



Progress Report July 2008 Our Business Objectives – Action Plan 2008 – 2011

1. Developing our business

What and Why?	How and When?	Due	Done
<p>We will:</p> <p>i) consolidate our business activities and consultancy services. This will maximise our resources, increase the effectiveness and responsiveness of our organisation, and the quality of service we provide.</p> <p>ii) expand our research and information facilities to support our customers in sharing information and reduce duplication. This will contribute to achieving efficiencies for our councils individually and will provide timely and accurate information for learning and benchmarking.</p> <p>iii) broaden access to our services through further updates to our website design, focusing on identified customer needs. We will develop and host additional portals as required. This will provide a central source of accessible information to and from our customer groups.</p>	<p>We have:</p> <p>i) commenced working on our individual and team work plans, however finalisation has been delayed as we have two HR Business Partner vacancies in Employment Services, due to be filled in August and end of September 2008. This will form the basis for team and individual performance management.</p> <p>ii) purchased and trained our staff to use the survey monkey facility and this is now being utilised effectively. We want to develop our standing as a central resource 'hub' able to provide information and data for use by our councils using our new facilities. We are currently discussing the possibility of introducing a new annual pay and benefits survey facility to all our councils across the region as part of their membership of SEE.</p> <p>iii) improved our website facilities, but there is still work to do here. We now need to focus on providing more information in all our business areas to ensure this is accessible and meaningful to our customers.</p>	<p>11/08</p> <p>12/08</p> <p>12/08</p>	

<p>iv) improve our communications and information flow processes. This will ensure we are reaching our customers effectively and that our ICT is fully utilised and our Intranet is fit for purpose.</p>	<p>iv) already accommodated additional portals on the SEE website - Progress through Partnership and SEE Jobs. We are now working with our website suppliers to build a business case for a shared Management Information system.</p>	<p>12/08</p>	
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2. Implementing a robust financial strategy

What and Why?	How and When?	Due	Done
<p>We will:</p> <p>i) implement a three year financial strategy to take account of the increasing constraints and changing opportunities for income generation. This will provide a plan achieve a balanced budget, and to reduce Reserves in a planned and systematic way that supports our councils. This will provide a robust basis for informed financial planning, forecasting and decision making.</p> <p>ii) optimise our fixed costs and assets by expanding our business activities and consultancy services. We will increase our customer base from across the public, voluntary and not-for profit sector, and other supporting agencies and organisations.</p> <p>iii) refine our team and individual income targets by consolidating our performance monitoring and review mechanisms to improve our income targets and achieve a balanced budget. This will be the basis for estimating our income earning potential against expenditure and setting annual targets.</p>	<p>We have:</p> <p>i) with the support of our Treasurer, successfully implemented Year one of our three year financial strategy (2007/08) and we still intend to achieve a balanced budget by 2009/10. We are currently identifying new initiatives to be funded by the Reserves to present to the Management Committee through a business proposal format.</p> <p>ii) identified and are implementing new initiatives to our member councils at no additional cost and these were publicised in March 2008. We are now proactively developing further benefits for our councils for next year.</p> <p>iii) reviewed and allocated costs and income targets against individuals and teams for 2008/09. We will continue to reflect the total running cost of SEE and against which team and individual income targets for the following year will be set.</p>	<p>9/08</p> <p>1/09</p> <p>1/09</p>	

3. Improving the performance of our organisation

What and Why?	How and When?	Due	Done
<p>We will:</p> <p>i) develop our internal performance management and appraisal systems to support a culture of high performance and ensure continuous professional development for all our staff. Our staff will maintain records of development and evidence as to how this impacts on their performance at work.</p> <p>ii) build and develop a management information system to provide timely information to enable us to respond efficiently to customer requests for information, and to identify areas for future business development and improved customer focus.</p> <p>iii) implement our Corporate Development Plan for our staff to ensure they maintain competence in their roles and are skilled to meet new and emerging customer requirements. All staff will maintain records of development, and evidence how this impacts on their performance at work.</p>	<p>We have:</p> <p>i) started to review our performance management system and ensure our records reflect this.</p> <p>ii) identified a business need to invest in a robust management information system to meet our increased need for a data warehouse, accessible by our councils, and to identify and enhance levels of support we are providing to our councils. A business case will be made to our Management Committee for funding.</p> <p>iii) we are identifying development needs of our staff through our appraisal process. These are assessed against our business and organisational objectives in considering how our training budget will be allocated this year.</p>	<p>9/08</p> <p>9/08</p> <p>9/08</p>	

