

# IDeA business plan

1 April 2010 – 31 March 2011



## The LGA Group

The LGA Group is made up of six organisations – the Local Government Association (LGA), Improvement & Development Agency (IDeA), Local Government Employers (LGE), Local Authority Co-ordinators of Regulatory Services (LACoRS), Local Partnerships and the Leadership Centre for Local Government (LCLG). Our shared ambition is to make an outstanding contribution to the success of local government. We work together to support, promote and improve local government.

[www.local.gov.uk](http://www.local.gov.uk)

### **Local Government Association (LGA)**

The LGA is the single voice for local government. As a voluntary membership body, funded almost entirely by the subscriptions of our 422 member authorities in England and Wales, we lobby and campaign for changes in policy and legislation on behalf of our member councils and the people and communities they serve.

We work with and on behalf of our membership to deliver our shared vision of an independent and confident local government sector, where local priorities drive public service improvement in every city, town and village and every councillor acts as a champion for their ward and for the people they represent.

[www.lga.gov.uk](http://www.lga.gov.uk)

### **Improvement & Development Agency (IDeA)**

The IDeA supports improvement and innovation in local government, focusing on the issues that are important to councils and using tried and tested ways of working. We work with councils in developing good practice through our networks and on-line communities of practice and web resources, and through the support and challenge provided by councillor and officer peers. We also help develop councillors in key positions through our leadership programmes. Regional Associates work closely with councils in their areas, ensuring that we understand and respond to their priorities and challenges, and supporting the Regional Improvement & Efficiency Partnerships (RIEPs).

[www.idea.gov.uk](http://www.idea.gov.uk)

### **Local Government Employers (LGE)**

LGE works in partnership with local authorities, regional employers and other bodies to lead on and create solutions for pay, pensions and the employment contract. LGE offers advice on all employment issues, and represents local government employer interests to central government, government agencies, trades unions and European institutions.

[www.lge.gov.uk](http://www.lge.gov.uk)

### **Local Authorities Coordinators of Regulatory Services (LACoRS)**

LACoRS promotes quality regulation in the areas of trading standards, environmental protection, licensing and gambling, food safety, hygiene and standards, animal health and welfare and private sector housing. LACoRS offer comprehensive advice and guidance to councils and their partners, disseminating good practice and providing up-to-date information on policies and initiatives that affect local people and local services.

[www.lacors.gov.uk](http://www.lacors.gov.uk)

### **Local Partnerships**

Local Partnerships' mission is to enhance the quality of people's lives by giving trusted, professional support to local public bodies to improve their ability to source and deliver high quality, cost-effective public services and infrastructure.

[www.localpartnerships.gov.uk](http://www.localpartnerships.gov.uk)

### **Leadership Centre for Local Government**

The Leadership Centre's work is based on the belief that great leaders make great places. Thriving prosperous communities require visionary leadership that paints a picture of the future of the locality, inspiring and carrying with it the local residents' hopes and happiness.

The Leadership Centre supports local government leaders to create the future through building effective and efficient partnerships, improving the lives of local people and fundamentally transforming communities for the better. Place is contested space for local government leaders, so we focus on the unique realities of the relationships involved helping members and officers develop their skills and thinking on leadership, through national and regional and local initiatives.

[www.localleadership.gov.uk](http://www.localleadership.gov.uk)

## Foreword

The IDeA's business plan for 2010/11 is based on the five priorities set out in the LGA Group business plan which sets out in one place our focus for the year ahead.

We have worked with lead members to identify the most important issues for councils and where as national bodies we can add most value. Building on the approach we developed last year, we now have even greater focus and fewer priorities, reflecting the need for us respond directly to the challenges councils face in the most challenging economic climate of a generation and a world of tightening public finances.

The LGA Group is currently consulting on a new accountability framework for localities, freedom to lead, trust to deliver, calling for a radical streamlining of national regimes for performance management, assessment and inspection.

The IDeA's role in all of this is to support local government at the heart of local innovation, with councils themselves taking the lead in delivering a new place-based model of public services, which is responsive to citizens but with significantly reduced costs.

Helping councils work with and learn from each other is at the heart of what the IDeA does. It's this distinctive approach that makes us the national improvement agency for local government.

We achieve this by:

- developing national networks, supported by leading-edge technology
- publishing guidance and good practice that we've developed with councils
- providing direct support to councils on specific performance issues
- recruiting experienced councillor, officer and partner peers, and working with them to support and challenge other councils
- supporting and developing local government's political and managerial leaders
- co-ordinating improvement support at the national level, working with regional and national improvement bodies.

We welcome your feedback on the contents of this plan and look forward to working with all those involved in public service improvement in 2010 and beyond.

Councillor Ian Swithenbank  
Chairman

Councillor Robert Gordon  
Vice-Chairman

## The future of local government

### We are working for:

- a new world of responsibility, choice and local control with **public services redesigned and reshaped around the needs of local places and local people** so they can take responsibility for improving their own lives
- a shift in the balance of power away from central government to local government, with **accountability for public services transferred to the local level**, along with a reduction in the burden of central bureaucracy
- **stronger, more powerful local government**, with councils and elected councillors providing leadership at the centre of new local governance arrangements
- **local public service providers to be freed up from unnecessary controls** so that they can develop tailored responses appropriate to the challenges of their communities
- **local people able to make informed judgements and choices about local services**, with the information and ability to challenge those who provide public services on their behalf
- councils working in fundamentally different ways with their partners to provide **more responsive, more efficient and more innovative public services in a world of tighter public finance**.

## Our priorities

To make sure we are responding to the right issues and the diverse landscape of local government, the LGA Group has looked at what councils themselves are saying are their top priorities. We have challenged ourselves on where we as national bodies can add most value. While we have built on last year's business plan, we now have greater focus and now focusing on five priorities:

**Reputation** – building and maintaining the national and local reputation of councils

**Innovation and value for money** – supporting councils to deliver greater efficiency and effectiveness

**Local democracy** – ensuring councils are at the forefront of greater local decision-making on spending priorities and service delivery and leading improvement work across the sector

**Economy** – supporting councils to lead their communities to prosperity in the economic recovery

**Customer service** – ensuring the LGA Group enhances the reputation of local government and delivers value for money.

**We work together to support, promote and improve local government.**

# Reputation

## Context

To be able to play its full part in the transformation of public services, local government must be strong and confident and seen by local people, the public as a whole and Government, as effective, credible local leaders, service providers and employers.

## Our focus over the coming year

Local government outperforms the rest of the public sector on efficiency, effectiveness and innovation, yet it trails behind other parts in public confidence, trust and reputation. It is a core part of our activity with councils to understand the underlying causes of this dissatisfaction and help address them. This is particularly important during and after the General Election when the sector is seeking more freedom and responsibilities as part of the shift to localism. It is also vital as councils are now facing serious budget challenges which will further affect their reputation.

