



IPSM E-BULLETIN **NO.2 (E-TOPICS) –** **APRIL/MAY 2005**

Edited by Derek Wolfe, Hon. Secretary.

Typed by Lynette Wolfe, IPSM
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“The Network – tackling social exclusion in libraries, museums, archives and galleries”

The Network was formed in 1999, growing out of a research project, “Public Library Policy and Social Exclusion” (funded by the then Libraries and Information Commission).

This research project (published in 2000 as *Open to all?*) took a thorough look at how public libraries were responding to the developing social inclusion agenda, and found that, whilst there was certainly some good practice existing, there was also room for improvement – the project team made over 50 recommendations to Government, local authorities and to the library profession itself. A key feature of this project was that we held regular seminars to discuss preliminary findings with practitioners, and, at one of these seminars in February 1999, the participants asked if a network of some sort could be formed, in order for them to share good practice and to prevent ‘reinventing the wheel’.

The Network was formed in 1999, starting primarily with library authorities in London and the South East – however, by October 1999, we had over 20 organisational members.

Since then, we have broadened our remit to include museums, archives and other organisations (including the Heritage Lottery Fund, Manchester Metropolitan University, the House of Lords Record Office, the Petrie Museum, the British Museum, the British Library, and the National Library of Wales), and, today we have 118 members (plus some 15 individuals). Once one part of a local authority joins The Network, this confers membership on the whole authority, and some of our members have used this to take advantage of reduced training course rates (see below).

Although The Network has received some seed funding in the past, it is primarily reliant on raising its income from subscriptions (which have purposely been kept as low as possible – members pay currently £23 pa for an individual membership, and from £73-£250 for institutional membership) and from its other activities. These include:

Running training courses and conferences

These are a mix of open courses (which anyone can attend) and in-house training courses that are developed to meet specific needs of local authorities. Topics covered include:

An introduction to tackling social exclusion
Working with socially excluded children
Working with looked-after children and young people
Providing services for lesbians and gay men
Working with refugees and asylum-seekers.

Some courses have also been provided for staff outside the libraries/museums/archives fields: for example, the introductory course has been run for the whole senior management team of a borough council; and the services for lesbians and gay men course has been provided for a London Borough's Children's Play staff, and a county authority's HR and Equalities managers.

Specific projects

The Network is also involved in delivering specific projects, including developing a training kit for library staff working with looked-after young people (funded by the Paul Hamlyn Foundation); developing service provision for refugees and asylum-seekers (firstly, with Kent Arts & Libraries as part of a DCMS/Wolfson project; and now as a partner with the London Library Development Agency in a Paul Hamlyn Foundation project to develop a model for service delivery across the UK).

In addition to this, we produce a monthly newsletter, drawing together news, good practice, reviews of key documents, updates of work at national/ Government level, and manage a number of email discussion lists for members to share good practice and make enquiries of each other.

We also maintain a website which gives access to a wealth of information in these fields (www.seapn.org.uk).

For further information about The Network, please contact John Vincent, the Networker, john@nadder.org.uk.

John Vincent

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Building a licence to operate: a partnership approach by Dr Paul Toyne, Director, Article 13



I am often asked what the real value of corporate social responsibility (CSR) is to an organisation. In my experience it can help an organisation identify and manage risks and opportunities, motivate, retain and attract staff, and can help improve efficiency leading to costs savings and increased performance. I avoid the over-stated claim it creates positive PR. This is very much the wrong reason for any public sector organisation to engage in CSR.

But there is another side to CSR that I believe offers a real benefit to any organisation and that is the development of new networks and partnerships. A key element of any CSR programme is effective communication (=dialogue) to first inform and share views, and then to involve stakeholders in both the development and implementation of action plans.

Article 13's experience in the public sector varies across sectors as diverse as transport, health, food, policing, energy and natural resource management. The case study below briefly describes a public-private partnership approach to developing a toolkit for the communication of the expansion of the London Underground transport system which created a shared understanding, linkages to other ongoing working and effectively secured partnerships enabling a licence to operate.

