

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.



**SOUTH WEST  
COUNCILS**

This plan details the work priorities, proposed activities and funding

# South West Councils Business Plan 2017-18

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 priority 1:

### 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
- 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 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

Legal & Finance

Training & Assessment

Waste Management

Gypsies & Travellers

Enforcement & Trading Standards

HR & Employment training

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 PAs Conference
- ◆ SW Local Authority Challenge

**Success Indicators**

- ⇒ In excess of 85% of customers rate as good or excellent :
- ◆ Quality of services provided as good or excellent
  - ◆ value for money provision
  - ◆ Learning overall as good or excellent
- ⇒ Qualification achievement rate exceeds 85% of learners completing courses

**Key work priority 2:**

**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

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
- Other Member networks including Adults and Children's Services portfolio holders; Scrutiny Members, 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
- Migration Partnership
- PA Network for all PAs public and private sector (predominantly in Somerset)

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
- 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

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 and shared development opportunities
- Jobs Portal
- Online DBS checking
- Regional framework agreements XpertHR advice services

### **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 priority 3:**

### **Policy and strategy**

Support policy and strategy debates by member authorities and 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.

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 in delivering the Syrian Resettlement Scheme
- Supporting authorities with the Unaccompanied Asylum Seeking Children transfer scheme

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

In 2017/18 particular emphasis on working with authorities on implications and implementation of Apprenticeship levy across the South West

### **Success Indicators**

- ⇒ Maintain representation of SW on key groups
- ⇒ Ensure strong SW voice on pay debates ..
- ⇒ SW Migration Partnership continue to be funded by Home Office
- ⇒ 15 Strategic Authorities participating in the Syrian Resettlement programme or National UASC Transfer Scheme.

## **Key work priority 4:**

### **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

Sponsorship—opportunities for sponsorship of events 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 etc

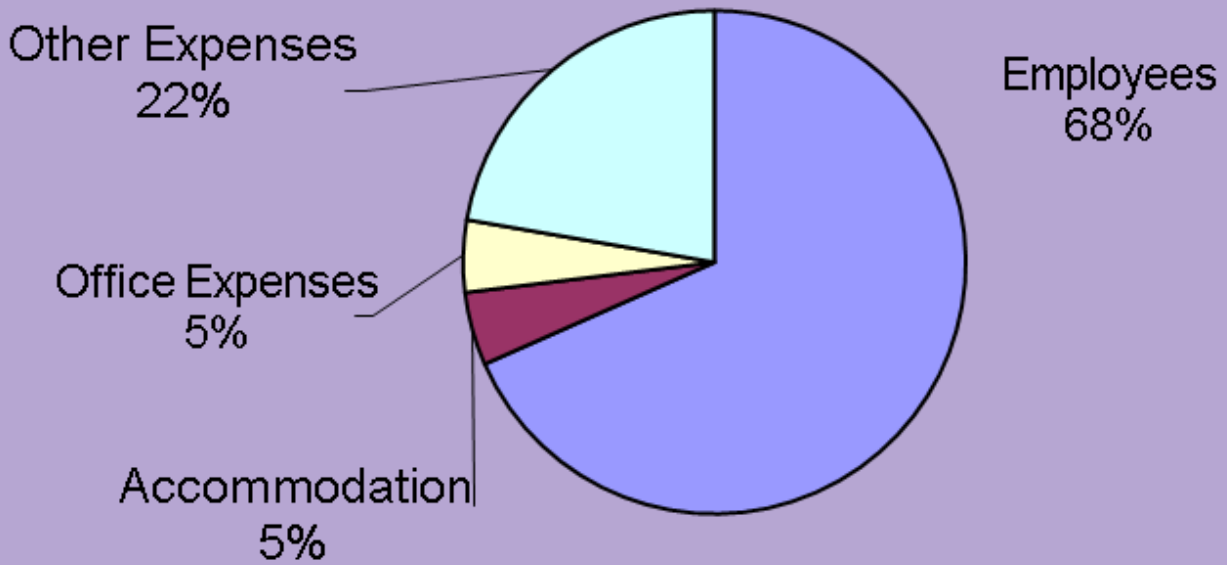
Develop new services working with customers to build on initiatives introduced as pilots and develop new products and services in 2017/18 :

