

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 Dec 15	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>65 peer challenges have been delivered with a further 34 confirmed/scheduled for delivery during January-March 2016, and a further 12 are in discussion. These cover a range of different peer challenges including corporate, finance, fire, children's and adults. In addition, there have been 10 follow up visits and over 10 peer development/briefing events have been delivered (with further visits and briefings planned/scheduled).</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> <ul style="list-style-type: none"> Change of control/leader support 38 Bespoke mentoring support 40 Delivery of top team development work 21 Follow up work to peer challenges 25 Direct improvement support 115. 	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>13 councils have received specific chief executive and leader relationship support.</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 37 Councils through our partnership with CfPS to the end of December 2015.</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 and this has been followed up with a toolkit and guidance document on exploiting the freedoms of the Public Contract regulations. A report "NPS One Year on" is in its final form. The national software procurement framework is on target to achieve annual savings of £12m from 170 separate contracts in the current year. We have also published an 'effectiveness of frameworks' document and provide quarterly market intelligence on construction related costs.</p>	Green

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.	By the end of this quarter, 12 councils were receiving productivity expert support and they were projecting savings of £27.5m. A video promoting the productivity experts has been produced and is available on the website	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.	Participating authorities continue to implement their transformation plans, adopting an action learning approach facilitated by the Productivity Team. It is anticipated that savings will exceed £20m over the duration of the programme. A programme event is planned for March to showcase good practice and share learning with the wider sector. A final report will be published in July.	Green
Working with at least 10 councils to help them make their waste and recycling contracts more efficient	The waste programme projects (11 projects, 60 councils) are underway and we have commissioned an impact assessment that will be published in June 2016 and lessons from the projects will be widely disseminated from this.	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 22 authorities: financial reviews have been carried out in five authorities and bespoke support has been provided to the remainder. Advice has been given to Principal Advisers and Programme Managers in relation to several more authorities expected to receive support over the remaining months of the year.	Amber
Providing a “matchmaking service” for councils who wish to share services and/or management teams with other councils or with other public services.	The matchmaking service will be introduced in the fourth quarter, although we have brokered an arrangement that has seen 2 local authorities in Norfolk sharing a Chief Executive.	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. Tenders have been received from providers to undertake the shared service map refresh for 2016.	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 has completed in the South West and East of England regional cohorts of the LGA and Design Council’s Design in Public Services programme. The programme was very popular, with 10 councils from each region and their partners benefitting from greater skills and confidence in using Design tools to solve their most urgent public services challenges. Case studies are currently being written for each of the councils, to be shared through the LGA Innovation Database. The next regional cohort has been launched in the West Midlands and we anticipate a high level of interest and demand from councils and their partners in this region for the programme.	Green
Develop a plan to build sector capacity and leadership to support further digitisation of both transactions and wider work on transformation	We have published a series of reports that set out a high-level case for investing in a co-ordinated approach to modern digital tools, technologies and approaches in local public services. In addition, we are pursuing a programme for the smarter use of data and standards which, in this quarter, included a workshop: this brought together researchers from the ESRC Business and Data Research Centre and local authorities to discuss data analytics which might support vulnerable people and business growth. Bids for funding to support a small group of councils apply digital solutions to wider work on transformation have been received and are being assessed.	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, early in the New Year we are co-hosting a number of events, 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 2015's Innovation Zone. It currently includes 800 case studies although this figure is continuously increasing as further examples are added. We have launched a social media campaign entitled "Innovation Tuesday" on twitter in order to share the innovation database and case studies across local government. The database has been accessed over 4,000 times to date.	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, 764 councillors have attended or are booked to attend our various Leadership Academy, Leadership Essentials and Focus on Leadership programmes this year. Over 95% of participants on these programmes gave positive feedback about the experience.	Green
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 began in October 2015 and is supporting a further 65 councillors to develop their leadership skills and political careers.	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 attended our Leading Edge programme on Place Based Leadership and Devolution in November. 12 Council Leaders are signed up to attend our Leaders' Programme, which started in October. Both programmes included activities that allowed participants to explore new ways of working and new models of service delivery. A second planned Leading Edge event, which will be delivered in partnership with BT, has now been moved to take place in the new financial year because the earliest available date at the chosen venue (BT's Adastral Park) is in May 2016.	Green
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. Recruitment for the next cohort is underway and over 1,700 applications have been received.	Green