Case study: building a licence to operate – a partnership approach

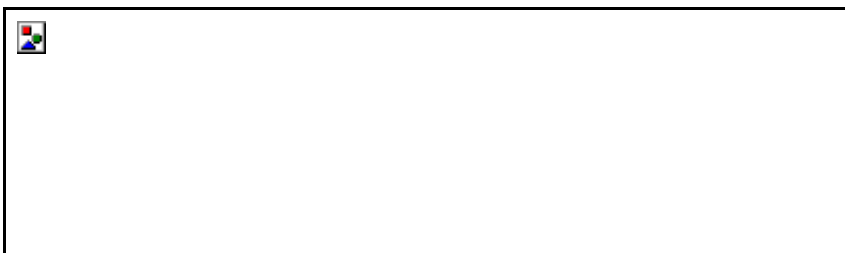
How often have you heard the expression 'If only they had consulted and shared their ideas with us'? When developing a series of transport improvements that would ultimately supply 15 London boroughs communication with stakeholders was key. With this in mind Article 13 designed a communication process for Metronet that sought to start building relationships to ease the confusion, suspicion and lack of information surrounding the public-private partnership (PPP). Thereby re-dressing previous negative publicity and provide a clear picture of proposed work and timetables. To do this we engaged in extensive stakeholder mapping exercise that identified the key people to involve and an assessment of their perspectives on the PPP. A structured meeting pack was created which was first piloted with 6 boroughs. The subsequent borough meetings resulted in the adoption of an agreed communication toolkit that provided guidance on what the priorities within each borough should be, where the gaps were, what was possible to achieve and what the opportunities were. A number of direct benefits resulted.

Benefits from a partnership approach included (amongst others)

- Shared understanding, continuous process and new ways of working
- Networks of actions and new contacts
- Areas of risk and opportunity in relationships identified and processes to manage them developed (conflict resolution)
- Synergies and complements borough objectives, so achieving
- Buy-in and support for implementation of the PPP

For more information www.article13.com

Election Observation in Macedonia



Before joining NASS, I worked for Birmingham City Council and for many years I had supervised Local, General and European election counts. I had always been aware that there were often observers present at overseas elections. Now I was no longer involved in the British electoral system I decided to volunteer as an election observer.

The OSCE's [Office for Democratic Institutions and Human Rights \(ODIHR\)](#) deploys election observation missions to OSCE participating states each year. The ODIHR fields extensive teams of experts to observe the entire electoral process before, during and after Election Day. The UK supports the ODIHR by aiming to provide up to 10% of all observers.

In March this year I undertook an election observation mission Macedonia. This was my second such mission. In May 2004 I had observed the second round of their Presidential Election.

Macedonia was part of Yugoslavia, is north of Greece and has a sizeable Albanian minority. The journey consisted of an indecently early plane from LHR and a second flight from Budapest. We arrived at Skopje and were whisked past customs and on to a coach to a large “international” hotel close to the city centre. The same hotel as last year. That evening a group of the British contingent walked into the old town and partook of local cuisine.

On Thursday there was a day's briefing before deployment - the politics, the election rules, personal security and being partnered with a national from another country. In my case a Turkish diplomat who specialised in the Middle East and had organised observers to the Palestinian presidential elections – this was his opportunity to go into the field.

The following day my Turkish partner and I met our driver and interpreter and were deployed to Tetova near the border with Albania and Kosovo. We met up with the rest of the team and were taken to a ski resort above the town for lunch – surrounded by school children learning to ski! That afternoon we went to our area to familiarise ourselves with the area and location of the polling stations.

On Saturday we went around the area again, checked all the locations of the polling stations, met elections staff from the host country and local observers.