- ⇒ Development of Jobs portal
- ⇒ Launch SW Aspire Programme—a programme aimed to develop the business skills necessary for strategic HR & OD professionals to challenge and influence organisational direction and drive culture.
- ⇒ Development of a Talent Bank in partnership with the EELGA
- ⇒ Reconstitute best practice network of Members Allowances Panel chairs and survey of allowances
- ⇒ One off events to meet new and emerging needs eg Well-being conference

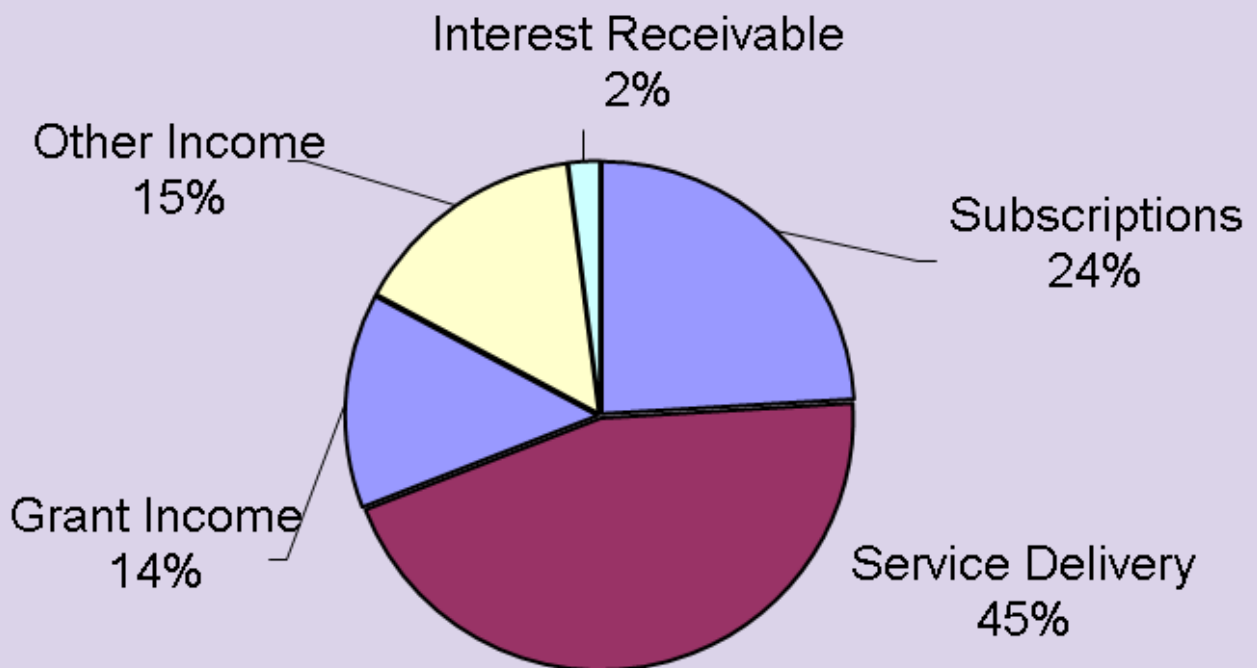
### **Success Indicators**

- ⇒ Budget is delivered +/-5%
- ⇒ Bad Debt below 2%
- ⇒ Sickness levels at 3 days or below per FTE per annum on average
- ⇒ Audit requirements met & 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 2017/18



### Income breakdown for 2017/18



## 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. **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 Stuart Barker, Devon County 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**