

Improvement and Innovation Board

Agenda

Thursday, 21 May 2020
11.00 am

The meeting will be held on Zoom and
details will be circulated

To: Members of the Improvement and Innovation Board
cc: Named officers for briefing purposes

Improvement & Innovation Board
21 May 2020

There will be a remote meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 21 May 2020**.

Attendance:

Member Services will take a register at the beginning of the meeting.

Political Group meetings:

The group meetings will take place from 11.00 -12.00. Please contact your political group as outlined below for further details.

Apologies:

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3263	email: Martha.Lauchlan@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk

LGA Contact:

Alexander Saul
0207 664 3232 / Alexander.Saul@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of £9.00 per hour or £10.55 if receiving London living wage is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

Social Media

The LGA is committed to using social media in a co-ordinated and sensible way, as part of a strategic approach to communications, to help enhance the reputation of local government, improvement engagement with different elements of the community and drive efficiency. Please feel free to use social media during this meeting. **However, you are requested not to use social media during any confidential items.**

The twitter hashtag for this meeting is #lgaiib

Improvement & Innovation Board – Membership 2019/2020

Councillor	Authority
Conservative (8)	
Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Nigel Ashton	North Somerset Council
Cllr Philip Broadhead	Bournemouth Borough Council
Cllr Carl Les	North Yorkshire County Council
Cllr Laura Miller	Dorset Council
Cllr Damian White	Havering London Borough Council
Cllr Phil North	Test Valley Borough Council
Lord Gary Porter CBE (Observer)	South Holland District Council
Substitutes	
Cllr Kelham Cooke	South Kesteven District Council
Cllr Rory Love OBE	Kent County Council
Cllr Phil Murphy	Monmouthshire County Council
Labour (8)	
Cllr Judi Billing MBE (Deputy Chair)	Hertfordshire County Council
Cllr Alice Perry	Islington Council
Cllr Joy Allen	Durham County Council
Cllr Asma Begum	Tower Hamlets Council
Cllr Vince Maple	Medway Council
Cllr Rebecca Lury	Southwark Council
Cllr Andrew Western	Trafford Metropolitan Borough Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
Cllr Miranda Williams	Royal Borough of Greenwich
Cllr Oliver Ryan	Tameside Metropolitan Borough Council
Cllr Tom Coole	Gloucester City Council
Liberal Democrat (3)	
Cllr Liz Green (Vice-Chair)	Kingston upon Thames Royal Borough Council
Mayor Dave Hodgson MBE	Bedford Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
Substitutes	
Cllr Caroline Leaver	North Devon Council
Independent (3)	
Cllr Neil Prior (Deputy Chair)	Pembrokeshire County Council
Cllr Wayne Davies	Redcar & Cleveland Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council



Government

Association

Substitutes	
Cllr Alex Coley	Epsom & Ewell Council
Cllr Jo Beavis	Braintree District Council
Cllr Andrew Cooper	Kirklees Metropolitan Council
Observers	
Philip Sellwood	
Richard Priestman	

Agenda

Improvement & Innovation Board

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Date of Next Meeting: Tuesday, 14 July 2020, 11.00 am

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LGA Refocused COVID-19 Sector Support

Purpose of report

For discussion.

Summary

The majority of the LGA's operation is now focused on supporting local government and communities to address COVID-19 and its consequences. This report summarises the current refocused support offer which continues to evolve. The LGA will continue to review its support offer to ensure it reflects what councils need as they start to focus on recovery.

Recommendation/s

That members note the report and the support that the LGA is putting in place during the COVID-19 pandemic.

Action

Officers to continue shaping the provision of support to councils subject to Board's comments.