Election day was a 6am start. Early hotel breakfast with local business men in overcoats – the central heating struggled to cope with the low temperatures. More visits, elbowing our way into polling stations and meeting election boards nominated by the contesting parties plus numerous observers so there were many suspicious hands to shake. Each visit was recorded on a proforma that ensured that every polling station visited was assessed against standard criteria. These were faxed to Skopje where the assessment of the whole process was undertaken. There were some polling stations that were considered “hot spots” with a reputation for inappropriate activities in previous elections. These got more visits. We were observers not supervisors so we could not help during the ballot count. They got the correct result but, as they had not followed the procedure were sent back to do it again.

We got back to the hotel early next morning to debrief, with supporters of all parties driving round the town square celebrating victory by horn blowing and the occasional shot in the air.

We returned to Skopje later that day with time for a last look around and a reception, meeting up again with observers from the other parts of the country and exchanged stories.

So, why go? Not for money. But you meet some interesting and extraordinary people and make new friends. You see a new place and spend time learning about somewhere interesting and new. More pretentiously, you help a country struggling toward democracy by shining some international light on the event, although I don't think the locals always see it that way.

Rodger Lawrence.

Local Strategic Partnerships

Everyone working with the public sector will be affected to greater or lesser degree by the Local Strategic Partnerships LSP and Government initiation to enhance the process.

LSP's are charged with finding networked solutions across: -

- Employment
- Safer Communities
- Children and Young People
- The Environment
- The Health of Local People
- Neighbourhood Renewal and Social Inclusion
- Housing

To find out more on the work of Local Strategic Partnerships click on the links below: -

- www.neighbourhoods.gov.uk/partnership.asp
- www.go-ne.gov.uk
- www.odpm.gov.uk
- www.renewal.net
- www.neighbourhood.gov.uk

These will also lead you to details of Compact Plus and Capacity Builders the government initiative, to build the voluntary and community sectors so that they can fully participate.

Redcar and Cleveland Council is at the forefront of these developments and their new Compact, which is launched on 2nd June, treats all partners as equal in the process.

This compact in PDF or Word can be down loaded from the Local Strategic Partnership website on: -

- www.rclsp.co.uk

Is your organisation up to the challenge?

Dave Punshon

AGE DISCRIMINATION UPDATE

COMPULSORY RETIREMENT AGES TO BE ABOLISHED

The European Union directive outlaws age discrimination from 2006. This directive requires the UK Government to consider any changes to the current laws to enable compliance.

During extensive consultation, one aspect of the current law that generated much debate and concern to business leaders, concerned the UK's ability to retain its statutory retirement age.

The Government have now announced its proposals for the new Age Discrimination Legislation and the proposals are less radical than had been expected with abolition of the default retirement age delayed until 2011.

When the new regulations come into effect in 2006, employers will still be able to set a retirement age of 65 years (default retirement), but will be under a duty to consider requests from employees to work beyond 65 years.

Consultation on the proposals will be undertaken during 2005 for implementation on 1 October 2006 and will focus exclusively on unjustified age discrimination in recruitment, vocational training and in other employment terms.

STRESS AT WORK

New Management Standards for preventing work-related stress have been launched by the Health and Safety Executive (HSE). As a result a framework is available to use when assessing and preventing stress in the workplace.

ACAS (the Advisory, Conciliation and Arbitration Service) have issued a new booklet entitled 'Parents At Work' which is a guide for employers and working parents on work/life balance. It includes a guide to employers on introducing flexible working measures.

As smoking is banned in more and more public places, support for organisations wanting to support employees in giving up smoking is available from the HSE (www.hse.gov.uk) and NHS direct.

AGENCY WORKERS

Employment law, agencies, and agency workers: the Government has issued two documents, the Conduct of Employment Agencies and Employment Business Regulations, in order to better communicate regulations to employers, agencies and workers, and to prevent discrimination against agency workers.

TRAINING AND SKILLS

Modern apprenticeships, the New Deal and NVQ's are in use across a wider range of public and voluntary sector organisations. For many young people, this is the best way to gain work-based experience, technical knowledge and an understanding of not only what the job is about, but whether it's the job for you. For funding news and further information contact the local Job Centre Plus office.

The Learning and Skills Council (www.lsc.gov.uk) have a new booklet with examples covering many employment sectors explaining how to increase skills within the workforce and what funding support may be available.

