

TRUST

72% of residents trust their council most to make local decisions

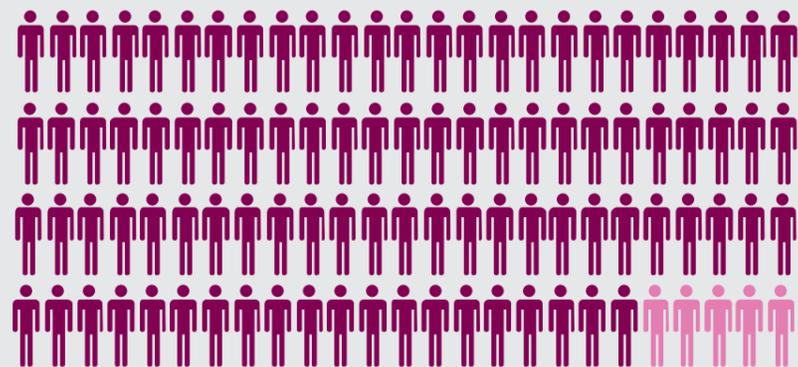


17% of residents trust central government most to make local decisions



SUPPORT

95% of leaders and chief executives said support from the LGA had a positive impact on their authority



ACCOUNTABILITY

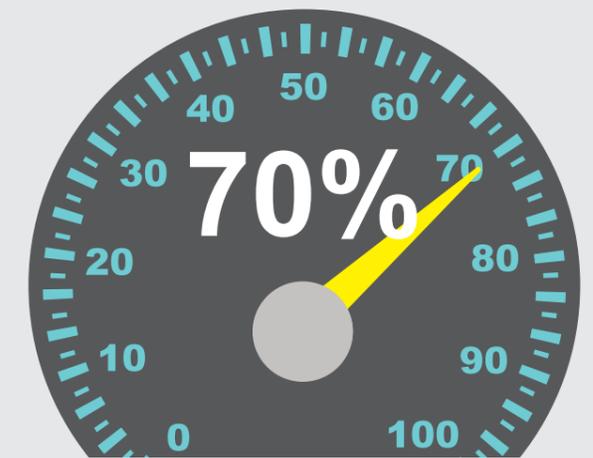
64% of local residents are happy with the way their council is run



Local authorities:

- are responsible for their own performance and improvement
- are primarily accountable to local communities
- have a collective responsibility for the performance of the sector as a whole.

The role of the LGA is to support local authorities and to maintain an overview of the performance of the sector in order to be able to offer early support.



PERFORMANCE

70% of indicators used to measure sector-led improvement have improved



Despite losing 60p out of every £1 of Government funding in the last eight years, increased demographic pressures and national policy changes, sector-led improvement has been a success.

SECTOR-LED IMPROVEMENT

a success story...

**865 PEER CHALLENGES
DELIVERED SINCE 2011
WITH 115 IN 2017/18**



2,300 days of senior councillor and officer time dedicated to corporate peer challenge teams in 2017/18, with
17,000⁺ days in total since 2011

Targeted support to individual councils in 2017/18

25

Councils received change of control support

75

Councils received bespoke peer mentoring

45

Councils received direct improvement support

SECTOR-LED IMPROVEMENT CASE STUDY

Having a corporate peer challenge

Feedback from the sector continues to be positive. In a survey sent to the leader and chief executive in councils that received a corporate peer challenge between March 2017 and February 2018, we found:

- that all respondents were very or fairly satisfied with the corporate peer challenge their council received
- 99 per cent said their confidence about their council delivering its priorities had increased, having participated in the challenge
- 96 per cent said that the objectives they had for taking part in a corporate peer challenge were largely or fully achieved
- they would all be likely to recommend having a corporate peer challenge to other councils if asked about it
- 83 per cent said that peer challenges to provide an external view on performance were a very or fairly useful element of the LGA's improvement support offer for councils
- 93 per cent said the LGA should continue to provide peer challenge and peer support (up from 90 per cent in 2016).

“The Peer Challenge helped the executive to understand the need to focus more. That then helped senior officers to revise the council’s overall strategy making it lean and focused.” Chief Executive

“Challenged our resource levels to deliver our transformation programme and growth delivery. Led to a redesign and reassessment of resources.” Chief Executive

To find out more about the LGA peer challenge offer, visit www.local.gov.uk/peer-challenges

SECTOR-LED IMPROVEMENT

a success story...

