

ITEM 11 – MANAGING ORGANISATIONAL CONFLICTS IN COUNCIL ROLES AND DUTIES

REVISED PARAGRAPHS TO APPENDIX A (FOLLOWING FINANCE, AUDIT & RISK COMMITTEE – 24 SEPTEMBER 2015)

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3.5 In that case SMART Specific, measurable, attainable, realistic and timely. **proportionate** mitigation measures that are suitable for the size of the task and the potential risk to the Council, should be agreed (i.e. see “Deal with it” options below). **This does not mean all of the measures under 4.1, just what is appropriate. NB: For the avoidance of doubt, there is no suggestion that all these tools must be used, or that they are listed in any order of preference. The tools are examples of what can be used and the appropriate one(s) should be chosen for the organisational conflict situation identified.**

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4. (If applicable) DEAL WITH IT:

4.1 Organisational conflicts can be managed through various mitigation tools. This approach is unlikely to eliminate all problems and risk, but it should minimise them. They include internal controls and (where significant may include) independent oversight. **For the avoidance of doubt, you do not have to use all of the tools, only the one(s) relevant and proportionate to the situation identified.** such as:

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- **Crossing the divide:** It may be necessary in certain circumstances to move an Officer or Member from one side to another. This is known as crossing the divide/ wall crossing or being brought ‘over the Wall’. Local authorities have fixed resources/ Councillors and therefore (so long as there is no potential breach of professional rules or Codes) in exceptional circumstances it may be possible for an Officer or Member to cross the divide. This may be necessary, for example where the Executive Member has changed portfolio, or where an Officer’s managerial remit has changed to include a former conflict area, or where the Officer or Member has not been in a decision-making capacity/ the information is no longer confidential or sensitive, or where the interests are aligned and there is no longer a conflict. This list of examples is not exhaustive and individual situations will be considered on a case by case and if crossing the divide takes place the reasons should be clear and documented.