EMPLOYMENT TRIBUNALS

The amount for maximum awards for unfair dismissal increased to £56,800 from 1st February 2005.

COMMUTING TO WORK

The Government has published a national survey into commuting patterns; as expected, those in London experience the longest journeys to work. The relevant information can be found on www.statistics.gov.uk.

Julie Price

WHATEVER HAPPENED TO THE LIKELY LADS (AND LASS)?



Derek Wolfe has asked me to update members as to the fate of the former Executive, the staff of PARC who acted as the Institute's administrators from January 1st 2001 until November 2004.

As you'll recall there were three of us – Emma Kelly (who acted as our Director of Communications), Dave Robson (who looked after Research and Training) and myself, Dave Jackson (who acted as Chief Executive and Chief Financial Officer).

As you'll also recall, Emma actually left in July 2004, to pursue a career in PR and Communications. She'd originally intended to set up her own company on Merseyside last autumn, but was offered the role of Communications Officer to the Safer Merseyside

Partnership (SMP) a role which she fulfilled until 31st March 2005, when SMP closed. She has now accepted a part-time role with the "Spaceport Project" – yes Liverpool has entered the space race! - and is establishing her own PR and Communications consultancy. Anyone wishing to enquire about that consultancy can contact Emma at emmak@wwmail.co.uk

Dave Robson and I are still with PARC – we undertook a set of training assignments for ETC, a national company specialising in providing training to the public and voluntary sectors, late last year and are delivering a second series from now until mid July (see www.publicsecta.com for details). We are specialising in Project Management (and last year both of us achieved Registered Practitioner status in PRINCE2) and are also delivering training for South Birmingham and Birkenhead and Wirral PCTs and for Gwynedd County Council in the next few months. Dave R also wrote some training materials for another training company (Premier Training).

Both Dave and I felt that four years of running IPSM and delivering training and development programmes (such as Raising the Game on Merseyside) had taken us away from our roots as practising consultants and project managers in the public and not-for-profit sectors (Derek actually called us "academics" in his recent e-bulletin, there's no need for that kind of language, Mr Wolfe! – it might be levelled at me, but Emma and Dave R bear no such stigma!). So we've decided to put in stints as Interim Managers (an idea we got from Rodger Lawrence) to get ourselves "re-grounded". Dave Robson is acting as a Change Manager at Rochdale Social Services, and I've taken on a role as a Programme Delivery Officer at Heywood New Deal for Communities. Both roles last until August 2005, after which time we'll review the situation and decide whether to launch back into consultancy and training or continue as Interim Managers (I suspect we'll try to maintain the mix).

Anyone interested in what we're offering either in training or in consultancy can contact us at ripacs@aol.com.

The three of us enjoyed our time at IPSM, but we all felt that the time had come to move on, for the present we live in "interesting times" as we look to plot a future either together or individually. We'd love to hear from the many friends we made at the Institute (especially if you're offering work!)

Dave Jackson

LETTERS TO THE EDITOR

Dear Derek,

In response to your call for member views I think that the key question facing IPSM is "how can it add value to the professional development of its members?" What are its unique selling points? What can members get from IPSM that they cannot get from other professional bodies? To use me as an example, I am a Fellow of IPSM and I am also a Fellow of my professional association, the Chartered Institute of Library and Information Professionals (CILIP). CILIP can provide me with training, conferences and professional networking, but this is all within the narrow field of libraries and information. I can also attend generic

management training and conferences but these are not focussed on public services. What IPSM offers me is training, conferences and networking beyond the world of libraries and information but specifically within the realm of the public sector. This is the USP and added value of the IPSM to me.

I think that the IPSM needs to look at its image in terms of subscriptions and the journal if it is to be taken seriously as a credible institute - both might need to be increased in terms of quantity and quality.

I think that some of the Institute's objects are in fact aspirations rather than realistic and achievable objectives. They might need to be scaled down so that the Institute focuses on doing fewer things to a higher standard. Members could be asked to prioritise objects (A) to (S) and then we could focus on the top ten.

