

# Improvement and Innovation Board

## Agenda

Tuesday, 24 January 2017  
11.00 am

Rooms A&B, Ground Floor, Layden House,  
76-86 Turnmill Street, London, EC1M 5LG

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

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

This meeting is



## Guidance notes for members and visitors

### Layden House, 76-86 Turnmill Street, London, EC1M 5LG

Please read these notes for your own safety and that of all visitors, staff and tenants.

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Layden House has a swipe card access system meaning that a swipe enabled security passes will be required to access the lifts and floors 1-5.

Most LGA governance structure meetings will take place on the **ground floor** of Layden House which is open access and therefore does not require a swipe enabled security pass. **Access** to the rest of the building (floors 1-5) is via swipe enabled security passes.

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DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.

#### Soft Seating Area

There is a small soft seating area on Floor 2 which will also operate as an 'Open Council' area for visiting members and officers from member councils. Please note however that unlike Open Council, this area does not have tea and coffee facilities, nor access to computers.

#### Toilets

There are accessible toilets on the Ground Floor, 2nd and 4th floors.

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**Further help**

Please speak either to staff at the main reception on the ground floor, if you require any further help or information. You can find the LGA website at [www.local.gov.uk](http://www.local.gov.uk)

**Why have the LGA’s Headquarters moved?**

The LGA has temporarily relocated from Local Government House (LGH) in Smith Square to Layden House in Farringdon, effective from Monday 31 October 2016. This is to allow extensive refurbishment work to be carried out to LGH.

The refurbishment works will see the ground floor conference centre and all meeting rooms fully refurbished. Floors 1, 2 and 3 will be upgraded and released for commercial letting to enable the LGA to maximise the income from this building as part of its drive for financial sustainability. A new and larger Open Council will be located on the seventh floor. The refurbishment is expected to last for nine months and we expect to be back in LGH by September 2017.

We appreciate your understanding and flexibility during this time.

Improvement & Innovation Board  
24 January 2017

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Tuesday, 24 January 2017** Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG.

A sandwich lunch will be available at 1.00pm

**Attendance Sheet:**

Please ensure that you sign the attendance register, which will be available in the meeting room. It is the only record of your presence at the meeting.

**Pre-meeting for Board Lead members:**

This will take place from Wednesday, 8 March 2017 on Time Not Specified in Smith Square Rooms 3&4 (Ground Floor).

**Political Group meetings:**

The group meetings will take place from 10.00 -11.00am. Please contact your political group as outlined below for further details.

**Apologies:**

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

<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Labour:</b>	Group Office: 020 7664 3334	email: <a href="mailto:Labour.GroupLGA@local.gov.uk">Labour.GroupLGA@local.gov.uk</a>
<b>Independent:</b>	Group Office: 020 7664 3224	email: <a href="mailto:independent.grouplga@local.gov.uk">independent.grouplga@local.gov.uk</a>
<b>Liberal Democrat:</b>	Group Office: 020 7664 3235	email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>

**Location:**

A map showing the location of Layden House is printed on the back cover.

**LGA Contact:**

Joseph Ling  
0207 664 3166 / [joseph.ling@local.gov.uk](mailto:joseph.ling@local.gov.uk)

**Carers' Allowance**

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £6.70 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

**Social Media**

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

The twitter hashtag for this meeting is #lgaib

## Improvement & Innovation Board – Membership 2016/2017

Councillor	Authority
<b>Conservative ( 8 )</b>	
Cllr William Nunn (Chairman)	Breckland Council
Cllr Peter Fleming OBE	Sevenoaks District Council
Cllr Robert Gould	Dorset County Council
Cllr Linda Robinson	Wychavon District Council
Cllr Harvey Siggs	Somerset County Council
Cllr Michael Wilcox	Lichfield District Council
Cllr Barry Wood	Cherwell District Council
Cllr Glen Sanderson JP (Observer)	Northumberland Council
<b>Substitutes</b>	
Cllr David Finch	Essex County Council
Cllr Dominic Gilham	Hillingdon London Borough Council
Cllr Richard Wenham	Central Bedfordshire Council
<b>Labour ( 8 )</b>	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Bob Price	Oxford City Council
Cllr Phil Davies	Wirral Metropolitan Borough Council
Cllr Andy Moorhead	Knowsley Metropolitan Borough Council
Cllr Tudor Evans OBE	Plymouth City Council
Cllr Sue Woodward	Staffordshire County Council
Cllr Sue Whitaker	Norfolk County Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
<b>Substitutes</b>	
Cllr Amy Cross	Blackpool Council
Cllr Nicole Meardon	Cheshire West and Chester Council
Cllr Colin Glover	Carlisle City Council
<b>Independent ( 3 )</b>	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council
Cllr Bob Jennings	Epping Forest District Council
Cllr Mike Haines (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Andrew Stringer	Mid Suffolk District Council
<b>Liberal Democrat ( 3 )</b>	
Mayor Dave Hodgson MBE (Vice-Chair)	Bedford Borough Council
Cllr Cherry Beath	Bath & North East Somerset Council
Cllr Howard Sykes MBE (Observer)	Oldham Metropolitan Borough Council
<b>Substitutes</b>	
Cllr David Neighbour	Hart District Council
<b>Observers</b>	
Mr Richard Priestman	Local Government Improvement and Development
Mr Philip Sellwood	Energy Saving Trust