A number of high profile service issues and weak performance scores have recently been the focus of national media attention with inevitable calls for intervention. There has been growing interest by all political parties, regulators and by civil servants in a more proportionate and sector-led approach to performance management, particularly on how potential service failure might be anticipated and successfully addressed upstream. In the Comprehensive Area Assessment exercise published in December 2009, a high proportion of red flags were linked to partnership led activity including: children and young people; crime and safety; health; housing; inequality; and vulnerable people. The public also values local government's response to emergencies like fires, flooding or adverse weather conditions. Managing these situations well, promoting good practice, learning lessons and rebutting unjustified criticism are key reputational issues for the sector.

In the light of all of this, our current assessment of where we need to focus effort is:

- children's and adults' services with a focus on safeguarding
- safer communities, including cohesion and fire service improvement
- equalities
- direct support to councils with significant performance issues
- working to build councils capacity to manage and enhance their own reputation.

We also have four grant-funded programmes focusing on the key reputational issues of: healthy communities, tobacco control, cultural services and Prevent.

We will use our distinctive approach to support improvement that is led by councils themselves – sharing good practice through our national networks, developing new practice, and publishing tools and models – along with direct support to councils that need it, all delivered by member and officer peers.

We will continue to run the National Graduate Development Programme and to promote local government careers nationally. We will also support councils in addressing their key skills shortages and in making the most of their talent.

## Budget 2010/11

Children and Young People	£913k
Adult Social Care	£812k
Equalities	£436k
Safer Communities*	£270k
Cohesion including the Prevent programme	£178k
Cultural Services*	£383k
Direct support to councils	£3,257k
Health Improvement*	£2,600k
Tobacco Control*	£631k
Prevent*	TBC
National Graduate Development Scheme*	£1,217k
Talent & Skills	£687k

\* Additional grant funding or Government contract income

	What we are looking to achieve	Outputs	Performance Measures
Key reputational issues			
Children and Young People <b>Oonagh Aitken</b>	<p>To support councils in improving performance across children's and related services resulting in improved outcomes for children, young people and their families, through direct support</p> <p>To support councils in delivering improved safe services for children and young people, and responding to the second Laming review of child protection services, through peer support and challenge</p>	<ul style="list-style-type: none"> <li>• Tailored support to individual children's services and children's trusts</li> <li>• Children's Services and Children's Safeguarding Peer Reviews</li> <li>• A children's services Community of Practice</li> <li>• Development of lead members through regional networks, workshops and the Leadership Academy</li> <li>• Good practice material</li> </ul>	<p>Evaluation of the children's and adults' safeguarding programme</p> <p>Evaluation of councillor capacity and confidence in delivering the adult social care transformation agenda</p> <p>Evaluation of the impact of the Prevent programme</p>
Adult Social Care <b>Mona Sehgal</b>	<p>To support councils to engage with the adult social care transformation agenda, through direct support</p> <p>To improve awareness in councils of adult safeguarding issues, along with effective leadership and practice development, through peer support and challenge</p>	<ul style="list-style-type: none"> <li>• Tailored support to councils with relatively low performance</li> <li>• Customised support to other councils requesting support from the IDeA</li> <li>• An adult social care and adults' safeguarding Community of Practice</li> <li>• A suite of offers to support councillors in their leadership role</li> <li>• Good practice material on adult safeguarding</li> <li>• Delivery of adult safeguarding peer reviews</li> </ul>	<p>Evaluation of the Tobacco Control programme</p>
Cultural Services <b>Martyn Allison</b>	<p>To support councils in achieving increasing and sustained participation in culture and sport as measured by the national indicators</p>	<ul style="list-style-type: none"> <li>• Good practice guidance</li> <li>• Community of Practice on the Olympic Legacy</li> <li>• Tailored support to individual councils</li> <li>• A programme of support on strategic commissioning</li> <li>• Two member Leadership Academies</li> <li>• An outcome performance management framework</li> </ul>	

<p>Equalities <b>Michael Keating</b></p>	<p>To improve councils' capacity to narrow equality gaps and achieve legal compliance by supporting their use of the Equalities Framework for Local Government</p>	<ul style="list-style-type: none"> <li>• Learning project on "smart" equality</li> <li>• Peer challenges to support the number of councils reaching "achieving" and "excellent" levels</li> <li>• Pilots with district councils on shared equality services</li> <li>• Community of Practice for Equalities</li> <li>• New publication for councillors on the "business case" for equality linked to value for money and productivity</li> <li>• Five pilots with councils on human rights</li> <li>• Four pilots with LSPs on a partnership approach to equality</li> <li>• Development of public sector Equality Frameworks</li> <li>• Support to RIEP equality programmes</li> <li>• Web-based good practice guidance</li> </ul>	
<p>Safer Communities <b>Sara Williams</b></p>	<p>To improve the capacity of councils and Crime and Disorder Partnerships to make their communities safer with a focus on tackling anti-social behaviour, improving perceptions and partnership working</p> <p>To improve the capacity of councils to be prepared for emergencies by promoting good practice and peer support</p> <p>To work with the LGA and Chief Fire Officers Association (CFOA) to support the Fire Improvement Programme for Fire and Rescue Authorities</p>	<ul style="list-style-type: none"> <li>• Safer Communities Community of Practice</li> <li>• Web resource linking with National Policing Improvement Agency and Home Office material</li> <li>• 12 peer challenges of CDRPS and 50 peer support days</li> <li>• Leadership Academy for portfolio holders</li> <li>• Guidance materials</li> <li>• Joint events with the LGA</li> <li>• Pilot peer review of police authorities</li> <li>• Fire Operational Assessment Peer Reviews</li> <li>• 10 diversity peer challenges of Fire and Rescue Services</li> </ul>	
<p>Cohesion <b>Rose Doran</b></p>	<p>To increase councils' capacity to improve community cohesion and prevent violent extremism by identifying good practice and providing peer support</p>	<ul style="list-style-type: none"> <li>• Delivery of CLG-commissioned Prevent programme</li> <li>• Research project and guidance on Prevent objectives 2 &amp;3 (supporting vulnerable individuals; addressing radicalisation)</li> <li>• Research and support on three cohesion issues: faith and community; working class white communities; impact of recession</li> <li>• Support for councils from at least 15 cohesion and resilience member champions</li> <li>• Community of Practice for Cohesion</li> <li>• Good practice guidance</li> </ul>	