In other words, "what do members want the IPSM to be and how can we make this happen?" I think that we should aspire to be a small but effective and efficient member led network organisation, with a slim centre / admin, and most of the work carried out by members themselves, individually and collectively. As a network organisation we can make best use of our greatest resource - our members.

Regards

John Pateman

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Performance Management & Improvement For Local Government, Healthcare & Emergency Service

Effective performance management to drive efficiency and performance improvement

19–20 July 2005 • Thistle Marble Arch,
London

Confirmed speakers include:

David Pottruff, Research Manager, **Audit Commission**
Helen Ball, Head of Policy, Performance and Equalities, **Bristol City Council**
Pietro Micheli, Research Associate, **Cranfield School of Management**
Lorraine O'Donnell, Head of Policy, **Darlington Borough Council**

**John Anderson, Business Architect, London Borough
of Ealing**

**Dr Timothy Brain, Chief Constable, Gloucestershire
Constabulary**

Jim Wallace, Assistant Chief Officer, **Hertfordshire Fire and Rescue**
Ingrid Koehler, PMMI Project, **Improvement and Development Agency**
Daniel Ratchford, Assistant Chief Executive, Performance Improvement, **London Borough
of Islington**
Mark Suddaby, Strategic Risk Manager, **Lincolnshire County Council**
Tony Pearson, Assistant to the Chief Executive, Policy and Performance Services, **North
Kesteven District Council**

Glynis Davies, Director of Local Government, OGC

Rita Sammons, Director, **SOLACE Enterprises**
Adele Wilter, Head of Performance Improvement, **Surrey County Council**
Mike Wistow, Head of Performance Management, **West Hull Primary Care Trust**
Martin Reeves, Head of Performance Review, **Westminster City Council**

Pre-Conference Workshops: Monday, 18 July 2005

- A. Ensuring Effective Process Management To Improve Performance
Peter Hillmann, Founding Director, **TQMI**
- B. Building Best Practice Public Sector Balanced Scorecards
Gavin Lawrie, Founder & Managing Director, **2GC**

Conference Day One: Tuesday, 19 July 2005

08.30 Registration And Coffee

09.00 Chairman's Opening Address
David Felstead, Vice President - Performance Optimisation, **Gartner**

09.10 **Meeting Government Targets: Delivering Efficiency**

Keynote
Presentation

The role of the OGC efficiency team is to drive forward and coordinate implementation of the government's efficiency review, and Glynis is responsible for Local Government. In this session, she will walk you through where you should focus your efforts to achieve these targets, some advice on ensuring delivery and how performance management relates to efficiency.

Glynis Davies, Director of Local Government, OGC

09.50 **Supporting The Efficiency Drive And Complying With Central Government Performance Frameworks**

It can be confusing, to say the least, to pick your way through the many central and local targets for performance and end up at the goal you had in mind. But you need to satisfy them all, while ensuring your top priorities don't suffer. Darlington's approach to this is built on organisational development and performance culture, and Lorraine will give you a unique insight into this strategy, which is ahead of the game in many ways:

- Examining the national priorities and targets: what do these mean for you?
- Using these targets as the building blocks for your own strategy
- Too many priorities: ensuring you knit everything together to form a coherent plan for your organisation
- Lorraine O'Donnell, Head of Policy, **Darlington Borough Council**

10.30 Morning Coffee And Registration

10.50 Effective Performance Measurement And Monitoring To Drive Performance Improvement

The results of the 2004 CPA moved Islington up two levels to "good", making it the fastest improving council in the country. One of the specific comments from the Audit Commission was that "Islington has a clear vision of what it is trying to achieve. Priorities are clear and there are well-targeted plans to deliver them". Daniel will share Islington's approach to setting benchmarks, measurements and monitoring of performance.

