

POLICY BRIEFING

April 2019

Welcome to our NLGN Policy Briefing, exclusively for our members. This briefing collates the most interesting reports that we have come across over the last month.

In our new series of briefings, we're asking NLGN members about the research and publications that they have found useful in their work. This month's issue features research recommendations from Merran McRae, Chief Executive at Wakefield Council. If you'd like to contribute to next month's briefing, we would love to hear from you. Please contact Sarah Lawson at slawson@nlgn.org.uk.

Our briefing covers reports across the following topics:

- Devolution, Growth and Industrial Strategy (p2)
- Public Service Reform (p3)
- Digital Technology (p8)
- Finance (p9)
- Employment and Skills (p11)
- Organisational Development (p12)

Meet our members

Wakefield Council: Merran McRae, Chief Executive

What particular challenge has your council recently faced?

It isn't a new challenge, but we have been wrestling with how we can have a real impact on poverty reduction. The old 'anti-poverty' strategies haven't had enough traction and we are trying to find a new approach. One issue we have is that people are getting trapped in poverty for longer due to factors such as fuel poverty, in-work poverty and housing costs. We have categorised all our current work as that which 'prevents', 'mitigates' or 'helps exit' poverty (with lots of overlaps) and are using this to map against cost of poverty issues to see where we can have better impact.

What research piece have you found helpful to tackle this challenge?

All the relevant publications by [Joseph Rowntree Foundation](#); particularly the insights into cycles of poverty and how poverty is experienced differently by different groups. [Forging a Good Local Society: Tackling Poverty Through a Local Economic Reset](#) by Neil McInroy from CLES also lit some light bulbs about what we should be pushing for in policy terms, as well as understanding societal shifts in attitudes to poverty. We have also started some work with [Human Systems Dynamics Institute](#) to look at poverty as a pattern rather than an 'issue' and are testing this approach with some work on homelessness. This also encourages a re-casting of how the pattern can be changed; for example, moving from 'reducing poverty' to 'improving quality of life'.

Do you have any further reading you'd recommend on this topic?

I read [Hand to Mouth](#) by Linda Torado after it featured in a Guardian article [Poor people don't plan long-term. We'll just get our hearts broken](#). Linda Torado is American so some of her personal experiences of poverty may be different from ours, and she does emphasise that this is her perspective and not necessarily everyone's. There was also a bit of a backlash after it was published; all caveats declared, however, it does really count the costs of poverty and what drives decision making. It also brings home how much of what we consider to be 'solutions' or 'help' are actually inaccessible for many.

Investigation into Devolved Funding

National Audit Office

The Investigation into Devolved Funding aims to present some clear facts about how the UK government determines how much funding it allocates to the devolved administrations. Specifically, it aims to establish how decisions on funding are reached and how the different mechanisms and formulas result in those funding allocations. The report covers:

- The way the UK government allocates funding to the devolved administrations and the adjustments that are required, particularly in light of devolution of tax and revenue-raising powers.
- The different UK government funding streams available to the devolved administrations and the mechanisms for calculating and allocating funding.
- The implications of changes in UK government spending plans and how these impact on the funding allocated to the devolved administrations.

Opportunity Knocks? Economic outcomes for low-skilled people in cities

Centre for Cities

Cities are places of opportunity. They are the engines of the UK economy, driving growth and creating jobs in different businesses – from engineering and financial services to manufacturing, logistics, hospitality and retail. They offer something for every skill level. But 'success' does not always simply mean economic growth, and policymakers are increasingly concerned with inclusive growth. To support national and local policymakers in the creation of a more inclusive economy, this report looks at the geography of low-skilled jobs and people, analysing how and why economic outcomes vary between places and unpacking the mechanisms through which low-skilled jobs are created.

Recommendations include:

- Cities with weaker economies need to focus on creating economic growth by attracting high-skilled exporting businesses.
- Cities with strong economies need to make sure their economic growth is accessible to everyone in their labour market.
- Central Government should follow similar principles in the design of the UK Shared Prosperity Fund.