<p>Direct support to councils</p> <p><b>Andy Bates</b></p>	<p>To provide direct support to councils on key performance and reputational issues, to increase their capacity and capability in specific service areas</p>	<ul style="list-style-type: none"> <li>• 2,250 days support to councils with specific performance issues, in line with the priorities set out above</li> <li>• Additional direct support to councils from councillor and officer peers, and specialist advisers as appropriate</li> <li>• Tailored services for councils in Wales</li> </ul>	
<p>Healthy Communities programme</p> <p><b>Sue Johnson/Susan Biddle</b></p>	<p>To build capacity and capability within local government so that councils have the confidence to work with their partners and lead the health inequality and health improvement agenda in their communities</p>	<ul style="list-style-type: none"> <li>• Direct support to 35 councils, including CAA red flag councils</li> <li>• 12 peer review and peer challenges</li> <li>• A National Leadership Academy</li> <li>• Community of Practice</li> <li>• Web publications</li> <li>• Support to the RIEPs on this agenda</li> </ul>	
<p>Tobacco control programme</p> <p><b>Nigel Carruthers</b></p>	<p>To raise awareness of and activity related to tobacco control in areas with the highest tobacco prevalence</p>	<ul style="list-style-type: none"> <li>• A Tobacco Control Community of Practice</li> <li>• Good practice guidance and web-based tools</li> <li>• Networking events</li> </ul>	
<p>Being an excellent employer National Graduate Development Programme</p> <p><b>Malcolm Craig</b></p>	<p>To recruit high calibre graduates into local government and improve the recruitment, development and retention of graduates across the sector</p>	<ul style="list-style-type: none"> <li>• 80 graduates recruited to the National Graduate Development Programme</li> <li>• Re-tendering of NGDP scheme to increase its impact and ensure it is financially sustainable</li> <li>• Good practice materials on graduate recruitment, development and progression</li> </ul>	
<p>Talent &amp; Skills</p> <p><b>Nigel Carruthers</b></p>	<p>To promote local government careers and to support councils in addressing their key skill shortages.</p>	<ul style="list-style-type: none"> <li>• Promotion of local government careers, including a national website</li> <li>• Action to address key occupational skills shortages</li> <li>• Web-based guidance and signposting to help councils address key skills shortages</li> <li>• Support for national recruitment campaigns working with relevant sector skills councils and others to address key skills shortages</li> </ul>	

## Innovation & value for money

### Context

There are major pressures on local government funding as the Government seeks to balance its books. Tough decisions are needed, but there are also opportunities to lobby for greater flexibility and freedom to reform local government funding. Efficiency gains will need to be driven by greater joined-up working at local level and innovation must be released by putting users at the heart of service design and delivery.

### Our focus over the coming year

By objective measures, including CPA scores and CAA results, the effectiveness of local government has improved significantly over the past decade and councils are the best performers in the public sector when it comes to meeting Gershon efficiency targets. However the improvements of the last decade have taken place against the backdrop of real-terms increases in funding. The challenge of the next decade will be to sustain the gains that have been made and continue to improve, in the context of both public spending cuts and mounting cost pressures, particularly from an ageing population.

The IDeA is focused on supporting the delivery of a new, sustainable model for local public services, which is responsive to citizens but with significantly reduced costs including management and overhead costs. This model builds on the learning from Total Place and focuses on:

- redefining the relationship between the individual and the state, with greater control and responsibility exercised by individuals and communities with a bigger role for the third sector
- a significant de-layering of the public sector with many more decisions taken locally with minimal oversight
- a major initiative to maximise economies by more effective collaboration between public bodies.

We will support innovation through our work with the third sector, front office shared services and customer-led transformation, as well as the Local Innovation Awards Scheme and our relationship with NESTA. Through our support to projects being developed in local government and the third sector we will accelerate the dissemination of innovative solutions to support the delivery of the place-based model through the Knowledge Hub.

We will utilise benchmarking data through our robust peer challenges to help drive change. The Knowledge Hub, building on the Efficiency Exchange, ESD Toolkit and our work on local performance management is also the mechanism for disseminating the knowledge generated through peer reviews and for turning raw VFM data into useable information.

### Budget 2010/11

#### Innovation

Partnership working	£892k
Third Sector Commissioning*	£1,480k
Local Innovation Awards*	£1,154k
Innovation	£250k
Transformational Government	£224k
Ageing population*	£2,140k

#### Value for Money

Managing through the spending squeeze	£125k
Improving organisational productivity	£299k
Efficiency Exchange*	£350k
Knowledge Hub*	£700k
ESD Toolkit*	£785k
Local Information Partnerships Programme*	£3,500k
Government Connect*	£92k
Data Handling*	£135k

\* Additional grant funding or Government contract income

Priority & Lead	What we are looking to achieve	Outputs	Performance Measures
Innovation			
Partnership working <b>Rachel Litherland</b>	To support councils in delivering a new place-based model of public services, which is responsive to citizens by supporting the development and dissemination of new and innovative practice	Work with pilot councils on the key areas in which local public services will need to be integrated: <ul style="list-style-type: none"> <li>• governance and accountability</li> <li>• leadership</li> <li>• resources</li> <li>• information</li> <li>• business planning and performance management</li> <li>• commissioning for place and prevention</li> <li>• service design.</li> </ul>	Evaluation of the Third Sector Commissioning Programme  Evaluation of the Ageing Society programme including a baseline assessment  Evaluation of Local Information Partnership programme at end of year one  Evaluation of R10 of the Beacons Scheme
Third Sector Commissioning <b>Helen Hughes</b>	To increase councils' capacity to engage with the third sector, and in particular develop commissioners' skills, expertise and understanding of the third sector through a programme of training and development for local government	<ul style="list-style-type: none"> <li>• Third sector Community of Practice</li> <li>• 1,070 commissioner training places</li> <li>• 185 partnership training places</li> <li>• 200 third sector training participants</li> </ul>	
Local innovation Awards <b>Ruby Dixon</b>	To demonstrate that councils are best placed to find imaginative, innovative and cost-effective solutions to seemingly intractable social issues and public delivery challenges in local areas	<ul style="list-style-type: none"> <li>• Incubation of "next practice" working with the award winners for this year's themes: Economic Resilience; Taking Control of Care; Keeping our Children and Young People Safe; Safer Communities; Achieving more through Partnership</li> </ul>	
Innovation <b>Julia Bennett</b>	Working with NESTA's Public Services Innovation Lab, to trial innovative solutions aiming to demonstrate how public services can be transformed by establishing experiments to solve critical social problems	Specific projects on: <ul style="list-style-type: none"> <li>• health - to achieve savings in health expenditure</li> <li>• ageing society - continued participation in social and economic life</li> <li>• environment - community and civic innovation to tackle climate change</li> <li>• education - equipping young people to tackle future social and economic challenges</li> <li>• technology - testing the power of user-centred web technology to improve public services at lower cost</li> </ul>	

<p>Transformational Government</p> <p><b>Sara Williams</b></p>	<p>To demonstrate how councils can deliver local public services more effectively and efficiently</p>	<ul style="list-style-type: none"> <li>• Total Place Customer Insight review</li> <li>• Support programme for pilot councils, to help implement Customer Insight and Social Media tool and techniques</li> <li>• National and regional events to highlight and share best practice on customer insight, social media, shared services and efficiency savings</li> <li>• Co-ordinated local government engagement with key national programmes including Tell Us Once, Gov Connect and Total Place</li> </ul>	
<p>Ageing population</p> <p><b>Mona Sehgal</b></p>	<p>To support councils in preparing for an ageing society</p>	<ul style="list-style-type: none"> <li>• Leadership development for councillors and officers in mentoring programmes, Master Classes, Leadership Academies, peer review and other opportunities</li> <li>• A national Community of Practice</li> <li>• Peer reviews and Peer challenges</li> <li>• Direct support to over 30 councils</li> <li>• Bespoke support for 18 partnerships</li> <li>• National and regional events</li> <li>• A variety of web-based research</li> </ul>	
<p>Value for money</p>			
<p>Managing through the spending squeeze</p> <p><b>Sara Williams</b></p>	<p>To support councils in delivering a new place-based model of public services, which is responsive to citizens but with significantly reduced costs, including management and overhead costs</p>	<p>Work with pilot councils on the key areas in which local public services will need to be integrated to achieve significantly reduced costs:</p> <ul style="list-style-type: none"> <li>• management and workforce</li> <li>• property assets and infrastructure</li> <li>• ICT investment</li> <li>• procurement</li> <li>• support services.</li> </ul>	
<p>Improving organisational productivity</p> <p><b>Joan Munro</b></p>	<p>To support councils with organisational transformation, helping them tackle workforce and cultural challenges with their partners, to improve productivity and customer satisfaction, by supporting the development of innovative practice.</p>	<ul style="list-style-type: none"> <li>• Work with pilot councils and partnerships</li> <li>• Communities of Practice on workforce issues</li> <li>• Web resources including good practice guidance and tools</li> <li>• Productivity and workforce improvement peer challenges</li> <li>• National and regional events</li> </ul>	

