

STRATEGIC OBJECTIVES AT THE LEVEL OF BRĂILA CITY HALL

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Abstract: Strategic planning is a systematic and complex process aimed at a sustainable future. The present work has as its starting point the general objective outlined by the "Strategy for the consolidation of administrative capacities, respectively: Increasing coherence; increasing efficiency; increasing predictability; increasing transparency. The decision-making process at the level of local public administration, in order to fundamentally and coherently respond to the needs of local communities, by introducing the public policy approach in the decision-making process.

Keywords: objective, program expected results, risks.

JEL Classification: G21.

1. Introduction

The objective of strategic planning is to create controlled change. It is about three things:

- to prepare for the inevitable;
- to solve unwanted things;
- to control what can be controlled.

Any organization has customers and not necessarily people who pay for a certain thing. Hospitals call them patients, government departments call them taxpayers or beneficiaries of services. Customers have needs and desires and, to be effective, an organization is not enough to respond to these needs and desires, but must also be able to observe how they evolve.

Strategic planning also means knowing your strengths:

- what are the things you do well;
- what makes you different;
- what are the things for which people want access to your products and services.

But it also means identifying and acknowledging your weaknesses:

- what are the things you don't do well enough, why you don't attract customers;
- what are the things you do that are not at least as good as those of the competition;
- what of what you do is risky or highly influenced by change?

The strategic planning process leads to identification, decisions.

Strategic planning talks about the direction, where the decisions should go, how to get advantages from the strengths and how to apply them. It has nothing to do with forecasting. We are not talking about guessing the future, no one can do that. But it's about looking for trends, opportunities, changes. We are not talking about blindly following a plan, but about continuous assessment of the situation and about unpredictable approaches.

2. Strategic objectives at the level of the Brăila City Hall

2.1. The general objective

The general objective established at the Brăila City Hall level is to strengthen the administrative capacity of the Brăila City Hall, by simultaneously increasing the quality of public services provided to the population and institutional efficiency both in terms of managing economic resources and in terms of improving administrative-territorial management .

2.2. Strategic objectives

O.S.1: An efficient, modern public administration oriented towards the needs of citizens and the business environment. Within this objective, the implementation of some institutional measures to remove the weak points identified following the application of the perceptive questionnaires at the level of Brăila City Hall personnel is considered. In this case, an efficient public administration involves reducing reaction times to the needs of citizens and the business environment, which can be achieved by improving communication within the institution, especially in terms of interdepartmental communication, by simplifying and streamlining work flows, and by simplifying and streamlining work flows, and by balancing the volume of activity in areas where staff are overcrowded.

O.S 2: Improved working conditions, supported by a modern infrastructure, capable of managing the transition to the "smart city"

Within this objective, the adoption of those investment measures to remove the discomfort felt by the employees of the Brăila City Hall regarding the working conditions and the existing infrastructure at the level of the institution is considered. Thus, both the aspect related to the improvement of working conditions and the aspect related to the optimization of the information system are targeted, so as to create an informational infrastructure that is easy to use, quickly accessible and capable of ensuring the full functionality of the local public administration's efforts to make the transition to the smart-city concept.

O.S 3: 0 public administration closer to citizens, inclusive, sporty and participative

Here the development of the skills and competences of the Brăila City Hall is considered to adapt to a changing society, to show increased empathy towards the needs of citizens and to satisfy their legitimate expectations at a level of depth as possible. The objective equally aims at increased facilities for people exposed to the risk of social exclusion, vulnerable people and those who show the desire to be involved in solving community problems

3. Institutional programs

Each strategic objective corresponds to one or more institutional programs, which found their equivalent in the budget programs as follows:

Institutional/budgetary programs assimilated OS 1

Program 1: Simplifying and streamlining work flows The program aims at a set of measures aimed at optimizing the performance times of certain activities specific to the administrative process

Expected results:

- reduction of response times to citizens' requests;
- increasing the level of satisfaction of citizens;
- reducing the level of employee dissatisfaction;
- improving management;

- ensuring an improved traceability of the documents, actions and decisions adopted at the level of the Brăila City Hall.

Risks:

- resistance to change;
- the impossibility of establishing unitary monitoring measures.

Program 2: Improving interdepartmental communication and balancing tasks

The program aims at a set of measures aimed at strengthening responsibility and mutual trust between employees.

Expected results:

- increasing the level of trust between employees;
- the disappearance of conflictual and anticollective attitudes;
- strengthening team spirit and a constructive attitude towards work;
- optimization of communication relations between the institution's departments in order to coordinate public policies and strategies.

Risks:

- lack of sufficient time resources;
- instability propagated from the external environment.

Institutional/budgetary programs assimilated OS 2

Program 3: Improvement of the infrastructure and the conditions for carrying out the activity of the staff.

Aims at ensuring optimal working conditions for staff, including work spaces, workplace ergonomics, hygiene conditions, etc.

Expected results increase in staff performance:

- reducing the level of dissatisfaction;
- increasing the attractiveness of the institution;
- reducing staff turnover;
- reducing the occurrence of occupational diseases;
- cost reduction in the medium and long term.

Risks:

- lack of sufficient resources;
- the limited range of options for reorganizing the space;

Program 4: Information and digitization of public administration as a necessary precondition for the transition to smart-city

It aims to continue the steps taken to facilitate the transition to smart-city

Expected results:

- the configuration of a high-performance, secure, fast hardware and software infrastructure that can support public services provided online in optimal conditions;
- expanding the number and complexity of specific services;
- increasing the degree of satisfaction of the population;
- reduction of waiting times;
- reducing dependence on a certain type of operating program.

Risks:

- lack of sufficient resources;
- the long familiarization time with the services provided in the electronic environment;
- the reluctance of certain categories of staff;

Institutional/budgetary programs assimilated OS3

Program 5: Development of staff skills and competencies

It aims to continue the efforts undertaken to maintain a high level of qualification for the employed staff.

Expected results:

- trained staff with multiple skills;
- more efficient staff;
- improving communication with citizens;
- reduction of waiting times.

risks

- the impossibility of including all employees in the training programs
- the instability of the legislative framework

Program 6: Creating facilities for an inclusive and participatory public administration

Aims at designing a set of measures through which disadvantaged groups, vulnerable groups, have equal and undifferentiated access to public services provided

Expected results:

- creating a strong local community;
- increasing the degree of satisfaction;
- improving communication;
- reduction of waiting times
- guaranteeing non-discriminatory access to any public service.

Risks:

- the possibility of the emergence of potential conflict situations of ideological origin;
- delaying the adoption of certain decisions with an impact on the community.

Measures represents an ongoing function of the institution or a long-term commitment or intervention to which the institution undertakes to reform and improve the implementation of policies. A measure is constituted by a group of activities and/or projects that support the respective policy. The results of the budget programs are obtained through the implementation of the measures. In general, a program must include at least two measures.

The number of measures within each program varies depending on its complexity.

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