

SOUTH WEST REGIONAL SECRETARIAT

Providing support for:

**SOUTH WEST COUNCILS
SOUTH WEST STRATEGIC LEADERS' BOARD
SOUTH WEST EMPLOYERS**

BUSINESS PLAN 2009 – 10

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1. Foreword

Welcome to the Business Plan of the South West Regional Secretariat.

The purpose of this Business Plan is to set out the future direction of the three regional organisations – *South West Councils, South West Strategic Leaders' and South West Employers* working through the South West Regional Board as the accountable body. This plan details the work priorities, proposed activities and funding for the period 2009–12 with particular emphasis on 2009/10.

The vision, commitment and headline objectives are:

The staffing and resources of the combined Secretariat working through Members aim to:

“Help make the South West an even better place to live, work and visit”

We are committed to:

“Listening to the views of people in the region and working with partners in a way which is open and transparent and serves the needs of Members and through them the needs of the South West”

Our key overarching objectives in supporting Members and delivering our work in 2009-2010:

1. Integrate across the range of services and functions that we operate to deliver a streamlined and efficient service for the region and our Member organisations;
2. Assist partners to enhance capacity and service delivery through training, advice and improved performance and efficiency;
3. Working with partners support effective and sustainable regional policy and strategy to address climate change, housing, planning, transport and economic delivery issues across the region;

4. Take a role in lobbying on key regional issues to ensure that the South West voice is heard on national policy and funding;
5. Scrutinise the work of key regional delivery agencies;
6. Ensure that all the work carried out by the three member organisations is underpinned by the principles of equality of opportunity and sustainable development and delivery of economic prosperity.

South West Councils brings the region's 41 local authorities together to ensure the best deal for local government, strengthen the local voice at regional and national levels and encourage continuous local authority improvement through the Regional Improvement and Efficiency Partnership (SW RIEP).

All local authorities, police, fire & rescue services, parish and town councils and national parks are Members. The South West Councils plenary is politically proportionate and the chair rotates between the different political parties.

SW Councils leads the work of the South West Regional Improvement and Efficiency Partnership (SW RIEP) providing a framework for Local Authorities to act together and support each other to improve public services and deliver value for money. This “hub” is designed to effectively drive innovation and progress against regional priorities and share information and knowledge in conjunction with other public sector bodies and support agencies.

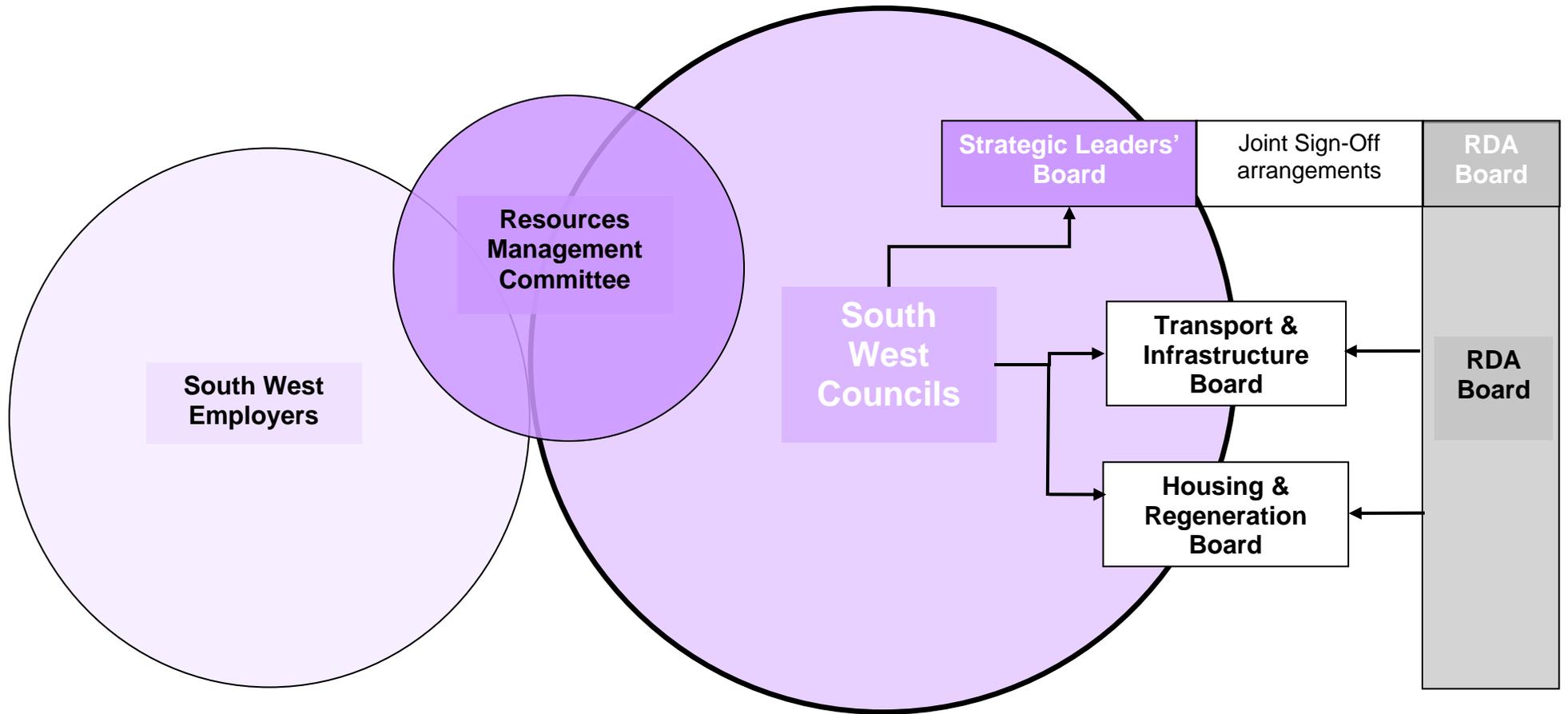
The Strategic Leaders’ Board (SLB) is the executive arm of South West Councils. The 20-strong SLB brings together local authority Leaders from the county and unitary councils and includes district Leader representation.