<p>Efficiency Exchange</p> <p><b>David Agnew</b></p>	<p>To create and foster a culture of collaborative knowledge sharing and problem solving using internet based technologies to help councils achieve significant efficiency savings</p>	<ul style="list-style-type: none"> <li>• Efficiency Exchange technical platform completed</li> <li>• Development of benchmark metrics, owned by the RIEPs</li> <li>• Regional practice development workshops</li> </ul>	
<p>ESD Toolkit</p> <p><b>Tim Adams</b></p>	<p>To support councils in collecting objective metrics and related evidence as the basis for practical performance improvement</p>	<ul style="list-style-type: none"> <li>• The esd-toolkit's own Community of Practice website with specialist tools and communications infrastructure, with 13,000 active users</li> <li>• 20 user events to support engagement with the esd-toolkit</li> </ul>	
<p>Local Information Partnerships Programme</p> <p><b>Ian Carbutt</b></p>	<p>To develop a methodology to enable councils to share aggregate and personal data across Local Strategic Partnerships in order to realise operational efficiencies, performance insights, citizen insight and enable targeted delivery</p>	<ul style="list-style-type: none"> <li>• Demonstrator LSPs established</li> <li>• Data sharing agreements in place in each LSP demonstrator</li> <li>• Sharing of system-to-system information across each partnership</li> <li>• Identification of next steps for effective data sharing in each partnership</li> </ul>	
<p>Government Connect</p> <p><b>Steven Locker</b></p>	<p>To support councils in establishing Government Connect connectivity</p>	<ul style="list-style-type: none"> <li>• A network of peers delivering direct support to councils that request it</li> <li>• Good practice guidance</li> </ul>	
<p>Data Handling</p> <p><b>Mike Short</b></p>	<p>To support and promote the adoption of the LGA personal data guidelines, ensuring that they develop over time and that senior people in local government understand their importance</p>	<ul style="list-style-type: none"> <li>• A Community of Practice on data-handling</li> <li>• Direct support to councils from a pool of advisers</li> <li>• Regional meetings</li> </ul>	

## Local democracy

### Context

There is an emerging political consensus that the current highly centralised model of state is not meeting 21st century needs. Local public services need to be liberated from unnecessary central controls so they can develop tailored responses to the challenges of their communities in a co-ordinated and efficient way. We need a new framework of accountability that liberates public sector partners to work together more effectively, and ensures they are driven by and responsive to the needs of their communities.

### Our focus over the coming year

Local government has to convince the general public and national politicians that it is competent and trustworthy to take on increased responsibilities and that a new local accountability framework is a viable alternative to top down regulation. One component of this is a credible sector-led approach to performance management through the effective use of quality assured data for monitoring and benchmarking. Another component is an effective framework of sector-led improvement with improvement activity at the level of individual councils, and also the regional and national level.

Local politicians are the key players in this new world of local leadership. Elected members must be at the forefront in demonstrating that increased local control really works. The role of councillor is a difficult one with changing demands, so providing a national lead on the development and support of elected members continues to be a central role for the IDeA.

If local councillors are to be effective, it is also vital that the structures for local governance and democracy are fit for purpose. In following up Total Place, councillors will want to consider which is the best model of governance for local services. They will also need to reflect on their approach to participative democracy, particularly given that the public spending crisis may force very hard and controversial decisions. For top leaders in local government, partnership working changes the game with the emphasis now on leadership across organisational boundaries.

The IDeA's work in this area must focus on what is distinctively national:

- helping develop and disseminate leading edge practice working with councils who are innovating and pushing boundaries
- making information and insight into good practice easy to access and intelligible
- providing support to councils or groups of councils who face challenges
- acting as a unique provider of national member development and networking, providing the "gold standard" for the rest of local government

### Budget 2010/11

Strengthening Local Democracy	£188k
Centre for Public Scrutiny	£242k
Performance management	£163k
RIEP support*	£400k
Partnership Improvement Programme*	£114k
Leadership of Place	£546k
Political Leadership	£1,475k
Unitary reorganisation	£119k

\* Additional grant funding including Government contract income

Priority & Lead	What we are looking to achieve	Outputs	Performance Measures
New accountability framework			
Accountability and governance <b>Dennis Skinner</b>	To promote and gain support for Freedom to lead, trust to deliver, leading to a new accountability framework with far less inspection and regulation.  Building on Total Place, to share good practice in developing new local governance models.	<ul style="list-style-type: none"> <li>• A campaign for new accountability framework for local government and local public services.</li> <li>• Support to pilot councils with new local governance models.</li> <li>• Good practice information on new local governance models. Support for councils who want to work in regional and sub-regional arrangements.</li> </ul>	Full impact assessment of the Leadership Academy 2011
Centre for Public Scrutiny <b>Andrew Cozens</b>	To support councils and councillors in building their capability with regard to scrutiny.	<ul style="list-style-type: none"> <li>• A programme of support to councils on scrutiny, delivered by the Centre for Public Scrutiny.</li> </ul>	
Performance management <b>Mandy James</b>	To support councils in year 2 of Comprehensive Area Assessment to increase the capacity of local government in benchmarking performance and financial data, by developing national tools, products and resources.	<ul style="list-style-type: none"> <li>• Continued support for self-evaluation and peer challenge.</li> <li>• Comprehensive web resources on performance management and active community of practice.</li> <li>• Work with LGAAR on a sector-wide approach to data collection, quality and use.</li> <li>• Promotion of good practice on publication of data.</li> </ul>	
Strengthening local democracy			
Leadership of Place <b>Sara Williams</b>	Jointly with the other improvement agencies, to develop new models of leadership development both place-based and national to help build capability for managerial leaders to lead across organisational boundaries	<ul style="list-style-type: none"> <li>• A Leadership Development Community of Practice to support better commissioning in local government</li> <li>• Good practice advice on commissioning leading edge development activities</li> </ul>	