- Setting relevant benchmarks to measure improvement
- Developing realistic goals and timeframes to achieve your desired improvement
- Establishing an effective and efficient monitoring system across the organisation
- *Daniel Ratchford, Assistant Chief Executive, Performance Improvement, **London Borough of Islington***

11.30 Performance In The Public Sector: From Measurement To Management

- Why do we measure performance? Strategy, influencing behaviour and communication with stakeholders
- Challenges: the measurement crisis!
- Cranfield's research and best practice case studies in transforming your measurement into management
- Towards performance management: the main issues and way forward
- *Pietro Micheli, Research Associate, **Cranfield School of Management***

12.10 Successfully Preparing For, And Managing, The External Assessment Process

With new Codes of Audit Practice being introduced, Helen will walk you through Bristol City's experience of being a pilot council for the new methodology. She'll share what they've learnt during the trial and give you an insight into how you can prepare effectively:

- Central Government's shared priorities
- Concentrating on the key performance factors that inspectors focus on
- Ensuring member buy-in to performance management

- Preparing for the external assessment
- Working with assessors
- Value for money: financial management and performance management arrangements
- Reporting of audit results
- Getting the most from assessment and using feedback for ongoing improvement
- Helen Ball, Head of Policy, Performance and Equalities, **Bristol City Council**

12.50 Lunch

14.10 Driving Improvement In Performance Through Effective Performance Management: Moving Forward From A "Good" CPA Rating

In 2004, North Kesteven was awarded a "good" CPA rating, just narrowly missing the "excellent" that everyone's striving for. In this session, Tony will give you an insight into how they're driving performance management forward and where they're concentrating their efforts to capture that extra point or two:

- Reviewing performance indicators to make sure they add value: key priority indicators, non-key statutory indicators and managerial indicators
- Effective reporting: delivering the facts together with action plans
- The importance of the 8 Priorities and 6 Improvement Plan Themes to drive performance management at all levels of the organisation
- Linking service delivery plans to the Council's 8 Priorities, 6 Improvement Plan Themes or Audit Commission requirements, so that improvement can be demonstrated
- Tony Pearson, Assistant to the Chief Executive, Policy and Performance Services, **North Kesteven District Council**

14.50 Driving Improvement In Performance Management Through Thorough Review Of Your Existing Performance Management Framework

An improved performance management framework, based on the Balanced Scorecard, was introduced across Surrey County Council in April 2003. This, together with the requirements to regularly monitor and report performance, now ensures a coherent and consistent approach to performance management. Indeed a recent IDeA peer review was "impressed with the amount and quality of work the Council has undertaken on performance management". In this session, Adele will share with you what they did and the lessons learnt along the way through formal and informal review.

- Is the framework embedded at the front line?
- Has it contributed to improving service performance?
- Is there a performance management culture?
- Pointers for the future
- Adele Wilter, Head of Performance Improvement, **Surrey County Council**

15.30 Afternoon Coffee And Networking

15.50 Delivering Concrete Results

Delivery is the watchword of the moment. But it's not enough just to deliver on your promises - concrete measurement of your results is essential to demonstrate your success and how it was achieved.

- Accurately measuring performance enhancement
- Comparing actual results with your initial objectives
- The importance of accurate performance reporting
- Can your performance management programme guarantee an excellent CPA rating?
- John Anderson, Business Architect, **London Borough of Ealing**

16.30 Building A Performance-Orientated Culture

Cultural change is cited as the most difficult nut to crack. But people make your organisation, and performance improvement cannot be achieved without their support. So how do you win them round?

- Securing buy-in and active support from senior management
- Fostering ownership, engagement and inclusion at all levels
- Educating staff as to how they impact performance
- Embedding performance management into the day-to-day working life of staff
- Martin Reeves, Head of Performance Review, **Westminster City Council**

17.10 Chairman's Closing Remarks

17.20 Close Of Day One

Conference Day Two: Wednesday, 20 July 2005

08.30 Registration And Coffee

09.00 Chairman's Opening Address

David Felstead, Vice President - Performance Optimisation, **Gartner**

09.10 Leaders And Champions As The Lynchpins Of Improvement

For truly successful performance management, which drives improvement, backing from the top is essential. How do you ensure that performance management gets to the top of the priority list?

