

SOUTH WEST COUNCILS

South West Councils is a politically led, cross-party organisation working by consensus for the benefit of its member organisations and the South West. The membership is all 41 South West Local Authorities plus a range of Associate Members including Police, Fire and Rescue Services, National Parks, Town and Parish Councils, Housing Associations, Schools and others.

This plan details the work priorities, proposed activities and funding for the period 2014-15

South West Councils Business Plan 2014 - 15

Our **three key overarching objectives** in supporting Members and delivering our work are:

Supporting member authorities as Employers, encouraging improved performance and capacity across the region through the provision of high quality HR advice and support, and the sharing of accessible information and knowledge on a range of relevant issues;

Assisting member authorities and associate members to enhance capacity and service delivery through developmental activities for improved performance and efficiency;

Supporting authorities in sharing best practice and knowledge and in having a South West voice, built on consensus, on issues on national policy and funding, working with the national Local Government Group, when this is deemed appropriate by Members.

Key work priorities

Success Indicators

(i) Human Resources Services

Providing free high quality, independent HR advice to member organisations and associate members on:

- Terms and conditions including teaching staff
- Day-to day problematic employee relations issues eg absence management and conflict resolution
- Employment law
- Policy developments
- Support to Members on sensitive senior staff issues
- Chief Executive Appraisals
- Members' Allowances Panel

Support in specialist HR areas on a charging, not-for-profit basis including:

- Job Evaluation
- Disciplinary and grievance investigations and support to Members.
- Pay reviews for senior staff
- Senior management recruitment
- Mediation and conflict resolution
- Pre tribunal conciliation
- Workforce development including support via psychometric testing and 360° appraisal

Initiatives providing discounted services as a result of shared working/purchasing:

- Regional framework agreements on:
 - + Psychometric testing licences
 - + XpertHR advice services
- *EPaycheck* benchmarking service
- *Recruitment Portal (under development)*
- *Online DBS checking (under development)*



85% of customers rating services as good or excellent



Number of organisations receiving direct support



Increased number of member organisations authorities benefitting from shared working initiatives:

Key work activity

Success Indicators

(ii) Learning and Development Services

Providing high quality learning and development opportunities which:

- meet the needs of member organisations in delivering ongoing “core” training services in areas including:

Councillor Development

Waste Management

Management & Business Planning

Gypsies & Travellers

Local Government

Coaching & Personal Development

Legal & Finance

HR & Employment Services

Training & Assessment

- are responsive; developing and delivering new development programmes, qualifications and topical conferences reflecting customers’ changing needs
- are excellent value for money
- retain National Accreditations and recognition

Support ongoing Councillor Development working with other partners including the national LGA through:

- Provision of advice and support on Member Development Charter and independent assessment process
- Support on Councillor Induction and development programmes delivered by authorities through the delivery of the Community Leadership Awards

Support the development of a coaching and mentoring culture in the South West as a cost effective development tool through:

- Provision and management of the SW Coaching and Mentoring Pool offering reciprocal coaching
- Provision of high quality accredited training
- Ongoing CPD and supervision support
- A system for matching, recording, reporting and evaluating coaching and mentoring interventions



85% ratings good or excellent on all training and events



Delivery of learning and development to 90% of member authorities



Increased number of training days delivered



Awarding Organisations accreditations (ILM, Pearson Edexcel, Wamitab, CIEH, EDI) “Excellent” or “Grade A” rating from external inspections



25+ organisations in SW Coaching and Mentoring Pool



80% of coaching interventions evaluated as making a positive contribution to organisational outcomes



£20k pa saved on coaching interventions

Key work activity

Success Indicators

(iii) advocacy, best practice sharing and partnership working

Bringing authorities together to share information and influence policy development such as pay and pensions and undertake lobbying as appropriate on issues of concern across local authority boundaries

Supporting member organisations through information gathering and sharing with:

- Regular production of e-bulletin SW News
- Associate newsletters and email updates focussing on key HR issues
- Undertaking surveys on HR issues on items of key concern to member organisations and sharing of results

Positive relations further developed and opportunities for effective co-ordination and sharing of expertise, ideas and effort maximised with the national Local Government Association, other regions and partner organisations within the South West