<p>Strengthening Local Democracy <b>Sara Williams</b></p>	<p>To improve councils' capacity to demonstrate accountability to local communities and improve involvement</p>	<ul style="list-style-type: none"> <li>• Good practice materials on youth engagement</li> <li>• Community of Practice on youth engagement</li> </ul>	
<p>RIEP support <b>Dennis Skinner</b></p>	<p>To support the RIEPs to ensure that national and regional improvement support to councils is co-ordinated</p>	<ul style="list-style-type: none"> <li>• National co-ordination of the RIEPs through support to network meetings and other national-level activity</li> </ul>	
<p>Partnership Improvement Programme <b>Helen Hughes</b></p>	<p>To support councils to partner effectively with the third sector</p>	<ul style="list-style-type: none"> <li>• Work with councils as exemplars</li> <li>• National and regional events</li> </ul>	
<p>Promoting and supporting local councillors</p>			
<p>Councillor Development Programmes <b>Pascoe Sawyers</b></p>	<p>To ensure that all councillors are better able to fulfil their roles as leaders of their local communities</p> <p>Councillors represent their communities in terms of equality and diversity</p>	<ul style="list-style-type: none"> <li>• A range of Leadership Academy programmes to develop the personal leadership skills of leading councillors and help them become effective strategic and community leaders</li> <li>• A range of training and development materials and approaches for use within councils and by councillors</li> <li>• Promotion of the Member Development Charter and Charter Plus</li> <li>• Support for the officers in councils and RIEPs responsible for member development including a Community of Practice</li> <li>• Good practice advice on councillor recruitment to ensure they are representative of their communities</li> </ul>	

## Economy

### Context

Leading the local economy is key to leading the local community. In the face of the economic downturn, tighter public spending and the UK's commitments to carbon reduction, more will be expected of local government in providing leadership and generating capital for regeneration.

### Our focus over the coming year

The development of an area's local economy embraces a wide range of local authority-led activities that are particularly important not only in tackling the recession but in providing a robust foundation to support sustained growth over the next decade.

The IDeA is developing a clear package of support for councils in their role of Place Leadership, in particular:

- articulating a clear, accessible vision of "Place"
- offering an authoritative, "one voice" approach that builds confidence amongst public and private sector investors
- developing a social infrastructure – schools, parks, shops, housing, civic spaces – that attracts and retains residents and businesses
- capturing the benefits of investment in terms of securing social infrastructure and addressing unemployment
- addressing climate change issues as an integral part of "developing a place" as opposed to ongoing remedial responses.

Our approach is to offer councils a comprehensive package of support and guidance that assists them in using the levers available to them to develop and implement a comprehensive approach to "Place Leadership". We will therefore focus on:

- **Place leadership** – supporting councillors and senior officers in developing a corporate understanding and approach to 'Place Leadership'.
- **Place strategies** – development of a comprehensive package of support to help councils develop their statutory roles in terms of spatial planning, housing strategy and economic development with a particular emphasis on planning for new and improved social infrastructure.
- **Place delivery** – helping councils develop the necessary skills and funding arrangements, within a climate of reduced resources, to translate strategies into physical investment and development, and to capture the benefits in terms of jobs and improved facilities for existing residents.

We will focus on those activities that are distinctly national by:

- working with councils and partnerships that are attempting to innovate and push the boundaries in developing new ways to improve their economy
- making available information in the form of good practice guidance, case studies and self-assessment tools, to help councils in managing their own improvement
- providing support to councils who face specific challenges.

### Budget 2010/11

#### Regeneration and Growth

Economic Development	£297k
Strategic Housing	£118k
Transport Good Practice*	TBC
Planning Advisory Service*	£3,500k

**Environment** £397k

**Worklessness\*** TBC

\* Additional grant funding including Government contract income

Priority & Lead	What we are looking to achieve	Outputs	Improvement Measures
Regeneration and growth			
Economic Development <b>Ian Woolford</b>	To support councils with the new statutory roles on economic development and in securing new and expanded businesses and local jobs	<ul style="list-style-type: none"> <li>• Local Economic Assessment Community of Practice</li> <li>• Economic development web resource including substantial resources on Local Economic Assessment guidance, diagnostic tools, implementation and focus on specific areas such as rural councils</li> <li>• Economic development peer reviews and peer challenges</li> <li>• Leadership Academy modules</li> <li>• Developing innovation and best practice in fostering business growth – particularly in relation to manufacturing and green industries</li> <li>• Guidance and support in developing effective local authority business engagement</li> </ul>	<p>Assessment of councils' progress with the economic assessment duty</p> <p>Assessment of councils' progress in delivering new homes</p> <p>Development of benchmark and overall performance of LPAs</p>
Strategic Housing <b>Helen George</b>	<p>To support councils in responding effectively to current housing issues</p> <p>To support councils in delivering their housing aspirations and targets and where applicable to have the skills and tools to undertake the building of new homes</p>	<ul style="list-style-type: none"> <li>• The development and dissemination of local authority led approaches to directly develop new homes</li> <li>• Development of a revised Strategic Housing Benchmark</li> <li>• Innovation, good practice and awareness of 'Resident Empowerment and Engagement' requirements under new strategic housing role. Includes establishment of the Residents Involvement Champions Network</li> <li>• Strategic Housing Community of Practice</li> <li>• A new 'Place Leadership' Academy module to support effective use and take up of HCA Single Conversation and to develop understanding and linkages between housing, planning and property functions</li> <li>• Direct support to councils, including peer support and peer challenge</li> </ul>	

<p>Planning Advisory Service</p> <p><b>Alice Lester/Richard Crawley</b></p>	<p>To support councils in effectively fulfilling their role of 'Place Leadership' – securing investor confidence through a clear vision and robust planning framework, securing a high quality social infrastructure and harnessing key benefits such as jobs for local residents</p>	<ul style="list-style-type: none"> <li>• A new 'Leadership of Place' module to support senior members and corporate management teams in bringing together principle levers/powers to realise their vision, secure investment, generate new employment and achieve carbon reduction targets</li> <li>• Development of the 'Managing Excellent Planning Services' (MEPS) programme with the role out with CIPFA of a more effective/robust benchmarking package</li> <li>• Review and dissemination of most effective/value for money approaches to organising and delivering planning and related services including the use of outsourcing, sharing services across authorities and joint procurement</li> <li>• 13 LSP Infrastructure Planning Pilots linked to 'Total Place' and 'Total Capital'</li> <li>• Development of specialised training programme aimed at senior members and officers on scheme viability</li> <li>• Service improvement package for 'poorly' performing local planning authorities using MEPS benchmark, peer support and challenge</li> <li>• Development of support package and spotlight on 'live' local authority projects/schemes that use planning levers to secure climate change targets</li> <li>• 5 events and associated material with DEFRA to improve planning for waste, coordination of procurement processes and achievement of associated climate change targets</li> <li>• A range of good practice materials</li> <li>• A major programme of regional and national events</li> </ul>	
<p>Energy and Climate</p>			
<p>Environment</p> <p><b>Steve Waller</b></p>	<p>To promote local leadership of the transition to a lower carbon economy</p> <p>To help councils in developing the skills, capacity and interventions that can achieve their climate change aspirations and carbon reduction targets</p>	<ul style="list-style-type: none"> <li>• Communities of Practice on Environmental Sustainability and Climate Change</li> <li>• Good practice resources with a focus on integrating carbon budgeting/reduction with service planning, develop skills sets of relevant officers and identify new solutions/technologies</li> <li>• Development of a climate change benchmark to self assess performance</li> <li>• Recruitment of a group of climate change peers and delivery of peer reviews</li> <li>• Two Leadership Academies on climate change</li> <li>• National networking events</li> <li>• Co-ordination of RIEP good practice programme</li> <li>• Facilitate and support the development of the Nottingham Declaration Partnership</li> </ul>	