## Agenda

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### **Improvement & Innovation Board**

Tuesday 24 January 2017

11.00 am

Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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**Date of Next Meeting:** Wednesday, 8 March 2017, 11.00 am, Rooms A&B,  
Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

## Note of last Improvement & Innovation Board meeting

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<b>Title:</b>	Improvement & Innovation Board
<b>Date:</b>	Tuesday 29 November 2016
<b>Venue:</b>	South Room, 5th Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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### Attendance

An attendance list is attached as **Appendix A** to this note

Item	Decisions and actions	Action
<b>1</b>	<b>Declarations of Interest</b>	
	No declarations of interest were made.	
<b>2</b>	<b>Updated Terms of Reference, Membership and Meeting Dates</b>	
	Dennis Skinner (Head of Improvement) introduced the item. He explained that the terms of reference required updating in order to reflect the recent change of funding mechanism to DCLG grant.	
	<b>Discussion</b>	
	The Board expressed a desire for paragraph 4 of the terms of reference to additionally reflect the priorities agreed by the Board.	
	<b>Decisions</b>	
	The Board;	
	1. <b>Agreed</b> the terms of reference be amended to reflect the Board's priorities and brought back to the Board for approval.	
	2. <b>Noted</b> the membership.	
	3. <b>Noted</b> the future meeting dates.	
	<b>Action</b>	
	Officers to proceed as directed.	

### **3 Priorities, Portfolios and Regional Ambassadors**

Cllr William Nunn (Chairman) and Dennis Skinner introduced the item, drawing members' attention to the proposed Board priorities, identifying existing portfolio leads, and regional ambassadors.

#### **Discussion**

The Board members raised the following issues;

- The way the role of regional ambassadors duplicates the role of regional lead member peers and principal advisers. All members have a role to play in promoting the LGA's support offer.
- Digitalisation, innovation and improvement should be seen as part of the Board's work.
- The potential value in developing stronger links between regional lead member peers and the Board.
- A desire for greater clarity over the purpose of the Board portfolios.
- The value of setting the priorities within a strategic context setting out the overall direction of the improvement offer from the LGA.
- The importance of proving the efficacy of corporate peer challenges by engaging stakeholders in feedback sessions, holding regular 'follow-up' sessions and continuing to encourage authorities to publish the findings.

#### **Decisions**

The Board;

1. **Directed** that Innovation be added as a priority and lead members consider the priorities in the light of the discussion and report back to the Board at the next meeting.
2. **Directed** lead members to consider the future of the portfolio system.
3. **Agreed** not to continue with the regional ambassador role.

#### **Actions**

1. Officers to **facilitate** a discussion between lead members on Board priorities, portfolios at an upcoming lead member meeting.
2. The regional ambassador role be **discontinued**.

**4 Performance Report - for the period April 2016 to end of September 2016**

Dennis Skinner introduced the item, he explained that of the 29 key deliverables identified in the Memorandum of Understanding with DCLG, 10 had already been met, 18 were on course and 1 was on track to slightly miss the target.

**Discussion**

The Board raised the following points;

- The need to clearly articulate the outcomes the LGA is trying to achieve from its large portfolio of valuable improvement work.
- The importance of tailoring peer recruitment specifically to the needs of the local government sector.
- The need to highlight the value of the LGA's improvement work in order to promote further take up.
- The value of the 'insights' section of the report as an example of the desired feedback in a performance reporting cycle.

**Decision**

The Board **noted** the report.

**Action**

Officers to take forward as directed.

**5 Priorities for the LGA's Improvement programme for 2017/18 onwards**

Cllr William Nunn and Dennis Skinner introduced the item and solicited input from members on priorities for the LGA in the future, especially considering the change of funding arrangements with DCLG, and to feed into discussions with DCLG about the improvement programme for 17/18.

**Discussion**

The Board members raised the following points;

- The need to explore an increased focus on commercialisation, for both the LGA and councils, especially in the light of uncertain funding arrangements and the need for fiscal security.
- Importance of prioritising our support around the core issues for councils, for example efficiency and productivity, as well as those services most under pressure, such as adult social care or housing/homelessness and current issues such as community cohesion.
- The possible value of offering DCLG some key commitments e.g. offering to seek to prevent incidences of organisational failure

**Decision**

The Board **noted** the report and **directed** officers as above.

**Action**

Officers to proceed as directed.

**6 Member Peer Development**

Cllr Judi Billing (Deputy Chair) introduced the item by summarising recent, current and planned activity to support the induction, training and development of member peers.

**Discussion**

The members of the Board raised the following issues;

- High quality peers are essential for the success of a sector led model of improvement.
- It is important to ensure there is a rigorous selection process for regional member peers and effective mechanisms for identifying and addressing inadequate performance.
- Feedback to date has generally been positive but it is timely to review how peers are selected and utilised and whether improvements can be made.

**Decision**

Members **agreed** the proposals for member peer development.

**Action**

1. Political groups to review arrangements for the recruitment, training and management of member peers and to report back to the next Board meeting.

**7 LGA Commercial Skills Offer for Councillors**

Cllr Judi Billing (Deputy Chair) introduced the item proposing the development of a commercial skills training offer for members.