Formed in late 2008, the SLB was created as part of the South West response to the Government’s Sub-National Review (SNR). Each region was invited to establish a Local Authority Leaders’ Board to enable local authorities to act collectively at the regional level. Strategic Leaders wanted to see a strong democratic voice in the South West and agreed to move quickly to establish the Board.

Under these new arrangements, functions previously carried out by the Regional Assembly are now the responsibility of the SLB. The SLB is formally designated as the Regional Planning Body (until this designation ceases under legislation). The SLB makes Regional Planning Body decisions in partnership with the South West Regional Development Agency (South West RDA) Board Members and Stakeholders. In the longer term, the SLB and South West RDA Board will be jointly responsible for producing a Single Regional Strategy (SRS).

The South West Employers: supports local authorities, police and fire authorities and other organisations with all aspects of their employer role. In addition SWE constitute the Employers side of regional consultative and negotiating body with the South West Trade Unions, the South West Provincial Council and works at a regional level with the national Local Government Employers. SWE also offer a wide range of learning and development training courses to support all our Members and partners in developing a highly skilled and motivated workforce.

2. Member Structure



3. Report Overview

3.1 PERFORMANCE AGAINST OBJECTIVES 2008 - 09

SOUTH WEST COUNCILS

Key headline achievements over the past year have been to step up the level of support for local authorities in delivering improvements in services and further efficiency savings; overseeing constitutional change to ensure South West Councils remains a responsive, Member-led, organisation; improved accountability of other regional organisations and successful lobbying of central government on a wide range of issues. In detail achievements against stated objectives are as follows:

- Developed a comprehensive set of delivery plans for each of the 15 themes in the South West Regional Improvement and Efficiency Strategy – overseen by local authority led programme boards. These programmes include bespoke support for authorities or services in difficulty, regional programmes of support and pump-priming for innovative or collaborative projects. The programmes will improve regional performance and will support authorities to deliver up to £100m of efficiency gains;
- Integrated staffing support for the Regional Improvement and Efficiency Partnership (RIEP) into the secretariat smoothly, whilst expanding delivery. This provides enhanced opportunities for Member input and will help ensure support is responsive, targeted appropriately and well coordinated. Coherent structures for Member input will also help to ensure the necessary political support to drive improvement and identify opportunities for collaborative working between councils and their partners;
- Appointed Member Champions to oversee the RIEP work-streams and a lead Member Champion for the RIEP who is leading liaison with the national Local Government Association and Communities and Local Government (CLG) to ensure that they are aware of the good work underway in the South West;
- Submitted and gave evidence to the House of Commons Modernisation Committee inquiry on Regional Accountability and responded to the Government consultation on Sub National Review (SNR);

- Passed a package of constitutional reforms. These mean that the streamlined SW Councils will be politically representative of the region and well placed to inform the work of the new Strategic Leaders' Board and oversee the work of the RIEP and the wider organisation;
- Established a Strategic Leaders' Board drawing together the Leaders of the Unitaries, Counties and District representatives.
- Made government aware of SW Councils views on a wide range of topics such as 'free' swimming, 'free' bus travel and the response to changing economic circumstances. Information from SW Councils on the economic downturn has been shared with Ministers, the Regional Economic Council and the SW Economic Task Group, as well informing a 'Grey Skies thinking day' for Chief Executives on how local government should reprioritise RIEP spend;
- Developed a core database of regional information on Members' Allowances in 2008/9, in response to a request by South West Chairs of Members' Allowance Panels. It is hoped this information will be a real help to Panels in determining their recommendations to Local Authorities and help to avoid excessive alternative benchmarking;
- Completed a wide ranging review on the draft Migrant Worker Action Plan for the South West (March 2009);
- Supported Health Overview and Scrutiny Committees in responding to the commissioning of specialised healthcare in the South West. A special preparation workshop was held in November 2008.