Ministers Reflect on Devolution: Lessons from 20 years of Scottish and Welsh government

Institute for Government

May 2019 marks 20 years since the first elections to the Scottish Parliament and the National Assembly for Wales and the formation of devolved governments in Edinburgh and Cardiff. This report looks at the experience of ministers in the Scottish and Welsh Governments over the first two decades of devolution. To inform aspiring politicians, future ministers, and others with an interest in how devolution works, 13 former Cabinet ministers from Scotland and Wales were interviewed about their experience of governing. Findings include:

- On governing without a single-party majority, ministers in Scotland and Wales have to learn to negotiate and compromise with other parties to achieve their political objectives and even to stay in power.
- As devolution settlements continue to be modified, ministers must continue to operate in the context of frequent institutional change.
- Intergovernmental machinery can be helpful to devolved ministers, but it plays a limited role.

Imagination Unleashed: Democratising the knowledge economy

Nesta

By many measures, the knowledge economy is booming. Where there is growth, much of it is coming from this economy. Its dominant firms are now the highest valued in the world. At its frontiers – on artificial intelligence and biotechnology – there is a feverish race to create new firms and advance research. But participation in this emerging economy is confined to particular firms, places and people. Nesta has been working to convene discussions with politicians, researchers, and activists from OECD countries to explore the implications of ideas for an inclusive knowledge economy. This report presents the results of that collaboration.

Its central argument is that the knowledge economy does not have to be confined and contained; that an alternative approach is in reach, which democratises it. Here, it focuses on:

- Transforming industrial policy to cope with the new concentrations of power and to prevent monopoly and predatory behaviours.
- Reforming social policy to respond to new patterns of work and need, with a greater emphasis on reskilling.
- Reforming government and democracy to achieve new levels of participation, agility, experimentation and effectiveness.

■ PUBLIC SERVICE REFORM

Transforming Children's Services

House of Commons Public Accounts Committee

In 2017-18, local authorities spent £8.8 billion on children's social care. 91 per cent of local authorities overspent on their children's social care in 2017-18, leading to a total national overspend of £872 million. The Committee's report criticises the Department for Education (DfE) for not doing enough to make the quality or finances of children's social care sustainable. The Committee sets out nine recommendations to DfE, including:

- By September 2019, DfE should set out what action it has taken to encourage the take-up of good practice in children's social care across local authorities and how it will assess take-up.
- DfE should set out by December 2019 how it will work with local authorities to manage the supply of high quality and cost-effective residential care and match this to demand.
- To reduce variation across local authorities in pre-proceedings support, the Public Accounts Committee concurs with the recommendation of The Family Rights Group in their 2018 Care Crisis Review that DfE should set up a working group – with representation from legal and social work practitioners and families – to improve and standardise existing pre-proceedings guidance.

State of Children's Rights in England 2018

Children's Rights Alliance for England

The UK ratified the UN Convention on the Rights of the Child (CRC) in 1991. This means that all areas of government and the state including local government, schools, health services and criminal justice bodies must do all they can to fulfil children's rights. This report assesses the progress the UK has made towards implementing the UN Committee's recommendations on compliance with the UN Convention on the Rights of the Child. Recommendations include:

- The UK Government should urgently address the funding gap in children's services and provide additional funding to local authorities struggling to provide early intervention services, and ensure sufficient funding is available to implement the new reforms introduced under the Children and Social Work Act 2017.
- Children and young people should never be housed in B&Bs, hotels or caravan parks. Before placing any child or young person in independent accommodation, local authorities should conduct a safeguarding check and risk assessment.
- The UK Government should introduce a statutory obligation on public authorities to conduct child rights impact assessments in all decision-making affecting children, including in budgetary decision-making.

The Benefit Cap

House of Commons Work and Pensions Committee

The Department for Work and Pensions (DWP) decides whether people are entitled to benefits and how much they need to live on. The benefit cap overrides this system and takes some of this necessary support away. It limits the total amount a household can receive in benefits to £20,000 per year for families outside London and £23,000 per year for families in London. The Committee launched its inquiry following concerns about how the cap was working in practice and the impact it was having on claimants. The Committee's recommendations include:

- DWP should complete a full review of Discretionary Housing Payments (DHPs) to understand how different local authorities approach the provision of DHPs for capped claimants. The Department should use the information from this review to produce clearer and more directive guidance to local authorities about the provision of DHPs so that they act more effectively as a safeguard. If the Department refuses to carry out this review, the Committee will invite the National Audit Office to carry out a value for money study of DHPs and their use by different local authorities in mitigating the impact of welfare reforms.
- DWP should work with local government to review its methodology for individual local authority DHP allocations so that local authorities have the funding they need to prevent hardship. Where there is surplus DHP funding that has not been spent towards the end of the year, local authorities who have spent up to or over their allocations should be able to apply for additional funds for this surplus.
- DWP should make it an urgent priority to ensure that local authorities have the Universal Credit data they need to continue to support capped households. It should publish its report on data sharing by July 2019 and ensure that improved data sharing processes are in place by September 2019.

