

South West Councils Business Plan 2021-22

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 33 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.

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

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 Association, when this is deemed appropriate by Members.

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

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;

Key work priority:

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 for Members and Officers including;

- ⇒ SW Councils/Leaders meetings
- ⇒ SW Employers Panel
- ⇒ Resources and Management Committee
- ⇒ Adults Portfolio holders
- ⇒ Children's Services portfolio holders
- ⇒ Scrutiny Members
- ⇒ Other member groupings as required eg SW HWBB Chairs'
- ⇒ Strategic Chief Executive Group
- ⇒ Chief Executives Growth Delivery Group (in partnership with LGA)
- ⇒ Education Personnel Officers
- ⇒ HR Public Health Leads
- ⇒ Reward Group
- ⇒ Member Development Officers
- ⇒ Coaching Champions
- ⇒ SW Procurement Group
- ⇒ SW Highways Alliance
- ⇒ South West Strategic Migration Partnership
- ⇒ Apprenticeship Leads Network
- ⇒ PA Network for all PAs public and private sector (predominantly in Somerset)
- ⇒ SW SMP Forums: Asylum Forum, VPRS Forum, UASC Forum, Migrant Workers Forum, Regional Strategic Board
- ⇒ Transformation Group

Support policy and strategy debates

Support member authorities to input to consultations on issues of collective interest across the South West including responses to emergencies (eg Covid in 2020) and Brexit transition. Also HR issues, workforce and pay, in role as SW Employers.

Support information and best practice sharing including on action to tackle Climate Emergency

Support engagement and obtain input from central government, MPs, government agencies, the LGA and other key bodies into meetings of SW Councils.

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

Support the Chair and others to participate in LGA activities.

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 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 responding and influencing policies and guidance on behalf of the region
- ⇒ Supporting authorities:
 - with asylum dispersal
 - in delivering the Vulnerable Persons Resettlement Scheme
 - in delivering the Vulnerable Children's Resettlement Scheme
 - Supporting authorities with the Unaccompanied Asylum Seeking Children National Transfer scheme
 - Encourage partnership working with external organisations for a joined up approach to support migration in the South West
 - ESOL co-ordination to facilitate the pooling of resources, expertise and co-ordination of arrangements to ensure that Language Training needs in the Region are met with quality provision

Supporting member organisations through lobbying, information gathering and sharing:

- ⇒ Support for lobbying activity, as agreed by Members, appropriate to the whole of the south west eg fairer funding, resilience, affordable housing and social care funding etc
- ⇒ Regular, normally monthly, production of
 - ◆ SW Councils Members' Newsletter—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 e.g. pay updates
 - ◆ Associate Member Newsletter including Employment Law update
 - ◆ Heads of HR and Heads of L & OD Bulletins with specific updates eg sharing of latest employment advice and tribunal outcomes and apprenticeships news
- ⇒ Brexit / Post Brexit communications and other support as required
- ⇒ 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 along with use for marketing and promotion

Success Indicators

- ⇒ 100% of customers receiving regular newsletter (at least 10x a year) 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
- ⇒ Surpassing the regional target of resettling 1659 refugees in the region

Key work priority:

Delivery of Human Resources and Learning & Organisational Development

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

- ⇒ Terms and Conditions for local government staff and school staff including teachers
- ⇒ Day to day employee relations issues such as absence management and conflict resolution
- ⇒ Policy developments
- ⇒ Sensitive senior staff issues
- ⇒ Chief Executive appraisal support as advisor to Leader/Chair or Panel . [Additional support such as 360° appraisal provided on not-for-profit basis]
- ⇒ Independent Remuneration Panel support including membership of the Panel and regular survey information from authorities across the South West to enable benchmarking

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

- ⇒ Job Evaluation: independent technical advice and best practice associated with local government pay and grading reviews using our expertise in the National Joint Council (NJC) and Greater London Provincial Council (GLPC) job evaluation schemes.
- ⇒ Undertaking investigations, and advising at Disciplinary and Grievance hearings
- ⇒ Pay reviews
- ⇒ Recruitment and selection
- ⇒ Appraisal support for senior officers (LAs receive free appraisal support for CEO)
- ⇒ IRP additional support
- ⇒ Mediation and conflict resolution: including support for development of a mediation approach provision of qualified and experienced mediators to undertake either officer mediation or Councillor/officer
- ⇒ Workforce development including support via various tools e.g. psychometric testing and 360° appraisal and Game Changer Index®
- ⇒ Organisational reviews including restructuring
- ⇒ Advice on or creation of new policies to ensure compliance and currency
- ⇒ Provision of interim support from SW Councils expert team to support organisations with emergency needs on part time/short term basis. This support can be on operational or strategic HR or Learning and Organisational Development

