

Sector-led support, improvement and innovation: Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities

Target	What have we delivered by end of Sept	Traffic light: did we deliver what we said we would deliver?
Peer Work in Councils		
<p>Delivering at least 100 peer challenges involving councillor and senior officer peers from the sector and other organisations including the voluntary and business sectors and from government departments, spending between 3 and 5 days in an authority challenging what the council is doing, identifying good practice and areas for improvement. The challenges will include:</p> <ul style="list-style-type: none"> - tailored corporate peer challenges focusing on issues of leadership, corporate capacity and financial resilience - service specific peer challenges, particularly on safeguarding, adults and health - place based peer challenges. 	<p>99 peer challenges have been delivered, are confirmed, or are in discussion. 31 challenges delivered to date. This includes a range of different peer challenges including corporate, finance, fire, children's and adults and follow up visits. In addition, there have been 8 peer development/briefing events. The number of peer challenges delivered is normally greater in the second half of the year than in the first half and the general election had an impact on the take up of peer challenge in the early part of the year.</p>	Amber
<p>Providing tailored support to individual councils and groups of councils, especially councils with the most severe performance challenges. This will include bespoke support for at least 40 councils.</p>	<p>The LGA has been currently working with the following numbers of councils in relation to each of our various improvement support offers:</p> <p>Change of control/leader support 38 Bespoke mentoring support 27 Delivery of top team development work 16 Follow up work to peer challenges 17 Direct improvement support 101.</p>	Green
<p>Supporting at least 10 councils to manage and resolve issues between the political and managerial leadership of a council to ensure these councils continue to deliver the outcomes they are seeking for their communities.</p>	<p>12 councils have received specific chief executive and leader relationship support to date.</p>	Green
<p>Providing direct support to at least 20 councils in developing scrutiny skills and expertise, holding both local government and other parts of the public sector to account as democratically elected local representatives.</p>	<p>Support has been provided to 21 Councils through our partnership with CfPS to date</p>	Green
Efficiency and Productivity		
<p>Developing more opportunities for councils to enter into procurement opportunities as set out in the National Procurement Strategy, such as category management, contract management and shared procurements, particularly in high spend areas such as information technology, construction, energy and social care, saving councils at least £10m a year.</p>	<p>Work continues to implement the National Procurement Strategy, with the launch of the category strategy for Social Care taking place in October. The national software procurement framework is on target to achieve annual savings of £12m from 170 separate contracts in the current year.</p>	Green
<p>Providing a productivity expert to work with at least 20 councils to provide them with the skills and expertise required to enable them to realise efficiency savings, saving the councils in total at least £20m.</p>	<p>By the end of this quarter, 10 councils were receiving productivity expert support and they were projecting savings of £7m.</p>	Amber

Supporting at least 5 councils to pilot new ways of delivering learning disability services more efficiently with a view to sharing the learning nationally via reports, national events, case study material and networking. This programme will aim to save councils a total of £5m.	The five authorities participating in the LDSE project (Barking and Dagenham, Cumbria, Darlington, Kent and Wiltshire) are now well into the delivery phase of the project. During June, the Programme Advisor, Professor John Bolton, visited the participating areas to provide challenge and support to the work. An interim position report was published in August which reports projected savings in excess of £20m over the duration of the programme. A programme event is being planned for February to share learning with the wider sector.	Green
Working with at least 10 councils to help them make their waste and recycling contracts more efficient	Research indicates that a significant number of councils are due to renew their contracts for waste services over the next two years. A prospectus was issued to invite expressions of interest for the programme to identify and develop good practice with a deadline of the end of July. The waste programme is now supporting 11 projects involving 60 councils.	Green
Providing bespoke political and officer support for at least 25 individual authorities helping them to address financial sustainability; integrated budgets, management of risk and new delivery models.	Support has been provided to 11 authorities: financial reviews have been carried out in three authorities, support visits have been carried out with another three, and bespoke support has been provided to a further five authorities. Further financial reviews are planned for November and December while considerable interests has been identified for the New Year. Advice has been given to Principal Advisers and Programme Managers in relation to several more.	Amber
Providing a “matchmaking service” for councils who wish to share services and/or management teams with other councils or with other public services.	This is an action planned for later in the financial year, although we are currently brokering an arrangement that could see 2 local authorities agreeing to share a Chief Executive by the end of the year.	Amber
Capturing and promoting good practice in shared services and shared management arrangements, through our interactive web-based map and also providing bespoke political and managerial support to councils wishing to share a chief executive and senior management arrangements.	The revised shared services map was published in May and now shows that there are at least 416 shared service arrangements in place across the country, delivering annual savings of at least £462m a year.	Green
Equip more councils with the skills and confidence to use design to improve public services and manage future demand for them. Delegates from up to 20 councils will receive the mentoring and guidance needed to implement new activity and tangible projects over a 90 day period and their experiences and knowledge will be disseminated across the sector.	Work is underway in both cohorts of the LGA and Design Council’s Design in Public Services programme - in the South West and East of England. The programme is proving very popular, with 10 councils from each region and their partners are benefitting from greater skills and confidence in using Design tools to solve their most urgent public services challenges.	Green
Develop a plan to build sector capacity and leadership to support further digitisation of both transactions and wider work on transformation	We carried out research working directly with councils and with sector representative bodies including Socitm, Solace and the Local CIO Council, to establish what councils have been doing, what they think are the priorities and how best to support councils. This feedback and research was used to inform the LG Digital SR submission which included a section on capacity and leadership We have also have plans in place for this year’s work programme to support a small group of councils apply digital solutions to wider work on transformation.	Green