SOUTH WEST REGIONAL ASSEMBLY

Key headline achievements in the past year has been to formulate and deliver a timely response to the Government's proposed changes to the Regional Spatial Strategy (RSS); promotion and implementation of the Rail Prospectus; provision of advice to Government identifying regional priorities under the Regional Funding Allocation; implementation of the Climate Change Action Plan and delivery of two scrutiny projects. In detail achievements against stated objectives are as follows:

- delivered the RPB's response to the Proposed Changes to the RSS within the consultation deadline;
- reviewed and updated the website in order to inform and facilitate enquiries regarding SNR and future working;
- undertook a technical assessment of the National Housing Policy Advice Unit's (NHPAU) advice on housing for discussion with Members and to inform Partial Review of the RSS;
- agreed with the RDA a programme of work for the Single Regional Strategy;
- worked with local authorities on a place basis to help implement the RSS;
- provided an overview of RSS implementation through LDDs and identified specific authorities where delivery may be an issue, to be addressed through place-base work and with GOSW;
- developed an infrastructure database to co-ordinate infrastructure requirements for RSS delivery;
- held a series of growth and delivery events to support local authorities and other partners in RSS delivery;
- developed a sustainable communities toolkit to assist local authorities implementing RSS policy for rural areas. To be taken forward as a national pilot by the Commission for Rural Communities;
- undertook an assessment of the current economic downturn and implications for RSS delivery (with RDA);
- identified regional priorities, in partnership with other regional agencies, and submitted Regional Funding Allocation advice to Government (RFA2);
- provided a Community Infrastructure Fund submission of regional prioritisation;

- led the response on connectivity issues with regional partners which informed the Development Sustainable Transport System;
- Co-ordination, development, and adoption in July 2008 by SWRA, of a multi-agency regional document to co-ordinate the region's activity on climate change for the period 2008 - 2010, known as the South West Climate Change Action Plan. An accompanying Executive Summary has also been published (Sept 2008);
- RSS Annual Monitoring Report produced and submitted by February 2009 deadline;
- SW Technical Group developed an initial regional evidence base on climate change-related issues and continue to develop this;
- SW RIEP Climate Change Delivery Plan adopted by SW RIEP management board in Sept 08, followed by development of project proposals ready for full-scale delivery of projects in 09/10 which will help co-ordinate, support and improve local authority activity on climate change;
- met with regional MPs to focus on delivery of regional rail priorities;
- fulfilled responsibility as the RPB to ensure conformity of LDDs to the RSS;
- published the Infrastructure Planning Advice Note - essential guidance for the region's LAs when preparing their Infrastructure Delivery Plans;
- published technical advice from consultants to the Assembly, SWC and the region's LAs on understanding the spatial implications of employment provision;
- commenced work on a pilot RSS Regional Monitoring Implications Report which will provide a 'policy' perspective of the impact of what monitoring data and forward infrastructure planning is telling us;

- developed a local economy delivery plan in line with strategic regional priorities for sustainable growth which will facilitate a consistent regional approach to economic assessment;
- completion of the Business Engagement scrutiny in October 2008: a consultation, regional workshop and bilateral discussions culminated in the publication of a report described by the Chief Executive of the RDA as an 'extremely informative strategic review';
- completion of the Migrant Workers Scrutiny in February 2009;
- Regional Governance:
 - Submitted and gave evidence to Modernisation Committee inquiry
 - responded to the consultation on Sub National Review (SNR)
 - Input to ERN response on BERR Select Committee 'Role of RDAs'
 - Input to RES progress report
 - Input to RDA stakeholder survey

SOUTH WEST EMPLOYERS

- Supported a number of Local Authorities with the recruitment of senior staff including Chief Executives;
- Members advised on sensitive and confidential employment issues;
- Supported several Local Authorities during a re-structuring of their senior managerial posts;
- Supported Members during the appraisal of Chief Executives;

- Local Authorities advised on comprehensive employment and human resource issues including employment conditions and rights and tribunal cases;
- 3 authorities have successfully been assessed for Member Charter status;
- A number of cohorts for both the L3 and L4 Member qualifications (both within and outside of the region) have been successfully delivered. 25 are now on Level 3 (8 of which have achieved and 17 are currently on programme) and 33 on L4 (again, 8 have achieved and 25 are on programme) and there is a waiting list for delivering after April 09;
- TSI exam results are considerably higher than the national pass rate (see table below):

Exam Results from May 08	Consumer Protection Environment	Law of Contract & Tort	Legal Systems	Animal Health	Agriculture	Fair Trading CRIMINAL	Food	Intellectual Property	Metrology Law	Metrology Technology	Product Safety
SWE Pass Rate	100%	71%	93%	100%	83%	93%	100%	86%	100%	25%	82%
National Pass Rate	75%	54%	76%	89%	85%	93%	89%	88%	94%	38%	84%

- E-learning now introduced to provide a blended learning approach;
- Two groups of Professional Development Programme taking place – excellent feedback from one to date, good feedback from the other and external inspection from Awarding body (ILM) highlighted good practice in terms of teaching, learning and assessment;
- Excellent feedback and record number of participants on this year's Pension Managers' Conference;

- Gypsy & Travellers qualification – record number of achievers and more assessments being submitted due to new learner support system in place;
- Feedback from external inspection by Edexcel was excellent – we maintained grade A status. Again, teaching and learning were identified as good and our Learner Handbook and supportive documentation was cited as being an example of good practice.

