



MONASH University

Business and Economics

# Mapping a regulatory life cycle from birth to death; a case study of the Standards Board for England

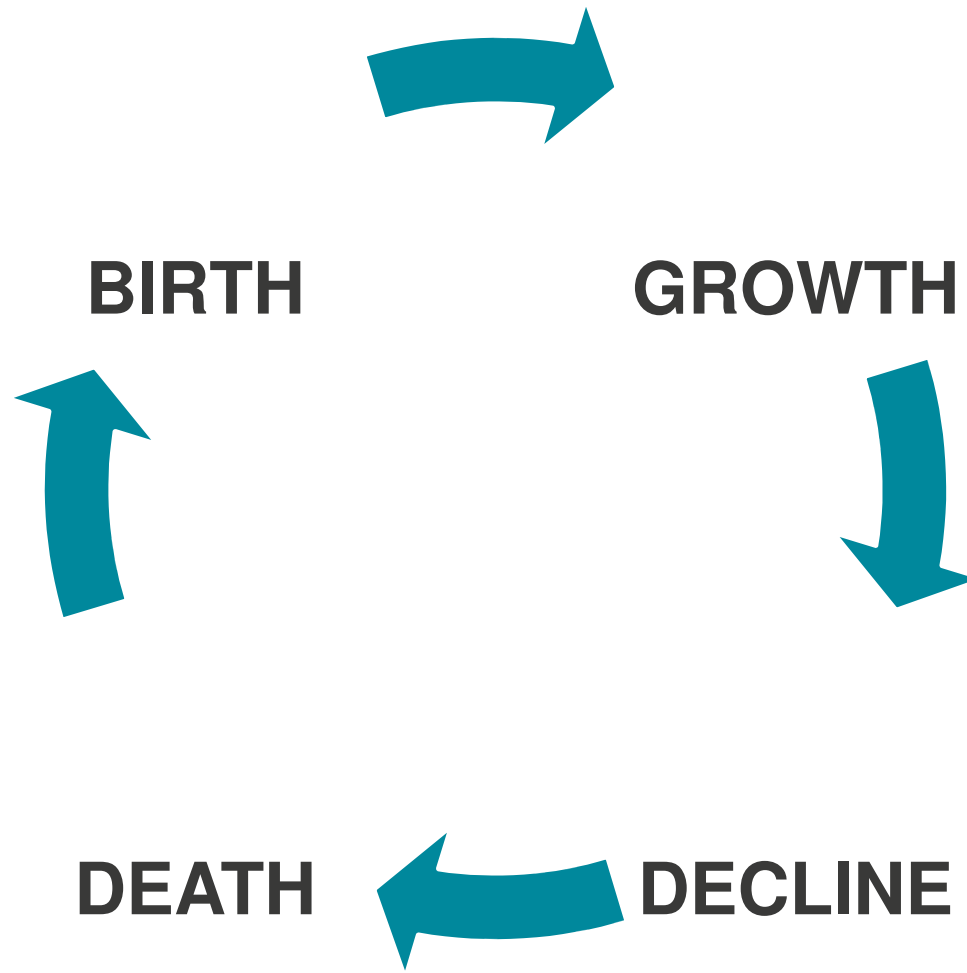
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# Introduction

- Creation of a standards framework in 2001 consisting of:
  - Standards Board for England
  - National code of conduct for local government
  - Introduction of local standards committees (approximately 450)
- Demise of standards framework in 2011:
  - Standards Board abolished
  - National code and standards committees voluntary
- A life cycle approach

# Organisational life cycles



# 5 phases of the Standards Board

- Phase 1 Crisis of creation
  - Perceived crisis in local government conduct
  - How serious was the problem?
  - Report by CSPL made it clear that local standards must remain local
  - Creation of a central agency
  - “sledgehammer to crack a nut”
  - “ a centrally imposed solution”
  - “undermine local democracy”



## Phase 2: crisis of identity

- Different missions
  - Investigations (3,500 complaints per year)
  - Guidance
  - Research
  - Increase trust in local government

## Phase 3 crisis of trust

- Suspicious attitude of central government towards local government
- Constant tension between central control and local discretion
- Local politicians suspicious of non-elected committee members
- Local politicians suspicious of each other
- YET review of the code of conduct in 2005 revealed general satisfaction with its workings



## Phase 4 crisis of strategy

- Move to a strategic arms-length body dealing with only the most serious investigations (and the most high profile)
- Physical re-location
- Its continued relevance?
- Were the local standards committees ready?



## Phase 5 Demise

- Lack of political support
- New Coalition's quango hunt
- Localism Bill currently going through Parliament





## Implications

- Competence and capability
- Clarity of mission
- Support of key stakeholders
- Importance of political skills
- Reactive or pro-active?
- What was the problem that needed resolving and was the Standards Board the right solution?