Contact officer: Matthew Hamilton
Position: Head of Improvement Strategy and Coordination
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LGA Refocused COVID-19 Sector Support

Background

1. The LGA has rapidly focused its support to councils to ensure its resources are best placed to help councils with immediate challenges presenting now and in the future. With this impetus, the vast majority of the LGA's operation is now focussed on supporting local government and communities to address COVID-19 and its consequences. This page summarises the current refocused support offer. Councils who wish to access any element of the support outlined should contact their [Principal Advisor](#).
2. The LGA will continue to update its support offer on COVID-19 in line with the shifting challenges that the sector is facing. Over time, the focus of our support will likely to move to supporting councils on COVID-19 recovery and transition issues and, when appropriate, returning to our wider improvement support offer. We are encouraging feedback from councils on the types of support that they would most welcome going forward in relation to COVID-19.
3. In addition, the LGA has developed guidance for councils on COVID-19 on specific issues relevant to councillors' involvement in our work leading and protecting our communities, supporting remote council meetings and supporting vulnerable people, amongst others. Links to this guidance and wider COVID-19 support can be found [here](#). The LGA has also used LG Inform to create two COVID-19 reports showing cases data over time, the rate per 100,000 people, and the top ten councils for cases (by total number, as a rate, and by the biggest number on a single day) on a daily basis which can be found [here](#).

Principal Adviser support to councils

4. Our network of Principal Advisers and small regional teams are dedicating all their capacity to directly supporting and advise councils as they look to address the COVID-19 crisis.
5. As the regionally based link into the LGA for all councils, Principal Advisers are a key conduit between local and central government; ensuring local, regional and individual council issues are informing the national response.
6. Where councils require bespoke support in specific areas such as Children's and Adults services, Principal Advisers can link you with our Care and Health Improvement Advisers and Children's Improvement Advisers. They can also link you with specialists in the LGA across a range of place based, people based, finance and governance services and can access political support and mentoring for elected members via our political group offices and regional peers.

7. The LGA recognises the need for clear communication with the right Government departments, at the right time. As such, we are co-ordinating the work of the Nine Regional lead Chief Executives and MHCLG through the leadership of the LGA's Chief Executive, Mark Lloyd, with support from the rest of the LGA. Our Principal Advisers are also building on their well-established networks to increasingly work more closely with the relevant lead Chief Executive in each region, Local Resilience Forums/SCGs and regional civil servants to support the co-ordination and streamlining of activity, to avoid duplication and reduce burdens on councils.
8. Throughout this period, the LGA is also retaining the flexibility to divert and help identify resource and expertise to support councils who are facing the most significant challenges.

Peer challenge and remote peer support

9. In Late March, our on-site peer challenge activity was suspended until September. Work is already underway to develop a programme of peer led support and challenge that can be delivered within the "COVID-19 secure" guidelines over the next 4-5 months. We are rapidly working up proposals to support councils on recovery through remote, peer-based support, including the potential for remote recovery peer panels and bespoke remote peer support. This will utilise our peer network but also harnesses technology by utilising video conferencing and collaborative working tools to enable officer and member peers from across the country to share learning and practice in a safe and secure environment. The programme will pilot these approaches in June with a view to a extensive roll out over the July-October period. If members of the Improvement and Innovation Board would be willing for their councils to be involved in the pilots, please contact Gary Hughes (gary.hughes@local.gov.uk) who is Programme lead for remote peer support.
10. Some councils are keen to carry out formal peer challenges during the autumn and we are working to a resumption of these in October onwards. The format of these will depend on social distancing rules at the time and we are working on a number of possible formats, working closely with those councils who want a peer challenge.

Supporting Leadership

11. The scale of the challenge that councils are currently facing requires strong, responsive and resilient leadership. To address this, we are refocusing our leadership offer so that senior councillors and officers have access to learning resources and the ability to share their experiences with their peers. This includes ensuring that councillors have access to online leadership tools that support their vital community leadership role in their national effort to respond to COVID-19, including through neighbourhood and community engagement.

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Support currently available:

