



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

South West Councils Business Plan 2016 –17

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:

(i) Delivery of Human Resources and Learning & Development Services:

Core support to be provided to member organisation and charged for services to be provided which are excellent value for money meeting the needs of customers

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

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

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

Management & Business Planning: including the design of bespoke programmes

Coaching & Personal Development: Provision of high quality qualifications up to Level 7, CPD and supervision support

Local Government

Waste Management

Legal & Finance

Gypsies & Travellers

Training & Assessment

Enforcement & Trading Standards

Success Indicators

In excess of 85% of customers rate services provided as :

- ⇒ good or excellent
- ⇒ good or excellent value for money

Qualification achievement rate exceeds 85% of learners completing courses

Key work priorities:

(ii) advocacy, best practice sharing and partnership working

Supporting initiatives and sharing of information across organisations. Helping authorities collectively influence policy development and lobby as appropriate on issues of concern

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

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
- Devolution Task and Finish Group
- Member networks including Adults and Children's Services portfolio holders; Scrutiny Members, SW HWBB Chairs' Network
- Strategic Chief Executive Group
- HR Directors group
- Education Personnel Officers
- Annual Conferences for HR and
- Education HR professionals
- 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
- Migration Partnership

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

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

- EPaycheck benchmarking service
- SW Coaching and Mentoring Pool supporting cross-organisational coaching
- Online DBS checking
- Regional framework agreements XpertHR advice services

Provision of interim support from SW Councils expert team on part time/short term basis

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

In excess of 85% of member authorities benefitting from shared working initiatives

Key work priorities:

(iii) policy and strategy

Support policy and strategy debates by member authorities and input to consultations on issues of collective interest across the South West such as local government funding, adult care, pay and workforce development, devolution. Engage with and obtain input from central government, MPs and MEPs, government agencies, the LGA and other key bodies

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

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

Success Indicators

Maintain representation of SW on key groups

SW Migration Partnership continue to be funded by Home Office

(iv) corporate and business innovation

Ensure the effective running of the business and development of new business

Financial management delivers accurate financial forecasting and budgeting

Core services maintained as part of the subscription and income generation is maximised from other services including the use of all assets

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

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 etc

Develop new services working with customers to build on initiatives introduced as pilots in 2015/16 and to identify and develop new products and services in 2016/17 :

- Pilot SW Local Authority Challenge developed and opportunity for similar event focussed on Members explored
- Build on the success of the 21st Century Councillor CPD Day
- E recruitment portal
- Development of a blended learning approach, combining group and individual activities along with traditional and contemporary learning approaches