**Discussion**

The Board expressed their general approval of developing a commercial skills offer for councillors. The members discussed the following issues;

- Widening the offer to include co-working with officers.
- Including training to deal with conflicts of interest.
- Delivering workshops via webinars or other electronic means in order to reduce cost and increase attendance

- Using the offer to share existing best-practice from councils.
- Delivering in-person workshops in a broad range of regions outside of London.

### **Decisions**

The Board;

1. **Agreed** the delivery of two one-day pilot workshops.
2. **Identified** members willing to contribute to the further development of the offer

### **Action**

1. Officers to **carry out** two one-day pilot workshops and invite members to contribute to the development of the offer.

## **8 Progressing Next Year's Innovation Zone**

Vicki Goddard (Improvement Support Advisor) introduced the item which raised some issues around the development of the Innovation Zone for 2017, including the question of themes.

### **Discussion**

The Board discussed the following;

1. The pros and cons of having themes in the Zone. Themes may conflict with a focus on innovation which is inherently resistant to categorisation.
2. The benefit of including innovative examples from the wider local public sector and not just councils alone.
3. The value of vetting potential contributions to ensure they are genuinely innovative.

### **Decisions**

The Board

1. **Agreed** to invite examples from the wider public sector and not to theme the Zone.
2. **Directed** lead members to nominate members to form an informal advisory group to provide strategic direction to the development of the Innovation Zone 2017.

**Action**

Officers to;

1. **Liaise** with Political Group Offices to secure members to oversee the Zone.
2. **Progress** work on the innovation zone as directed above.

**9 LGA Boards' Improvement Activity**

Dennis Skinner introduced the item which summarised the improvement activity of other Boards within the LGA governance structure.

**Decision**

The Board **noted** the update.

**10 Brexit Update**

Alan Finch (Principal Advisor, Finance) introduced the item, explained the corporate strategy for Brexit and asked the Board to identify those issues they felt were most important within areas procurement, commissioning, state aid and data management, which could be affected by Brexit.

**Decision**

Members;

1. **Agreed** the proposed EU directives and regulations identified in **Appendices A** and **B** as priorities.

**Action**

Officers to **progress** work as directed.

**11 Note of the Previous Meeting**

Members **noted** the minutes of the previous meeting.

**Improvement and Innovation Board**

24 January 2017

**Appendix A - Attendance**

Position/Role	Councillor	Authority
Chairman	Cllr William Nunn	Breckland Council
Deputy-chairman	Cllr Judi Billing MBE Cllr Ron Woodley	North Hertfordshire District Council Southend-on-Sea Borough Council
Members	Cllr Peter Fleming OBE Cllr Robert Gould Cllr Linda Robinson Cllr Harvey Siggs Cllr Michael Wilcox Cllr Barry Wood Cllr Bob Price Cllr Phil Davies Cllr Andy Moorhead Cllr Tudor Evans OBE Cllr Sue Woodward Cllr Sue Whitaker Cllr Bob Jennings Cllr Cherry Beath Cllr Glen Sanderson JP Sir Stephen Houghton CBE Cllr Mike Haines Cllr Howard Sykes MBE Mr Richard Priestman  Mr Philip Sellwood	Sevenoaks District Council Dorset County Council Wychavon District Council Somerset County Council Lichfield District Council Cherwell District Council Oxford City Council Wirral Metropolitan Borough Council Knowsley Metropolitan Borough Council Plymouth City Council Staffordshire County Council Norfolk County Council Epping Forest District Council Bath & North East Somerset Council Northumberland Council Barnsley Metropolitan Borough Council  Teignbridge District Council Oldham Metropolitan Borough Council Local Government Improvement and Development Energy Saving Trust (EST)
Apologies	Mayor Dave Hodgson MBE	Bedford Borough Council
In Attendance	Edwina Grant OBE	Edwina Grant Associates
Board Substitutes	Cllr Andrew Stringer Cllr Amy Cross Cllr Nicole Meardon	Mid Suffolk District Council Blackpool Council Cheshire West and Chester Council
Regional Lead Member Peers	Cllr Paul Middlebrough Cllr Colin Noble Cllr Colin Mann Cllr Graham Brown Cllr Shirley Pannell Cllr Phelim McCafferty Cllr Helen Holland	Wychavon District Council Suffolk County Council Caerphilly County Borough Council Powys County Council North Kesteven District Council Bright & Hove City Council Bristol City Council



## **Improvement and Innovation Board: Priorities**

### **Purpose**

For discussion and decision.

### **Summary**

Following discussion at the last Board meeting Lead members have given further consideration to the proposed Board priorities and to the future of Portfolio roles, which the Board is now invited to agree. Updated terms of reference are attached at **Appendix A**.

The report also invites members' comments on the improvement priorities for 2017/18.

### **Recommendations**

That the Improvement and Innovation Board:

1. **Agree** the Board priorities at para 2 and member leads.
2. **Agree** the revised Terms of Reference at **Appendix A**.
3. **Agree** to exploit existing opportunities to engage members in the Board's work (paras 8 –12) rather than to appoint portfolio roles.
4. **Offer views** on the improvement priorities for 2017/18 (paras 13-17).

### **Action**

As directed by members.

**Contact officers:**

Dennis Skinner

Nick Easton

**Position:**

Head of Improvement

Improvement Co-ordination  
Manager

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## **Improvement and Innovation Board: Priorities**

### **Background**

1. Following discussion at the last Board meeting Lead members have given further consideration to the proposed Board priorities and to the future of Portfolio roles.

