

REVIEW OF PORTFOLIOS

SUMMARY AND RECOMMENDATIONS:

In the light of the Rushmoor 2020 Modernisation and Improvement Programme and the re-structuring of the Council's services, a review has been undertaken of the Cabinet portfolios. The review has resulted in a number of changes to the portfolio structure and, in addition, three new roles of Cabinet Champions are being proposed.

The Cabinet is recommended to:

- (i) note the revised portfolio structure agreed by the Leader of the Council;
and
- (ii) approve the appointment of the following Cabinet Champions for the 2018/19 Municipal Year:
 - Education and Youth – Cllr Sue Carter
 - Armed Forces – Cllr Jacqui Vosper
 - Events and Civic Pride – Cllr Liz Corps

1. INTRODUCTION

1.1 Since the current Cabinet embarked on its work two years ago, the Council has been through a period of transition, especially following the appointment of a new Chief Executive and the plan to deliver the "Listen, Learn and Deliver Better" ethos. The Council Plan for 2018/19 reflects the Council's approach to become more customer focused, achieve financial sustainability and deliver excellent services. The Cabinet is considering a major programme for change, Rushmoor 2020, earlier in the meeting and I am keen to ensure that the Cabinet portfolio structure reflects this programme and have therefore carried out a review, in conjunction with other Members of the Cabinet and the Chief Executive.

2. BACKGROUND AND CHANGES

2.1 The basic portfolio structure has been in place since the Cabinet system was introduced in 2001. A number of adjustments have been made over the years within the structure to reflect the evolution of responsibilities and changes in functions.

2.2 In undertaking the review, account has been taken of the following:

- the Council Plan projects and priorities
 - the Chief Executive's proposals for the senior management re-structure which it is proposed will be reflected in the portfolios
 - ensuring that the portfolios work effectively within the new governance arrangements
- 2.3 The new structure also gives the Leader and Deputy Leader a freer role to act corporately, both inside and outside the organisation. The new portfolio structure is attached along with a chart showing how the Council Plan actions for 2018/19 are divided within the portfolio structure.
- 2.4 The Cabinet has also been examining opportunities to provide Members with opportunities for development and to lead on specific projects. A system has been established where up to three Cabinet Champion roles will be established each year for Members not on the Cabinet. Following discussion with other Cabinet Members, it is proposed that this year the three Cabinet Champions will cover:
- Education and Youth
 - Armed Forces
 - Events and Civic Pride
- 2.5 The proposed Members to fill these roles are preparing work programmes for the year, which are being agreed with the Leader and Deputy Leader and the Chief Executive, and the outcomes will be monitored. This new approach will enable work to be carried out which would not normally fall within one of the portfolios.

3. CONCLUSIONS

- 3.1 The proposed portfolio structure better reflects the change programme being driven forward by the Council and supports the work being carried out on the key priorities. The structure is flexible and will be kept under review. Adjustments may need to be made over time, especially as the modernisation and improvement programme progresses.

Background Documents:
Cabinet Report No. PS1801

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Portfolio Structure
2018/19

Leader
Cllr. David Clifford

Deputy Leader
Cllr. Ken Muschamp

Cabinet Champions
Education and Youth
Cllr. Sue Carter
Armed Forces
Cllr. Jacqui Vosper
Events and Civic Pride
Cllr. Liz Corps

Customer Experience and Improvement
Cllr. Paul Taylor

Corporate and Democratic Services
Cllr. Gareth Lyon

Planning and Economy
Cllr. Barbara Hurst

Operational Services
Cllr. Maurice Sheehan

Major Projects and Property
Cllr. Martin Tennant

Rushmoor 2020
IT and Digital
Website Infrastructure
Facilities
Projects and Improvement Teams
Communications and Branding
Customer Experience and Improvement
CSU
Customer Intelligence and Insight
Website Strategy

Community Development
Twinning
Community and Voluntary Groups
Democratic Engagement
Neighbourhood Renewal
Partnerships
Performance
Policy/Scrutiny
Budget Strategy
Financial Administration
Revenues
Benefits
Data Protection
Procurement
Risk Management
Human Resources
Payroll
Legal and Land Charges
Learning and Development

Strategic Housing
Local Economy
Town Centres (Inc. Public Realm, Street Scene and Entertainment Venues)
Museums, Art and Culture
Skills and Employment
Planning Policy and Conservation
Development Management
Building Control
SANGS