Skills and employment			
<p>Worklessness</p> <p><b>Kamal Panchal</b></p>	<p>Help councils develop robust local partnerships that have the skills and capacity to create tailored solutions to unemployment and deliver sustained reductions in overall levels of worklessness</p>	<ul style="list-style-type: none"> <li>• Communities of Practice for the National Worklessness Learning Forum and on Apprenticeships</li> <li>• Facilitation of National Worklessness Advisory Panel</li> <li>• Good practice guidance on tackling worklessness including "How To" guides</li> <li>• Identification of best practice and support in development local employment partnerships</li> <li>• Support and dissemination of Total Place approaches with focus on 'devolution' programme with the roll out of 'black box' (shared funding) pilots with DWP</li> <li>• National events</li> <li>• Guidance and good practice on procurement and worklessness</li> <li>• Guidance, good practice and networking on councils as employers using apprenticeships and tackling youth unemployment</li> </ul>	

## IDeA's core improvement offer

### Context

Building on the experience of Total Place, we will support councils at the heart of local innovation. Our focus will be on supporting them with delivering a new place-based model of public services which is responsive to citizens but with significantly reduced costs including management and overhead costs.

This is central to supporting the proposals set out in a recent consultation from the LGA - **freedom to lead, trust to deliver** - which calls for a radical reduction in the national regimes for performance management, assessment and inspection, with councils themselves taking lead responsibility for improving local services.

As part of this, we will also be supporting changes in the future governance of local public services, including new arrangements for partnership governance, new models for integrated commissioning across public services, and the devolution of functions and responsibilities to regional, sub-regional and local level.

### Our focus over the coming year

We will use our distinctive approach to support improvement that is led by councils themselves – sharing good practice through our national networks, developing new practice, and publishing tools and models – all delivered by member and officer peers working directly with councils.

A number of core services underpin and support the delivery of the specific priorities set out in this plan:

We provide bespoke improvement support to councils, which they pay for directly. These services align with the priorities set out in this business plan.

The IDeA's Regional Associates provide senior-level advice to councils, helping them broker in support as necessary, with a focus on enabling them to access peer support. They also help co-ordinate support with other improvement agencies including the Regional Improvement and Efficiency Partnerships.

We are investing in a knowledge management for the whole of local government, building on the success of the Communities of Practice platform, which we host, and investing now in Web 2.0 to support networking and learning across the whole sector.

Our investment in the Peer Clearing House and Lead Member peers means that we are able to accredit, recruit and mobilise peers to support the delivery of the priorities in this business plan.

### Budget 2010/11

Bespoke Improvement Support	£3,901k
Regional Associates	£1,464k
Knowledge Management	£1,211k
Peer Clearing House	£866k
National and Lead Peers	£504k

Priority & Lead	What we are looking to achieve	Outputs	Key Performance Measures
Bespoke Improvement Support  <b>Andy Bates</b>	Councils capability on key improvement and reputational issues is increased	<ul style="list-style-type: none"> <li>- 4,000 days direct support to councils</li> <li>- 150 peer reviews, including corporate, service specific and area based reviews</li> </ul>	Annual evaluation of communities of practice  Annual evaluation of Peer Clearing House  IDeA Knowledge Website survey
Regional Associates  <b>Dennis Skinner</b>	National, regional and local improvement services are integrated in an effective way	<ul style="list-style-type: none"> <li>• Regional Associate support to each RIEP, enabling them to connect with national programmes</li> <li>• Regional Associate support to councils with significant performance issues</li> </ul>	
Knowledge Management  <b>John Hayes</b>	IDeA's knowledge management services fully support our practice development and peer support work with councils	<ul style="list-style-type: none"> <li>• Website and community of practice activity, fully aligned with the LGA Group's overall priorities</li> </ul>	
Peer Working  <b>Maxine Tomlinson</b>	We have a peer pool with the skills and experience to provide support with councils' top priorities and able to engage fully with the IDeA's work programmes	<ul style="list-style-type: none"> <li>• 4,000 per days delivered</li> <li>• 20 assessment centres</li> </ul>	

## Customer Service

### Context

With councils facing increasing challenges arising from the economic situation, it is more important than ever that as national organisations we add value. Through our major change programme Getting Closer, we will:

- ensure that the LGA Group is more focused on councils and councillors
- further integrate the work of the LGA and the central bodies
- reduce our costs and maximise efficiencies

### Our focus over the coming year

We are changing our political governance to give councils more influence, ensure stronger political direction and better co-ordination of the Group.

We are also developing new services to ensure that we meet the needs of councillors in a changing political, economic and technological environment.

We are also working more effectively across the Group to reduce our costs and improve our offer.

### Budget 2010/11

National Programme Office	£297k
Strategy and Development	£433k
Communications and Marketing	£1,114k
Planning and Business Management	£915k
Support Costs	£1,417k
Human Resources	£264k
Shared Service	£5,125k