Productivity and Commercial Experts programmes:

providing councils with efficiency and commercial expertise. **£49 million** savings/income generation opportunities identified in 2017/18

£49m
SAVED

319 LOCAL AUTHORITIES

One Public Estate Programme:

The programme has **319 local authorities working in 76 cross boundary partnerships** delivering land and property programmes. By 2020, partnerships that joined OPE by November 2017 expect to produce land sale receipts of £615 million, running cost savings of £158 million, create 44,000 jobs and release land for 25,000 new homes. Phase 6 has expanded to cover over 90 per cent of English local authorities. MHCLG Land Release Fund awards of £45 million expect to release land for 7,820 new homes across 79 schemes.

£158m
SAVED

550 SHARED SERVICES ARRANGEMENTS

Shared services:

Council-led shared services are contributing towards **£800+ million** of efficiency savings. Nearly all councils are taking part in some kind of shared service arrangement.

£800m+
SAVED

SECTOR-LED IMPROVEMENT CASE STUDY

Peterborough City Council's sector-led improvement journey

The challenge

A productivity expert was challenged to look at ways to generate income from two internally conceived and developed digital solutions; Asteria, a data matching application originally created to detect potential electoral fraud anomalies, and Share Peterborough, a totally free, member only, online sharing community for local organisations to exchange products, skills, and services.

The solution

Peterborough's productivity expert presented a range of possible solutions for internal use of Asteria; council tax data matching, non-domestic rates and licensing. A detailed business plan included options for potential external commercialisation opportunities, such as providing a consultancy service, software as a service offering and direct software sale. Similarly, a business plan was developed for Share Peterborough which investigated how income could be generated without detracting from core principles and whilst keeping the platform free to use. This included donations and advertising, as well as alternative options such as charging a small transaction fee or subscription.

The benefits

Asteria has been used internally to highlight potential private landlords, or their managing agents, requiring a licence to rent out their property. Potential income of £1.8 million over five years has been identified, an 80 per cent success rate. Initial work on the single person discount shows potential to recover £1.2 million over three years.

To find out more about the LGA productivity support offer, visit www.local.gov.uk/efficiency-and-income-generation

SECTOR-LED IMPROVEMENT

a success story...

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The Innovation Zone at the LGA 2018 annual conference brought together over 26 councils and 22 other organisations to showcase how their innovations are improving local lives and services to hundreds of delegates. Innovations from over 30 other councils were also referenced throughout the Zone's programme.

To inspire councils to do things differently our website is home to **more than 900** innovation case studies. This year alone, these **case studies** have had nearly **23,000** unique visitors. To learn more about the work of other councils take a look at **#InnovateTuesday** on Twitter each week.



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 Delivered in a partnership between the LGA and the **Design Council**, the **Design in the Public Sector programme** has supported **46 councils** since July 2015 to apply design skills and techniques to some of their biggest service challenges.

SECTOR-LED IMPROVEMENT CASE STUDY

Liverpool City Council's sector-led improvement journey

The challenge

Over a quarter of adults in England are obese and a further third are overweight. A strong behavioural driver of increased obesity is the high availability of calories, especially sugar, in our day-to-day lives. If obesity is to be reduced, cutting sugar consumption is essential. The council tested how they could encourage hospital store customers to choose low sugar drinks instead of high sugar alternatives by making simple changes to the food environment in three stores across two hospitals in Liverpool.