- Engaging senior management, leaders and champions
- Securing total commitment: ensuring senior management understand, live and breathe performance management and improvement
- Using champions to spread the word amongst their peers
- Mike Wistow, Head of Performance Management, **West Hull Primary Care Trust**

09.50 Successfully Improving Performance: Learning From The Lessons Of Others

Findings from Comprehensive Performance Assessment and the Local Government Improvement Programme demonstrate that performance

management is a key characteristic in the success of a well-run local authority and an essential ingredient for improvement. A strategic alliance between the Audit Commission and IdeA that builds on their complementary roles to develop a common understanding and approach to Performance Management, Measurement and Information (PMMI). The PMMI project takes best practice and disseminates this so that you can have a head start on performance management and improvement.

Ingrid Koehler, PMMI Project, **Improvement and Development Agency**
David Pottruff, Research Manager, **Audit Commission**

10.50 Morning Coffee And Networking

11.10 Developing A Balanced Scorecard Approach To Translate Your Strategy Into Action

In this session, Jim will walk you through the work he's done in embedding the Balanced Scorecard within Hertfordshire Fire and Rescue. He will share the benefits, pitfalls, how it's been integrated and how it's changed the way they work.

- Why choose this methodology? The benefits of constant performance management "by fact"
- Using the Balanced Scorecard to drive management rather than just measurement
- Embedding this methodology within the organisation
- Jim Wallace, Assistant Chief Officer, **Hertfordshire Fire and Rescue**

11.50 Leveraging The EFQM Excellence Model To Achieve Outstanding Results

This session will address the fundamental concepts and EFQM excellence model, and will draw on the learnings from others within the public sector.

- Assessing where you are now and defining your corporate priorities
- Identifying and prioritising improvements
- Incorporating improvements in your action plans
- Actually making the changes and monitoring the results
- Reserved for Bill Gormley, Head of External Relations and Public Sector, **EFQM**

12.30 Lunch

13.50 Managing The Link Between Performance Management And Risk Management

The link between performance and risk management is often disregarded. Yet they are flip-sides of the same coin. There is a strong and direct link between risk management and performance and by combining your strategy to both, you can see significant results.

- The traditional views and tools
- Developing a more modern view
- Embedding risk management: strategy, framework and culture
- The internal and external benefits of addressing the link between performance and risk
- Future views and tools

- Mark Suddaby, Strategic Risk Manager, **Lincolnshire County Council**

14.30 **Achieving Excellence In Organisational Performance**

SOLACE Enterprises have a combination of profound knowledge of Local Government and specialist expertise, backed up by direct experience of delivering public services. Rita will draw on this background to give you advice on some of your most significant problems:

- Navigating the Gershon maze
- Preparing for CPA
- Keeping your team at the top
- Meeting the customer service challenge
- Overcoming the HR challenge
- Rita Sammons, Director, **SOLACE Enterprises**

15.10 Afternoon Coffee And Networking

15.30 **Linking Your Improvement Planning To the New CPA Methodology To Achieve Outstanding Results**

- Understanding the importance of improvement planning and continual refreshing of your strategy
- Working with assessors: what will they expect from you, particularly in light of the new Codes of Audit Practice?
 - Value for money: financial management and performance management arrangements
 - Reporting of audit results
 - Central Government's shared priorities
- Ensuring effective monitoring to effectively display performance improvement
- David Pottruff, Research Manager, **Audit Commission**

16.10 **Setting Your Strategic Performance Framework To Drive Effective Performance Management**

It can often seem that performance measurement and management strategies are too divorced from what needs to be done to improve your organisation and service in reality. This session will show how to achieve a fully joined-up strategy.

- Setting your objectives in line with national and local priorities
- Developing your own strategic plan: Vision5 at Gloucestershire Constabulary
- Transforming your performance management
- Dr Timothy Brain, Chief Constable, Gloucestershire Constabulary

16.50 Chairman's Closing Remarks

17.00 Close of Conference
