

Dimension 3 : Structures and Processes

How the principles of corporate governance should be reflected

An authority needs to establish effective political and managerial structures and processes to govern decision-making and the exercise of authority within the organisation. A local authority should maintain arrangements to:

- define the roles and responsibilities of members and officers to ensure **accountability**, clarity and ordering of the authority's business
- ensure that there is proper scrutiny and review of all aspects of performance and **effectiveness**
- demonstrate **integrity** by ensuring a proper balance of power and authority
- document clearly such structures and processes and to ensure that they are communicated and understood to demonstrate **openness and inclusivity**
- ensure such structures and processes are kept **up to date** and adapted to accommodated change.
- self assessment score (1 = need to improve, 2 = adequate and 3 = good)

	The local code should reflect the requirements to:	Source documents/processes/other means that may be used to demonstrate compliance	Self Assessment Score	Action plan for improvement
(a)	put in place clearly documented protocols governing relationships between members and officers	Members Code of Conduct Officers Code of Conduct Members & Officers Protocol Cabinet & Corporate Team - Working Guideline	3	
(b)	ensure that the relative roles and responsibilities of executive and other members, members generally and senior officers are clearly defined	The Constitution sets out: The role and powers of each member body in sections 4 to 13. Section 20 repeats this information and also gives the delegated authority of officers. Section 15 describes the functions undertaken by officers.	3	

		Section 24 defines the delegated authority of members of the executive. How to record decisions and supporting materials (see particularly Section 23.4 on Key Decisions)		
Roles and Responsibilities - Members				
(c)	ensure that members meet on a formal basis regularly to set the strategic direction of the authority and to monitor service delivery.	The Constitution sets out the frequency of meetings the member bodies. A Schedule of council meetings is produced annually. Forward Workplans are produced for the Cabinet and the Scrutiny. The strategic service and resource planning process and the role of each member body in these is defined in the Constitution. Performance and management system Financial standards and regulations	3	
(d)	develop and maintain a scheme of delegated or reserved powers, which should include a formal schedule of those matters specifically reserved for the collective decision of the authority.	Constitution - Sections 4 to 13, 20 and 24 particularly. Those matters that are reserved for the collective decision of the authority are set out in Section 4 - Full Council.	3	

(e)	<p>put in place clearly documented and understood management processes for policy development, implementation and review and for decision-making, monitoring and control, and reporting; and formal procedural and financial regulations to govern the conduct of the authority's business.</p>	<p>Constitution - For policy development see particularly Sections on Policy Project Groups and Overview Committees - 12 and 7 respectively. For implementation and decision-making see Section 20. For reporting, monitoring, and review see Section 7 particularly. The service planning and performance systems ensure that the relevant information is available to members. Financial regulations are in section 17.</p>	3	
(f)	<p>put in place arrangements to ensure that members are properly trained for their roles and have access to all relevant information, advice and resource as necessary to enable them to carry out their roles effectively</p>	<p>Members' induction scheme Training for committee chairs Regular update sessions Training programme for members. Specific training on planning and planning decisions and for Appeals Panel members. Members have access to all the information they need for their particular role. This can be via the web site, email or in hard copy.</p>	3	ongoing development
(g)	<p>ensure that the role of the executive member(s) is/are formally defined in writing, to</p>	<p>The Constitution covers these. Particularly in Sections 5 (Cabinet), and 24 (Cabinet</p>	3	

	include responsibility for providing effective strategic leadership to the authority and for ensuring that the authority successfully discharges its overall responsibilities for the activities of the organisation as a whole.	Scheme of Delegations).		
(h)	ensure that the roles and responsibilities of all members of the local authority, together with the terms of their remuneration and its review, are defined clearly in writing.	Constitution - generally - see above. The Members' allowance scheme is set out in Section 21.	3	
Roles and Responsibilities - Officers				
(i)	ensure that a chief executive or equivalent is made responsible to the authority for all aspects of operational management.	Conditions of employment Sections 15 and 20 of the Constitution Statutory provisions Job description/specification Performance management system	3	
(j)	ensure that a senior officer is made responsible to the authority for ensuring that appropriate advice is given to it on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control.	Section 151 responsibilities Statutory provision Statutory reports Constitution Section 17 - Financial Procedure Rules, Section 15 - Officers, and Section 20 Budget documentation Job description/specification	3	

(k)	ensure that a senior officer is made responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes, regulations and other relevant statements of good practice are complied with	Monitoring officer provisions Statutory provision and guidance (including that from the Standards Board) Constitution sections 15 and 20 in particular Job description/specification	3	
(l)	ensure that the roles and responsibilities of all senior officers, together with the terms of their remuneration and its review, are defined clearly in writing	Section 15 and 20 of the Constitution Job descriptions/specifications Pay and conditions of service Performance review/appraisal	3	
(m)	adopt clear protocols and codes of conduct to ensure that the implications for supporting community political leadership for the whole council are acknowledged and resolved.	Officer Code of Conduct - S.19.5, Member and Officer Protocol - S.19.2, and Cabinet & Corporate Team Working Guideline - S.23.1	3	
Reference documents		Tools to assist local authorities for self assessment purposes		
<ul style="list-style-type: none"> • A Statement on the Role of the Finance Director in Local Government CIPFA (1999) • Consultative Draft of Proposed Guidance and Regulations on New Constitutions for Councils DETR (2000) • New Forms of Political Management Arrangements I&DeA (2000) 		<ul style="list-style-type: none"> • Self Evaluation Tool Kit: New Forms of Political Management Arrangements I&DeA (2000) 		