### **Board Priorities**

2. Lead Members propose that the Board focus its work around the following priority areas each overseen by a Lead Member/member of the Board:
  - 2.1. Leadership: Cllr Judy Billing MBE
  - 2.2. Improvement (challenge and support from peers): Cllr William Nunn
  - 2.3. Accountability and transparency/sharing practice: Mayor Dave Hodgson MBE
  - 2.4. Productivity and Efficiency: Cllr Ron Woodley
  - 2.5. Innovation: Cllr Peter Fleming OBE
3. These priority areas reflect what we know from experience works for improvement (strong political and managerial leadership; challenge and support from one's peers; good performance data and the ability to compare performance with others; the identification and sharing of good practice and practical support for greater efficiency and productivity – including exploring innovative ways of working).
4. The proposed priority areas have also shaped our improvement offer to the sector to date and our discussions with the Department for Communities and Local Government (DCLG) about how we make the most effective use of DCLG grant to best support improvement in the sector. As a result they are all reflected in the current Memorandum of Understanding (MoU) with DCLG for 2016/17. Of the four core themes in the MoU the first three focus on peer improvement and support; efficiency and productivity and strong political and senior officer leadership. DCLG funding has been allocated to support activity in these areas.
5. At the Improvement and Innovation Board meeting on 29 November members agreed the value in aligning Board priorities with the core themes in the MoU thus ensuring that we focus on those things that we know work for improvement and for which funding is available. This also provides clarity by focusing on those issues within the Board's direct influence. This framework will be used to shape our regular performance reporting to the Board, giving members the opportunity to monitor the effectiveness of our support and to shape its future direction.
6. At the same time this set of priorities provides some flexibility to deal with other significant factors and provide additional member input. So for example:
  - 6.1. Accountability and Transparency. This priority area picks up our work, currently positioned under the Efficiency and Productivity theme in the MoU, to help councils make better use of data and to benchmark and compare performance data through LG Inform. It also reflects one of the foundational principles of sector led

improvement – that councils are primarily accountable locally not nationally and that greater transparency leads to stronger local accountability.

- 6.2. Innovation. Highlighting Innovation as a priority reflects the view that incremental improvements to the way councils work are unlikely to be sufficient in the longer term and new transformational approaches are required. It picks up our work to encourage and promote innovative solutions in local government, for example: our work with the Design Council to equip councils to use design techniques to improve services and/or manage demand; the annual Innovation Zone and data base of innovative practice; and our work with the Behavioural Insights team aimed at piloting new ways of managing demand and improving outcomes. These are currently positioned under the Efficiency and Productivity theme in the MoU.

### **Terms of Reference**

7. At the last meeting of the Board members agreed the proposed revised Terms of Reference but asked that it be updated to reflect the Board's priorities once they are agreed. A proposed updated Terms of Reference to reflect the proposed priorities at para 2 is attached at **Appendix A**.

### **Member involvement**

8. At the last meeting the Board decided not to appoint Regional Ambassadors because of the potential duplication with the role of regional peers and on the basis that all members have a role in promoting sector led improvement and the LGA's offers. There were mixed views about the value of continuing with portfolio appointments and the Board asked Lead Members to give the matter further consideration.
9. Lead members propose that the Board exploit existing opportunities to engage members in the Board's work rather than to appoint portfolio roles for 2016/17.
10. The creation of the Board's portfolio and regional ambassadorial roles during the 2015/16 Board cycle reflected the LGA's piloting of new ways of working at that time. New opportunities were created to compensate for the reduction in the number of Board meetings per annum. Subsequently however the Leadership Board agreed to discontinue the portfolio model and to increase the number of Board meetings to 5 per annum. In doing so it encouraged all Boards to use existing flexibilities to broaden member engagement beyond Lead Member roles.
11. At the last meeting the Board agreed to establish a small group of members to oversee and input to the development of the Innovation Zone at next year's Annual Conference and also to invite members to contribute to the development of the Board's commercial skills offer for councillors. Further opportunities like this can be taken as they arise.
12. As well as these specific examples;
- 12.1. Where members have specific subject based improvement interests then these can still be pursued without the need to create formal portfolio positions. The regular report outlining the improvement work of other LGA Boards provides information about improvement support across a wide range of subject areas – including devolution and housing, for example. In addition all Board papers are publically available on the LGA website and there is nothing to prevent members

attending other Board meetings as observers, receiving Board Bulletins, etc and reporting back to the Improvement and Innovation Board. In the past the Board has also had discussions around the improvement support in children's services, adult social care and health and on devolution.

- 12.2. All members can take the opportunities available to them to promote sector led improvement and the LGA's support offer. This could include writing articles promoting the offer and its effectiveness; making presentations about the offer at regional meetings and member networks; drawing attention to good practice, etc. Standard presentations are available for use and officers can signpost other useful material.