- **We've upgraded our [councillor e-learning platform](#)** and made it easier to access. A new module "Holding council meetings online" has recently been added.
- **A series of webinars to support councillors and political leaders** – The first in series will be on the role of the ward councillor in responding to the COVID-19 crisis. Moving forward, there will be specific focus on the roles of the Cabinet Member, leadership in opposition and Finance. The webinars will combine pre-recorded short videos and live discussions with Q&As.
- **[A private KHub group](#)** – This has been set up to provide remote online networks, where councillors can share their learning, practice and experiences on themed portfolio areas. The group is being facilitated by LGA staff and will continue to build content over time. Intelligence will be used to inform future initiatives for councillors as they manage the COVID-19 outbreak and its consequences. Please note that a simple sign up/login process is required to ensure the privacy of the group.
- **A workbook on 'Being an effective cabinet member'** – This [guidebook](#) is a distance learning aid to support cabinet members in their role, including decision-making, whole cabinet working, leadership styles in times of crisis and officer/member relationships.
- **Key questions and issues for Finance Portfolio Holders during the COVID-19 pandemic** – A [new guidance note](#) including key questions that lead members with responsibility for Finance could be asking during the response and recovery phases of the COVID-19 outbreak.
- **One-to-one leadership development** – For the next three months, councillors in leadership positions are able to access one-to-one development conversations with Leadership Academy Facilitators. These sessions will be focussed on helping councillors adapt their leadership style through three structured coaching calls.
- **Other resources** – This range will include a new mental health hub for elected members and an e-learning unit on handling intimidation. These resources and others will be available to support councillors as part of [the LGA's civility in public life programme](#).

The LGA is also working with Solace to offer [executive coaching](#) to chief executives and nominated senior officers.

Financial Resilience

12. The LGA has repurposed its expert financial associates to support councils with the new and enhanced challenges during this period. We will work collaboratively with other stakeholders to deliver this and ensure that councils have the guidance they need.
13. Coming out of the immediate crisis, financial leadership support will respond to the changed circumstances we find around us. We are identifying ways that our diagnostic approach can support councils with the greatest COVID-19 related financial challenges.

We are also providing support to councils experiencing difficulties in their commercial activities given the current financial climate and identifying experts who can support local economies as the work toward a position of recovery in the future.

Adult Social Care

14. The Care and Health Improvement Programme is the sector-led improvement programme for adult social care funded by the Department of Health and Social Care and delivered jointly with the Association of Directors of Social Services and Association of Directors of Public Health.
15. We are now offering a refocused programme of support to councils, tailored to individual needs. This includes guidance and advice on implementation, bespoke support and webinars, around the following themes:
 - 15.1. **Whole systems improvement** – focusing on the interface with hospitals but continuing support around transforming care and looking to capture/share innovations that are happening on the ground
 - 15.2. **Sustainable, safe and personalised care** – developing guidance addressing provider concerns with partners around PPE, safety and human rights, good commissioning and financial resilience.
 - 15.3. **Prevention and wellbeing** – concentrating on issues surrounding volunteering, shielding and how social care works with Community Hubs.
 - 15.4. **Social justice** – providing emergency legislation support on guidance and roll out and ensuring that marginalised groups (e.g. rough sleepers, substance misusers, people with behaviour that challenges, people with mental ill health) are supported and protected.
 - 15.5. **National and local data** – analysis of latest information including daily sitreps on the state of social care at local authority level available online from LG Inform.
16. This support also links to wider LGA support for financial and governance resilience, workforce capacity and expertise to support government.

Children's Services

17. Our network of regional Children's Improvement Advisors (CIAs) are working closely with Directors of Children's Services across the country to identify and address issues and challenges, share practice across places and agree opportunities to use limited resources differently and develop new, joint approaches. Analysis from CIAs provides Department for Education (DfE) officials with insights into challenges facing the sector,

letting them know where improved clarity and guidance is urgently required. CIAs will also play an active role in the new regional REACT forums are being established to provide a single point of contact with DfE.

18. The LGA is working closely with the Department for Education and ADCS to ensure children's services and education departments have the information, powers, funding and flexibilities to continue to meet the needs of vulnerable children, including those with SEND.
19. New ways to support lead members for children's services are also being considered and the South West have hosted the first virtual lead member network, with a view to this being rolled out in other regions.

