

DIMENSION TWO: MEMBERS AND OFFICERS WORKING TOGETHER TO ACHIEVE A COMMON PURPOSE WITH CLEARLY DEFINED FUNCTIONS AND ROLES

The local code should reflect the requirements to:	Source documents/processes/other means that may be used to demonstrate compliance	Self Assess. Score	Action plan for improvement
<p>a)</p> <ul style="list-style-type: none"> • Set out a clear statement of the respective roles and responsibilities of the executive and of the executive’s members individually and the authority’s approach towards putting this into practice. • Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior members 	<ul style="list-style-type: none"> • Constitution • Record of decisions and supporting materials 		

b)	<p>Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required</p>	<ul style="list-style-type: none"> • Constitution 		
c)	<p>Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management</p>	<ul style="list-style-type: none"> • Conditions of employment • Scheme of delegation • Statutory provisions • Job descriptions/specification • Performance management system 		
d)	<p>Develop protocols to ensure that the leader and chief executive (or equivalent) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained</p>	<ul style="list-style-type: none"> • New chief executive and leader pairing consider how best to establish and maintain effective communication 		

e)	<p>Make a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control</p>	<ul style="list-style-type: none"> • Section 151 responsibilities • Statutory provision • Statutory reports • Budget documentation • Job description/specification 		
f)	<p>Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with</p>	<ul style="list-style-type: none"> • Monitoring officer provisions • Statutory provision • Job description/specification 		
g)	<p>Develop protocols to ensure effective communication between members and officers in their respective roles</p>	<ul style="list-style-type: none"> • Member/officer protocol 		

h)	<ul style="list-style-type: none"> • Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable) • Ensure that effective mechanisms exist to monitor service delivery 	<ul style="list-style-type: none"> • Pay and conditions policies and practices 		
i)	<p>Ensure that the organisation's vision, strategic plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated</p>	<ul style="list-style-type: none"> • Vision • Strategy • Corporate plans • Budgets • Performance plan/regime 		

<p>j)</p>	<ul style="list-style-type: none"> • When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority • When working in partnership: • Ensure that there is clarity about the legal status of the partnership • Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions 	<ul style="list-style-type: none"> • Protocols for partnership working. For each partnership there is: <ul style="list-style-type: none"> - A clear statement of the partnership principles and objectives - Clarity of each partner's role within the partnership - Definition of roles of partnership board members - Line management responsibilities for staff who support the partnership - A statement of funding sources for joint projects and clear accountability for proper financial administration - A protocol for dispute resolution within the partnership <p>NB: from special report <i>Local Partnerships and Citizen Redress</i>, Local Government Ombudsman (2007)</p>		
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Reference documents	Tools to assist local authorities for self-assessment purposes		
	<p><i>Final Report of the SOLACE Commission on Managing in a Political Environment, SOLACE (2005)</i></p> <p><i>Changing Organisational Cultures, Audit Commission (2005)</i></p>	<p><i>Managing in a Political Environment: A Handbook of Techniques, Tools and Processes, SOLACE (2005)</i></p>	