Facilitating collaboration, the spread of best practice and information sharing through support for meetings and networks with both face to face meetings and virtually through provision of confidential web based/ electronic discussion group for Members and Officers including:

- SW Councils meetings
- SW Employers Panel
- Resources and Management Committee
- Member networks as required e.g. Children's Services portfolio holders; Scrutiny Members etc
- Chief Executive Group
- HR Directors group
- Education Personnel Officers
- Annual Conference for HR and Education HR professionals
- HR Public Health Leads
- Reward Group
- L&D Officers Network
- Member Development Officers
- Coaching Champions



Regular external Communications issued



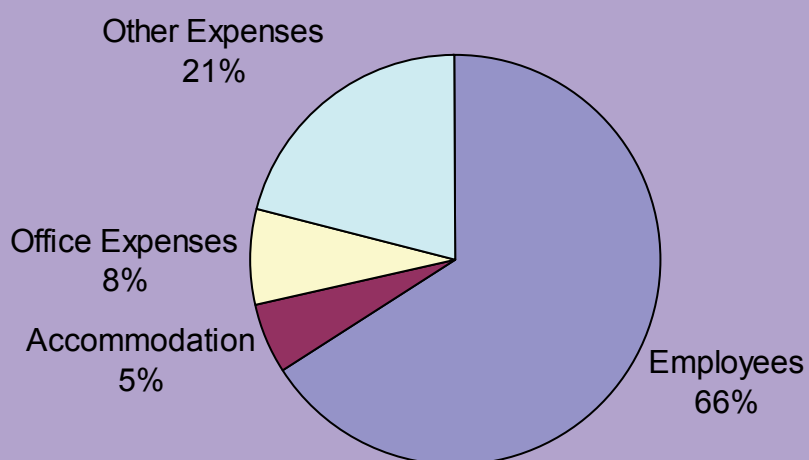
Customer satisfaction survey recording 85% satisfaction with service provision



Level of engagement maintained

<u>Key work activity</u>	<u>Success Indicators</u>
<p style="text-align: center;">(iv) Policy and strategy</p> <p>Support Policy debates and input to consultations etc on issues of interest including pay and workforce development and obtaining input from government, government agencies, the LGA and other key bodies</p> <p>Supporting SW Chair on LGA Executive through briefings etc based on input from all SW Authorities</p> <p>Work with Local Authorities and stakeholders to deliver regional partnership support on asylum and migration (with Home Office grant funding). Activity to include:</p> <ul style="list-style-type: none"> • Sharing of information and best practice through meetings and networks • Facilitate constructive debate on migration issues among partners • Monitor migration impacts and trends, and raise awareness of issues, risks and opportunities within the South West to inform policy. 	<p style="text-align: center;">◆</p> <p>Maintain representation on key national groups and opportunities to engage with national players at regional events</p> <p style="text-align: center;">◆</p> <p>SW Migration Partnership continue to deliver thereby meeting grant conditions</p>
<p style="text-align: center;">(v) Corporate</p> <p>Financial management delivers accurate financial forecasting and budgeting</p> <p>Core services are maintained “free” as part of the subscription but income generation is maximised from other services including the use of assets</p> <p>Core costs minimised through ongoing efficiency measures</p> <p>Marketing of services is more effective through:</p> <ul style="list-style-type: none"> • Better use of electronic communications including development of social marketing tools • Use of targeted material including case studies to demonstrate benefits • Use of customers to “spread the word” <p>All employees supported to achieve their full potential and to ensure wellbeing of the workforce</p> <p>Continued compliance with financial and legal responsibilities around health and safety, human rights, equalities, discrimination, freedom of information etc</p>	<p style="text-align: center;">◆</p> <p>Budget is delivered +/-5%</p> <p style="text-align: center;">◆</p> <p>Bad Debt below 2%</p> <p style="text-align: center;">◆</p> <p>Audit requirements met & Certification Officer approval maintained</p> <p style="text-align: center;">◆</p> <p>£1,090k net income generated</p> <p style="text-align: center;">◆</p> <p>liP Standard met</p> <p style="text-align: center;">◆</p> <p>No legal or Health and Safety infringements</p>

Expenditure breakdown for 2014/15



Income breakdown for 2014/15