4. Building our value-added support and consultancy services

What and Why?	How and When?	Due	Done
<p>We will:</p> <p>i) develop and support a regional Workforce Strategy framework to support the national initiative and to enable the sharing of information for the benefit of our councils in</p>	<p>We have:</p> <p>i) commenced working with our HR colleagues to create a regional framework that supports their information and benchmarking needs, building on the national strategy, and</p>	<p>1/09</p>	

<p>the our region.</p> <p>ii) expand our support for partnership working through Progress through partnership (PtP) and the Improvement and Efficiency SE Board.</p> <p>iii) develop the SE Workplace Mediation service to assist councils to resolve conflict and reduce the need for formal procedures.</p> <p>iv) consolidate the SE Mentoring Programme and expand the level of take up and benefits to councils and partner organisations across the region to support current and future leaders.</p> <p>v) consolidate and expand the SEE Jobs facility to raise the profile of councils as employers of choice and provide a joined up approach for job seekers to access recruitment information in the public sector.</p> <p>vi) expand our programme to facilitate all our councils to commit, and sign up to, the South East Charter for Councillor Development. This will enable councillors to engage in their own development, support the retention of councillors and create a culture of encouraging new councillors with talent to engage in local democracy.</p> <p>vii) consolidate the Certificate in Local Governance for councillors to support councillors in their personal and</p>	<p>facilitate small task and finish groups to share best practice and experiences against each area.</p> <p>ii) secured additional funding from the Improvement and Efficiency Board to continue to support LSPs until March 2009. We will then prepare to bid for further work in this area, building on our successes to date.</p> <p>iii) we have assisted councils with complex mediations with a positive resolution. We are now working with other agencies to explore the possibility of creating options to provide mediation training in-house to councils, as well as continuing to provide an external and independent service.</p> <p>iv) built on the success of the launch in January 2008 to raise awareness within councils and partner organisations across the region. Our numbers of mentors and mentees is expanding. The Hampshire & Isle of Wight group have invested in their employees and are making use of this facility.</p> <p>v) we have almost completed the SEE Jobs web page. We are awaiting links and logos from some councils to complete their county page. We will then start to 'market' this facility to potential job seekers and supporting agencies. We intend to use this facility to support our councils by providing a spotlight on skills shortage areas and awareness campaigns.</p> <p>vi) we are proactively evidencing the benefits to Councils and councillors of committing to the Charter by encouraging successful Councils to support the national Community of Interest website for member development and to provide peer support to other Councils. We want to achieve commitment of 50% of Councils by December 2009.</p> <p>vii) started to incorporate feedback gained so far from the pilot to inform future course development. We will need to</p>	<p>1/09</p> <p>12/08</p> <p>3/09</p> <p>4/10</p> <p>12/09</p> <p>10/08</p>	
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<p>professional development for the benefit of their councils, their constituents and themselves.</p>	<p>start to raise the profile of this to encourage attendance at the next course in January 2009.</p>	<p>4/09</p>	
<p>viii) become a recognised professional body for Democratic Services Officers. This will fill an identified 'gap' as there is no professional body currently in place. Further, this will raise the profile of effective governance as a key driver of local government improvement</p>	<p>viii) launched this at our Enhancing Local Democracy conference in June 2008. We want to establish SEE as a centre of excellence for support, networks, shared learning and dialogue through building on our existing democratic services officers and scrutiny networks.</p>	<p>12/08</p>	
<p>ix) develop a Committee Administration Programme, linking to National Standards to provide a support network and route to achieving professional qualifications.</p>	<p>ix) started our courses supporting the Committee Administration Programme across the region to build networks and develop a professional qualification in this area.</p>	<p>9/09</p>	
<p>x) expand our customer base in executive coaching and management development to provide high quality and innovative approaches to developing managers.</p>	<p>x) started building on our existing senior manager courses, such as 'Aspire' to develop an accredited coaching qualification for managers as well as expanding our executive coaching service.</p>	<p>12/09</p>	
<p>xi) establish a shared service recruitment and assessment centre facility providing shortlisting, recruitment, assessment and development centre services. This will increase cost-savings to our customers and add value to our services.</p>	<p>xi) this has not yet started, apart from some preliminary discussions with potentially interested parties.</p>	<p>4/09</p>	
<p>xii) develop SEE as the south east regional 'hub' for local and strategic partnerships.</p>	<p>xii) begun building on the current programme to create value added products and services to support strategic partnerships with information, research and website development.</p>		

Jennifer McNeill
Regional Director

June 2008