Learning and development activities that constantly evolve to meet customers' needs and deliver training opportunities. Building on experience in 2020 this will include virtual delivery in areas including:

Councillor Development, working with other partners through:

- ⇒ Association of Democratic Services Officers (ADSO)
- ⇒ Member Support Officer Network
- ⇒ Provision of advice, support and assessment of the SW Charter for Member Development
- ⇒ Equalities training
- ⇒ Collaborating with LGA on delivery of regional workshops

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

- ⇒ Senior Leadership Team development programmes and Management Development Programmes
- ⇒ Management of Volunteers
- ⇒ ILM Levels 3, 4 and 5 and 7 in Leadership and Management
- ⇒ Managing younger people

Coaching & Personal Development: provision of qualifications from levels 2 through to 7

- ⇒ CPD and Supervision support for coaches
- ⇒ ILM Levels 3, 5 and 7 in Coaching and Mentoring
- ⇒ ILM Level 7 in Coaching Supervision

HR & Employment Training: including the delivery of:

- ⇒ ASPIRE Business Partner programme (partnership with CIPD and WM Employers)
- ⇒ Recruitment
- ⇒ Employment Status
- ⇒ Investigations Training
- ⇒ The Council as Employer
- ⇒ Job Evaluation

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

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|---------------------------------------|--|
| ⇒ Expression of Interest Workshops | ⇒ Managing Fairly |
| ⇒ Creating a High Performing Team | ⇒ Business Planning |
| ⇒ Effective Leader | ⇒ Report Writing |
| ⇒ Understanding Innovation and Change | ⇒ Supporting People through Change |
| ⇒ Understanding Conflict Management | ⇒ Emotion Coaching |
| ⇒ Managing Remote Workers | ⇒ Introduction to and Overview of GDPR |
| ⇒ Difficult Conversations | ⇒ Equalities and Diversity |
| ⇒ Story Telling | |

End-Point Assessment and Apprenticeships

- ⇒ Information sharing and networking events to support member organisations delivering apprenticeships
- ⇒ Working on collaborative projects such as:
 - creating a national assessment team for Regulatory Compliance to devise a common approach to assessment activities including Training Provider input
 - working jointly with specialist Training Providers such as Institute for Revenues, Rating & Valuation
 - Working with East of England LGA to deliver End-Point Assessment in their region
- ⇒ Approved to deliver End-Point Assessment (EPA) for 9 Standards, working to achieve Ofqual recognition for further standards
- ⇒ Commitment to build a bank of Assessors using specialist staff in Local Authorities across the South West region for occupational sectors such as Regulatory Compliance and Revenues & Benefits
- ⇒ Building an EPA portal that will record, store and facilitate assessments and to allow for remote assessment to take place
- ⇒ Delivery of the Level 3 Award in Undertaking End-Point Assessment to ensure we can appropriately qualify assessors
- ⇒ Provision of assessor support package for End-Point Assessment Assessors



Delivering End-Point Assessment in the South West



Initiatives providing discounted services as a result of shared working/

- ⇒ SW Coaching and Mentoring Pool supporting cross-organisational coaching and shared development opportunities
- ⇒ Regional framework agreement XpertHR advice services
- ⇒ South West Jobs Portal



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 Challenge team scenario development event
- ⇒ Apprentice Challenge

Success Indicators

- ⇒ In excess of 99% of customers rate as good or excellent:
 - ◆ Quality of services
 - ◆ Value for money
 - ◆ Overall learning from events
- ⇒ 95% of member authorities benefitting from shared working initiatives
- ⇒ Qualification achievement rate exceeds 85% of candidates completing courses
- ⇒ EPA activity grown including:
 - ◆ 90 End-Point Assessments successfully completed and certificated
 - ◆ achieving Ofqual accreditation
 - ◆ extending reach into two regional areas
- ⇒ Net income after direct expenses exceeds:
 - ◆ £117.5K on HR and L & OD consultancy
 - ◆ £256.2K on training provision
 - ◆ £133K on Apprenticeships activity

Key work priority:

Corporate

SW Councils has declared a Climate Emergency and as such all its activity will be delivered with the aim of maximising sustainability and reducing the carbon footprint of the organisation.