Workforce Capacity and Support

20. The LGA workforce team continues to support councils by sharing good practice across the sector to maximise economics of scale, saving time and resources. This includes supporting on-line regional webinars, forums and networks to collate and share practice across councils on how to respond to workforce issues as they emerge. The support will include weekly updates on regional activity shared via bulletins.
21. Our workforce team are producing regular guidance for councils on the workforce implications of COVID-19, including additional guidance on the Critical Workers issues. They are also working closely with the trade unions to provide guidance for authorities on issues such as sick pay, contractual treatment of self-isolation and home working.
22. LGA Workforce Planning programme will continue to help councils with advice and guidance on workforce planning to meet their workforce needs. This will include refocused support to help councils develop redeployment practices to keep vital services operating during the COVID-19 outbreak. The programme will provide online advice and support to facilitate virtual networks and operate an online community of practice.
23. The workforce team have also been working closely with Social Work England, and Government on a campaign to encourage social workers to come back to work to assist councils, tying in with the existing Return to Social Work programme. Following a public call to all social workers who have been off the register for up to 2 years (and who have been placed on a temporary register by Social Work England) to return to work, those who are interested will be able to register their interest and details on our LGA platform. This platform adds their details to a talent pool that councils can access directly.
24. The LGA will continue to operate the apprenticeship programme to support councils with updates, advice and guidance, both in responding to queries and in offering support to help councils maintain existing apprenticeship programmes.

Procurement

25. The procurement programme is now focusing on procurement and supply chain issues arising out of the COVID-19 emergency. We are updating councils regularly on procurement policy and guidance working together with MHCLG, Cabinet Office and other key departments to ensure that councils concerns regarding essential supplies are escalated. We will continue to provide financial and other information relating to local government's key/'at risk' suppliers and include additional support to councils who identify particular procurement or supply chain issues that are best responded to on a regional or national basis.

Digital Connectivity

26. A central focus is on how councils can use digital solutions to respond to COVID-19 within the community, reducing social isolation, supporting council staff to work remotely and councils to hold public meetings virtually – and on sharing this practice among the sector. Councils have raised concerns about connectivity and the LGA is working with mobile and broadband providers to enable councils to identify highlight issues.

27. The LGA also developed, in partnership with a number of stakeholders, the Remote Council Meetings Hub which is a central pool of information, advice and guidance from our partners across the sector. The hub was developed rapidly and launched just before Easter. The hub is supporting councils to launch full council, committee meetings and other forms of local democracy online and has been accessed by over 200 councils.

Communications

28. The LGA have commissioned work to develop rapid and practical advice on community engagement. We are using our communications experts to provide support and advice to councils facing strategic communication issues around COVID-19 as these develop. The LGA is also capturing examples of where councils have adopted good practice in tackling coronavirus on a dedicated webpage and is encouraging further contributions through the daily bulletin. These examples are being collated centrally on our website and shared amongst all councils to facilitate widespread learning across the sector.

Ongoing Activity

29. Though COVID-19 response support has become the main focus of our support offer, some existing and ongoing support activity continues.

30. The impact of a cyber security attack on a council at a time when many are working remotely will be extensive. We will continue to engage with councils to raise awareness of cyber security and associated good practice. We will also work with councils to increase the number of cyber security trained personnel and develop some exemplar policy tools and frameworks. We are also looking to have a flexible arrangement that will

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allow us to provide resources to respond to cyber-incidents and cyber-security related needs as and when they arise.

31. The LGA is also continuing its climate change support programme. This programme seeks to provide councils and residents support in reaching their local carbon reduction targets to prevent the onset and mitigate the effects, of climate change. The LGA webpage brings together an overview of the LGA support offer, including our innovation and leadership programmes associated with climate change, relevant publications and notable practice case studies. We will develop this source of support for local authority officers over the coming months.

Implications for Wales

32. We are working closely with WLGA colleagues and councils to share learning from this refocused activity.

Financial Implications

33. Given the unprecedented challenge of COVID-19 for local and national Government alike, MHCLG and IDeA have agreed that in the first six months of the agreement under the Memorandum of Understanding regarding the provision of support and assistance to the local government sector (until September 2020), support activity will be refocused and dedicated to supporting councils in their central role in tackling COVID-19.

Next steps

34. Officers to continue shaping the provision of support to councils subject to Board's comments.



Highlighting Political Leadership offer: 2020/21 Work update

Purpose of report

For information and decision

Summary

This report provides members with a brief update the LGA's Highlighting Political Leadership and managerial leadership offers for 2020/21 with particular focus on the revised offer, in light of the COVID-19 outbreak.