Proactively support the widening of digital and cyber resilience awareness across Local Authorities and their active participation in the national Cyber-Security Information Sharing Partnership (CiSP).	The LGA is working with Cabinet Office and DCLG to help councils better understand the threats posed by cyber criminals, we are planning to co-host a number of events early in the New Year including an exercise with a small group of councils and a major conference.	Amber
Create and maintain an on-line database of innovation and other notable practice designed to help councils identify opportunities to save money and generate income.	This database has been launched including examples from last year's Innovation Zone and has been expanding since to include wider notable examples of good practice as well as the examples from this year's Innovation Zone. It currently includes 800 case studies although this figure is continuously increasing as further examples are added. The database was accessed 350 times in the week of 3/10/15 alone.	Green
Strong political Leadership		
Providing development opportunities for at least 500 councillors with leadership roles in their councils – including those in opposition – through our newly refreshed suite of leadership programmes. Over 90% of participants agreeing that the programme has made a difference.	To date, 548 councillors have attended or are booked to attend our various Leadership Academy, Leadership Essentials and Focus on Leadership programmes this year.	Amber
Supporting at least 50 ambitious and talented councillors with the potential to progress in their political careers through our highly acclaimed Next Generation programme. Our aim will be for at least 50% of participants to have gone on to be cabinet members, committee chairs or leaders within the following 5 years.	The programme successfully supported 58 councillors in the year up to September 2015 to develop their leadership skills and political careers. The 2015/16 Next Generation programmes begin in October 2015 and are expected to deliver support to 60 councillors - 20 Labour, 16 Independent, 15 Conservative and 9 Lib Dems.	Green
Supporting up to 50 leaders and chief executives through our Leading Edge and other programmes providing them with the opportunity to work together on developing their leadership roles, exploring new ways of working and new models of service delivery, in particular focusing on dealing with the financial challenges facing local government and the public sector more generally.	38 leaders and chief executives from councils in Surrey, Sussex and Brighton have signed up to attend our Leading Edge programme on Place Based Leadership and Devolution in November. We are planning to run a second Leading Edge programme early in the new year. 14 Council Leaders are signed up to attend our Leaders' Programme, which starts in October.	Amber
Recruiting up to 100 high calibre graduates in to local government, working with councils to secure interesting and challenging placements for them through a two year management development programme as the basis for a successful leadership career in local government, linking with graduate recruitment across the rest of the public sector.	The ngdp Cohort 17 recruitment process has now closed. 98 graduates have now been placed in over 44 councils and their learning and development programme will commence with an Induction event at the end of October.	Green