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.
- ⇒ Review local authority subscription base in light of potential LGR

Effective asset management—including reviewing and maximising income from use of building

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

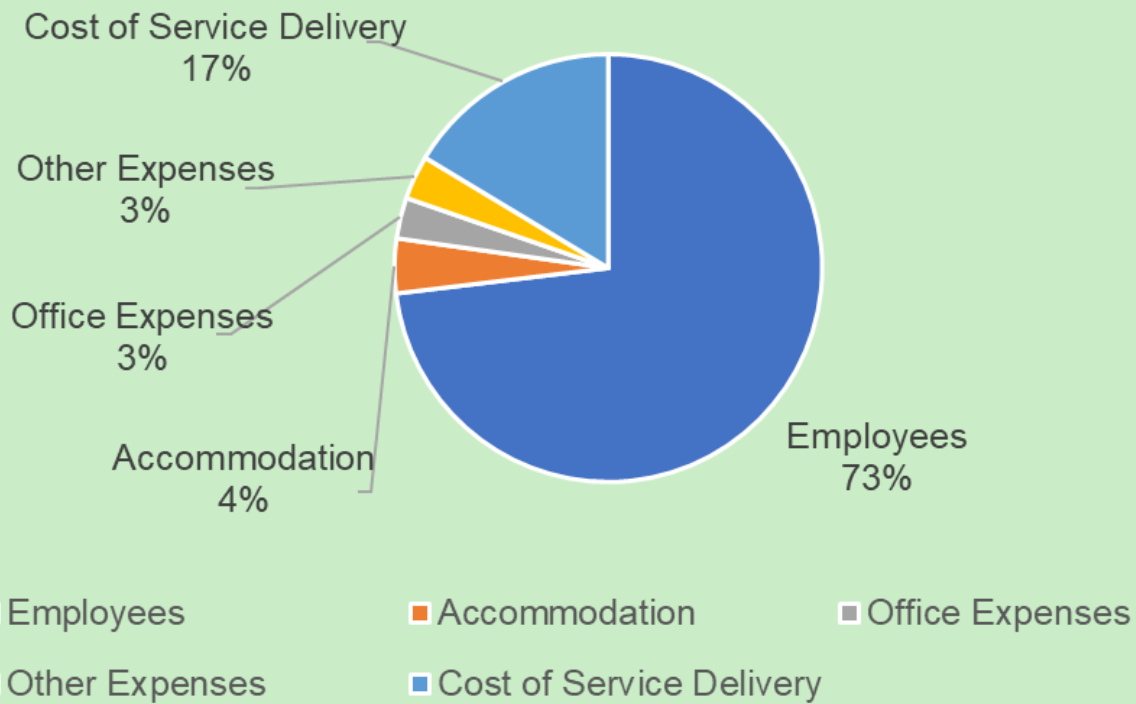
Increased income from Associate membership - either through increased numbers signed up and/or increased consultancy delivered to associate members

All employees supported to achieve their full potential and to ensure wellbeing of the workforce