Recommendation

That the Improvement and Innovation Board notes the adaptations and new offers within the reshaped Leadership offer.

Action

Officers to progress this work in light of the Board's comments.

Contact officer: Helen Jenkins
Position: Head of Leadership
Phone no: 0207 664 3068
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Highlighting Leadership offer: 2020/21 work update

Background

1. The LGA's Highlighting Leadership offer forms part of our wider package of sector-led improvement. We offer a range of programmes, events and resources aimed at supporting and developing councillors at all levels. Attending our political leadership programmes gives councillors a unique opportunity to network with other Members from different tiered authorities and from all over the country. As the majority of our programmes are cross-party, it also provides a safe-space to network and learn with councillors from across the political spectrum. Our managerial leadership development programme starts by growing future talent with the National Graduate Development Programme, through to opportunities for senior officers with the flagship Solace IGNITE programme.
2. This report provides an update on how the offer has been reshaped to respond to the COVID-19 pandemic.

Highlighting Political Leadership

3. The scale of the challenge that councils are currently facing requires strong, responsive and resilient leadership. To address this, we are refocusing our leadership offer so that senior councillors and officers have access to learning resources and the ability to share their experiences with their peers. This includes ensuring councillors have access to online leaderships tools that are particularly relevant in supporting their vital community leadership role in the national effort in responding to coronavirus such as neighbourhood and community engagement.
4. Support that has been launched or will be launched in the coming weeks, includes the following:
 - 4.1. We have invested in our existing councillor e-learning platform to make it more accessible and relevant to the current climate. This has included removing the requirement to sign up and login, and we've introduced a new module to help councillors chair and manage meetings online. Two new modules are currently being developed: handling intimidation and supporting councillor's mental health.
 - 4.2. A series of webinars to support councillors and political leaders are being prepared. The first in series is on the role of the ward councillor in responding to the COVID-19 crisis. At the time of writing, this webinar is currently being edited and is due to launch this week. Further webinars are being planned on topics including Health and Social Care, Effective Opposition, Finance and chairing skills.
 - 4.3. As the face-to-face Leadership Academy and other programmes have been postponed until at least Autumn, consideration has been given as to how we can continue to provide personal leadership development to councillors during the outbreak. Working with existing Leadership Academy providers, we have developed a one-to-one offer which provides training and coaching, remotely, during the period of lockdown.

- 4.4. A private KHub group has been set up to enable a remote online networks so that councillors can share their learning, practice and experiences on themed portfolio areas. The group is facilitated by LGA staff and intelligence will be used to inform future initiatives for councillors during the COVID-19 outbreak. The KHub can be accessed [here](#) (sign up/login required).
- 4.5. A workbook on [“Being an effective cabinet member”](#) has been published to support cabinet members in their role, including decision-making, whole cabinet working, leadership styles in times of crisis and officer/member relationships.
- 4.6. A new publication: [“Key questions and issues for Finance Portfolio Holders to ask during the COVID-19 pandemic”](#) has been published.
- 4.7. Consideration is also being given to resources of the topics: “effective opposition during the COVID-19 outbreak” and guidance for Members for multimedia work, including on-camera.
- 4.8. Members are invited to provide suggestions for any further topics that they think would be beneficial during this period and beyond.

Highlighting Managerial Leadership

5. Working with Solace, the LGA is offering executive coaching to chief executives and nominated senior officers during the coming months.
6. The key messages are that the coaching offer provides
 - 6.1. Up to 3 x 1 hour coaching sessions (skype or other), for chief executives, directors or professional leads working directly on COVID-19. (There can be no more than 3 individuals from one local authority)
 - 6.2. Everyone who takes part in the coaching will agree to be part of a wider evaluation piece about how the support helped and enabled them during this period.
 - 6.3. As this is an evolving situation, the offer also makes provision for group or team coaching and that will be considered on a case by case basis.
 - 6.4. Although the coaching will be confidential, we will be able to capture key themes and share the authorities that have taken part with PAs.