Pathways from Poverty: The future of the DWP

Demos

In 2015, the Conservative Party manifesto pledged to halve the disability employment gap, a target the DWP is unlikely to meet any time soon. This report examines the question of whether it will ever be possible for DWP to engage effectively with 'harder-to-help' groups, and believes that the answer is no. The report also asks what the barriers are to DWP engaging effectively with ill and disabled people; what alternative institutions could be responsible for the delivery of employment support for ill and disabled people; and what alternative approaches to conditionality and service-design could be utilised by the DWP? Recommendations include:

- A number of local authorities and NHS trusts should gain full responsibility for delivering welfare-to-work programmes for ill and disabled people for a trial period.
- Devolved assemblies should gain full responsibility for providing employment support to ill and disabled people.
- The DWP should explore new commissioning models, which move beyond a 'payment-by-results' approach for third sector organisations.

Leasehold Reform

House of Commons Housing, Communities and Local Government Committee

Campaigns for reform of the leasehold sector are not new, but the issue has regained prominence in recent years. The Government has acknowledged that the leasehold system is not working in consumers' best interests and needs to be reformed. In October 2018, the Government launched a consultation proposing to cap ground rents on new-build leasehold properties, require the majority of new-build houses be sold as freehold, and make it easier for tenants' associations to be formally recognised by freeholders. The Committee's inquiry sought to find out whether the Government's proposed reforms went far enough. Recommendations include:

- The Government should introduce a code of practice for local authorities and housing associations, outlining their responsibilities to leaseholders in social housing blocks and offering guidance on best practice for major works.
- Local authorities should be required to administer sinking funds for each of the buildings or estates they are responsible for, so leaseholders are less at risk of unexpected bills for major works.
- The Government should ensure that commonhold becomes the primary model of ownership of flats in England and Wales, as it is in many other countries.

The State of Ageing in 2019

Centre for Ageing Better

The number of people aged 65 and over will increase by more than 40 per cent within 20 years, and the number of households where the oldest person is 85 and over is increasing faster than any other age group. While the twentieth century's advances in public health, nutrition and medical science have given us the gift of longevity, so far this century we have failed to respond with sufficiently radical action to ensure everyone enjoys these extra years. We must act now so that more people who are approaching later life, particularly those on low incomes, in poor health and in inadequate housing – and the generations that follow them – are able to enjoy a long and happy life.

his report's proposals for what needs to change include:

- It is vital that the Government implements economic, structural, social and health policies that the evidence shows work to enable more people to live healthy, active lives. A focus on health inequalities is fundamental. Policies and interventions that focus on prevention and healthy ageing need to target those whose health is most at risk.
- We need an urgent upgrade of our current housing and to give people timely advice and access to funding, where needed, to adapt and repair their homes. We need to put renewed investment and interest into improving our existing mainstream housing stock and support local authorities, planners and developers to deliver new homes that are future proofed and accessible to everyone.
- Local government, businesses and partners in the voluntary and community sector need to create communities that make it easier to stay active and connected. This will require support for community activities that are inclusive and accessible to us regardless of age or disability.

Reformer Thoughts: The NHS Winter Crisis Reform

While the NHS has coped well with winter pressures this year, this seems to be the result of a combination of factors, including a milder winter and extra government funding for hospitals to invest in infrastructure and mitigation planning. However, the latest NHS performance figures paint a bleak picture of the current state of A&E departments across the country. In the eyes of some commentators, the annual NHS winter crisis is now an “all year-round crisis”.

The report brings together a set of blogs by healthcare professionals discussing what could be done to alleviate winter pressures on the NHS, including:

- Recruiting more staff and retaining and upskilling existing staff.
- Integration of care: from the need to improve collaboration between GP practices to the need to think about mental and physical health, as well as health and social care, as two sides of the same coin.
- Adopt a stepped approach to technological innovation in the NHS, where digital solutions are prototyped, piloted and rigorously evaluated with respect to local needs.