3.2 LOOKING AHEAD: KEY ISSUES AND CHALLENGES

SOUTH WEST COUNCILS

The recession and the South West's response to challenging times has been a key issue for South West Councils' Members during 2009 and will continue into 2010 and beyond. The economic climate is placing increasing demands on council services at a time of falling income. This is set against pre-recession pressures such as an ageing population in South West England, waste costs and a reducing rate of government support in real terms. Consequently, it will be important to ensure that support provided for local authority core business is not neglected over the year ahead.

2009 saw the launch of new unitary councils in Wiltshire and Cornwall, the prospect of further local government restructuring in Devon is not ruled out and new members following local election which took place in June 2009. A programme of "induction" briefings will inform Members of the role of SW Councils and other regional arrangements.

The replacement of Comprehensive Performance Assessment of local authorities with Comprehensive Area Assessment will place a new premium on supporting partnership working between local authorities and other agencies, to deliver improved outcomes for our citizens. The refresh of Local Area Agreements in the summer also provides the opportunity to ensure that agreed priorities are still relevant and reflect the views of partners. Support will be made available to help local authorities adapt to this.

Helping local authorities implement the provisions of the Local Government Act 2007 and the Empowerment White Paper, together with ensuring the new Local Democracy Bill takes account of SW Councils concerns will also be important. Where other policy issues are identified through RIEP support, lobbying for local government on issues of regional concern will be picked up by Members of South West Councils. South West Councils will also seek to respond to relevant government consultations and inform parliament and government of views where appropriate.

Effective delivery of the Regional Improvement and Efficiency Strategy (RIES) will underpin the delivery of Local Area Agreement targets, help deliver efficiency savings and provide support to councils experiencing difficulty.

In summary, SW Councils will have an important role over the coming year to:

1. Work for local authorities on “South West” specific issues and help give local areas a stronger voice in government;
2. Support collaboration and sharing best practice between local authorities, including sub-regional working across functional areas;
3. Provide capacity support to localities;
4. Support delivery of efficiencies and economies of scale.

THE STRATEGIC LEADERS’ BOARD (SLB)

The Strategic Leaders’ Board (SLB) was formed in late 2008, the SLB was created as part of the South West response to the Government’s Sub-National Review (SNR). Each region was invited to establish a Local Authority Leaders’ Board to enable local authorities to act collectively at the regional level. Strategic Leaders wanted to see a strong democratic voice in the South West and agreed to move quickly to establish the Board. The SLB is the executive arm of South West Councils. The 20-strong SLB brings together local authority Leaders from the county and unitary councils and includes district Leader representation.

Under the new arrangements, functions previously carried out by the Regional Assembly are now the responsibility of the SLB. The SLB is formally designated as the Regional Planning Body (until this designation ceases under legislation). The SLB makes Regional Planning Body decisions in partnership with the South West Regional Development Agency (South West RDA) Board

Members and Stakeholders. In the longer term, the SLB and South West RDA Board will be jointly responsible for producing a Single Regional Strategy (SRS).

With the new regional arrangements envisaged in 2010 including the abolition of the RPB status there remains uncertainty about the future location of staff currently delivering within the Secretariat. A key issue to address will be the establishment of staffing structures and arrangements with the RDA. In addition there is still lack of clarity around the future of regional housing bodies.

The management of the Secretariat's staff will be particularly important with the declining resource line whilst the workload is not decreasing. Management resource, and various retention policies have been brought into play over the last year and these will continue. There has been a heavy workload on the HR resources of the organisation with staff seeking support and re-assurance and this will continue during 2009-10 with closer working with the RDA envisaged leading to changing work practices

SOUTH WEST EMPLOYERS

Over the coming year South West Employers will continue to support local authorities, police and fire authorities and other organisations with all aspects of their employer role.

Specifically, SWE will:

- To ensure effectiveness in delivering key services;
- To ensure increased understanding and knowledge of the work of the South West Employers amongst member organisations;
- To ensure a fit for purpose, efficient organisation able to compete with emergent competitors ensuring added value to member organisations;

- Ensure effective targeting of marketing effort linked to category areas;
- Through working with member organisation identify appropriate areas for expanding provision and introducing new work-streams;
- Regional governance restructuring has affected the Secretariat staffing and management of the Secretariat's staff will be key in the period particularly with the declining resource line whilst the workload is not decreasing. Management resource, and various retention policies have been brought into play over the last year and these will continue;
- There has been a heavy workload on the HR resources of the organisation with staff seeking support and re-assurance and this will continue during 2009-10 with closer working with the RDA envisaged leading to changing work practices;
- Support the impacts of Local Government Reorganisation;

4. Key Work Priorities by Work-stream

4.1 Improvement, Advice and Efficiency

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
Subscriptions	To provide a voice for constituent Local Authorities and other member organisations on major issues affecting the region	<ul style="list-style-type: none"> Greater recognition of the needs of Councils in the South West SW Councils influence Gov. policy 	On-going	<ul style="list-style-type: none"> Increased support for best practice sharing networks Positive press reporting
	To work closely with the National LGA where appropriate	Effective joint working and avoiding duplication of activities	On-going	Input into Government lobbying and achieve outcomes beneficial to the South West authorities
	To commission, evaluate and analyse research into issues of concern to member organisations and inform the development of policies	Greater understanding of local concerns with the region	On-going	Research supports lobbying to the benefit of LAs in the region
	To support Local Authorities to respond to region wide consultations on changes to health services via a Joint Health overview and Scrutiny Committee	<ul style="list-style-type: none"> Process for forming a Joint Committee established 	On-going	<ul style="list-style-type: none"> Process and consultation timeline established Scrutiny review