National Graduate Development Programme (NGDP)

7. During March the LGA undertook around 50 per cent of the planned assessment centres for the sector’s national graduate development programme. Graduates were not due to start in their roles until the autumn of 2020 and councils have been telling us that they would like to proceed with the recruitment. Therefore, we will be holding digital assessment centres during June. These will exercise the same rigour as the face-to-face assessment centres and will ensure that an intake of talented graduates will be recruited to work in participating councils during the Autumn of 2020.

Recovery and learning

8. While the immediate focus has been on ensuring a continuing offer to local government councillors and officers during the initial stages of the COVID-19 outbreak, planning has also been underway to provide support during recovery stages. Similarly, capturing the learning from this period will help develop the Leadership offer in the future. The following questions are some of those that are being considered within this workstream:
 - 8.1. What aspects of the revised offer might continue once we return to a 'new normal'? This might include utilising digital technology, for example through webinars.
 - 8.2. What have we learnt about leadership and how can that influence the content of our flagship programmes in the future? Themes and intelligence gathered from coaching with both officers and councillors can inform this.
 - 8.3. How can our learning influence our objective to increase the diversity of those standing to be councillors, as well as those entering the local government workforce? For example, can remote working and technology make these roles more accessible?
9. Discussions are underway about how to proceed with programmes due to commence in the Autumn of 2020. Consideration is being given to how social distancing measures can be implemented into programmes, as well as exploring blended learning options (for example distance learning), to ensure that our programmes are flexible and accessible in the event that lockdown remains or is reinstated, partially or in full.

Next steps/Recommendations

10. Members are:
 - 10.1. requested to suggest or recommend any topics or themes for programmes that should be considered in light of COVID-19
 - 10.2. asked to comment on the work undertaken by the Leadership team and make any recommendations for the future work programme

Financial implications

11. All programmes will be met from existing budgets.

Implications for Wales

12. There are no direct implications for Wales. However, the Leadership Team are working with the Welsh LGA to ensure shared learning and coordinated plans for their respective leadership academies, as the COVID-19 pandemic progresses.

COVID-19 Local Government Supply Chain – Support to Councils

Purpose of report

For information.

Summary

This report advises members of the work being undertaken being led by the supply and logistics workstream to support councils deal with the COVID-19 pandemic.

Recommendations

That the Improvement and Innovation Board notes the issues raised by councils and the support put in place by the LGA.

Actions

Officers to progress this work in light of the Board's comments.

Contact officer: Susan Attard
Position: Head of Productivity
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COVID-19 Local Government Supply Chain – Support to Councils

Background

1. The supply chain and logistics workstream is working closely with MHCLG and Cabinet Office. There are three key areas of activity:
 - 1.1. Identifying and raising supply chain issues on behalf of the sector;
 - 1.2. Helping to develop Government guidance in relation to procurement issues;
 - 1.3. Identifying and sharing areas of notable practice.
2. The report highlights the key issues currently being raised by the sector, with lack of PPE supplies being the number one issue. A brief overview is provided for each of the activity areas. We are working closely with other work-streams due to the cross-cutting nature of our work. We have also started to consider recovery planning and we envisage this will become the next key issue for the sector.

Key Messages

3. The supply chain team are in daily contact with MHCLG and the Cabinet Office. Our focus is on developing Government guidance, Procurement Policy Notes (PPNs), looking for areas of good/notable practice and making links between councils, the professional buying organisations (PBOs) and central Government. Our National Advisory Group (NAG) for Procurement has been an effective sounding board; a tool to disseminate crucial information; a source of live issues the sector is facing as well as feeding in on-the-ground intelligence into our meetings with MHCLG and Cabinet Office. We provide a weekly bulletin on procurement related issues to our network of around 3,000 procurement officers.
4. PPE supply continues to be the number one priority for councils, and we have been working with local government's Professional Buying Organisations (PBOs) to establish what demand looks like across the sector and taking every opportunity to make local government's case on PPE to the Government's senior commercial lead.
5. Availability of construction products such as tarmac and maintaining the Supply from building merchants has been an issue as has ensuring payments flow down the supply chain (to ensure sub-contractor and SME's cashflow is guaranteed).
6. Anticipated future demand we are working on includes contact tracing apps/resources, chemical based janitorial products and testing kits. We are considering how we might encourage councils to 'staggering' demand for key products in case a key service is switched on (for example janitorial products if all schools were to reopen on a single day).