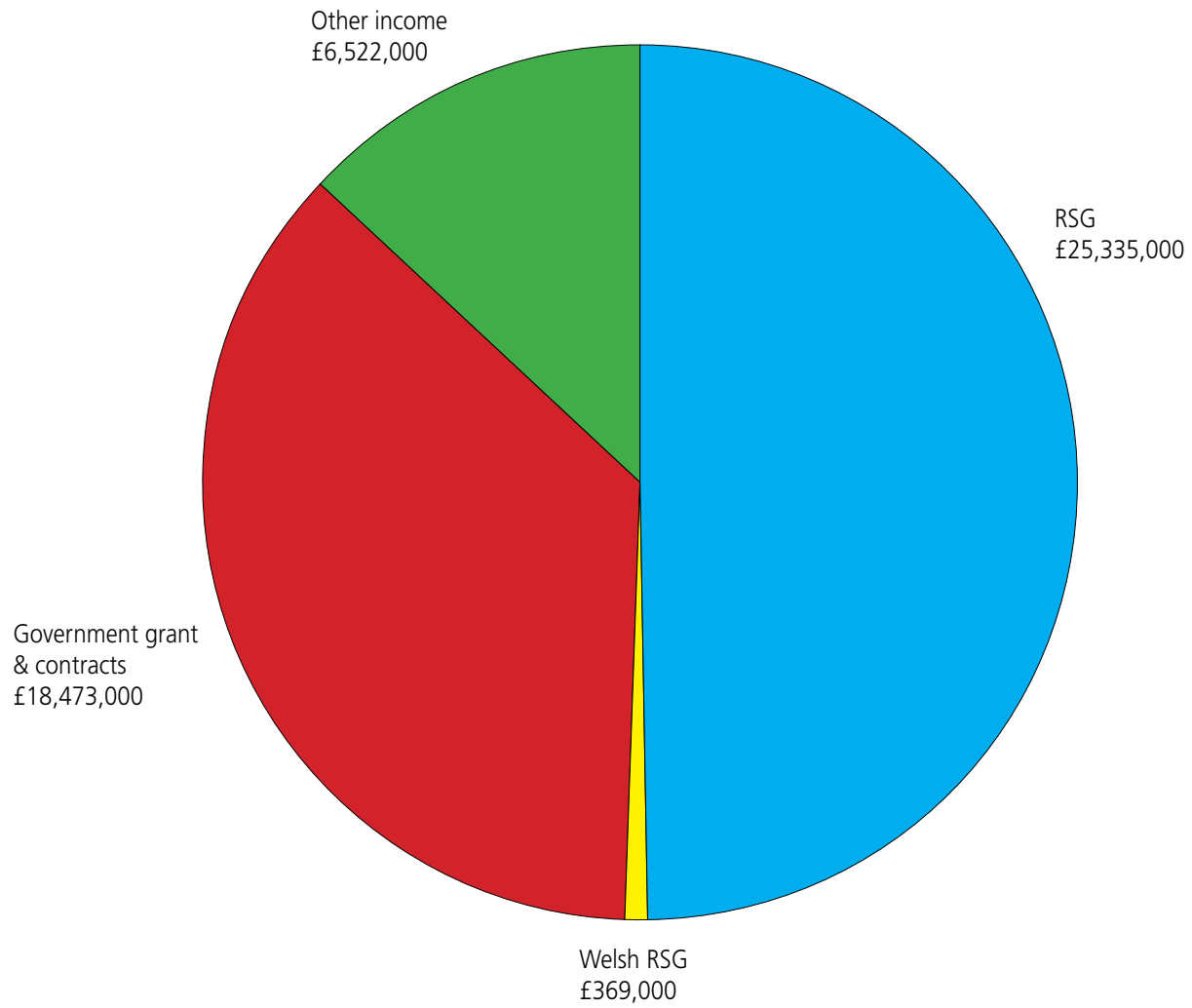
Priority	What we are looking to achieve	Outputs
Governance		
New LGA Group governance arrangements <b>Corin Thomson</b>	More effective political governance across the LGA Group established to give councils and groupings of councils greater influence and ensure they are strongly connected to the Group	<ul style="list-style-type: none"> <li>• New LGA constitution</li> <li>• Terms of reference for each governance structure</li> <li>• Revised role profiles</li> <li>• Revised LGA Group scheme of allowances</li> </ul>
Regional and sub-regional groupings of councils <b>Claire Holloway/ Programme Directors</b>	Collaborative relations established with regional and sub-regional groupings of councils and respective roles and strengths of each clarified to avoid duplication	<ul style="list-style-type: none"> <li>• Effective ways of working within new LGA Group governance agreed, including supporting officer arrangements</li> <li>• Portfolio leads identified in each region, to link to boards</li> <li>• Regional lead responsibilities designated within each programme board</li> </ul>
Special interest groups <b>Claire Holloway/Cathy Boyle</b>	Effective relationships built with special interest groups	<ul style="list-style-type: none"> <li>• Forward programme and template for SIG reporting to Exec</li> <li>• Consultation with councils on creating new SIGs</li> </ul>
Councillor task and finish groups <b>Claire Holloway/ Programme Directors</b>	Increased use of councillor task and finish groups to work on specific priorities, campaigns and areas of policy	<ul style="list-style-type: none"> <li>• Review of guidance on establishing and ending task groups</li> <li>• Task group reporting built into board reports</li> </ul>
Training and development for LGA Group lead members <b>Claire Holloway/ Cathy Boyle</b>	Improved induction, training and development opportunities for LGA Group lead members	<ul style="list-style-type: none"> <li>• Induction pack for all board members</li> <li>• Induction day for all board members</li> </ul>
Customer		
Review our priorities and services to ensure they meet the needs of councils and councillors <b>Jo Miller/Tim Allen</b>	The needs of councils and councillors are met in a changing political, economic and technological environment	<ul style="list-style-type: none"> <li>• Formal programmes of consultation and engagement through Programme Boards</li> <li>• Lobbying priorities aligned with council priorities</li> <li>• Bi-annual regional round tables with Leaders and CXs</li> <li>• Annual customer survey for the Group</li> </ul>

<p>Introduce an enhanced range of benefits for LGA member councils</p> <p><b>Claire Holloway</b></p>	<p>Enhanced range of benefits for LGA member councils including in relation to services provided by the wider LGA Group, to incentivise membership of the LGA</p>	<ul style="list-style-type: none"> <li>• Differential funding approval for member and non-member councils across LGA Group</li> <li>• Membership pack to all member councils including tangible benefits of LGA membership across LGA</li> <li>• Investigate potential new services as benefits</li> <li>• Increased used of LGH as a benefit of membership</li> <li>• Introduce restricted sites on LGA websites</li> </ul>
<p>Explore the opportunities to make better use of technology</p> <p><b>Claire Holloway</b></p>	<p>Better use made of technology to reduce dependence on attendance at meetings</p>	<ul style="list-style-type: none"> <li>• Increased members awareness and use of existing technology through guidance, briefings, induction</li> <li>• Develop proposals and supporting business cases for new technology solutions</li> </ul>
<p>Implement a new LGA Group contact management system</p> <p><b>Jo Miller</b></p>	<p>New LGA Group CRM system introduced to enhance our relationships with member councils</p>	<ul style="list-style-type: none"> <li>• Access by all LGA Group organisations to the CRM system</li> <li>• Links between CRM and other key systems – Outlook and Agresso</li> </ul>
<p>Communications</p>		
<p>Launch and implement new LGA Group brand</p> <p><b>Jenny Crighton</b></p>	<p>Coherent branding of the organisations in the LGA Group, with their respective roles clearly communicated and understood through the brand</p>	<ul style="list-style-type: none"> <li>• New brand design</li> <li>• Communications plan for launch</li> <li>• Implement plan for new brand</li> </ul>
<p>Undertake a comprehensive review of external communication across the LGA Group</p> <p><b>Jenny Crighton</b></p>	<p>LGA Group communications are streamlined, timely and effectively targeted</p>	<ul style="list-style-type: none"> <li>• Map all external communications in line with key themes</li> <li>• Streamlined package of communications to identified audiences</li> <li>• Guidelines for external communication and promote across the Group</li> </ul>
<p>Introduce “LGA member only” to key information on the LGA website</p> <p><b>Paul Comer</b></p>	<p>“LGA member only” access to key information on the LGA website introduced to incentivise membership of the LGA</p>	<ul style="list-style-type: none"> <li>• Develop and promote Group website with password protected areas</li> <li>• Internal communications plan on membership</li> </ul>

