

# South West Councils Business Plan 2018-19

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.

Our **three 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 priority 1:

### Delivery of Human Resources and Learning & Organisational Development 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
- Independent Remuneration Panel support

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
- Workforce development including support via psychometric testing and 360° appraisal
- Restructuring
- Provision of interim support from SW Councils expert team on part time/short term basis

Learning and development activities which constantly evolve to meet customers' needs and deliver training opportunities in areas including:

Councillor Development, working with other partners 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
- Essential Skills for the 21st Century Councillor

Management & Business Planning: including the design of bespoke programmes such as:

- Stepping up to Leadership for Devon CC
- Business Planning & Commercial Awareness for RD&E NHS
- Effective Leader for Dorset CC
- Management Development Programme and ILM Level 3 qualification for Exeter City Council

Coaching & Personal Development: provision of qualifications from levels 2 through to 7, CPD and Supervision support

HR & Employment Training: including the delivery of ASPIRE Business Partner programme in partnership with CIPD and West Midlands Employers

Professional Development training: including the delivery of a range of training such as:

- |   |                                 |
|---|---------------------------------|
| Business Case and Specification Writing | Pension Managers' Conference    |
| Effective Complaints Handling           | Equalities for tenant volunteer |
| Appraisals & Performance Management     | Facilitation Skills             |
| Pre-Employment Check                    | Public Speaking                 |

### Deliver a range of Annual development events:

- ◆ National Pension Managers' Conference
- ◆ HR Professionals' Conference in partnership with PPMA
- ◆ Education HR Conference
- ◆ Annual Coaching Conference
- ◆ Coaching Master Class Day
- ◆ Annual PA's Conference
- ◆ SW Local Authority Challenge

### Apprenticeships and Apprenticeship Levy

- Co-ordination/working with the LGA
- Facilitate discussions regarding a regional Framework Agreement
- Offer End Point Assessment (EPA) service in two of the new standards
- Build a bank of Assessors using specialist staff in Local Authorities across the region
- Seek approval as an approved training provider

### South West Jobs Portal

- SW jobs site supporting organisations across the SW for advertising vacancies
- Promoting the SW as a place to work

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

- EPaycheck benchmarking service
- SW Coaching and Mentoring Pool supporting cross-organisational coaching and shared development opportunities
- Online DBS checking
- Regional framework agreements XperthR advice services
- Jobs Portal

### **Success Indicators**

- ⇒ In excess of 85% of customers rate as good or excellent:
  - ◆ Quality of services
  - ◆ Value for money
  - ◆ Overall learning from events
- ⇒ 85% of member authorities benefitting from shared working initiatives
- ⇒ Qualification achievement rate exceeds 85% of candidates completing courses
- ⇒ Net income after direct expenses exceeds:
  - ◆ £93k on HR and L & OD consultancy
  - ◆ £132K on training provision
  - ◆ £5k on Apprenticeships activity
  - ◆ £10k on SW Jobs portal

## **Key work priority 2:**

### **Advocacy, best practice sharing and strategy support**

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
- “South West” Group
- Adults Portfolio holders
- Children’s Services portfolio holders;
- Scrutiny Members
- Other member groupings as required eg SW HWBB Chairs'
- Strategic Chief Executive Group
- HR Directors group
- Education Personnel Officers
- HR Public Health Leads
- Regional Social Work Recruitment and Retention Network
- Reward Group
- L&D Officers Network
- Member Development Officers
- Coaching Champions
- SW Procurement Group
- SW Highways Alliance
- South West Strategic Migration Partnership
- PA Network for all PAs public and private sector (predominantly in Somerset)

#### Support policy and strategy debates

Support member authorities to input to consultations on issues of collective interest across the South West . In particular given role as SW Employers the discussion of workforce issues and pay including impacts of the Living Wage and pay spine review work . Supporting sharing of information and best practice on devolution including debating regional transport and other infrastructure priorities. Support engagement and obtain input from central government, MPs and MEPs, government agencies, the LGA and other key bodies particular at bi-annual meetings of full membership of SW Councils.

Joint working further developed with the Local Government Association, “sister” organisations in other regions and partner organisations within the South West

Support the Chair and others to participate in LGA activities, particularly the Executive through provision of support and briefings based on contributions from all SW Authorities

Support the Chair of the Employers Panel to engage in the National Association of Regional Employers meetings and engage with those regions to share information and work in partnership where appropriate

Work with Local Authorities, LEPs and others as appropriate on the Great South West initiative

Work with Local Authorities and stakeholders to deliver regional partnership support on asylum and migration (with Home Office grant funding). In particular, support:

- South West Strategic Migration partnership ongoing work on sharing of best practice, information and ideas and acting as a conduit back to central Government
- Supporting authorities:
  - with asylum dispersal and migrant workers
  - in delivering the Syrian Resettlement Scheme
  - in delivering the Vulnerable Children's Resettlement Scheme
  - Supporting authorities with the Unaccompanied Asylum Seeking Children Transfer scheme

Supporting member organisations through lobbying, information gathering and sharing with:

- Support for lobbying activity appropriate to the whole of the south west eg fairer funding, resilience, affordable housing and social care funding etc
- Support activity, as agreed by Members, on promoting the collective South West in order to maximise opportunities including for government funding and to attract investment
- Regular production of newsletters including:
  - ◆ e-bulletin SW News particularly sharing learning from organisations - circulated to any subscriber
  - ◆ SW Councils Members bulletin—focussed on sharing relevant information for elected Members and Chief Executives about the work of SW Councils on their behalf as well as sharing other relevant information eg pay updates
  - ◆ Associate member newsletter
  - ◆ Heads of HR Bulletin with HR specific updates eg sharing of latest employment advice and tribunal outcomes
- Undertaking surveys on HR and L&OD issues of key concern to member organisations and sharing of results
- Use of social media to share information and successes along with use for marketing and promotion

### **Success Indicators**

- ⇒ 100% of customers receiving regular (at least quarterly) and relevant external communications
- ⇒ 100% of member authorities participating in either physical meetings or virtual groups
- ⇒ Ensure strong South West voice on pay debates
- ⇒ SW Migration Partnership continues to be supported by Home Office
- ⇒ 100% Strategic Authorities participating in the National UASC Transfer Scheme
- ⇒ Continued engagement by 82% of authorities in Syrian Resettlement programme

## Key work priority 3:

### Corporate

#### Financial management delivers accurate financial forecasting and budgeting

- Management of the funds in such a manner as to accomplish the objectives of South West Councils;
- Maintain adequate and effective financial procedures, to demonstrate proper accountability for the use of public money, and to safeguard South West Councils' members and staff.

#### Effective asset management—including use of building

- Assets are safeguarded from loss, damage and unnecessary diminution in value;
- Assets are properly accounted for:
- All statutory and corporate requirements are met;
- Income is maximised from the use of assets:
- All disposals of assets are properly accounted for.

Core costs minimised through ongoing efficiency measures including improved use of electronic and social marketing tools and encouragement of word of mouth customer referral

Sponsorship and exhibition spaces - opportunities for sponsorship of events explored and exhibition space sold where appropriate

#### New business opportunities explored

All employees supported to achieve their full potential and to ensure wellbeing of the workforce including supporting apprentices to complete qualification and access job opportunities.

Support for collective and individual activities recognising corporate social responsibility of SW Councils

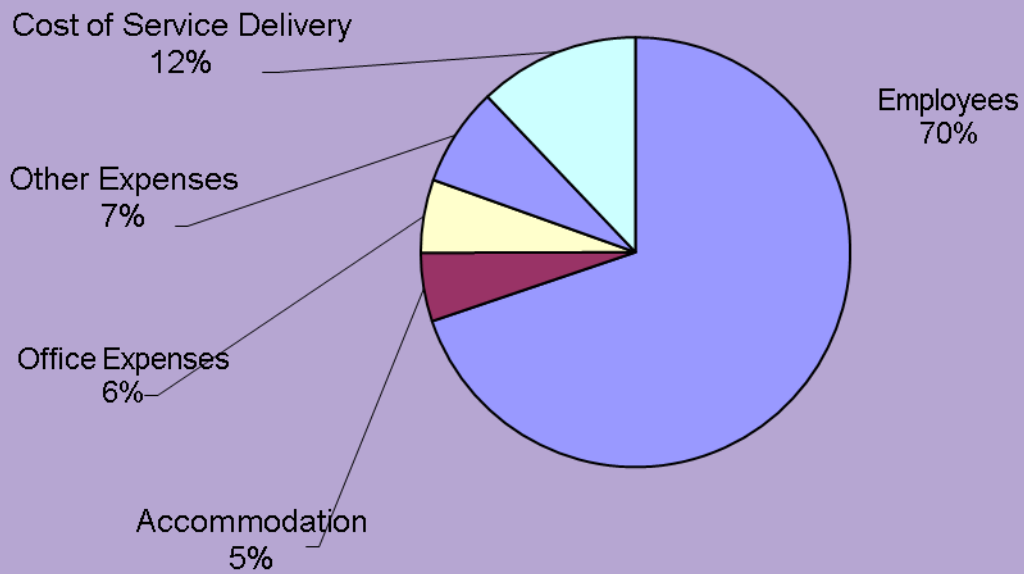
Continued compliance with financial and legal responsibilities around health and safety, human rights, equalities, discrimination, freedom of information, data protection etc

GDPR compliance - ensure appropriate framework in place for implementation of the General Data Protection regulations which come into force on 28 May 2018.