Procurement Policy Notes

7. PPNs provide Government policy and advice to public sector organisations and other relevant bodies on specific areas of procurement policy when new measures, guidance or practices are being unveiled by central government.
8. The LGA, along with representatives from NAG have worked closely and collaboratively with Cabinet Office, MHCLG and others at pace, to get three PPNs and various additional guidance documents published. These deal directly with emerging issues councils are continuing to face, particularly the increased flexibility afforded to councils with supplier relief.
9. These notes usually take months to draft and publish so to produce three in this short space of time has been a major achievement for the team. We delivered two webinar question and answer sessions for councils and are currently arranging additional regional sessions on the new guidance.

Death Management

10. We heard from MCCLG RED team that they have put in place a national contract for temporary mortuary facilities and we have highlighted this to council heads of procurement. Anecdotally we have heard that supply of these facilities has not been seamless with councils receiving smaller than anticipated units or being given long lead times. This has led to councils securing their own units

Adult Services

11. We are working closely with LGA's CHIP team to exchange information and intelligence about adult social care providers. Our own discussions with care home providers have continued at the request of the providers who feel that the opportunity to work directly with groups of councils to overcome commissioning issues is even more important now.

Children's Services

12. Our Children's Services commissioning and procurement group (around 40 councils) has been a great sounding board to understand key issues arising from the sector which we been directly feeding into our meetings with central government and a means for us to communicate updates and guidance to councils as well as our normal formal and informal lines of communication including the weekly COVID-19 supply chain bulletins and the KHub.
13. We have weekly meetings with the Children's Service Policy team and have fed into the commissioners' guide for children's professionals to add in a 'support for LAs' section and procurement rules.

14. This week we heard that one of the main Children's social care providers, Cambian, have written to councils asking for a five to ten per cent uplift in fees to cover 'additional costs' such as PPE, rising sick pay. We understand that some councils have been providing PPE free of charge to Children's services. We brought councils together this week to form a more strategic response to this issue.

Construction

15. Our construction working group have continued to meet and work through issues relating to construction. As some construction sites are now starting to re-open we are working through issues of supply with many builders merchants still closed.
16. The ability of building control officers to undertake site visits due to social distancing rules has caused some delays. We are working with the Industry Taskforce led by BEIS and sharing any guidance with the sector.
17. We continue to engage with MHCLG's Industry Response Group on matters relating to fire safety in high risk residential buildings and have been in discussion with local government's construction consortia on how they can support ongoing work on panel replacement following the announcement earlier this month.

Waste Management

18. We asked Local Partnerships to draw up a guide to help councils deal with increasing concerns about waste and recycling PFI contracts. The [guidance](#) covers municipal, commercial and clinical waste contracts and their position on altering or terminating contracts due to force majeure, contracts due to expire and maintaining relationships with their suppliers through this uncertain period.

Supply Chain Fraud

19. The LGA has worked with MHCLG and CIPFA to produce an [accessible reminder of the continuing risks](#) to supply chains posed by fraud and corruption, during the COVID-19 crisis, many of which are exacerbated by emergency circumstances.

Recovery Planning

20. We are starting to consider with NAG what public sector procurement will look like in a post-COVID world alongside our discussion on policy post-Brexit. We believe that the relationships we are working through now will be crucial in ensuring our involvement in Government policy in the future.

Implications for Wales

21. The LGA Procurement team historically has close ties with our WLGA procurement counterparts and recently welcomed Welsh representation onto the National Advisory Group for Procurement. The COVID-19 crisis is a nationwide crisis and the Welsh

government implemented PPN 02/20 with immediate effect and issued it across the Welsh public sector on 26 March, encouraging public bodies to do likewise. PPN 02/20 does apply to Welsh public bodies but the Welsh Government cannot mandate its use - adoption across Wales will be a matter for the Accounting Officers in each authority.

Financial Implications

22. No financial implications.

Next steps

23. Officers to progress this work in light of the Board's comments.