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
Home Office Enabling Grant Plus subscriptions	Work with Local Authorities and regional stakeholders to inform and assist them to develop appropriate migration policies	<ul style="list-style-type: none"> • Migrants integrate and contribute to the local community • Sharing of information and best practice through meetings and networks 	On- going Reports: 30.04.09 31.10.09	completed (if required) <ul style="list-style-type: none"> • Improved working across the region • Positive feedback from partners and stakeholders • Active attendance and contribution at Board and Forum meetings • Acceptance of half-yearly reports from HO • Improved integration of migrants into the local community • Improved community cohesion
RIEP Grant	<u>Total Place</u> <ul style="list-style-type: none"> • To support all local authorities in implementing the Total Place 	<ul style="list-style-type: none"> • Create service transformation • Deliver efficiencies 	2010/1	<ul style="list-style-type: none"> • Delivery of Efficiencies (to be

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
	<p>initiative</p> <p><u>Corporate Capacity:</u></p> <ul style="list-style-type: none"> • To support excellent outcomes from Local Area Agreements and Multi Area Agreements • Build Capacity for Overall Improvement in Local Authorities • Support Local Authorities with improvement and efficiency through a business transformation programme • Support to Local Authorities to achieve Stronger Communities • Promote and improve the way in which Local Authorities tackle Equality Exclusion issues 	<ul style="list-style-type: none"> • Develop knowledge and sharing of knowledge <p>Provision of easy access to Local Authorities to the skills and knowledge required to performance manage effective LAAs; supporting innovation and knowledge-sharing</p> <p>Supporting authorities in difficulty to put in place improvement plans and boards to provide a review capacity for implementation; supporting other authorities in building capacity</p> <p>By providing support, guidance, training, peer networking on leadership, innovation and change management bring about efficiency improvements</p> <p>Providing support to Local Authorities to implement legislative changes, developing</p>	<p>2011</p>	<p>agreed with each sub-region)</p> <ul style="list-style-type: none"> • Delivery of project programme • Achievement of LAA Targets • Optimal results from CAA assessments • Achievement of MAA Targets • All LAs to achieve level 3 of the local government equalities standard

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
		<p>the empowerment concept and improving community cohesion</p> <p>By developing skills including leadership and sharing best practice improve LAs ability to combat inequality and ensure that the services they provide are representative and relevant for the communities they serve</p>		
RIEP Grant	<p><u>Social Care</u></p> <ul style="list-style-type: none"> • To provide improvement and meet efficiency needs in Adult Health & Wellbeing Services • Support Local Authorities deliver improved services to Children and Young People 	<p>Supporting Local Authorities achieve LAA priority outcomes related to adult social care</p> <p>By supporting better commissioning, procurement, and joint working deliver improvement and efficiency savings</p>	2011	<ul style="list-style-type: none"> • Delivery of project programme • Achievement of LAA Targets • Achieve cash savings • Improve LA scores for children services • Improve 5 ECM outcomes for children • All LAs using the

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
				commissioning approach to children's services
RIEP Grant	<p><u>Driving value for money:</u></p> <ul style="list-style-type: none"> • Promote a programme of collaborative working on Asset Management to Local Authorities • Establish a multi-authority regional advice framework for the SW on Property Construction • Introduce a Smarter Procurement programme to Local Authorities 	<p>By giving Local Authority Managers access to better access to good practice, information and support around Asset Management effect cash and efficiency savings</p> <p>To share resource and expertise with Local Authorities to improve the procurement and management of Property Construction projects</p> <p>Provision of improvements and efficiency savings to Local Authorities in the procurement sector</p>		<ul style="list-style-type: none"> • Delivery of project programme • Achievement of efficiency savings and targets • Achievement of LAA Targets • Achieve CAA priorities • Better alignment of asset management planning with corporate objectives • Improve collaborative working between authorities • Yield cashable savings of £20m

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
				over 5 years <ul style="list-style-type: none"> • Build capacity of officers
RIEP Grant	<u>Sustainable Economy:</u> <ul style="list-style-type: none"> • Support Local Authorities undertake current priorities and responsibilities in relation to the Local Economy • Support Local Authorities in tackling Climate Change • Supporting efficiency and improvement needs of Local Authorities in the waste sector 	<p>By providing support to LAs enable them to respond to the challenges posed by development, regeneration and the current credit crunch as well as contributing to changes emerging from the Sub National</p> <p>By addressing leadership, strategic and delivery roles in tackling climate change deliver improvements in meeting National Indicators relating to climate change</p> <p>By supporting skills development, improve communications and transform business to build capacity and deliver cash savings</p>	2011	<ul style="list-style-type: none"> • Delivery of project programme • Skills and capacity amongst officers and Members are improved • Delivery of improvements to NIs • Achieve cash savings • Achieve cash savings of £7m over 5 years on waste
RIEP Grant	Supporting the efficiency and improvement needs of the SW Fire and Rescue	By supporting collaborative working between the 6 FRS in	2011	<ul style="list-style-type: none"> • Delivery of project