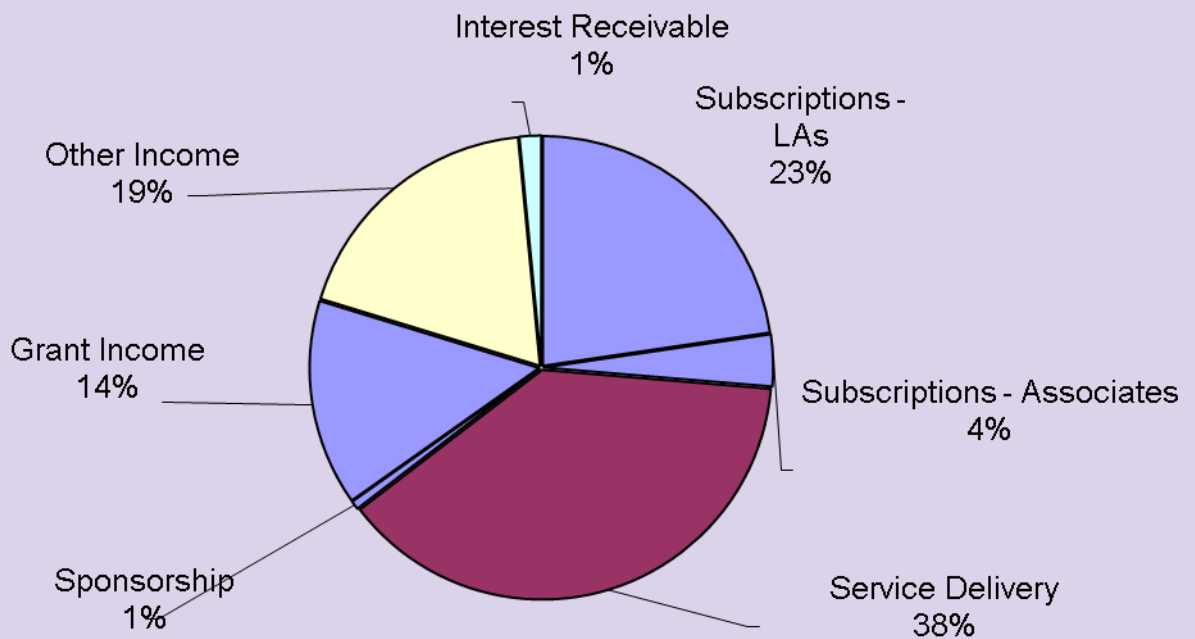
### Success Indicators

- ⇒ Budget is delivered +/-5%
- ⇒ Bad debt below 2%
- ⇒ Sickness levels at 3 days or below per FTE per annum on average
- ⇒ Audit requirements met and Certification Officer approval maintained
- ⇒ £8k income raised from sponsorship and exhibitor contributions
- ⇒ Overall £1.3m income target met
- ⇒ No legal or Health and Safety infringements
- ⇒ Commitment to supporting engagement of staff and provision of development opportunities

## Expenditure breakdown for 2018/19



## Income breakdown for 2018/19



## South West Councils' Member Structures

### South West Councils

Leaders (or their representative) of 41 Local Authorities  
(plus up to 10 non voting members to deliver broad political engagement)

**Chair:**

**Cllr John Hart, Devon County Council**

**Deputy Chair:**

**Cllr Stephen Jordan, Cheltenham Borough Council**

**Vice Chairs:**

**Cllr Helen Holland, Bristol City Council**

**Cllr Harvey Siggs, Mendip District Council**

**Cllr Philip Sanders, West Devon District Council**

#### South West Employers Panel

Leaders / HR portfolio holders

**Chair: Cllr Harvey Siggs**

#### Resources and

#### Management Committee

12 Members responsible for resources and staffing. **Chair: Cllr Hart**

#### South West Provincial Council

Joint structure with Trade Union side and Employers Panel

#### SW Children's Services Portfolio holders

**Chair: Cllr Laura Mayes,  
Wiltshire Council**

#### SW Adult Services Portfolio holders

**Chair: Cllr Ben Stokes,  
South Gloucestershire Council**

#### South West Chief Executives' Group

All Chief Executives providing guidance and support to SW Councils Members and staff

**Chair: Phil Norrey Chief Executive, Devon County Council**



# THE SOUTH WEST COUNCILS TEAM:



*Bryony Houlden*  
Chief Executive



*Ian Morgan*  
Head of HR Services



*Fay Edwards*  
Head of Learning & Organisational Development



*Karen Stone*  
Business Manager



*Rachel Grandfield*  
Regional HR Advisor



*Steph Smith*  
HR Advisor (P/T)



*Emily Turner*  
Principal HR Advisor (P/T)



*Michele Evans*  
HR Support Officer



*Sue Crosland*  
Learning & Organisational Development Officer



*Karen Slade*  
Learning & Organisational Development Assistant (P/T)



*Sarah Short*  
Migration Partnership Lead (P/T)



*Kelly-Anne Phillips*  
M.P. Policy Officer (P/T)



*Bronwyn Prosser*  
M.P. Policy Officer (P/T)



*Jill Bowditch*  
Principal Finance Officer (P/T)



*Jane Skipton*  
Communications & Administrative Assistant



*Pam Robinson*  
Administration Assistant (P/T)



*Jania Beale*  
Administration Assistant (P/T)



*Josie Deacon*  
Administration Assistant



*Matt Adams*  
Administration Assistant



*Megan Dew*  
Business Administrative Apprentice



1 Vacancy