### **Improvement Priorities for 2017/18**

13. In the draft local government finance settlement published on 15 December the following was included:

- 13.1. *"The Secretary of State has set aside sufficient resources for sector led support and intends to continue to make payments to the IDeA. Funding for the IDeA will be announced following a negotiation and upon reaching agreement on a new deal for sector lead support for the course of this Parliament."*

14. It will be important for the LGA to be able to enter discussions with DCLG about the support programme for 2017/18 with a clear sense of sector priorities. Members may recall that over the last few months we have been consulting with the sector and holding discussions internally with members, peers and staff about the future improvement priorities to be funded by the main DCLG grant. This has included sessions at our staff conference, member peer conference, discussions at various LGA Boards including the Improvement and Innovation Board and a call out to all councils to submit their views, including questions in the LGA's annual survey.

15. Feedback on future priorities has been fairly consistent across the country and from different events. The key messages are:

- 15.1. Universal support for our current programmes around peer support, leadership development programmes for councillors and support to help identify and deliver savings via our efficiency and productivity work, including transformation.
- 15.2. Support for the continuing importance of commercialisation for councils. This builds on the LGAs current support offer (with positive feedback on the emerging offer) and the demand from council officers to better understand what is meant by councils being more commercial and the skills officers need to be more commercial.
- 15.3. Innovation and good practice – this reiterates the importance of seeking out and understanding innovative practice and the LGAs role in facilitating the sharing of good practice.
- 15.4. Increasing support compared to previous years for assistance around housing and economic growth.
- 15.5. The need to have a clearer set of outcomes that we are seeking to achieve.

16. Potential suggested outcomes include:

- 16.1. An increased confidence amongst leading members in their ability to lead organisations, across partnerships and for communities.
- 16.2. A sector that continues to become more efficient and innovative in its use of resources - i.e. continuing our overall objective that for every £1 of DCLG grant invested we will help councils save £10.
- 16.3. A sector that continues to improve, as measured by a basket of performance indicators used by councils (as a proxy to measuring how our support has had an impact).
- 16.4. Councils that are transparent and accountable to the public they serve.
- 16.5. The need for government intervention is kept to a minimum and effective arrangements exist to support recovery and improvement where necessary.
- 16.6. Councils are helped to maintain high levels of public trust and satisfaction in local government.

17. The feedback from the sector and proposed outcomes will help shape and inform our discussions with DCLG around improvement priorities for 2017/18 and the use of DCLG grant. Subject to the Boards views, officers will seek to build the key headlines into the bid for future DCLG grant.

**Implications for Wales**

18. There are no specific implications for Wales.

**Financial implications**

19. There are no additional financial implications arising from the report.

**Next steps**

20. To pursue in the light of members' guidance and direction.



## **Updated Terms of Reference**

1. The purpose of the Improvement and Innovation Board is to provide strategic oversight of all the Local Government Association's (LGA) policy and improvement activity in relation to councils improving their performance and productivity - in line with the LGA priorities and the Memorandum of Understanding with DCLG regarding DCLG funding for sector led improvement. The IDeA Board is formally accountable to DCLG for the use of the grant funding.
2. In doing so, it will work closely with the LGA Boards on the performance of the sector in their subject areas and the arrangements they are putting in place to provide improvement support. The Board will provide an overarching framework for the sector's work on sector-led improvement. It will maintain strategic oversight of improvement support provided by LGA Boards and other sector owned bodies (for example successor bodies to the regional improvement and efficiency partnerships (RIEPs) and Boards set up for specific services) and provide guidance and advice as new support offers are developed.
3. Boards should seek to involve councillors in supporting the delivery of these priorities. This can be through task groups, special interest groups (SIGs), regional networks and other means of wider engagement. They are operating essentially as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.
4. The Improvement and Innovation Board will be responsible for:
  - 4.1 Developing a thorough understanding of council priorities and performance across the width of councils' responsibilities, using strong networks and robust information.
  - 4.2 Helping to shape the LGA Business plan by ensuring the priorities of the sector are fed into the process.
  - 4.3 Overseeing a programme of work to deliver the strategic priorities set by the LGA Executive, covering campaigns, research and/or policy, good practice, improvement support and events - as specified in the business plan and in the Memorandum of Understanding with DCLG - and taking into account linkages with other policy boards where appropriate. **The programme of work focuses around the following priority areas agreed by the Improvement and Innovation Board: Leadership; Improvement (challenge and support from peers); Accountability and Transparency/sharing practice; Productivity and Efficiency; Innovation.**
  - 4.4 Representational activities on behalf of the LGA and responsibility for the promulgation of activity through public statements in its areas of responsibility. DCLG grant funding for improvement will only be used for the purpose set out in the MoU and will not be used to lobby parliament, government or political parties.
  - 4.5 Building and maintaining effective relationships with key stakeholders.

5. The Improvement and Innovation Board may:

- 5.1 Appoint members to relevant Outside Bodies in accordance with guidance in the Political Conventions.
- 5.2 Appoint member 'champions' where appropriate (who must be a current member of the Board) on key issues, with responsibility for liaising with lead members on key issues that require rapid response and contact with councils.

**Quorum**

6. Quorum is one third of the members, provided that representatives of at least 2 political groups represented on the body are present.

**Political Composition**

7. The Political composition of the Improvement and Innovation Board is as follows;

- |     |                         |           |
|-----|-------------------------|-----------|
| 7.1 | Conservative group:     | 7 members |
| 7.2 | Labour group:           | 7 members |
| 7.3 | Independent group:      | 2 members |
| 7.4 | Liberal Democrat group: | 2 members |

8. Substitute members from each political group may also be appointed.

**Frequency per year**

9. Meetings to be held five times per annum.

**Reporting Accountabilities**

10. The Board will report annually to the LGA Executive at the July meeting.

## **Independent evaluation of the LGA Corporate Peer Challenge programme**

### **Purpose**

For information and discussion.