Statutory Housing (Inc. Homelessness)
Private Sector Housing
Contracts (Inc. Waste, Public Conveniences, Leisure, Grounds maintenance and Street Cleansing)
Enforcement and Operational Parking
Community Safety (Inc. CCTV)
Cemeteries and Crematorium
Leisure (Inc. Sports and Recreation, Parks and Open Spaces, Playgrounds and Community Halls)
Environmental Health (Inc. Pollution, Environmental Control, Food Safety, Health and Safety)
Licensing

Regeneration Programme
Property and Estates
Asset Management
Capital Projects
Highways and Infrastructure

Council Plan Actions
spilt by Portfolio
Structure 2018/19

Leader
Cllr. David Clifford

Deputy Leader
Cllr. Ken Muschamp

Cabinet Champions

Education and Youth
Cllr. Sue Carter

Work with schools, local FE providers, the County Council and employers to improve skills, raise aspirations and increase educational attainment (F)

Armed Forces
Cllr. Jacqui Vosper

Events and Civic Pride
Cllr. Liz Corps

Use Council and community led events and other initiatives to foster civic pride and increase engagement (F,E,D)

Customer Experience and Improvement
Cllr. Paul Taylor

Develop and implement "Rushmoor 2020", a modernisation and improvement plan based on the "Listen, Learn, Deliver - Better" ethos and the findings from the Peer Challenge, Staff Survey and IESE work (D)

Deliver the Customer and Digital Strategy plan for 2018/19 (D)

Take forward the new operating model and implement structural review (D)

Corporate and Democratic Services
Cllr. Gareth Lyon

With partners reshape the Rushmoor Strategic Partnership to focus on fewer, more strategic issues that deliver outcomes through shared leadership (F,E,D)

Determine a clearer focus on what the Council and partners are doing to tackle pockets of significant deprivation in parts of the Borough (F,E,D)

Continue the Council's review of grants and support and work with affected voluntary sector organisations to become more sustainable (F,E,D)

Enable decisions to be made as close to customers and communities as possible (F,E,D)

Review of the constitution including changes to the scheme of delegation and procedures to enable improved democratic arrangements and to ensure better customer service and improved delivery (D)

Planning and Economy
Cllr. Barbara Hurst

Produce a retail plan for Aldershot town centre (D)

Secure the adoption of the new Rushmoor Local Plan (D)

With partners start developing a centre of excellence for aerospace built on the Farnborough brand (F)

Exploit the economic and social benefits of the Farnborough Air show 2018 and the new conference centre. (E)

Develop a more strategic and proactive approach to economic development, building on the Borough's assets and offer to investors (F,E,D)

Generate and support targeted employment and skills opportunities to improve outcomes for residents (F,E,D)

Take tangible steps to address the loss of temporary accommodation in 2021 and the current shortage of social housing (FED)

Operational Services
Cllr. Maurice Sheehan

Continue to address the rough sleeping and street drinking issues in our town centres through enforcement, deterrent and prevention (F,E,D)

Agree future shape of the CCTV service and procure new cameras and maintenance and supply contracts (D)

Work with Serco to increase recycling rates (F,E,D)

Commence new leisure contract procurement (D)

Develop options for a new leisure centre in Farnborough as part of the Civic Quarter Development (D)

Develop the management plan for delivering the new natural open park land at Southwood (D)

Develop the options and future maintenance arrangements for the public open space transferring to the Council's ownership as part of the Wellesley Development (F,E,D)

Put in place and review the environmental enforcement pilot with East Hampshire DC. (E,D)

Major Projects and Property
Cllr. Martin Tennant

Set up new partnership and company arrangements to enable regeneration and the development of private rented and affordable housing on Council owned land (D)

Finalise and consult on a development scheme for Union Street, East Aldershot and agree proposals for other sites to support regeneration of Aldershot (F,E,D)

Finalise and consult on the Masterplan for the Civic Quarter area of Farnborough town centre. Agree the approach for moving forward each site in the Masterplan (F,E,D)

Invest further in commercial property and explore other opportunities to generate income / reduce costs (D)

Develop and renew the Asset Management Plan and implement a programme of review of the Council's asset and property holdings (D)

Support the CCG to open a facility in west Farnborough (E,D)

Complete and open the new depot (D)

Build the new pavilions and changing rooms at Ivy Road and Moor Road recreation grounds (D)