <p>note: the IDeA has a range of PowerPoint slides with exercises that cover some of the themes that can be available on request</p>	<ul style="list-style-type: none"> <li>• flip chart, pens</li> <li>• post-it notes</li> </ul>	<ul style="list-style-type: none"> <li>• member peer</li> <li>• external consultant to lead supported by MO and member peer</li> </ul>

## afternoon session

timing	session title	content	materials	lead facilitator
12.45–1.45	lunch			
1.45–2.45 circulate	session 6: group work on ethical scenarios	<ul style="list-style-type: none"> <li>• use PowerPoint ethical scenarios to facilitate group discussion around various ethical scenarios</li> </ul>	<ul style="list-style-type: none"> <li>• flip chart, pens</li> <li>• PowerPoint slides</li> </ul>	<ul style="list-style-type: none"> <li>• facilitation team to circulate</li> </ul>
2.45–3.30	session 7: feedback on session 6	<ul style="list-style-type: none"> <li>• if more than one group get them to feed back to each other and generate a discussion about behaviours, decisions and outcomes.</li> <li>• facilitators to access the PDF version of ethical scenarios that includes code advice and appropriate responses.</li> </ul>	<ul style="list-style-type: none"> <li>• flip chart, pens</li> </ul>	<ul style="list-style-type: none"> <li>• member peers</li> </ul>
3.30–3.45	tea			
3.45–4.15	session 7: action planning for individuals	<ul style="list-style-type: none"> <li>• general discussion around next steps and way to help improve the councils approach to the ethical agenda</li> <li>• give participants the individual action plan template to be completed by them and encourage them to talk about it with their own teams and with their manager at their next one to one meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• flip chart, pens</li> <li>• action plan template for individuals</li> </ul>	<ul style="list-style-type: none"> <li>• external consultant to lead supported by MO and member peer</li> </ul>
4.30	close			

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**individual action plan**

As part of the objective to embed improved ethical governance please take time to complete this individually, but discuss later with your manager and your team.

name
what I have learnt today
what I may/will stop doing
one thing I will do differently
one thing I will discuss with my manager and team