Corporate Management Portfolio

Working towards
A Well Managed Organisation

Scope of Portfolio

- Directorate comprises 8 distinct teams
  - Benefits & Revenues Service
  - Corporate Strategy
  - Democratic Services
  - Financial Services
  - Internal Audit Services
  - Legal Services
  - Human Resources
  - Information Technology

Services Covered (1)

- Benefits & Benefit Investigations
- Revenues
- Corporate Policy
- Communications
- Member & Committee Support Services
- Registration Services
- Accountancy
- Payments

Services Covered (2)

- Cashiers
- Internal Audit
- Legal
- Human Resources
- Information Technology

A well managed Organisation

- Works towards Continuous Improvement

  Working through partnerships

  Effective financial management

  Effective asset management

  Effective human resource management

  Equality issues

  Effective risk management

  Consultation / Communication

  Electronic government

  Community leadership

The Borough Directorate & Community Strategy

- Most services are essentially support services

    Thus there may be no (political) policy input

    But there are a few where an input is appropriate e.g. Procurement

    It would be problematic and undemocratic if opposition group members exercised political decision making powers or attempted to implement policy

Roles & Responsibilities

- To monitor
- To consult
- To listen
- To represent
- To encourage
- To report

- To act as Spokesperson?
- But not to manage

What have I done?

- I have had discussions both formal and informal with
- Chris Smith
- Sue Mullins
- Teresa Kristunas
- Steve Skinner
- Jane Smith
- Rob Seager
- Elaine Storer
- And before he left Mike Francis

Improvement to Portfolio Role

- Consider creating a new role for say IT Champion and remove from Portfolio
- Carrying out an audit of members skills.
- Based on this provide **assessed** training where needed and then using those skills as above.
- Tri - annual meetings of portfolio holders
- Biannual reports to O&S but at a separate open ended meeting.

Additional Help Needed (1)

- **Effective Financial Management**

- **Officers & Members ignoring regulations**
- **A concern especially with low balances/reserves**

- **Help needed in insisting that all regulations and procedures are adhered to.**

- **That Council reports are robust, comprehensive, complete consider alternatives of use & funding sources**

Additional Help Needed (2)

- What do I mean   Recent examples
 - Extreme Sports

    May yet again have broken RBC own procedures.

-CCTV

    Contract changed to give about 50% of value but attempt made to push though

All members have a duty to support and enforce our own rules !

So yes I need your support

Training & Investigation for Portfolio

- **Research carried out**.
- Attempting to understand the Byzantine world of Local Government finance.
- Risk management
- Consequences of the closure of OSS (superficial)
- Attendance various courses

Key Challenges for **Council** within Portfolio (1)

- ## Quality & Completeness of Reports
    - Depending on
  - ## Capacity (Staff & time)
    - Raises questions of
  - ## Timeliness, Robustness of information, Alternatives considered
    - And lead to
  - ## Good decision making

    - These come from good reports and unrushed decisions

Key Challenges for Council within Portfolio (2)

- Example
  - Reports for Exec 31/10/07
    - Draft 4/10/07
    - Final Version 16/10/07
    - Final report to CS 18/10/07
    - Committee 31/10/07
    - Typically 3.5 to 4 weeks
    - Officers really need 6 to 8 weeks
    - Both Finance & Legal often do not have sufficient time

Other Issues (1)

- Recruitment of staff
- Retention of staff
- Staff satisfaction
- Sickness absences
- Training
  - IT, Risk Management
- Training Budgets

Other Issues (2)

- Office Services are stretched – service currently being reviewed
- District Centres
- Property Services has a potential capacity issue
- Member training
- What it means to be trained

Other Issues (3)

- Information Technology
  - Recent Systems include – M3, IBS, Cedar, Anite and CAPS
  - Older system – Saffron

  Due to capacity IT Department is "Reactive rather than proactive"

  Member Services – Intranet

  Training issues for rolling out to public (members & staff)

Summary

- Consider revising Portfolio
  - Separate IT
- Demand and make possible better reports including demanding alternatives from Officers
- Under take more training with objective assessment & Skills Audit
- Review Principle of Governance
- Review staffing after restructure