

Teesdale District Council

Improvement Support – Phase 5

A proposal from the IDeA

August 2008



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1 Introduction

This proposal has been prepared by Jill Emery, Lead Consultant, Improvement and Development Agency (IDeA). It has been produced as requested following discussions with Neil Stokell, Chief Executive, Paul Wilding, Interim Deputy Chief Executive, the Leader, Councillor Richard Betton, Councillor Newton Wood, Chairman of Overview and Scrutiny, Mike Dennis, Chief Governance Officer, Rachael Bowles, Assistant Chief Executive and Annette Stansfield, Regional Associate. It also builds on the support from the IDeA largely completed in phases 1-4 over the past four years.

This proposal is divided into 5 sections as follows:

Your Requirements – *demonstrates our understanding of your requirements and the context within which they sit*

Our Approach – *sets out our proposed scoping methodology and an outline project plan to meet our joint requirements*

Our Team – *describes the team we propose to deliver the work*

Our Proposition – *sets out our proposed costs for delivering this work and any relevant financial assumptions*

Working with IDeA – *demonstrates our relevant experience and expertise, how we manage the project with you, quality and evaluation processes, and what we expect of you.*

In summary the proposed project will:

- provide support to the council to progress a number of key elements of its improvement agenda following CPA re-categorisation and preparation for the new unitary council in Durham
- start in August 2008 and be completed by March 2009
- cost £11,800 + VAT + expenses

Your Requirements

1.1 Context

The IDeA has provided a number of phases of support to the council since its CPA inspection in 2004. These have been based around peer mentoring for the Leader of the Council and members of the Executive, Top Team support, member development and workshops on community leadership, performance management and communications. Following recent discussions with the authority and feedback from the Audit Commission following CPA re-categorisation, in which the council was assessed as Fair, the council is keen to progress a number of elements included in the CPA report. In addition, the council wishes to support the workforce in preparing them for opportunities in the new authority by providing job search workshops

The proposal for this fifth phase of support will be largely focused around supporting the council during its transitional year under Local Government Review and support for Overview and Scrutiny. There will also be some on-going mentoring support for the Leader and some Executive members.

It is proposed that the majority of work be carried out by December but support for the workforce will continue until the end of March 2009.

We have identified the following needs:

- **Workforce Issues**

We will provide support with tackling deployment and retention issues caused by LGR. We will facilitate workshops for- all employees who would like the opportunity to develop their skills in writing job applications and CVs; presentations and interviews. It is anticipated that we will run up to five workshops for employees according to demand. We will also offer two days consultancy support in relation to other HR issues that may be required to assist the council during the transition process.

- **Support for Overview and Scrutiny**

We will provide support to the Overview and Scrutiny committee and Executive in establishing positive working relationships in response to the CPA report and the Audit Commission's Ethical Standards Report. The proposal will be to offer:

- One half-day workshop for Overview and Scrutiny members
- One half-day workshop for Executive members
- One half-day workshop bringing together Overview and Scrutiny and Executive members. This workshop will be delivered in conjunction with the Audit Commission.

In order to gain the maximum benefit from the Overview and Scrutiny function during the final months of the council it is proposed to offer a

half-day workshop to develop a realistic work programme that can be delivered by the end of March 2009.