<p>Make better use of social networking sites</p> <p><b>John Hayes</b></p>	<p>Social networking technologies used effectively across the LGA Group to engage with councils</p>	<ul style="list-style-type: none"> <li>• Strategy for using social networking across the Group, with guidelines and training where appropriate</li> </ul>
<p>Efficiency</p>		
<p>Rationalise and maximise the use of our resources – our people, premises and finances</p> <p><b>Mark Hucker/Claire Holloway</b></p>	<p>Commercial income from Layden House maximised through better use of space and more flexible working across the LGA Group</p> <p>Increased energy efficiency and waste reduction across the operation of all buildings</p>	<ul style="list-style-type: none"> <li>• Flexible working policy agreed and in place across the Group</li> <li>• Phase 3 accommodation moves</li> <li>• Environmental policy action plan implemented</li> </ul>
<p>Identify further opportunities for shared services and collaborative working</p> <p><b>Stephen Jones</b></p>	<p>Common business processes established, to support efficient working across the Group and maximise the benefits from the shared services contract with Liberata</p>	<ul style="list-style-type: none"> <li>• Review, consult on and implement changes to business support services</li> <li>• Develop and implement proposals for Group programme working</li> </ul>
<p>Organisational development</p>		
<p>Establish group values and behaviours</p> <p><b>Jane Hoskins</b></p>	<p>LGA Group behaviours and values established to underpin effective collaboration</p>	<ul style="list-style-type: none"> <li>• Sessions with LGA Group SMT and selection of employees</li> <li>• Group values communication plan</li> </ul>
<p>Achieve Investors in People</p> <p><b>Jane Hoskins</b></p>	<p>Investors in People achieved to ensure effective people management across the LGA Group</p>	<ul style="list-style-type: none"> <li>• Change management workshops</li> <li>• Group employee conference programme</li> </ul>

# IDeA Budget 2010-11

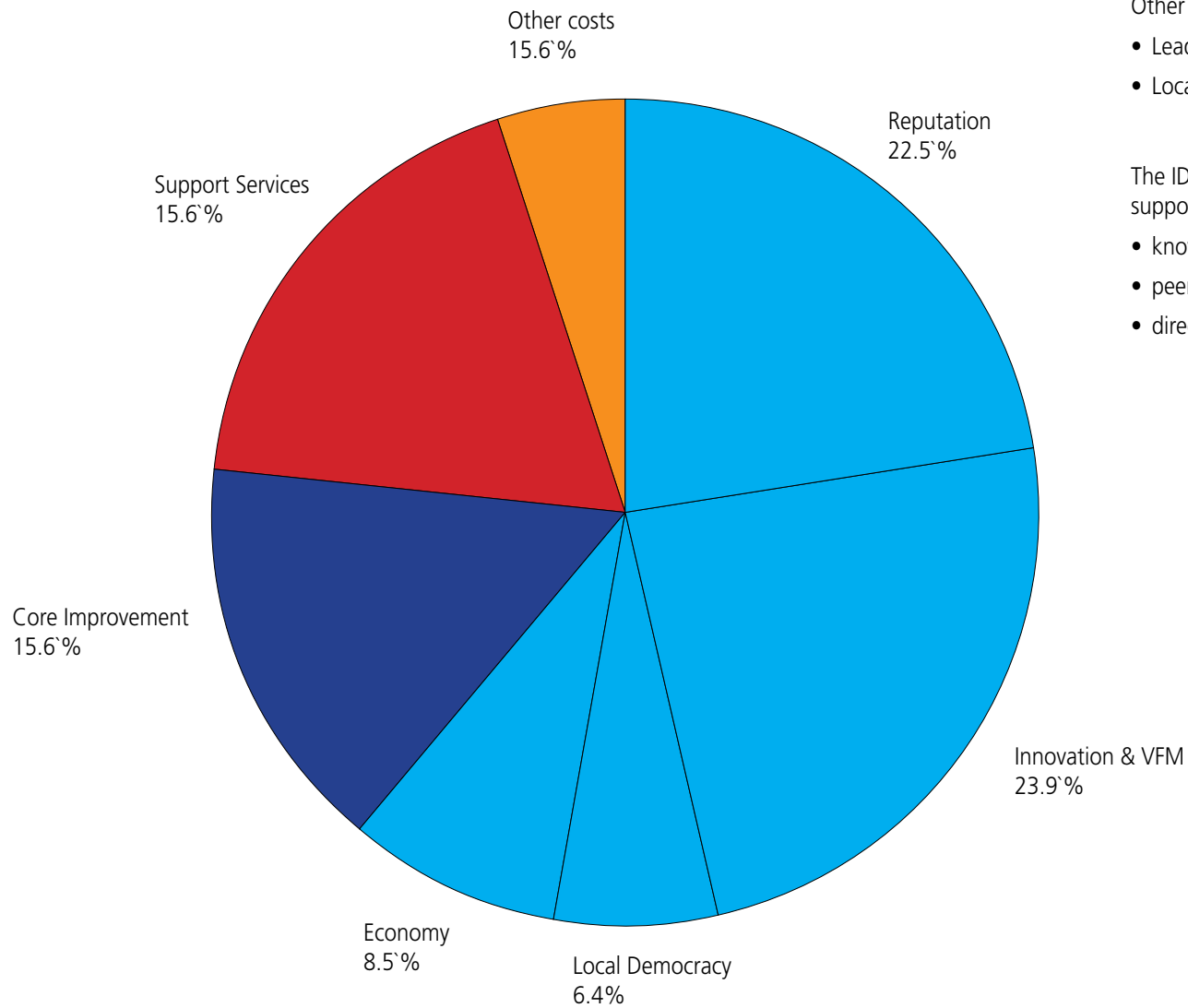
## Income



## Grant Income including Government contract income

<b>Programme</b>	<b>Funder</b>	<b>2010-11 £m</b>
Partnership Improvement Programme	Cabinet Office	0.11
Beacons/ Local Innovation Award Scheme	CLG	0.45
Efficiency Exchange / Knowledge Hub	CLG	1.05
Esd Toolkit	CLG	0.15
Leadership Centre	CLG	2.10
Local Information Partnerships Programme	CLG	3.50
National Graduate Development Programme	CLG	0.19
Planning Advisory Service	CLG	3.50
RIEP Programme Office	CLG	0.28
Cultural Services	DCMS	0.23
Health Improvement	Department of Health	2.60
Tobacco Control	Department of Health	0.63
Ageing Society – Innovative Service Delivery	DWP	2.13
Data Handling	DWP	0.08
Government Connect	DWP	0.09
Safer Communities	Home Office	0.08
Third Sector Commissioning (phase 2)	Office of the Third Sector	1.30
<b>Total</b>		<b>18.47</b>

## Expenditure



Other costs comprise:

- Leadership Centre for Local Government
- Local Government Information House

The IDeA's core improvement services underpin everything we do and are designed to support local government in leading its own improvement. They include:

- knowledge management
- peer working
- direct support to councils

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**Local Government Association**

The Local Government Association is the national voice  
for more than 400 local authorities in England and Wales.  
The LGA group comprises the LGA and five partner  
organisations which work together to support, promote  
and improve local government.

**I&DeA** **LACORS** **LGE**  **Local Partnerships**