

LINCOLNSHIRE COUNTY COUNCIL

STANDARDS & VALUES (JULY 2007)

BACKGROUND

Lincolnshire County Council comprises:

- the Councillors and non-elected members who form the Council;
- the Officers of the Council;

POLITICAL ORGANISATION

The way in which Councillors of relevant authorities organise themselves must fall within the statutory framework under the Local Government Act 2000. In Lincolnshire County Council at present the features of the organisation are:

- a Leader and Cabinet form of Executive;
- strong political grouping;
- proactive Leader, Deputy Leader, Chairmen and Vice-Chairmen.

OFFICER ORGANISATION

Ultimately the Head of the Paid Service is responsible to the Council for the way in which the Council's officers are managed and organised. However, the Council strongly influences the organisational structure for Officers because the Council defines Chief Officers' delegated powers and Councillors appoint the Chief Officers. In Lincolnshire County Council at present the features of the organisation are:

- a corporate approach to management;
- Chief Officers with broad functional responsibilities.

CULTURE AND VALUES

It is recognised that the structure of the organisation may be less influential on the ultimate outcomes of the Council than the underpinning culture and values. Consequently, it is essential to define the values within which Councillors, non-elected members and Officers work.

VALUES STATEMENT

For everyone ...

- the basis of all working is Honesty, Openness and Trust and respect for others;
- we uphold the law and act with personal integrity;
- we are working for the benefit of all people in Lincolnshire and exercise good stewardship;
- we treat staff fairly and support them in their roles.

In the relationships between Officers and Councillors ...

- there is mutual respect for the distinctive roles of Officers and Councillors and non-elected members;
- Officers serve the whole Council;
- Officers assist all Councillors and non-elected members of the Council in their various roles and groups;
- Councillors, non-elected members and Officers act in a co-operative manner;
- Officers diligently implement the lawful wishes of the Council.

Councillors and Non-elected Members ...

- respect the rights of fellow Councillors and non-elected members of all political views;
- value Officers' impartiality;
- recognise that actions must accord with approved policies and procedures;
- adhere to the National Code of Conduct.

The Corporate Management Board ...

- offers independent, professional advice to the Council;
- supports team working;
- promotes innovation, high performance and public service;
- the Chief Executive will Chair the Corporate Management Board and all Officers will share corporate responsibility.

Maintaining these values and standards ...

These values need to be lived and not just written down. Positive steps need to be taken to ensure that the culture of the County Council reflects these aspirations.

Therefore, the Corporate Management Board will:

- seek the views of Councillors and non-elected members and Officers to establish how well the County Council lives up to these ideals;
- make assessments of how well the stated values are being implemented;
- prepare action plans to correct any failings;
- undertake development programmes within the Council to promote these values.

LINCOLNSHIRE COUNTY COUNCIL

GOOD PRACTICE GUIDE TO MEETING THE VALUES OF THE AUTHORITY

The County Council operates within codes of conduct and practice that are backed by law and are supervised by the Audit Committee of the County Council. This Good Practice Guide is not intended to replace those rules, but to be illustrative of how its values would be demonstrated.

Values	Illustrative good practice
...the basis of all working is honesty, openness and trust and respect for others.	<ul style="list-style-type: none"> • <i>There is commitment to maximising transparency.</i> • <i>People feel confident to contribute in the knowledge that their contributions will be respected.</i> • <i>People speak openly without fear of retribution.</i>
...we uphold the law and act with personal integrity.	<ul style="list-style-type: none"> • <i>People do not put themselves in situations where their honesty and integrity could be questioned.</i> • <i>Officers are valued for their integrity.</i>
...we are working for the benefit of all people in Lincolnshire and exercise good stewardship.	<ul style="list-style-type: none"> • <i>There is a focus on how outcomes will affect our Members of the Public rather than the organisation.</i> • <i>Services are delivered within approved policies.</i> • <i>Actions of the Council are socially inclusive.</i> • <i>Resources are used prudently.</i> • <i>Actions promote social, economic and environmental well being.</i> • <i>Equal opportunities standards are achieved.</i>
...treats staff fairly and support them in their roles.	<ul style="list-style-type: none"> • <i>The principles of Investors in People are evident.</i> • <i>Officers are confident in taking on their responsibilities.</i> • <i>Officers feel they are able to talk openly with their managers.</i> • <i>Personnel policies are applied fairly.</i>
...there is mutual respect for the distinctive roles of Officers and Councillors and non-elected members.	<ul style="list-style-type: none"> • <i>Officers are conscious of Councillors' unique position as elected representatives of the people.</i> • <i>Officers respect different political viewpoints.</i> • <i>Officers act as advocates for Council policies.</i> • <i>Councillors respect professional viewpoints.</i> • <i>Councillors and Officers value and understand the roles of the Head of the Paid Service, Monitoring Officer and the Executive Director Resources and Community Safety.</i>

...Officers serve the whole Council.	<ul style="list-style-type: none"> • <i>Officers provide impartial, professional advice. Access to information should be maximised.</i>
...Officers assist all Councillors and non-elected members in their various roles	<ul style="list-style-type: none"> • <i>Officers assist Councillors and non-elected members in all aspects of their duties, including informed opposition.</i>
...Councillors, non-elected members and Officers act in a co-operative manner.	<ul style="list-style-type: none"> • <i>Officers work with Councillors in their role as community representatives.</i> • <i>Officers work with Councillors to implement the programme approved through the Council.</i> • <i>Officers work with all Councillors and non-elected members in the roles of policy development and scrutiny.</i>
... Officers will diligently implement the lawful wishes of the Council.	<ul style="list-style-type: none"> • <i>Officers are working to implement all decisions diligently whether or not their advice was taken.</i> • <i>Officers are aware of the decisions of the County Council in areas that are not their direct responsibility.</i>
<p><u>Councillors and non-elected members</u></p> <p>... recognise rights of fellow Councillors and non-elected members.</p>	<ul style="list-style-type: none"> • <i>Councillors and non-elected members show each other mutual respect.</i> • <i>Councillors and non-elected members co-operate to deal with Council business openly and efficiently.</i>
...recognise Officers' Impartiality.	<ul style="list-style-type: none"> • <i>Councillors and non-elected members respect duties and confidentiality owed by Officers to other Councillors and non-elected members.</i>
...recognise that actions must accord with approved policies and procedures.	<ul style="list-style-type: none"> • <i>Councillors and non-elected members do not put pressure on Officers to work outside the Council's policies and procedures.</i>
<p><u>Corporate Management Board</u></p> <p>...offers independent, professional advice to the Council.</p>	<ul style="list-style-type: none"> • <i>CMB Chief Officers give balanced and complete advice including that which may be unwelcome.</i> • <i>All Officers work within their professions' codes of conduct.</i>

<p>...supports team working.</p>	<ul style="list-style-type: none"> • <i>CMB Chief Officers support one another at all times and work co-operatively within the Board.</i> • <i>CMB Chief Officers respect each other's views and welcome contributions to debate.</i> • <i>Cross-directorate teams are resourced and supported actively by CMB.</i> • <i>CMB Chief Officers encourage team working within their own Directorates.</i>
<p>...promotes innovation, high performance and public service.</p>	<ul style="list-style-type: none"> • <i>Change is seen as an opportunity rather than a threat.</i> • <i>Measures are in place to monitor and manage performance.</i> • <i>Risks associated with innovation are carried by the organisation rather than by individuals.</i>