Mentoring Support

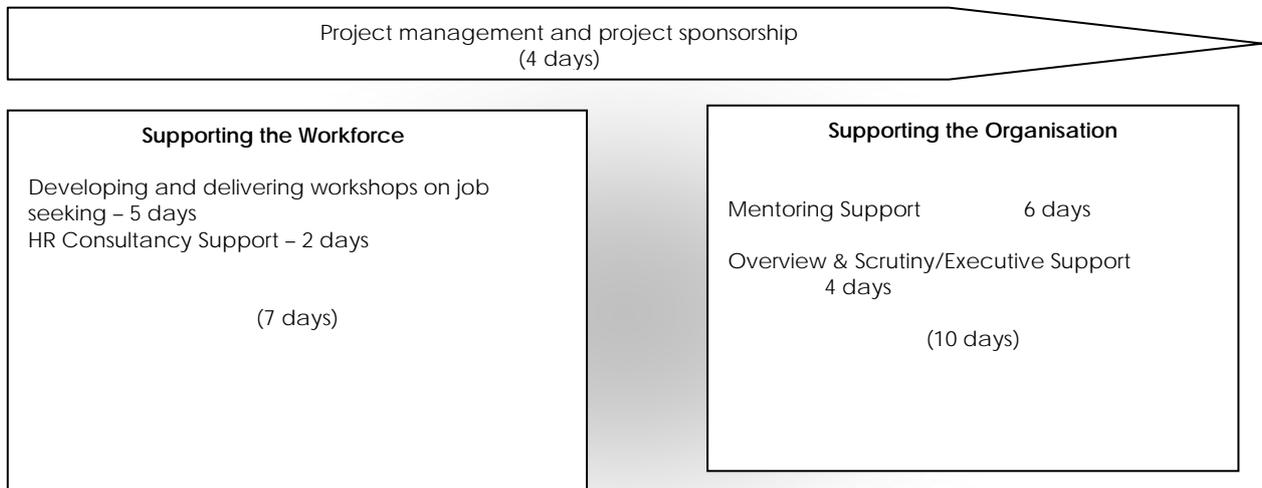
We will continue to provide mentoring support for the Leader and two Executive members during the transition period using the same peer mentors as in the previous year.

2 Our Approach

2.1 Overview

We will build upon the outcomes from the previous phases of support to the council and provide on-site support to key individuals and specific projects, to meet the needs identified in the previous section. The support will be largely based around a number of days on-site at the authority providing development opportunities to members, managers and employees.

2.2 Project Plan – At a Glance



Project Plan – Proposed Activities

Preparation

The overall support will be completed by the end of March 2009.

Total investment for this phase will be for 21 days amounting to £11,800 + expenses

Managing Risk

In all projects there are associated risks. We are highlighting our perception of the main risks in order that we can discuss with you how to minimise these risks.

Potential Risk	Comment on impact and likelihood	Comment on how we might tackle this
Changes in IDeA personnel	Likelihood – low Impact – medium	The IDeA assignment manager will ensure that work outputs and progress are well documented, so in the event of changes, succession will not affect the delivery of the programme.
Changes in TDC personnel	Likelihood – high Impact – high	The authority will inform IDeA of imminent changes of personnel during LGR.
Overview & Scrutiny/Executive members unwilling to participate	Likelihood – medium Impact – high	The Leader and Chair of Overview and Scrutiny will reinforce the importance of the work
Employees unwilling to engage in job-seeking activities	Likelihood – low Impact - medium	The Management Team will communicate the benefits of the programme as part of the preparation for LGR

3 Our Team

3.1 Team Structure

We propose the following team structure:

- Project Sponsor
- Project Manager
- IDeA Improvement Manager

The project sponsorship role is that of key client contact with overall responsibility for quality and delivery. Annette Stansfield, IDeA Regional Associate, will continue to be project sponsor for this project.

The project manager is responsible for day-to-day delivery of the project. The project manager will lead the on-site team and be responsible for the preparation of deliverables.

3.2 Team Members

	Name	Role
Project Sponsor	Annette Stansfield	Key client contact with overall responsibility for quality and delivery Liaison with the council
Project Manager	Jill Emery	Operational project management and ongoing communication with the council. Key responsibility for delivery of agreed outputs.
IDeA Improvement Manager	Jill Emery	To lead on the delivery of the job seeking workshops and HR support.
Peer Mentors	Michael Gage Glen Sanderson	To support the Leader To support Councillors Stansfield and Salter
Peer Member	TBA	To deliver workshops to the Executive and Overview and Scrutiny Committees
Project Co-ordinator	TBA	To ensure all administrative, contractual and financial