Success Indicators

Budget is delivered +/-5%

Bad Debt below 2%

Sickness levels at 4 days or below per FTE per annum on average

Audit requirements met & Certification Officer approval maintained

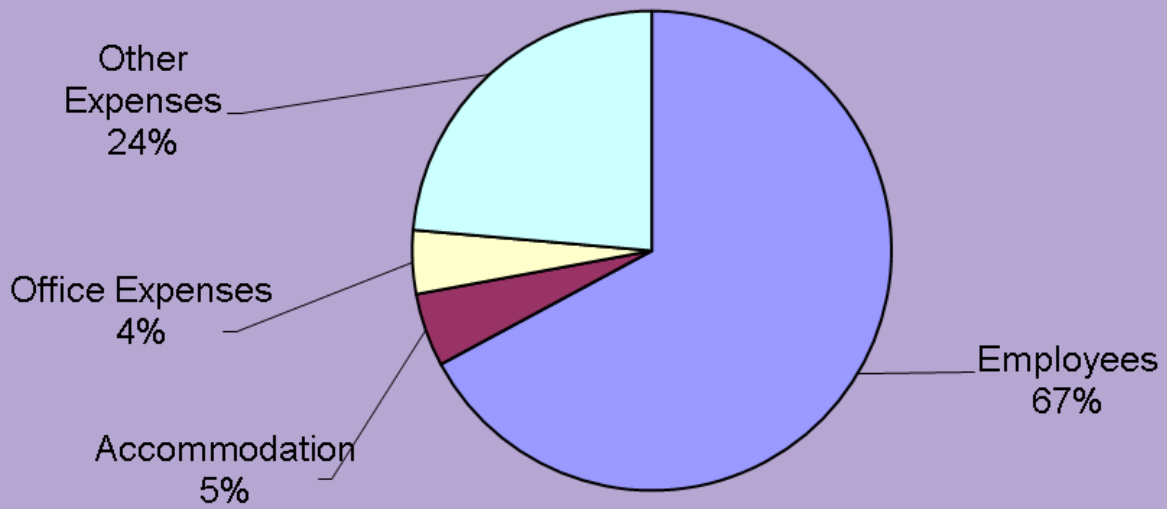
£income target met

No legal or Health and Safety infringements

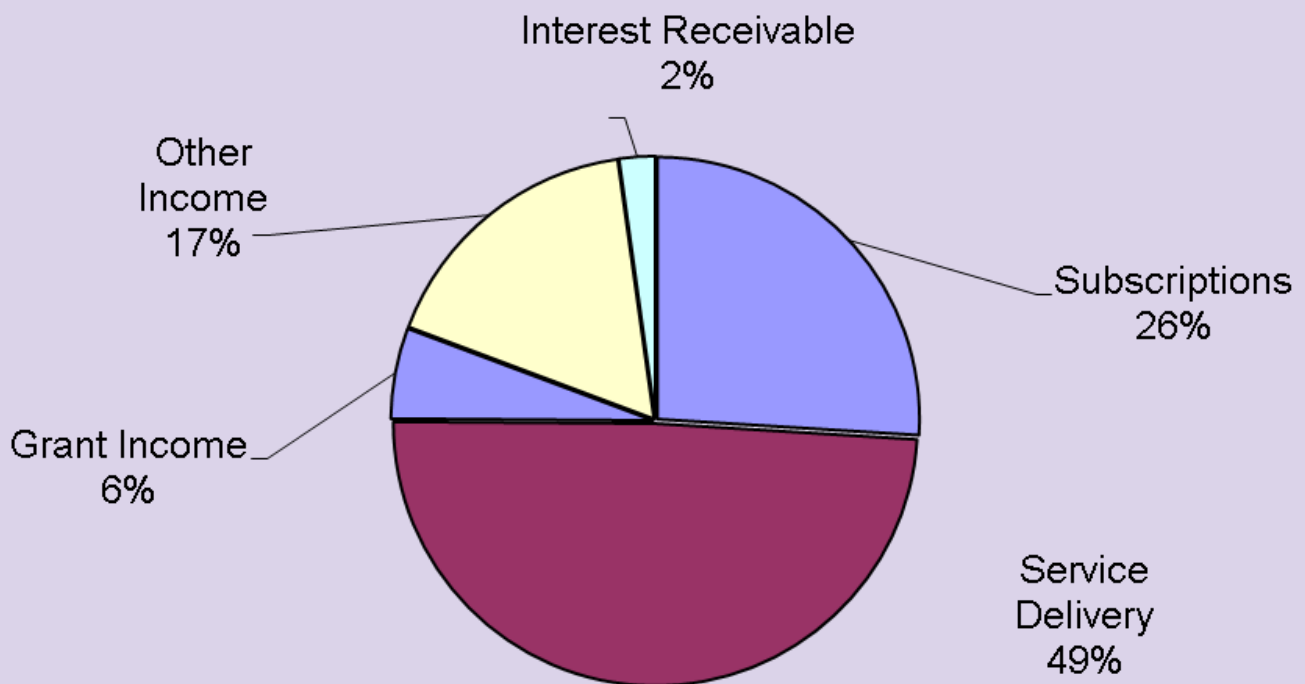
commitment to continuous improvement & IIP Gold standards maintained

New business opportunities at least breaking even with future potential

Expenditure breakdown for 2016/17



Income breakdown for 2016/17



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 Robert Gould, Dorset County Council

Cllr Harvey Siggs, Mendip 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.

South West Provincial Council

Joint structure with Trade Union side and Employers Panel.

SW Portfolio holders

South West Chief Executives' Group

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