Public Satisfaction with the NHS and Social Care in 2018 The King's Fund and Nuffield Trust

Analysis of the 2018 British Social Attitudes survey found that satisfaction with social care services was 26 per cent. Dissatisfaction with social care services was 34 per cent in 2018 – a seven percentage point decrease from the previous year.

When interpreting these results, it is important to take into account the lack of public understanding about social care services and about which services are funded by local authorities (as opposed to those purchased privately), as well as the fact that most respondents will not have any experience of using these services. This contributes to a higher proportion of respondents giving a neutral or ‘don't know’ answer to the satisfaction question than for other services. Data on the quality of social care services from the Care Quality Commission suggests that ratings may be improving, but access to services is increasingly squeezed as local authorities tighten entitlements.

Live Music

House of Commons Digital, Media, Culture and Sport Committee

The Committee investigated concerns about the sustainability of the live music industry and the uneven distribution of its benefits both around the country and among those who work in it. Recommendations relevant for local authorities are:

- The Government should support the establishment of regional 'Music Boards', comprising representatives from the music industry, policymakers and other relevant stakeholders, to advocate for the live music sector and promote its interests in planning and policy decisions.
- In the next legislative session, the Government should appoint a statutory consultative body to promote the protection of music venues, provide advice to local authorities on relevant planning applications and monitor how 'agent of change' is applied in practice around the country.
- In its next ten-year strategy, the Arts Council should make explicit how it plans to redress the balance in funding for grassroots venues and contemporary music.

Health Visiting

Local Government Association

Health visitors lead on the delivery of the Government's healthy child programme for children aged 0 to five, working alongside other health and social care colleagues. It is now more than three years since health visiting was brought into local government. In that time, councils have developed new ways of working, integrating health visiting with other early years services and developing specialist posts for vulnerable groups, such as teenage parents. This report presents a series of case studies demonstrating the innovative ways councils in England are fulfilling health visiting requirements.

Public Health Transformation Six Years On: Partnerships and Prevention

Local Government Association

It is six years since public health transferred to local government. A theme identified in the LGA's latest annual report is that, having built a sound foundation of services that have been effectively reshaped and recommissioned, public health is able to give more time to developing partnerships, between councils and between councils and the NHS. The report features eight best practice case studies, highlighting the excellent work that local government is doing to commission for quality and best value across all areas of public health.

Breaking the Cycle of Youth Violence

Local Government Association

Councils have had to prioritise protecting the most vulnerable in recent years and are aware of the growing number of children in care or young people with mental health problems who are particularly susceptible to exploitation by criminal networks, such as county lines. While there is good evidence that enforcement can play a vital role in tackling this, the Government has made it clear more needs to be done on prevention and early intervention. This is where councils can step in. Whether it is to do with education, social care, health, housing or employment, local government is in a prime position to use its influence to protect and support young people. This report sets out nine best practice case studies from councils and advises councils on ten 'key steps' to address the issue, including:

- Encourage a multi-agency approach and make sure any strategy addresses the root causes, such as: childhood trauma, social inequality, poverty, mental health problems and education and training.
- Engage the community. Recruiting community mentors and supporting youth clubs are both good options.
- Streamline referral systems. Some councils are setting up hubs to review and assess cases.

Selective Comprehensives: Great Britain

The Sutton Trust

There is nothing more important for promoting social mobility in schools than access to the best teaching. But too often, those from less well-off homes don't have access to the best schools and the best teachers. This report analyses state school admissions in England, Wales and Scotland.

Recommendations relevant to the English state school system include:

- More schools, particularly in urban areas, should take the opportunity, where they are responsible for their own admissions, to introduce random allocation ballots to ensure that a wider mix of pupils has access to the most academically successful comprehensives.
- Schools should give pupil premium students priority in school applications when places are oversubscribed.

Caring about Complaints: Lessons from our independent care provider investigations

Local Government & Social Care Ombudsman

For nearly ten years the Local Government and Social Care Ombudsman has investigated complaints about independent adult social care providers. This report gives practical examples of where to look for complaints, explains the differences between the Ombudsman's role and that of the Care Quality Commission (CQC), and shares lessons from the Ombudsman's casework experience to help the sector provide the best services possible.