### **Summary**

An independent evaluation of the Corporate Peer Challenge Programme is currently being carried out by the Centre for Local & Regional Government Research at Cardiff University. Dr James Downe will be in attendance to present the interim findings from the evaluation.

### **Recommendations**

The Improvement and Innovation Board is asked to:

1. **Note** the interim evaluation findings presented.
2. **Note** that a final evaluation report will be available in due course.

### **Action**

As agreed by members.

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## **Independent evaluation of the LGA Corporate Peer Challenge programme**

### **Background**

1. The Centre for Local & Regional Government Research at Cardiff University are currently undertaking an evaluation of the Corporate Peer Challenge programme. Dr James Downe, part of the team leading the research, has been invited to attend the Board meeting to present the interim findings.

### **Issues**

2. Corporate Peer Challenge is a core element of the LGA's support to sector-led improvement launched in 2011. Feedback is regularly and routinely collated from councils who have had a peer challenge. External challenge and independent assessment is sought on a regular basis to ensure the offer remains fit for purpose and continues to be an effective tool to support improvement in councils. Independent evaluations of the Corporate Peer Challenge programme were commissioned in 2012 and 2014.
3. The Centre for Local & Regional Government Research at Cardiff University were appointed (in August 2016) to carry out an independent evaluation of the Corporate Peer Challenge programme. The purpose of the evaluation is to provide an independent assessment of the effectiveness, impact, and value for money of the LGA Corporate Peer Challenge programme.

### **Implications for Wales**

4. The Corporate Peer Challenge programme applies to councils in England only. The WLGA does not commission us to work on wider improvement issues, including peer challenge.

### **Financial Implications**

5. No financial implications arising directly from this report.

### **Next steps**

6. Members are asked to note the interim feedback from Centre for Local & Regional Government Research at Cardiff University. A final evaluation report will be available in due course (February 2017) and a copy will be sent to members of the Board.

## **Highlighting Leadership offer: 2016/17**

### **Purpose**

For information.

### **Summary**

This report updates members on engagement with the LGA's Highlighting Political Leadership offer as well as an update on the Be a Councillor campaign and the managerial leadership development opportunities.

### **Recommendation**

That the Improvement and Innovation Board **notes** the report and offers any comments on the Highlighting Leadership work.

### **Action**

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

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## **Highlighting Leadership offer: 2016/17**

### **Background**

1. The LGA's Highlighting Leadership offer forms part of our wider package of sector-led improvement. We offer a range of programmes, events and resources aimed at supporting and developing councillors at all levels. Attending our political leadership programmes gives councillors a unique opportunity to network with other Members from different tiered authorities and often across the political spectrum. Our managerial leadership development programme starts by growing future talent with the National Graduate Development Programme, through to opportunities for senior officers with the Institute of Directors.
2. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements and progress to date.

### **Highlighting Political Leadership**

3. The LGA continues to offer a wide range of development opportunities for councillors. Alongside flagship programmes such as Leadership Academy and Next Generation, the LGA offers specialised masterclasses and residential courses on topics such as scrutiny, finance, children's services and sport. Our catalogue of programmes is regularly reviewed to ensure that it reflects what is relevant within the public sector and meets the needs of councillor attendees. In 2016/17 one new programme has been added, which focusses on a council's role in tackling extremism.
4. Bookings as of 3 January 2017 on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), the Leader's Programme (LEAD), Next Generation (NXG) and 'Leading Edge' are set out in the tables which follow.
5. The figures represent an 11% decrease compared to bookings in January 2016. The main factor influencing this change is a decrease in the number of places available to book on our programmes. For example, there have been fewer Leadership Academy programmes compared to last year, and a reduction in the number of Planning programmes. The total figure (649) will increase by the end of the financial year, as there are a number of programmes that are still taking bookings and therefore we anticipate that we will be able to meet the target of 700, in the MoU with the Department for Communities & Local Government.
6. In 2016/17 to date, we have had particular success in terms of increasing the diversity of councillors who attend our programme. This is detailed in paragraphs 7 and 8.

**Political Leadership development programme bookings****By political party:**

	LA	LE	Fol	LEAD	NXG	LEDGE	Total
Labour	45	174	37	4	20	3	283
Conservative	31	152	23	4	15	10	235
Liberal Democrat	9	23	17	1	14	0	64
Independent	20	20	12	0	14	1	67
<b>Total:</b>	<b>105</b>	<b>369</b>	<b>89</b>	<b>9</b>	<b>63</b>	<b>14</b>	<b>649</b>

**By region:**

	LA	LE	Fol	LEAD	NXG	LEDGE	Total
East of England	12	36	12	2	8	8	78
East Midlands	10	27	7	0	6	1	51
Greater London	9	46	9	1	11	1	77
North East	3	13	1	1	4	0	22
North West	6	39	6	2	6	1	60
South West	14	55	11	0	5	1	86
South East	15	60	12	2	15	1	105
Wales	22	0	1	0	2	0	25
West Midlands	6	53	18	0	4	1	82
Yorkshire & Humber	8	40	12	1	2	0	63
<b>Total:</b>	<b>105</b>	<b>369</b>	<b>89</b>	<b>9</b>	<b>63</b>	<b>14</b>	<b>649</b>

