

Performance Report - for the period April 2016 to end of September 2016

Purpose

For discussion.

Summary

This report presents an update of performance against the Memorandum of Understanding the LGA/IDeA have with DCLG about the use of the grant. It covers the period from 1 April 2016 to end of September 2016.

The report provides a useful summary of the work that the Board oversees and contributes to as part of the sector led improvement programme.

Recommendation

That the Board considers the report and agrees any follow-up action.

Action

Officers to initiate any required action.

Contact officer:	Dennis Skinner
Position:	Head of Improvement
Phone no:	020 7664 3017
Email:	dennis.skinner@local.gov.uk

Performance Report - for the period April 2016 to end of September 2016

Introduction

1. This report presents an update for the Board on performance against the key deliverables set out in the Memorandum of Understanding (MoU) that is in place between the IDeA and DCLG about use of the grant allocated for 2016/17.
2. The report begins with short summaries of the overall performance for the period to the end of September 2016. The table below explains what the symbols used in the summaries mean.

Green	Deliverable achieved within planned timescale
Amber	Deliverable partly achieved/on track to achieve within the planned timescale
Red	Deliverable not achieved/not on track to achieve

3. Paragraphs 9 to 21 of the report cover the four key programmes of sector led improvement support:
 - 3.1. Peer improvement in local authorities
 - 3.2. Efficiency and productivity
 - 3.3. Strong political and senior officer leadership
 - 3.4. Strong communities with excellent public services.
4. Section 22 provides a summary of the financial position of the programme. Section 23 provides some insights as a result of our work in the last quarter.
5. Whilst the IDeA Board is formally responsible for the work programme and budget and a report will be presented to the next IDeA Board meeting, it is considered important for the Improvement and Innovation Board to receive the performance report as one way it can be kept updated on the improvement work.

Performance Summary

6. The table below summarises the half-year position on our key deliverables:

	Total	Green	Amber	Red
Key deliverables	29	10	18	1

7. Overall we are on target to deliver all but one of our key deliverables. Our promise to recruit at least 100 graduates in to local government will not be met this year. Whilst we had originally recruited over 100 graduates, unfortunately there was a slightly higher number of withdrawals this year between the time of graduates being recruited and placed with councils and them actually taking up placements. The number of graduates placed with councils from the current cohort stands at 94.

8. Key highlights include:
 - 8.1. 52 peer challenges carried out by the end of September
 - 8.2. Provided tailored support through the use of member or officer peers for a further 26 authorities in Q2
 - 8.3. Continued to provide intensive support to councils with the most severe challenges
 - 8.4. Put in place support for 4 more authorities where there are issues between the political and managerial leadership of the council
 - 8.5. Helped councils save an estimated £11.25m through the use of collaborative procurement frameworks and our deployment of commercial experts
 - 8.6. Launched our second programme commissioned from the Design Council to assist councils to use design techniques
 - 8.7. Increased bookings on our political leadership programmes by a further 245 in the second quarter
 - 8.8. Recruited participants for our Next Generation programme aimed at talented councillors across the political parties.
 - 8.9. Supported 59 councils on a range of workforce issues.
 - 8.10. Established the Combined Authority chief executive network and provided a range of support to areas on devolution.

Peer Improvement in Local Authorities

9. Deliver at least 110 peer challenges
 - 9.1. 27 peer challenges delivered in the second quarter thereby increasing the total as at the end of September to 52
 - 9.2. An additional 51 peer challenges confirmed to take place this financial year
 - 9.3. Active discussions taking place with a further 42 with indicative timeframes before the end of the financial year
 - 9.4. Significant effort taking place by Principal Advisers and lead member peers to encourage those councils with low take-up to date
 - 9.5. Member Peer conference held with over 100 member peers.
10. Delivery of top team development work
 - 10.1. Delivery of top team development started in an additional 2 councils in this quarter, taking the total to 7 in the year.
 - 10.2. The work is often related to changes in either the political or managerial leadership and is being used in some councils as part of a much wider programme of support.
11. Support where there has been a change of control
 - 11.1. Action taken to identify councils likely to be subject to change in May 2016 and some support put in ahead of elections in key councils

- 11.2. Meeting of Principal Advisers, each of the political group offices at the LGA and leading member peers held immediately after the May elections to share intelligences and decide action to be taken
- 11.3. 23 councils have been provided with support to date.

Efficiency and Productivity

12. Develop opportunities for local authorities to enter collaborative procurement opportunities

- 12.1. National software framework and construction frameworks estimated to have helped councils save in excess of £4m.
- 12.2. Further projects on skills and strategic supplier management underway
- 12.3. Beta toolkit to be issued shortly for consultation.