■ DIGITAL TECHNOLOGY

Exploring the UK's Digital Divide

Office for National Statistics

In an increasingly digital age, those who are not engaging effectively with the digital world are at risk of being left behind. This article explores the scale of digital exclusion in the UK and its impact, the characteristics and circumstances of those who are not currently using the internet, how internet use and digital skills vary for different groups of the population, and barriers to digital inclusion. Key findings include:

- The internet is increasingly being used to interact with public authorities or services.
- The percentage of internet non-users in the different UK regions has declined since 2012, leading to some narrowing of the regional gap.
- Across all age groups, a large proportion of adult internet non-users are disabled.

Renewing Regulation: 'Anticipatory regulation' in an age of disruption

Nesta

In the past decade, there have been two major global crises of regulation – the first triggered by the 2008 financial crisis, the second by attacks on the integrity of the 2016 US Presidential election. Both are also crises of innovation, posing urgent questions about how we secure the benefits of innovation in ways that command public confidence and without courting unacceptable risks. Taking technological disruption and innovation into account, Nesta has worked to develop a new theory and practice around regulation. The primary goal of Nesta's anticipatory approach is to use the iterative development of regulation and standards to better understand technology's impact on the economy and society.

■ FINANCE

Super, Smashing, Great? Spring Statement response

Resolution Foundation

While all eyes are on Brexit, this month's Spring Statement gave an insight into where politics is heading when – if – we move beyond the current impasse. The Resolution Foundation's briefing responds to the Statement, providing a clear assessment of the Chancellor's economic forecast whilst setting out what this means for income, growth, and public finance.

- The Office for Budget Responsibility has downgraded its growth forecast for 2019 from 1.6 per cent to 1.2 per cent – leaving us with the slowest annual growth since the end of the financial crisis-inspired downturn.
- Overall tax and benefit changes being introduced this April will take £100 from families in the bottom fifth of the income distribution – driven by the ongoing benefit freeze – and give £280 to those in the top fifth.
- With regard to public finances, this year the UK is expected to borrow just 1.1 per cent of GDP – the lowest for 17 years.

Political Cacophony and the "Spring Statement"

National Institute of Economic and Social Research

Political deadlock and constitutional crisis does not necessarily spell economic doom. The UK economy is at full employment and in desperate need of investment to enhance productive capacity. But waiting for the outcome of this EU Exit process has produced an economic delay. This briefing note explores the impact of Brexit uncertainty upon the economy, considering the extent to which the Spring Statement can sooth the current discord. Key points from this paper include:

- Brexit uncertainty is taking its toll on the economy, with investment growth weaker than otherwise and a depreciated exchange rate depressing real incomes.
- While the long-run economic impact of Brexit depends on the future trading relationship with the EU, there is room for monetary and fiscal policy to help the economy adjust, at the cost of higher inflation and higher public deficits.
- Weak productivity growth, an ageing population, the need for improved public services and the risk of an adverse Brexit outcome will mean that public expenditure will have to rise above current plans.

Access to Cash Review

Access to Cash

Cash is in decline. But Britain is not ready to go cashless, because digital payments don't yet work for everyone. The consequences to society and individuals of not having a viable way of paying for goods are potentially severe. The Access to Cash Review was launched to look at the future of access to cash across the UK. It was commissioned as a response to the rapid decline in cash use, among growing concerns about whether we're leaving people behind who can't use or access cash in an increasingly digital society. The review sets out a number of recommendations to help keep cash viable for the foreseeable future. These include:

- Guaranteeing consumer access to cash – ensuring that consumers can get cash wherever they live or work.
- Taking steps to keep cash accepted, whether by a local coffee shop or a large utility provider.
- Establishing a clear government policy on cash, supported by a joined-up regulatory approach which treats cash as a system.

Quarterly Economic Forecast: Q1 2019

British Chamber of Commerce

The British Chambers of Commerce publishes economic surveys based on the responses of business members and produces forecasts on the health of the UK economy. The main headlines of this quarter's forecast are:

- The UK GDP growth forecast has been downgraded to 1.2 per cent in 2019 and to 1.3 per cent in 2020.
- GDP growth downgrades, driven by a weaker outlook for trade and business investment.
- UK official interest rates are forecast to remain on hold throughout 2019.