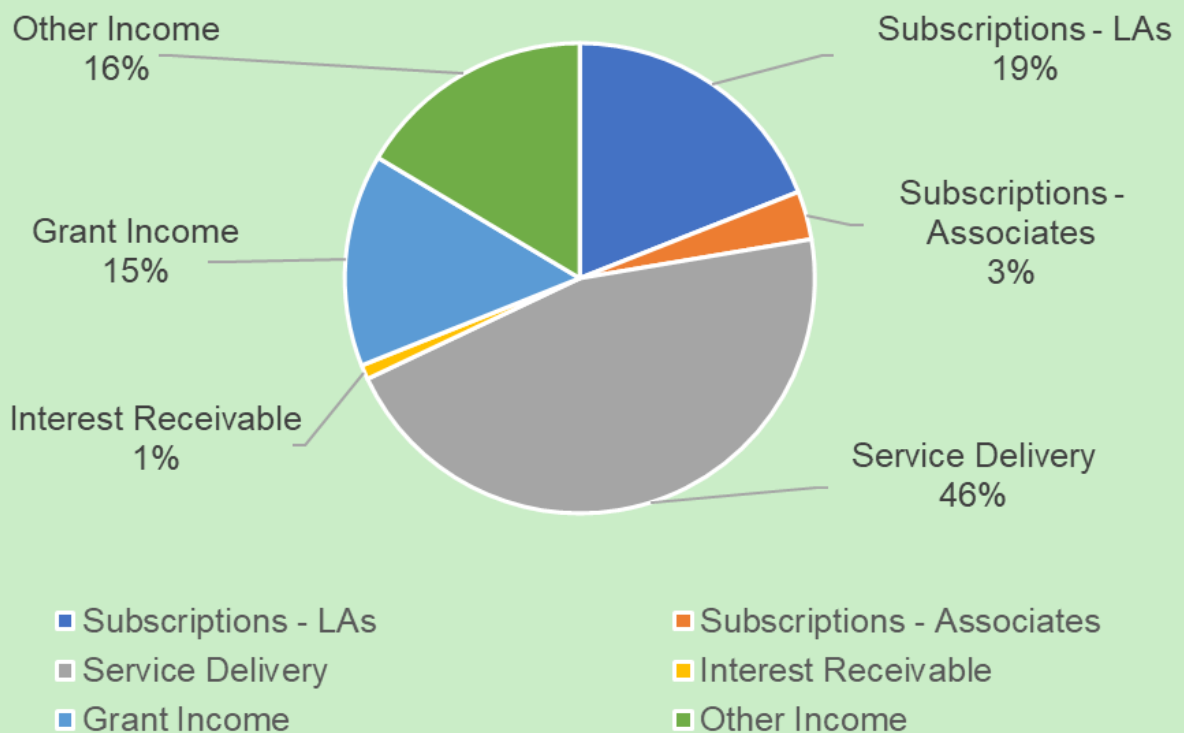
Success Indicators

- ⇒ Targets in Climate Change Action Plan achieved
- ⇒ Budget is delivered +/-5%
- ⇒ Bad debt below 2%
- ⇒ Average sickness levels at 3 days or below per FTE per annum
- ⇒ Audit requirements met and Certification Officer approval maintained
- ⇒ £3k income raised from sponsorship and exhibitor contributions
- ⇒ £22k income raised from room hire and car parking
- ⇒ No legal or Health and Safety infringements
- ⇒ Annual Performance Review and discussion on future objectives and development needs held with each member of staff within agreed timetable
- ⇒ Commitment to supporting engagement of staff and provision of development

Expenditure Breakdown for 2021/22



Income Breakdown for 2021/22



South West Councils' Member Structures

South West Councils

Leaders (or their representative) of 33 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 Spencer Flower, Dorset Council

Cllr Ken James, Torridge District Council

South West Employers' Panel

Leaders / HR portfolio holders

Chair: Cllr Peter Smith

Resources and

Management Committee

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

South West Provincial Council

Joint structure with Trade Union side and Employers' Panel

SW Children's Services Portfolio holders

**Chair: Cllr James McInnes,
Devon County 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

Deputies Graham Farrant, Chief Executive BCP & Dave Perry, S Gloucestershire

THE SOUTH WEST COUNCILS TEAM:



Karen Stone
Business Manager

Fay Edwards
Head of Learning & Organisational Development

Ian Morgan
Head of HR Services

Bryony Houlden
Chief Executive



Rachel Grandfield
Regional HR Advisor



Steph Smith
HR Advisor



Ian Mosley
HR Advisor



Michele Evans
HR Support Officer



Sue Crosland
Learning & OD Officer



Ed Keirle
Learning & OD Officer



Sammie Moxom
Learning & OD Officer



Kelly-Anne Phillips
Strategic Migration Partnership Lead



Bronwyn Prosser
SMP. Policy Officer



Jess Willis
Assistant Business Manager



Jill Bowditch
Principal Finance Officer



Vacancy x 2 Administrative Assistant



Jane Shipton
Administrative Assistant



Jane Trunks
Finance Assistant



Nick Forster
Policy & Administration Assistant



Anni Stunt Administrative Assistant



Apprentice vacancy