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
	Services	the region and undertaking 7 work-stream programmes improve efficiency within the service		programme <ul style="list-style-type: none"> • Improve collaboration between fire and rescue services • Achieve efficiency savings of 3% • All services to achieve 'good' CAA
RIEP Grant	<u>Innovation Fund</u>	Achievement of innovative and collaborative projects to secure efficiencies and improvements	2011	<ul style="list-style-type: none"> • Delivery of project programme • Achieving LAA priority outcomes • Achieve value for money under NI179

4.2 Economic Development and Regeneration

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
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Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
CLG Grant RIEP Grant SW Councils	Co-ordinate information and intelligence on credit crunch and use to lobby and influence	Provision of up-to-date data, information and good practice case studies which are well communicated	April 09	Views of SW Councils and Strategic Leaders Forum actively sought by Ministers
CLG Grant RIEP Grant SW Councils	Respond to policy changes and consultation documents e.g SNR on delegation of responsibility to local authorities	Timely and informed response to policy proposals using LA network	April 09	Evidence of ability to influence
CLG Grant RIEP Grant SW Councils	Support LAs with the transfer of responsibilities for 16-19 funding from LSC	LAs deliver relevant skills for the local economy	April 2009	LAs value the support
CLG Grant RIEP Grant SW Councils	Support LA input into distribution of EU funding in the SW	EU funding is delivered in a manner responsive to needs identified by LAs		Regular input from SW Councils at relevant programme boards

4.3 Local Government Improvement & Efficiency

Input	Work Objective	Required Outcome	Delivery	Success Indicator
Local Authority Subscriptions Income Generation	To be the preferred point of contact on public sector employment issues in the South West	LAs support and advice ensures excellent service	On-going	<ul style="list-style-type: none"> • Number of enquiries and continued use of expertise • Cost-savings to LAs
Local Authority Subscriptions	Liaison with the national Local Government Employers and Improvement & Development Agency to share and link into national policies and developments in	Shared and accurate communication-sharing on national issues ensuring continuity and consistency	On-going	<ul style="list-style-type: none"> • LGE and Idea continue to engage • Positive feedback from local authority

Input	Work Objective	Required Outcome	Delivery	Success Indicator
	relation to human resources issues including pay and workforce development			members/officers
Local Authority Subscriptions Income Generation	To be the preferred point of contact for learning and development activities	SWE to be recognised as a professional learning and development provider focusing on meeting public sector needs	On-going	<ul style="list-style-type: none"> • Increasing number of enquiries • Improved customer feedback
Local Authority Subscriptions Income Generation	Provision of learning and development courses that meets the needs of LAs	Delivering learning and development activities that are tailored to the needs of local authorities	On-going	<ul style="list-style-type: none"> • Take up of courses • Income generation from courses continues • Positive feedback about courses
Local Authority Subscriptions Income Generation	Review of Consumer & Trading Standards training provision	DCATS programme meets the requirements of the awarding body and delivers the skills set required by employers	Dec 08	<ul style="list-style-type: none"> • Increase learner numbers • Learners exceed achievement benchmarks • Good feedback from learners, employers and external verifiers
Risks: The economic downturn continues and customers of SWE services are lost. Increasing competition from suppliers of learning and development and HR advice will dry-up income streams.				

4.4 Strategic Planning, Transport, Housing and Climate Change Policy

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
£1,417m	Active Management and monitoring of the RFA2 programme and programme management to ensure delivery of regional strategy priorities. Delivering a sustainable Transport System (DASTS)	<p>RFA programme delivers required strategic infrastructure for growth in the region</p> <p>Through effective local authority peer challenge ensure effective spend</p>	March 10	<ul style="list-style-type: none"> • Peer review carried out and outcomes agreed with Government by March 2010
	Work to develop the technical base for the Regional Strategy, subject to the legislation and the Regional Spatial Strategy	<p>A fully aligned regional economic and planning strategy</p> <p>A Strategy that is fit for purpose, providing a clear strategic direction for the region</p>	2011	<ul style="list-style-type: none"> • Technical work to inform the SRS is carried out during 2009/10 and 2010/11 • A strategy that local authorities and partners have agreed and signed up to within the specified time limit that builds on the work of the original Integrated Regional Strategy (IRS), Regional Spatial Strategy and

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
	Subject to publication of RSS, undertake a partial review of the RSS in line with Government requirements developing a project plan, commissioning work and reporting back to Government	Review undertaken within time given Evidence base prepared and technical work undertaken to inform review	End 2009-2011	Regional Economic Strategy <ul style="list-style-type: none"> • A review that is supported by a resilient evidence base and has buy-in across the region's local authorities and regional partners • Acceptance by Government • Key into development of SRS
	Develop and implement the RSS Implementation Framework	An Implementation Framework which supports local authorities and other partners in delivering the RSS Better understanding of infrastructure needs arising from development Improved co-ordination of region's organisations and agencies responsible for delivering the RSS An RSS Regional Monitoring	On-going	<ul style="list-style-type: none"> • Provision of signposting and guidance for authorities and partners on the implementation of RSS policies and delivering growth • A number of growth and delivery events held between LAs and delivery agencies and organisations to share best practice