Failing to Capitalise: Capital spending in the NHS

The Health Foundation

The capital budget of the Department of Health and Social Care (DHSC) is used to finance long-term spending in the NHS, such as new buildings, equipment and technology, addressing some of the maintenance of NHS estates and equipment, and research and development. Capital spending is a critical input in health care, with new technology able to transform services and improve workforce productivity. In this briefing, The Health Foundation analyse trends in the capital budget, comparing the UK with international averages. Key findings include:

- Since 2010/11, capital spending by the DHSC has declined in real terms – from £5.8bn in 2010/11 to £5.3bn in 2017/18, a fall of seven per cent.
- The fall in the DHSC's capital budget has contributed to the UK having a low level of capital investment in health care by international standards.
- If capital funding was increased in line with the OECD average, this would require capital funding for the NHS in England of £9.5bn in 2019/20.

Public Sector Employment, UK: December 2018

Office for National Statistics

The ONS' latest statistical release on public sector employment reports that in December 2018 (when the data was compiled) there were 5.37 million people employed in the public sector in total. This is 13,000 more than in September 2018. However, 16.4 per cent of all people in paid work were employed in the public sector, the lowest percentage since the start of the series in 1999.

Central government employment continues to rise while local government employment continues to fall. The estimated number of people employed in central government reached a new record of 3.17 million for December 2018, up by 104,000 from December 2017. Yet at the same time the number of employed people in local government fell to 2.04 million for December 2018, down 2.1 per cent compared with December 2017.

Pick up the Pace: The slowdown in educational attainment growth and its widespread effects

Resolution Foundation

This paper highlights that, while improvements to the country's human capital have been driven by increasingly educated cohorts of young people flowing into the labour market, the pace of growth in young people's educational attainment has more than halved since the start of the 21st century.

This 'slowdown' is worrying because the qualifications held by young people flowing into the labour market play the predominant role in raising the country's overall stock of human capital, a major driver of progress on productivity and living standards.

Making Apprenticeships Work

Social Market Foundation

This report assesses the factors that affect the value of apprenticeships, and the emerging evidence on whether the current policy will deliver high-value apprenticeships. It concludes that there are insufficient safeguards against poor-quality training and inadequate incentives for the pursuit of high-value schemes. It argues that government needs to do more to steer the market towards apprenticeships that will deliver good returns and that are resilient to change in the wider economy.

Where Is the Money Going? Estimating government spending on different university degrees

Institute for Fiscal Studies

This report estimates how government spending on grants and unrepaid student loans, distributed by subject studied at university and the university attended. Key findings include:

- Government only expects to write off around a quarter of the value of the loans it issues to economists, while for many subjects the expected loan subsidy is in excess of 60 per cent.
- Lowering the fee cap from £9,250 to £6,000 could give the government more flexibility to target spending and reduce exposure to risk.

Managing Migration after Brexit

Institute for Government

Following Brexit, the UK Government will be able to restrict EU immigration in a way that has not been possible for decades. This report argues that the Home Office is not ready or able to meet the challenge of ending free movement after we leave the EU. The report lays bare the flaws in the immigration system that have led to a series of crises and to reorganisations designed to solve the last set of problems rather than address future needs. The report puts forward a number of recommended measures for managing migration after Brexit. These include:

- The Government must agree clear objectives for the new immigration system after Brexit.
- Immigration policy should be based on an understanding of the social and economic role that migrants play in the UK, rather than net migration targets. The Home Secretary should publish a comprehensive data strategy to make this analysis possible.
- The Migration Advisory Committee should be more independent of the Home Office, reflecting its increasing importance.

Government Response to the Committee's Fifth Report: The Minister and Official: The fulcrum of Whitehall effectiveness

House of Commons Public Administration and Constitutional Affairs Committee (PACAC)

In their response to PACAC's report on the relationship between ministers and officials, the Government welcomed the work undertaken by the committee to consider how the Civil Service's effectiveness can be improved. In terms of specific recommendations, notable responses from Government included:

- Agreement with the recommendation to establish a Parliamentary Civil Service Scheme. Government will draw on learning from the Armed Forces Parliamentary Scheme in devising this.
- The Government welcomed the recommendation for newly appointed ministers to be required to have prompt structural discussions with their permanent secretaries. The Cabinet Office will work on the development of options for improving existing induction programmes for ministers during their first few weeks in office.
- In response to the recommendation that cross departmental functions develop statements setting out their principles of collaboration with the departments, Government committed to the development of a new, consistently presented suite of management standards (statements setting out principles of collaboration – what needs to be done, and why).