**By tier:**

	LA	LE	Fol	LEAD	NXG	LEDGE	Total
District	35	113	36	4	24	8	220
County	4	37	4	0	7	2	54
Metropolitan	14	73	22	1	10	0	120
London	9	46	9	1	11	0	76
Unitary	21	90	17	3	9	4	144
Welsh	22	0	1	0	2	0	25
Fire	0	10	0	0	0	0	10
Parks	0	0	0	0	0	0	0
<b>Total:</b>	<b>105</b>	<b>369</b>	<b>89</b>	<b>9</b>	<b>63</b>	<b>14</b>	<b>649</b>

LA = Leadership Academy  
 Fol = Focus on Leadership  
 NXG = Next Generation

LE = Leadership Essentials  
 LEAD = Leaders Programme  
 LEDGE = Leading Edge

**Ethnicity and gender of attendees**

- ## Longer-term impact evaluation

9. Members will recall that they commissioned an evaluation of the political leadership programmes at a previous meeting. The data collection is now complete and report writing is underway. A survey, based on our Political Skills Framework, was sent to all councillors who have taken part in one or more of our programmes within the last two years (approximately 850 currently-serving and former councillors). Follow up interviews took place with 12 councillors, to help gather more detailed and anecdotal feedback. The survey opened on 26 May, running for 4 weeks, with the aim of understanding the impact our programmes make and how, if at all, participants' learning has become embedded and behaviours have changed as a result of attending our programmes. Approximately, one fifth of councillors in our sample took part (139 in total). The following word cloud has been created with the data that has been analysed so far. The size of the word reflects the number of times the word was used:



10. A summary of initial findings is detailed below:

- 10.1. Eight out of ten respondents who took part in our programmes did so to 'develop their capacity to lead' and 'to network and learn from other councillors'.
- 10.2. Ninety five percent said their objectives had been 'fully achieved' or 'largely achieved' by the leadership programme(s) they attended.
- 10.3. Ninety six per cent said they felt more confident in their role as a councillor either 'to a great extent' or 'to a moderate extent', having participated in our leadership programmes.
- 10.4. Within the area of **local leadership**, 91 per cent said their skills in 'building partnerships with others' had improved a great or moderate amount due to the training.
- 10.5. Regarding **partnership working**, 91 per cent said their skills in 'maintaining good relationships with colleagues and contacts' and 'supporting and empowering others' had improved a great or moderate amount due to the training.
- 10.6. Within the area of **communication skills**, 85 per cent said their skills in 'listening well and adapting to others' had improved a great or moderate amount due to the training.
- 10.7. Regarding **political understanding**, 88 per cent said their skills in 'working well with people who hold different views and values' had improved a great or moderate amount due to the training.
- 10.8. Within the area of **scrutiny and challenge**, 84 per cent said their skills in 'being fair, objective and rigorous when challenging processes and people' and 'presenting arguments that are always concise, meaningful and easily understood' had improved a great or moderate amount due to the training.
- 10.9. Regarding **regulating and monitoring**, 78 per cent said their skills in 'seeking feedback or looking for opportunities for personal development' had improved a great or moderate amount due to the training.

11. The findings of this evaluation project will be used to help prepare and plan our programme of development opportunities for councillors for 2017/18 and beyond. A full report will be available at the next meeting.

### **Be a Councillor**

12. The LGA's Highlighting Political Leadership offer provides support and development to councillors throughout their local government political career. We also recognise that prospective councillors will benefit from access to advice, information and guidance before making a decision about whether or not to stand. The Be a Councillor campaign focusses on raising the profile of the role of a councillor, with the aim that more people will choose to stand as a candidate.

13. During 2016/17, the Be a Councillor campaign has been transformed to ensure that it remains relevant and meaningful in a digital age. A new Twitter handle (@beacouncillor) has been launched, which has generated up to 50,000 impressions (people who saw or hovered over a tweet) in any given month. The LGA also highlighted the Be a Councillor campaign during European Local Democracy Week, which profiled 4 councillors from across the political spectrum and generated over 20,000 tweet impressions during that week, as well as including an article in First Magazine. A short film is currently being produced as part of the series of Sector Led Improvement podcasts.
14. The LGA political groups continue to provide their own bespoke Be a Councillor campaigns and have run successful events, produced guidance and provided training to prospective councillors. A pilot project has been undertaken, to trial providing tailored cross-party support to councils to help them undertake their duty to enhance democratic engagement. Following the pilot, a package of resources has been developed and made available to councils, so that they can have any or all of the Be a Councillor products, bespoke to the demographic of their region. Resources include guidebooks, work books, video, website, e-learning module, eligibility quiz and events.
15. Throughout 2016/17 the profile of the Be a Councillor campaign has been raised after featuring at a number of public sector events including the London Councils summit, NALC Conference and LGA Conference. Rotherham, Lancashire and East Sussex Councils all have their own bespoke Be a Councillor website, and projects are currently underway with Birmingham and West Sussex. This year has also seen the first Be a Councillor event held in partnership with a council (Isle of Wight), focussed specifically on engaging more women in politics. Work planned for 2017/18 includes developing resources to help promote the role of the councillor to underrepresented groups in politics including women, BAME and young people.