	Name	Role
		arrangements are effectively and efficiently carried out and assist the project manager, as required to ensure smooth running of the project

Our People

Jill Emery – Improvement Manager

Jill Emery has 25 years experience of working in local government at both County and District level. Jill has extensive experience of working at a strategic level, latterly as the HR and Performance Manager in a district council. Jill spent 18 months on secondment leading on improvement in the areas of performance management, organisational development, IIP, absence management, member development, workforce planning and culture change. Jill also managed a range of functions including PR & Communications, Corporate Performance as well as HR. At a County level Jill's HR roles included working in Education, Social Services and Corporate HR. Jill has worked for the IDeA since May 2007.

Her work has included:

- Supporting councils on resource and workforce planning, including the recruitment and retention of young people
- Strategic planning and performance management
- Corporate peer reviews, including fire and rescue
- Elected member development

Jill has a Masters degree in Human Resource Management and an MBA. She is a Chartered Member of the Chartered Institute of Personnel and Development (CIPD).

4 Our Proposition

Our fees are based on standard daily rate. The days quoted below relate back to the detail set out in **Section 3: Our Approach**. On this basis, we propose the following:

Work stream	Team Member	Days	Fee
Programme Sponsorship	Regional Associate	1	£0
Project management	Project Manager	3	£2400
Supporting workforce matters	Project Manager	7	£5600
Peer Mentoring	Peer Mentors x2 1x 3 days	3	£900

	1x 3 days	3	£1200
Overview & Scrutiny/Executive Workshops	Improvement Manager	1	£800
	Peer Member	3	£900
TOTAL value of programme		21	£11,800
(Estimated expenses *			£1,200

This excludes VAT.

* We propose that actual expenses will be charged.

We will be able to provide the programme sponsorship, support for the workforce, Overview & Scrutiny/Executive workshops and project management from an allocation that will be Revenue Support Grant (RSG) funded and provided at no extra cost to the authority (although expenses will be payable). The peer mentoring will be funded through the National Councillor Mentoring Programme (excluding expenses)

5 Working with IDeA

5.1 About the IDeA

The IDeA was set up by Local Government specifically to support authorities in self-sustaining improvement. Our consultants work exclusively within the public sector, primarily with local authorities and we have worked closely with Teesdale for over three years. The IDeA are able to draw on a rich portfolio of working experiences ranging from senior management positions within Local Authorities and the Third Sector, private consultancy and the Audit Commission.

Our Values

- *promoting democratic local government and the public service ethos*
- *working with and through local authorities our ultimate aim is to sustain improved outcomes for the public*
- *achieving improvement through the engagement and commitment of the local authority itself.*
- *building the capacity of local authorities to improve themselves*
- *supporting local authorities in their responsibility for shaping local solutions against a background of national standards*
- *encouraging and enabling all local authorities to build on and share with others examples of excellent practice*

5.2 Making sure we deliver

All IDeA assignments are managed in accordance with our quality assurance and project management framework. This includes how we manage:

- enquiries and proposals
- team selection and preparation
- business aspects such as contracts and invoices
- delivery management including sign-off of outputs
- post-delivery learning and project evaluation.

The organisation is committed to the on-going professional development of all its staff.

5.3 What we ask of you

Our ethos is to work with our clients to deliver a successful and sustainable outcome to each of our engagements. To support us with this assignment we will ask you to:

- Designate a key strategic contact for us to liaise with on the overall objectives, design and project plan.
- Identify employees within the organisation who will participate in job search workshops and provide a suitable venue for the events.
- Undertake appropriate internal communication tasks concerning the project, particularly around the workshops, and supporting Members.

5.4 Next Steps

If you accept this proposal, we are able to commence providing the support immediately.

If it is not possible for you to make a decision at this point or would like to examine different options, we will be happy to discuss this proposal further and other timescale options.

On agreeing a final proposal we then draw up an IDeA contract on this basis for both parties to sign.

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