Strong Local Economies

<p>Providing support to groupings of councils to build capacity to deliver growth and devolution deals which support the growth of the sub-regional economy.</p>	<p>The LGA has provided direct support to councils in every region of England through advice and/or facilitation. We continue to support and advise councils and groups of councils as they prepare their proposals and negotiate with Government. Andrew Campbell is supporting places as they reach their 'challenge' stage with Government.</p> <p>We have commissioned New Economy to provide a tax and spend analysis for all councils, together with the tools to use it in developing a business case for devolution. They will also undertake research into local and national experiences of devolution to date. A joint LGA - New Economy workshop was held at the LGA Finance conference on 6 January.</p> <p>We held the first event for our network of lead devolution officers in November, with the second planned for 2nd March in partnership with New Economy. Our governance event in November attracted nearly 100 delegates, and 95% were fairly or very satisfied.</p> <p>Our first communications for devolution event was well attended, with two more local events booked, and our combined authorities explainer video has attracted over 900 hits. Our devolution microsite hosts complete and up to date analysis of progress on devolution as well as useful resources for councils.</p> <p>Our first place-based leadership event with a devolution focus received excellent feedback, and operated with a waitlist. Planning for more events on devolution is underway.</p>	<p>Green</p>
<p>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.</p>	<p>Phase three of the Economic Growth Adviser programme was launched in July 2015 and 6 bids have been received so far involving 15 councils.</p>	<p>Green</p>
<p>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.</p>	<p>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. Two Leadership Essentials Sport events were organised in July and Oct 2015, with 31 councillors attending. A further event is planned in March 2016. Two Leadership Essentials Culture events were organised in November and December 2015, with 25 councillors attending. So far this year we have supported 71 councillors to lead transformational change of sport and library services.</p>	<p>Amber</p>

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 four times, 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. An initial consideration has been the costs that each council has had to enter in terms of commercial, legal and financial due diligence, and work is underway to set-up a national procurement framework for these services.	Green
Supporting councils to implement the new Prevent duties included in the Serious and Organised Crime Act 2015.	Case studies on councils Prevent work setting out work in both priority and non-priority areas have now been published and well received.	Green
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.	Support has been provided to 49 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. We held a very successful event on integration/commercialisation issues for HR practitioners on the 5th of Nov with 100 attendees. Forthcoming activity includes an e-book to bring the 21st century public servant concept to life, a Return to Social Work recruitment campaign run in conjunction with Jobs Go Public and an initiative with CareerGift.	Amber
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.	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.	Amber

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	34		65	65%	
	Tailored support to at least 40 local authorities, or groups of authorities, with the most severe performance challenges	40	19	8	10		37	93%	
	Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	10	6	6	1		13	130%	
	Support at least 20 local authorities to develop their scrutiny skills	20	16	5	16		37	185%	
Efficiency & Productivity									
	Productivity experts to work with at least 20 local authorities	20	4	6	2		12	60%	
	Support at least 5 local authorities to pilot new ways of delivering learning disability services	5	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		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		22	88%	
	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	0		20	100%	
Strong Political Leadership									
	Training for at least 500 councillors with leadership roles in their local authorities	500	347	201	216		764	153%	
	Support at least 50 talented councillors to progress their political careers through the Next Generation programme	50	58	58	65		123	246%	
	Recruit up to 100 high calibre graduates in to local government	100	n/a	98	0		98	98%	
Strong Local Economies									
	Tailored support to at least 15 local authorities to deliver their growth plans	15	4	11	0		15	100%	
	support at least 150 councillors to maximise the contribution of culture and sport to growth.	150	n/a	35	36		71	47%	

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	7		49	94%	
	Support at least 15 local authorities to develop a more commercial approach to their activities to deliver services differently	15	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	0		3	30%	