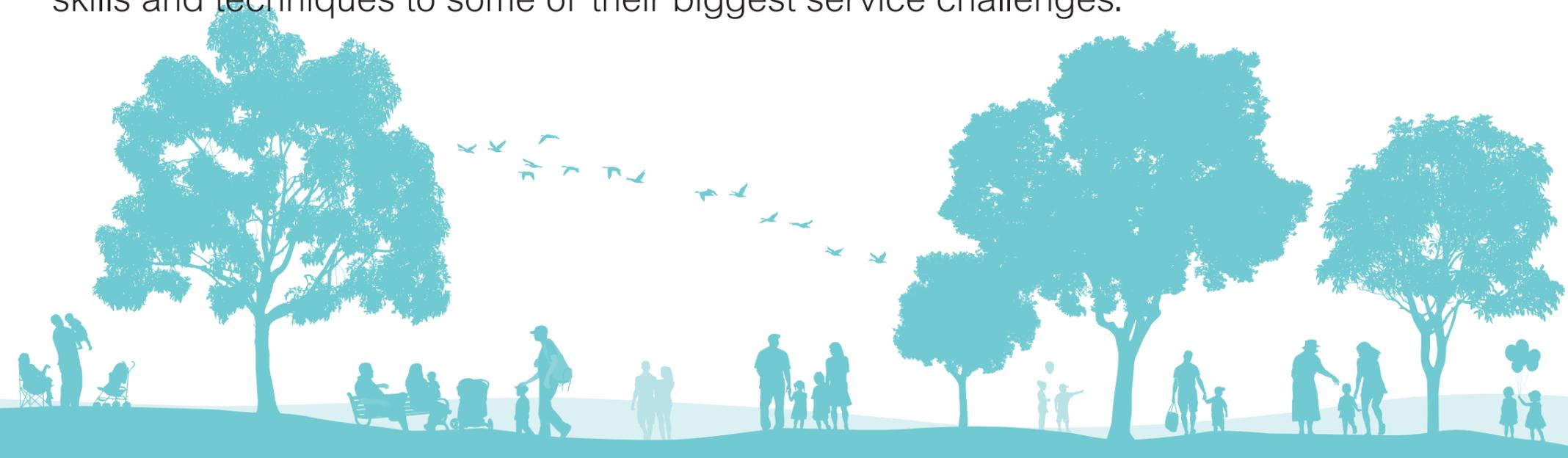
The solution

The council designed a trial to test a behavioural intervention focussed on making information on sugar content easier to understand and more salient. The intervention aimed to influence consumer decision making by clearly showing which drinks were high sugar at the point of purchase. On alternating weeks, simple on-shelf red 'pop-out' 'stop' signs were placed on the refrigerator shelves containing high sugar chilled drinks in three hospital stores across the two hospitals.

The benefits

The council found that the signs led to a 7.3 per cent reduction in high sugar drink sales as a proportion of total sales. These results suggest that such an intervention could be introduced to other areas of the public sector to reduce purchasing and consumption of high sugar products.

To read more examples of innovation in councils, visit www.local.gov.uk/case-studies



SECTOR-LED IMPROVEMENT

a success story...



LEADERSHIP

5,104 delegates have attended our Political Leadership programmes since 2011



844 councillors from 248 councils attended development programmes in 2017/18

558 councillors attended our various Leadership Essentials programmes in 2017/18



130 graduates were recruited through the national graduate development programme in 2017/18



SECTOR-LED IMPROVEMENT CASE STUDY

The councillor development sector-led improvement journey

The challenge

The LGA recognises the need to respond to growing challenges and demands on councillors, and to tailor specific training modules to the needs of individual cohorts. We keep our programmes under review and last year undertook a wide-ranging evaluation of our leadership offer.

The solution

The 'Highlighting Political Leadership' offer has continued to evolve to meet changing demands. Whilst our highly regarded flagship programmes, the Leaders' Programme, Leadership Academy and Next Generation, have continued, we have completely re-designed Be a Councillor to now offer a package of resources that councils can tailor to their own local needs. We have also extended Leadership Essentials by offering media and communications masterclasses run by the very best in the industry, plus programmes on emergency planning and working in partnership. And through our partnership with SOLACE we have launched the prestigious IGNITE programme for chief executives and new programmes aimed at aspiring chief executives and middle managers. Our e-learning offer continues to add new modules with more than 9,000 councillors currently registered.

