



# **Future Priorities**

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# Looking Back...

- Reorganisation 1973
- 1990's – Europe's Influence
  - Community, Economic, Rural, Tourism etc.
- 2000 – New Roles
  - District Policing
  - Community Safety
  - Shared Services






# Reflection on my Experiences...

- Member / Officer relationship
  - Governance
  - Communications / Media relations
  - Member / Officer Skills
  - Standards of behaviour
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# How effective are Councils?

- Effectiveness can be judged in many ways
  - It is a complicated area for councils
  - Different measures are used by diverse stakeholders, such as:-
    - Voters
    - Central Government
    - Regional Assemblies
    - Voluntary Organisations
    - Community Groups
    - Neighbourhood Groups
  - All the above involve **Relationships**
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# Future Priorities

- Relationships

- A crucial relationship is between the chairman / Leader and the Chief Executive

- All Relationships between and amongst a Councils Political and Managerial Groups are critical to their success





# Factors affecting Relationships

- Power
  - A Balance needs to be struck between members
  - Political knowledge / understanding, and officers skills (*subject to knowledge and experience*) are paramount





# Future Priorities

- Conflict
  - Individual Councillors political needs may clash with more general responsibilities of officers
  - Strong potential for conflict between officers and perceived excessive target driven requirements of central government





# Future Priorities

- Creativity
  - Many forms
    - Administrative
    - Presentational
    - Relational
  - Shared ownership of processes
  - Officers involving members early in decision making can resolve possible barriers before they are experienced





# Future Priorities

- Leadership
  - ***Managerial leadership*** - Largely knowledge based
  - ***Political Leadership*** - Drives authority from the electorate
  - ***Leader and Chef Executive*** – Giving each other full support






# Team Working

- The way in which teams work together and the extent to which members **Trust** each other and **Communicate** are critical for success






# SIX Skills for Top Teams

- 1) Providing Vision
  - 2) Analytical Skills
  - 3) Communicational Skills
  - 4) Partnership Working
  - 5) Political Understanding
  - 6) Managing Performance
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# Summary

- 1) Member / Officer Relationships
  - 2) Member / Officer Capacity
  - 3) Governance Arrangements
  - 4) Communication
  - 5) Corporate Responsibility
  - 6) Standards
  - 7) Member “Championing” issues
  - 8) Dealing with difficult issues
  - 9) Time, Resource and Effort needed
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**Thank You for Listening**