13. Support councils to become more commercial

- 13.1. The Advanced Commercial Group has now met 3 times and has representatives from 19 councils
- 13.2. Plenary session at LGA conference on “making your council a commercial reality” attended by 140 delegates
- 13.3. Commercial experts supporting 5 councils to date with the aim of generating £7.25m in additional income.
- 13.4. Our Commercial Skills Procurement Solution on target to be launched in October.

14. Support to 50 councils on making better use of data

- 14.1. 3 seminars with NESTA demonstrating how councils can make better use of data have been held involving over 100 councils participating.
- 14.2. Work started on specification for a new set of eLearning modules and webinars
- 14.3. Consultation on a standard for election data carried out and forms commitment 7 in the National Action Plan for Open Government.

15. Productivity Experts

- 15.1. Productivity experts are working with 7 councils so far this year
- 15.2. Estimated efficiency savings total almost £15m
- 15.3. External evaluation of the programme produced which estimates that the programme has contributed to savings in the vicinity of £133m across the lifetime of the programme.

Strong Political and Senior Officer Leadership

16. Training at least 700 councillors with leadership roles

- 16.1. 590 councils either attended or booked on courses for the year by end of September.
- 16.2. Additional programmes being scheduled to deal with demand.

17. Training and support for at least 50 leaders and chief executives

- 17.1. Event programmed to take place in early November in conjunction with BT titled Leading Edge: Smarter Places looking at new technologies to change service delivery.
- 17.2. Leaders programme planned to get underway in October.
- 18. Recruit at least 100 graduates
 - 18.1. Selection and recruitment process for latest cohort completed. Over 100 graduates selected and placed with councils.
 - 18.2. However, due to a small number dropping out number of graduates now stands at 94.
 - 18.3. Discussions have continued with the aim of providing opportunities for graduates from the various public sector programmes to learn from each other.
- 19. Support councils to increase opportunities for apprentices
 - 19.1. Information being widely disseminated to councils.
 - 19.2. 2 conferences held and a further 2 planned.
 - 19.3. Webinar with Skills for All run.
 - 19.4. Case studies being produced and will be launched shortly.

Strong Communities

- 20. Establish network of combined authorities and support devolution
 - 20.1. Network of Chief Executives of combined authorities established at the LGA conference followed by further meeting on 26 September.
 - 20.2. Bespoke support packages in place for a number of combined authorities or areas with devolution deals at an advanced stage.
 - 20.3. Programme of support being put in place for Mayoral candidates by the appropriate political group.
- 21. Support to councils to strengthen community cohesion
 - 21.1. Online resource for councils created setting out case studies, guidance and toolkits on building community cohesion and tackling hate crime.
 - 21.2. Work taking place to update guidance pending publication of Casey Review.
 - 21.3. Interest group created on Knowledge Hub to enable good practice to be widely shared.
 - 21.4. Plenary session held at LGA conference with the Home Office
 - 21.5. Councillors guide on counter-terrorism and a Leadership essential course now commissioned.

Financial Implications

- 22. The 2016/17 revenue budget is £21.4m, representing a reduction of £2m from the previous year. As at the end of September, revenue expenditure was £9.185m. This is largely in-line with anticipated profile. The projected outturn at the end of month 6 is £21.343m, which would be an underspend of £57,000 on the DCLG

grant for 2016/17. Therefore, it is anticipated that the full DCLG grant will be spent.

Insights

23. This section of the report draws together the key insights gathered over the last 6 months, largely from the Principal Advisers and their staff who lead the improvement programmes but also from colleagues across the LGA.

- 23.1. The need for **strong and effective political leadership and governance** remains and the elections in 2016 led to some issues coming to the fore in a number of councils as a result.
- 23.2. An increasing number of councils that took out **layers of management** in previous years are now struggling with capacity.
- 23.3. **Commercialisation** and income generation are much more popular in less deprived councils.
- 23.4. Demand pressures particularly **on children's and adult social care** has become much more noticeable.
- 23.5. Concerns about future government view on **devolution**, particularly whether a mayor is required in two-tier areas.
- 23.6. An increasing number of councils reporting budget pressures due on their **temporary accommodation** budgets.
- 23.7. A number of councils looking at new vehicles to **build homes**.
- 23.8. There has been a renewal of interest in our **Be A Councillor programme** in the run up to the elections in 2017.

Implications for Wales

24. There are no implications for Wales. The MoU with DCLG covers grant to support improvement in English local government.

Financial Implications

25. No additional financial implications beyond those referred in the Performance Report, above.

Next Steps

26. Officers to progress the delivery of the MoU commitments, reporting to the IDeA Board and Improvement and Innovation Board.