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
		Implications Report (RMIR) piloted for publication	Autumn 09	and identify actions required to overcome barriers <ul style="list-style-type: none"> • AMR, RMIR and conformity work evidences RSS delivery • Publication of RMIR following sign-off by Members by Autumn 09
	Prepare and deliver the Annual Monitoring Report	A progress report on delivery of the RSS A regional information resource on planning issues	End Feb 2010	<ul style="list-style-type: none"> • Report submitted in Feb 2010 • Provision of a clear assessment of RSS delivery
	Develop with Homes and Communities Agencies and other partners, recommendations to Government for the Regional Housing Pot via the Regional Housing Group	Housing money prioritised and maximised for the region	Ongoing	<ul style="list-style-type: none"> • Housing money allocated by the end of 2009 that supports the region's housing priorities
	Monitor the existing RHS and develop a way forward for future housing strategy issues	Existing RHS actions delivered by SWRA and partners Emerging housing priorities for the region identified and a	Ongoing	<ul style="list-style-type: none"> • South West Housing Report, including monitoring delivered by March 2010 • Pathway agreed

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
		process to address these issues agreed		with partners to address future regional housing strategy issues linked into SRS and Strategy of Homes and Communities Agency
	Promoting and Implementing the Regional Rail Prospectus	Government and rail industry are informed about SW rail priorities and needs	Ongoing	<ul style="list-style-type: none"> • Government is informed of rail priorities and positive feedback given • Region's rail capacity and performance improves • Positive public feedback
	Co-ordination of the Climate Change implementation and monitoring of progress along with on-going development of a regional evidence base	Continue to co-ordinate regional partners involved in delivery of the CCAP in order to reduce the region's carbon emissions and adapt to CC; in particular to progress CCAP actions and co-ordinate technical support for the	Ongoing	<ul style="list-style-type: none"> • Evidence base is 95% of adapt and mitigation actions to be categorised as 'started or on track' where due to start in 2009/10 with 5% of these showing good

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
		evidence base		progress
	As Regional Planning Body: <ul style="list-style-type: none"> Assess the general conformity of Local Development Documents (LDDs) Comment on strategic planning applications in relation to general conformity 	<ul style="list-style-type: none"> Ensuring LDDs are in general conformity to the RSS Provide expert comment on strategic planning applications 	On-going	<ul style="list-style-type: none"> 100% strategic planning applications responded to within agreed timescales LDDs conform to RSS Absence of legal challenge AMR delivered and disseminated by February 2010
<p>Risks: with all the work above a key risk is that regional partners will not work together effectively. This will need managing through the Strategic Leaders' Board and RDA Board dialogue. There is also a heavy dependence on on-going support and engagement from local authorities, notably in the RFA Management process – it is hoped the goodwill and co-operation will be ongoing: it is important that all the regional organisations engage effectively with the local authorities, this should be facilitated by having a SLB in place. Insufficient resources, and loss of staff expertise remains a key risk. Achieving certainty and clarity about future structures and policies will help ameliorate this. (This risk applies to all work areas) The finalisation of the RSS and decisions on the relationship with the Homes and Communities Agency are key.</p>				

4.5 Regional Accountability

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
£102k	Monitoring and reporting progress on past scrutiny activity	Ensure lessons have been learnt and past investment in scrutiny has been effective	2009	<ul style="list-style-type: none"> Update reports discussed by South West Councils Business

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
				Committee and forward authority agreement
	Respond to, and develop Member oversight arrangements in line with developing policy	<p>Effective input to Parliamentary committees</p> <p>More accountable and engaged NDPBs in the South West</p> <p>Wide engagement and democratic input to development of regional strategy</p>	Ongoing	<ul style="list-style-type: none"> Member oversight on policy development arrangements in place with well co-ordinated plans Better engagement between Strategic Leaders' Board/SW councils and NDPBs including RDA

Risks: The new Strategic Leaders' Board and South West Councils will need to agree how to move forward the output from the Assembly RDA activity, a risk is that the expertise and knowledge from past scrutinise may be lost. A risk is that the work of South West Councils does not link in effectively with the new Parliamentary Scrutiny

Insufficient resources, and loss of staff expertise remains a key risk. Achieving certainty and clarity about future structures will help ameliorate this. (this risk applies to all work areas)

4.6 Managing Change & Transition

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
£183k	To effect the smooth transfer of the regional work of the Assembly following the SNR	The transfer of Assembly work moves without disrupting work outcomes	May 2009	<ul style="list-style-type: none"> Strategic Leaders' Board in place and functioning

