

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 comprises 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, Charities and others.

This plan details the work priorities, proposed activities and funding for the period 2015-16

South West Councils Business Plan 2015 –16

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

High quality, independent HR advice, free to member organisations, on:

- Terms and conditions
- Day-to day problematic employee relations issues e.g. absence management and conflict resolution
- Employment law
- Policy developments
- Sensitive senior staff issues
- Chief Executive Appraisals
- Members' Allowances Panel

Specialist HR support on a charging, not-for-profit basis including:

- Job Evaluation
- Disciplinary and grievance investigations
- Pay reviews
- Recruitment and Selection
- Mediation and conflict resolution
- Pre-tribunal conciliation and settlement agreements
- Workforce development including support via psychometric testing and 360° appraisal
- Restructuring

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

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



85% of customers rating services as good or excellent



85% of member organisations authorities benefitting from shared working initiatives

Key work activity

Success Indicators

(ii) Learning and Development Services

Learning and development activities which constantly evolve to meet customers' needs, is excellent value for money and delivers training opportunities in areas including:

Councillor Development	Waste Management
Management & Business Planning	Gypsies & Travellers
Local Government	Coaching & Personal Development
Legal & Finance	HR & Employment Services
Training & Assessment	Enforcement & Trading Standards

Meet quality standards with appropriate national accreditations and recognition

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

- Provision of advice, support and assessment of the Charter for Member Development
- Support on Councillor Induction through the delivery of the Community Leadership Awards
- Supplement Local Authority courses through regional taster sessions and master classes

Deliver a range of in-house courses to meet specific needs, open events to share best practice and specialist Conferences and master classes

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% of learning & development activities rated as 85% good or excellent



Awarding Organisations accreditations (ILM, Pearson Edexcel, Wamitab) "Excellent" or "Grade A" rating from external inspections



Qualification achievement rate exceeds 85% of learners completing courses



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

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
- SW Councils Members bulletin, Associate newsletters and email updates as appropriate
- 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. Adults and 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
- SW Procurement Group

Provision of regional response on any issues identified by Members collectively



Regular and relevant external communications issued



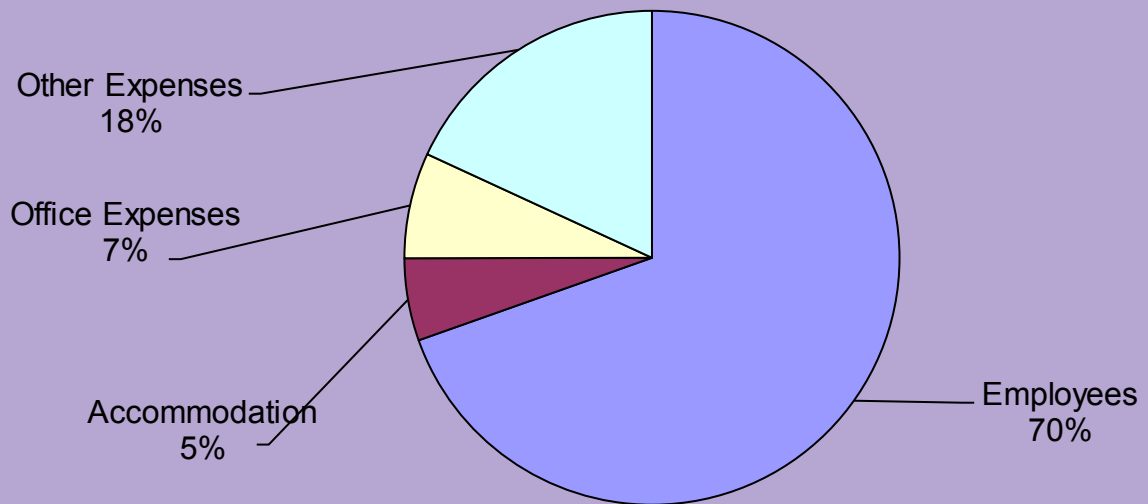
Customer satisfaction survey recording 85% satisfaction with service provision



100% of local authorities participating in either physical meetings or virtual groups

<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 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;">(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 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 income generated</p> <p style="text-align: center;">◆</p> <p>Organisational commitment to continuous improvement maintained to ensure IIP Gold standard continues to be met</p>
<p>All employees supported to achieve their full potential and to ensure wellbeing of the workforce</p> <p>Ongoing organisational support for collective and individual activities recognising corporate social responsibility of SW Councils</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>No legal or Health and Safety infringements</p>

Expenditure breakdown for 2015/16



Income breakdown for 2015/16