The benefits

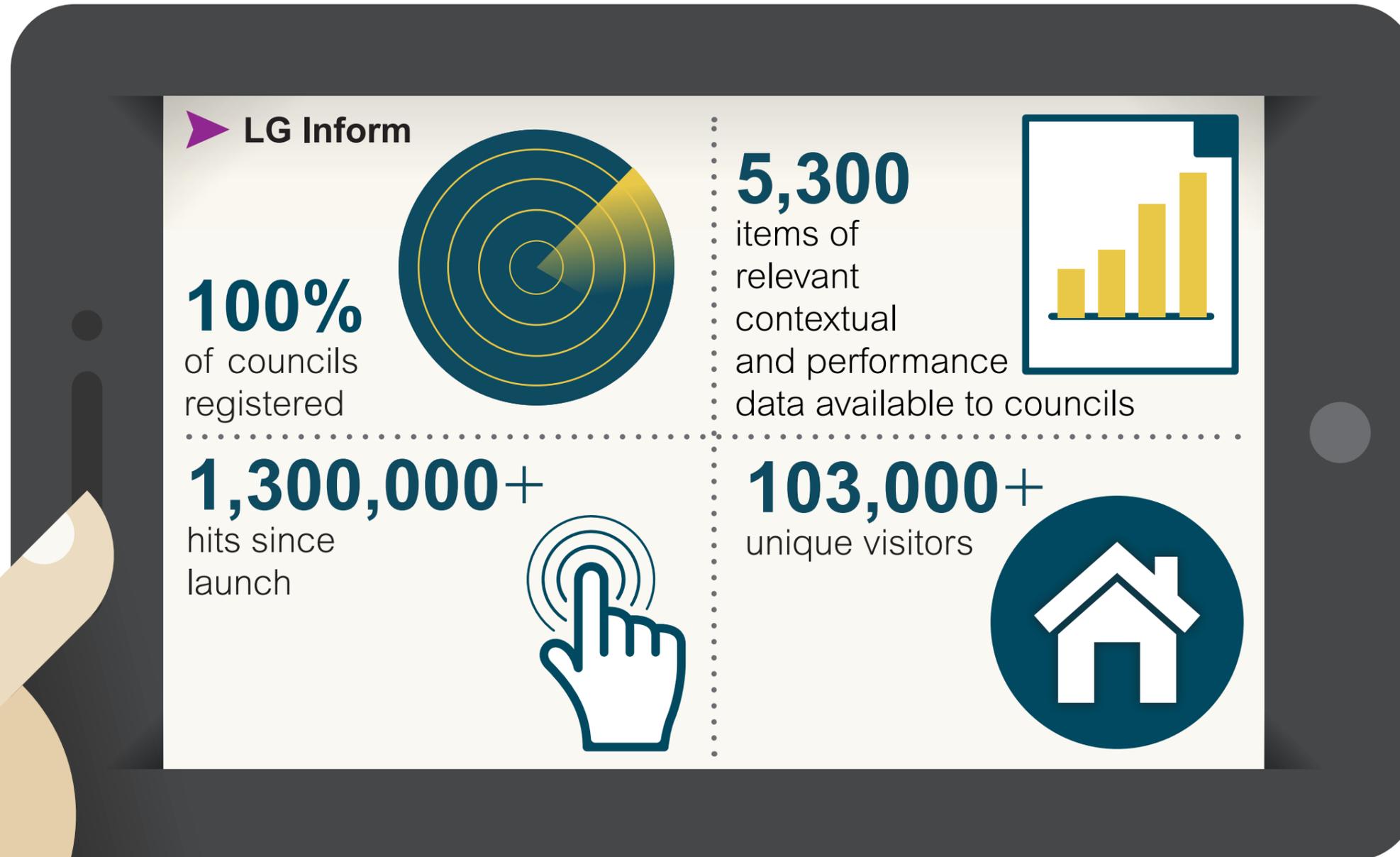
Take up of our leadership programmes continue to rise year on year and satisfaction remains high. Ninety-nine per cent of responding participants in our Leadership Essentials and Leadership Academy programmes say they feel more confident in their ability to carry out their role having participated in the course. Councillors and councils now have a more relevant and expanded range of training and support than ever before to help them meet the ever changing needs of their communities.

For more information about LGA councillor development programmes, visit www.local.gov.uk/councillor-development

SECTOR-LED IMPROVEMENT

a success story...

LG Inform is a free online service which presents councils and local authorities with up-to-date published data about their local area.



<http://lginform.local.gov.uk>

TRANSPARENCY

SECTOR-LED IMPROVEMENT CASE STUDY

Devon County Council's sector-led improvement journey

The challenge

In response to changing demands Devon County Council wanted to build a new corporate performance framework that focused on meeting the needs of different audiences.

The solution

Instead of having to dismantle what they had already achieved, by using LG Inform Plus' API, Devon could bring the data they needed directly into their systems to build tables and charts. The process is automated, pulling through regional and national data alongside Devon's own information, saving both time and resources. Devon are using three 'lenses' to help decision makers:

- Operational: quantifying what has been done or what resources are available, eg number of staff.
- Strategic: looking at attributes the council does not directly influence, but which indicate what to concentrate on, eg economic growth.
- Community: asking 'what does this look like from the point of view of the people affected'?

The benefits

"The clarity of information is now very evident and helps members to focus on aspects for which they have not always found easy to identify. It makes for especially good scrutiny and the use of 'lenses' for operational, strategic, and community purposes fits much more precisely with the strategic direction of the council."

Councillor Barry Parsons, Cabinet Member for Performance and Engagement

"This is brilliant news for us. It means we can focus on using the best tools for the job – and know that whatever we pick from today's modern platforms we will still be able to talk to LG Inform to bring us the intelligence we need."

Lucy Knight, Performance and Strategy

To find out more about the LGA transparency support offer, visit www.local.gov.uk/data-and-transparency