

**THE EXECUTIVE**

**Tuesday, 7 September 2004**

**Open Report**

**Agenda Item 11a    Social Services Management Training and  
Development Report (Pages 1 - 3)**

**Private and Confidential Report**

**Agenda Item 18a    Urgent Decision Required in Respect of the  
Education Private Finance Initiative (PFI) Contract  
(Pages 5 - 8)**

*Concerns a Contractual Matter (paragraphs 8 and 9)*

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**THE EXECUTIVE****7 SEPTEMBER 2004****REPORT FROM THE DIRECTOR OF SOCIAL SERVICES**

The Chairman will be asked to decide if this report can be considered at the meeting under the provisions of Section 100B(4)(b) of the Local Government Act 1972 as a matter of urgency, because of the need to ensure that there is prior approval of this event, given that the costs exceed £1,000.

<b>SOCIAL SERVICES MANAGEMENT TRAINING AND DEVELOPMENT</b>	<b>FOR DECISION</b>	
<p><i>This report seeks approval for attendance at a conference in accordance with the Conference, Visits and Hospitality Rules, which states that if the total cost is likely to exceed £1,000, the event must be approved by the Executive in advance.</i></p> <p><b><u>Summary</u></b></p> <p>The Social Services Management Team is planning a training/development session. The recent appointment of a number of new Senior Managers means that it is timely for the team to consider the political vision offered by Members, be clear about strategic direction and management, establish a consistency of management, and new ways of working. This report is submitted to the Executive as it will cost in excess of £1,000 as stipulated in the Conferences, Visits and Hospitality Rules.</p> <p><b><u>Recommendation / Reason</u></b></p> <p>The Executive is asked to approve the training/development for the Social Services Management Team, to be held on 16 - 17 September, at a cost of approximately £1,600, in order to continue to drive forward performance improvements.</p>		
<p><b>Contact Officer:</b> Julia Ross</p>	<p>Director of Social Services</p>	<p>Tel: 020 8227 2300 Fax:020 8227 2241 E-mail: <a href="mailto:julia.ross@lbbd.gov.uk">julia.ross@lbbd.gov.uk</a></p>

**1. Introduction**

- 1.1 The Social Services Management Team has been planning a training/development session, for which there is an extensive agenda. It is an important time for the team. The recent appointment of a number of new Senior Managers means that it is timely for the team to consider the political vision offered by Members, be clear about strategic direction and management, establish a consistency of management, and new ways of working. It is also necessary for Department Management Team (DMT) to define its priorities for next year as part of the planning and budgetary process for 2005-06, to the overall performance of the Department continues to improve.

- 1.2 The programme runs from 16 – 17 September and whilst there is no external facilitation, it will benefit from contributions from the Portfolio holders and the Leadership programme which is now taking place for all middle managers.

## **2. The Constitution – Conferences, Visits and Hospitality Rules**

It became apparent in late August when the programme was being finalised, that the costs would go over £1,000 if overnight stays were required. This is why the report to Executive is late.

## **3. Aims of Training/Development meeting**

The aims and outline programme are attached.

It will be seen that it is intended to work extensively into the evening and commence early on the second day. This makes it difficult for staff, who would be required to leave for home very late and to return early in the morning.

## **4. Venue and Cost**

The venue for the event is the Moat House, near Grays, Essex. The costs amount to £180 per person for the two days, including room hire and facilities, overnight accommodation and meals. The total cost is therefore, around £1,600. This will be funded from the Social Services training budget.

## **5. Conclusion**

In accordance with the Conferences, Visits and Hospitality Rules (paragraph 2.2) it is clear that Executive approval must be sought for all events where the total cost is likely to exceed £1,000.

Given the newness of the Management Team and the need not to lose any momentum on driving forward performance improvements, it is recommended that the Executive agree to this event.

## **OUTLINE MANAGEMENT DEVELOPMENT/TRAINING PROGRAMME**

Date: 16 and 17 September 2004  
Venue: Moat House, Grays, Essex  
Attendance: Social Services Departmental Management Team \*

### **Aims of the Days**

1. To enable the new DMT\* to benefit from political and operational leadership by brining the new team together to agree future direction.
2. To develop further the change programme in Social Services by agreeing the content of a new leadership programme for senior managers and how we can ensure improved management at all levels.
3. To review progress against finance and commissioning strategy and agree ways of ensuring we can continue to improve performance, and reach 2 stars.
4. To consider external/internal challenges that will impact on our work over the next 18-24 months and in the light of these, agree priorities for action over the next two years.

\* We have been fortunate that our new Head of Strategy and Performance will be able to attend even though she does not start until November.

## **OUTLINE PROGRAMME**

### **16 September**

09:00 – 10:30	Political vision for Social Services
11:00 – 12:30	Developing our Managers <ul style="list-style-type: none"><li>• Ensuring they have the skills required to deliver improved performance</li><li>• Reviewing work on liP</li></ul>
1:30 – 3:30	Developing our Managers (continued)
4:00 – 6:00	Shaping the new Management team – working together
6:00 – 7:30	Dinner
7:30 – 9:30	Group exercise on setting and agreeing leadership style and direction

### **17 September**

08:30 – 10:00	Reviewing our performance for CPA and 2 Stars, progress defining future challenges
10:30 – 12:00	Agreeing high level priorities for the next 18-24 months
12:00 – 1:00	Lunch and finalise

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