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
		<p>Establish a working group structure to take over the responsibilities arising from the Assembly Advisory Groups</p> <p>Develop an effective Strategic Leaders Board.</p>	2009	<p>effectively</p> <ul style="list-style-type: none"> • Maintenance of Staff morale and retention of staff expertise • Delivery of business continues smoothly • Acceptance by Government of the SLB as meeting the criteria for Leaders Board and for designation as the RPB
	<p>To develop effective new working arrangements for post 2010 across local authorities with the RDA and the SLB</p>	<p>Develop a Change Management Programme with the RDA to effect the smooth transition to new regional working arrangements between the Strategic Leaders/SW Councils and the RDA as appropriate; to also determine the staffing structure and location of staff to ensure 'ongoing effective delivery</p>	<p>Ongoing 2009 – finalised by April 2010</p>	<ul style="list-style-type: none"> • RDA and Strategic Leaders joint structures in place in time to take on new policy arrangements for Single Regional Strategy etc. as required from 1 April 2010 or appropriate date

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
		Develop Scheme for Strategic Leaders Board Agree new member engagement structures		<ul style="list-style-type: none"> Strategic Leaders Board scheme approved by Government
Risk: The SLB and RDA are unable to agree ongoing arrangements. This will need overcoming by building strong working relationships and with support as necessary from GOSW				

4.7 Supporting Regional Capacity: supporting the work of Members and Officers of the three organisations

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
£252k	Provision of technical, administrative and financial support to Members	Annual Pack setting out key information to all Members including forward events calendar scheduled well in advance	July 2009	<ul style="list-style-type: none"> Comprehensive Members Pack produced in the Summer 2009
		Advising on and managing the Register of Interests	Ongoing	<ul style="list-style-type: none"> Register of Interest up to date
		High quality, concise meeting papers delivered at least seven days in advance of meetings striving to achieve ten days in advance	Ongoing	<ul style="list-style-type: none"> All meeting papers available on the website 7 days in advance of the meeting
			Ongoing	

	Support to Member Allowance Panel.	To be held if required	Ongoing	•
	Provision of technical, administrative support for established networks and Officer Groups	Efficient and effective networks which contribute to regional working and assists collaborative working whilst minimising call on officers' time through e.g., bringing together groups such as	Ongoing	<ul style="list-style-type: none"> • Delivery of officer group work • Positive feedback from Local Authorities

	Work Activity	Required Output/Outcome	Delivery	Success Indicator
		Strategic Leaders Chief Executive Support Group and the RIEP Chief Executives Group		
£40K	Provision of support to allow Strategic Leaders' Board to engage with the broad range of stakeholders as appropriate	Meetings between Strategic Leaders' Board and South West Stakeholders held to undertake Regional Planning Body decisions. Stakeholders scheme agreed with RDA and refined as appropriate following consultation	Ongoing	<ul style="list-style-type: none"> Stakeholder engagement in Strategic Leaders Board and Joint Boards where appropriate. Stakeholder scheme agreed by Government
Funding from subscription only	Support for Political Groups	In line with agreed protocol of support providing admin support for groups Providing briefing sessions to political groups when required.	Ongoing	<ul style="list-style-type: none"> All support for political groups recorded and monitored
<p>Risk: Local Authority Members do not feel well supported and work with local authority officers is not as productive as it could be. Also a risk that stakeholders are unhappy about new arrangements. Insufficient resources, and loss of staff expertise remains a key risk.</p>				

4.8 Corporate Work of the Secretariat: supporting the work of the three organisations providing the financial, administrative, IT related and communications resource

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
£6k	Provision of high quality timely, accessible and accurate communication about the work of the two organisations and their future roles	Open and transparent working	Ongoing	<ul style="list-style-type: none"> • Positive feedback from Members, senior officers and others • Bulletins issued within agreed deadlines • 'Wide' use of customer friendly informative website
	Provision of effective administrative support to Members	Members who engage and contribute effectively to the work of the organisations	Ongoing	<ul style="list-style-type: none"> • Delivery of Member group work • Positive feedback from Members
	Provision of support for established networks and Officer Groups	Efficient and effective networks which contribute to regional working and assists collaborative working	Ongoing	<ul style="list-style-type: none"> • Delivery of Officer group work • Positive feedback from Local Authorities
	Financial Systems and records are fit for	Provision of high quality and	Ongoing	<ul style="list-style-type: none"> • Budget is

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
	purpose and deliver accurate financial forecasting and budgeting	accurate information meeting legal requirements and the highest standards of public accountability		<p>delivered each year +/-5% of forecast</p> <ul style="list-style-type: none"> • Budget delivered • External audit approving accounts
	Staff resources used efficiently	<p>Staff levels and work loads reviewed and adapted flexibly to changing demands and agendas</p> <p>Staff supported and developed to work flexibly to meet changing demands and do so in compliance with greener working principles</p>	Ongoing	<ul style="list-style-type: none"> • Improvement in individual, team and organisational performance • appraisals completed within agreed deadlines • Sickness levels remain below average • Retention of national accreditations
	Continued compliance with legal responsibilities around health and safety, human rights, equalities, discrimination, freedom of information etc	<p>Staff working safely and effectively</p> <p>Organisation operating in an open, fair and transparent manner</p>	Ongoing	<ul style="list-style-type: none"> • Healthy workforce • No legal infringements

Input	Work Activity	Required Output/Outcome	Delivery	Success Indicator
Risk: Insufficient resources and loss of staff expertise remains a key risk.				

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