Strong Local Economies		
Providing support to groupings of councils to build capacity to deliver growth and devolution deals which support the growth of the sub-regional economy.	The LGA continues to work directly with councils and groups of councils to support and advise them as they prepared their proposals and negotiate with Government. Officers have also spoken at a number of regional events. We have launched our extensive DevoNext Hub as best source of information and advice on devolution in England. We will shortly be running the first of our communications for devolution events. We will shortly be piloting our first 24-hour event on place-based leadership and devolution. Planning for more events on devolution is underway.	Green
Supporting at least 15 councils, through our Economic Growth Advisor programme, to build the economic capacity of their area and thereby help improve its economic future. Each local area will be provided with expert help to progress local economic growth initiatives.	Phase three of the Economic Growth Adviser programme was launched in July 2015 and 6 bids have been received so far involving 15 councils.	Green
Supporting at least 150 councillors to maximise the contribution of culture and sport to growth and re-vitalising communities by a programme of leadership support and challenge.	15 portfolio holders attended the latest LGA/ACE Libraries seminar on 15 September at The British Library, with another planned for 27 January. 90% of delegates felt the seminar shared useful learning and tools. We have offered three fully funded library peer reviews to councils and are signposting all councils who expressed an interest to other forms of support. Other upcoming leadership events include two Culture Leadership Essential Programmes (3-4 November and 2-3 December, with ACE) and two Sport Leadership Essentials Programmes (21 – 22 October and early 2016 to be confirmed, with Sport England.) So far this year we have supported 35 portfolio holders to lead transformational change of sport and library services.	Amber
Workforce, Transformation and Integration		
Providing support to at least 15 councils to develop a more commercial approach to their activities such as help in accessing social finance and greater collaboration with the private and third sectors.	The Advanced Commercialisation Group of 15 authorities has now met twice, with a view to sharing their experiences of commercialisation and developing an improvement offer to be shared with other councils. A presentation by a member of the Group has been given to the Improvement and Innovation Board.	Green
Supporting councils to implement the new Prevent duties included in the Serious and Organised Crime Act 2015.	Commissioned a series of case studies to demonstrate how councils are undertaking their prevent duties which is due to be published later in the autumn, and in discussion with the Home Office about developing support for councillors to compliment their package of support which is available for councils.	Amber

<p>Supporting councils in addressing immediate and future strategic workforce challenges in areas such as service transformation, reward systems, talent management, integrated workforces, employment models, and employee engagement. We will work directly with at least 15% of councils.</p>	<p>Support has been provided to 42 councils to date. A range of improvement related products have been developed including Timewise offer to councils, 21st century public servant working group with PPMA and SOLACE sharing evolving practice and commissioned work from CIPD and the Kings Fund addressing HR issues arising from integrated services. An event on integration issues for HR practitioners will be held on the 5th of Nov with 60 attendees expected. A commissioned analysis of senior officer reward packages using the Epaycheck database has been completed. Refinements to the ongoing offer on reward reform include an analysis of innovative pay progression systems and additional survey material on changes to terms and conditions</p>	<p>Amber</p>
<p>Rolling out to a further 10 councils our tool to help councils to review and reduce their layers and spans of control as a way of reducing their costs.</p>	<p>We are working with 3 councils at present and we have developed additional marketing materials to promote DMA more widely. We are also developing a DMA value-adding self-assessment tool, which will be free for councils to use to determine whether their structures are fit for purpose.</p>	<p>Amber</p>

Theme	Deliverables	2015/16 Target	Number delivered per quarter				Total	% achieved	Commentary/forecast
			Q1 Apr - June	Q2 July - Sept	Q3 Oct - Dec	Q4 Jan - Mar			
Peer Work in Local Authorities									
	Deliver at least 100 peer challenges (corporate, service specific, place based)	100	18	13			31	31%	
	Tailored support to at least 40 local authorities, or groups of authorities, with the most severe performance challenges	40	19	8			27	68%	
	Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	10	6	6			12	120%	
	Support at least 20 local authorities to develop their scrutiny skills	20	16	5			21	105%	
Efficiency & Productivity									
	Productivity experts to work with at least 20 local authorities	20	4	6			10	50%	
	Support at least 5 local authorities to pilot new ways of delivering learning disability services	5	5	5			5	100%	
	Work with at least 10 local authorities to make their waste and recycling contracts more efficient	10	0	60			60	600%	
	Bespoke political and officer support for at least 25 local authorities to address financial sustainability; integrated budgets, management of risk and new delivery models	25	6	5			11	44%	
	Develop and publish a practical guide for local authorities to identify and manage the causes and triggers of demand and provide support for up to 20 councils.	20	10	10			20	100%	
Strong Political Leadership									
	Training for at least 500 councillors with leadership roles in their local authorities	500	347	201			548	110%	548 are currently booked onto courses
	Support at least 50 talented councillors to progress their political careers through the Next Generation programme	50	58	58			58	116%	
	Recruit up to 100 high calibre graduates in to local government	100	n/a	98			98	98%	
Strong Local Economies									
	Tailored support to at least 15 local authorities to deliver their growth plans	15	4	11			15	100%	
	support at least 150 councillors to maximise the contribution of culture and sport to growth.	150	n/a	35			35	23%	
Workforce, Transformation and Integration									
	Support at least 15% of local authorities to transform their workforces and modernise the way they are managed	52	25	17			42	81%	
	Support at least 15 local authorities to develop a more commercial approach to their activities to deliver services differently	15	15	15			15	100%	
	Roll out tools to at least 10 local authorities to help review and reduce their management layers and spans	10	2	3			3	30%	