### **Online resources**

16. E-learning now has over 8,000 Members and the number of training options available continues to grow. In the last year new modules have been introduced on Influencing Skills, Planning and "What it's like to be a Councillor", as part of the Be a Councillor campaign. To ensure that our online resources reflect the ongoing changes in local government they are regularly reviewed, and recent revisions have been made to the Leadership & Engagement Workbook to take account of devolution and its effects on councils and communities.

### **Highlighting Managerial Leadership**

17. Following a successful pilot programme for officers during 2016, the LGA is running a further 2 programmes of a commercial skills programme for senior officers in 2017 in partnership with the Institute of Directors. The 8 day programme addresses the need for senior officers to understand the challenges resulting from the increasing commercialisation of council services and the development of local authority trading companies and joint ventures. The programme will include modules on the fiduciary responsibilities of being a board member and need for commercial strategic and leadership skills. This will be supplemented by a series of 1 day workshops for councillors to develop similar skills and competencies but from the perspective of a councillor with a position on a board of a company in their elected role. The first of these will be delivered in the spring of 2017.

**National Graduate Development Programme (NGDP)**

18. NGDP has continued to grow in popularity and success over the past few years, with more councils taking part in the scheme and an increase in application numbers. In response to feedback from councils, the scheme has become more flexible to allow for recruitment from the local area and current graduates employed by a council. Work has also been undertaken to investigate secondment opportunities across different sectors, for example with the Civil Service fast track scheme.
19. As of 6 January 2017, the recruitment process for Cohort 19 is in its infancy, with candidates submitting their initial application forms in the first part of the month. There are currently 18 councils (including the LGA) signed up to offer 51 places to graduates as part of the scheme. The deadline for councils is 31 March 2017, and therefore we anticipate that this number will increase.
20. Cohort 18 graduates have now started with their councils and there are a total of 95 graduates working across 51 councils (including the LGA).
21. Cohort 16 have now reached the end of their time on NGDP and a number have already successfully obtained permanent placements either in their host council or another local authority. The following table shows the known career path of graduates who participated in NGDP cohort 16:

<b>Role after NGDP</b>	<b>number</b>
Local Government	62 (49 have remained at their host council)
Unknown	26
other public sector, such as NHS, Housing association's	8
other- study, other grad schemes	6
Private sector	4
<b>Total</b>	<b>106</b>

**Member Development Charter**

22. The Member Development Charter and Charter Plus which councils use as a guide and a benchmark for their elected members' development journey has been refreshed. This Member Development Charter and Charter Plus supports the continuing professional development for councillors by being a contract between the council and its councillors that commits to invest in councillors' growth and development. [The new Charter and Charter Plus can be found here.](#)

**Implications for Wales**

23. There are no specific implications for Wales. The MoU with DCLG covers grant to support improvement in English local government.

**Financial implications**

24. None.



**Improvement and Innovation Board**

24 January 2017

**Next steps**

25. As the new financial year approaches, the Leadership & Localism Team will be reviewing the feedback from the evaluation research and delegate feedback from events. This information will be used to inform the programme of events for 2017/18. Members are invited to suggest any topics for the forward work programme of development opportunities for councillors and senior officers and offer any comments on this report.

## **Managing member peers**

### **Purpose**

For information.

### **Summary**

At their meeting on 29<sup>th</sup> November 2016 members of the Improvement and Innovation Board requested further information on the processes for appointing and accrediting member peers, member peer training and reviewing performance of member peers.

In 2012, responsibility for managing member peers passed to the four Political Group Offices. This paper summarises the approach adopted by each Group Office.

### **Recommendations**

That the Improvement and Innovation Board:

1. **Notes** the approaches for managing peers adopted by the Group Offices
2. **Considers** whether to put in place formal performance management processes for member peers.

### **Action**

Heads of Group Offices to take forward any agreed actions.

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## **Managing member peers**

### **Background**

1. At their meeting on 29<sup>th</sup> November 2016 members of the Improvement & Innovation Board requested further information on the process for:
  - 1.1 Appointing and accrediting member peers
  - 1.2 Member peer training
  - 1.3 Reviewing performance of member peers.
2. In 2012, as part of the amalgamation of the LGA with the IDeA and other parts of the then LGA family, responsibility for managing member peers passed to the four Political Group Offices. The *Getting Closer* restructure saw a significant reduction in resources across all parts of the business, including peer support. The new arrangements put in place reflected the need to reduce costs and responded to concerns at the time about the lack of engagement with the LGA's political leadership.
3. Feedback from members since the change was implemented has been positive and it has enabled closer working between the lead members of the political groups and their member peers including the National and Regional Lead Peers. This paper sets out the approach adopted by each Group Office.

### **Appointment and accreditation**

4. Each Group has its own process, but in each case the final decision on accrediting a new peer is made by Members:
  - 4.1 **Conservative Group Office.** Completed application forms are passed to the National Lead Peer who makes contact and discusses the application with the individual before reporting back to the Conservative Group Executive for the final decision.
  - 4.2 **Labour Group Office.** Labour Councillors who are interested in becoming peers are expected to complete a form. The appropriate Regional or National Lead Peer makes the decision on their accreditation. Some councillors are approached to be peers based on recommendations from one of the Regional or National Lead Peers.
  - 4.3 **Independent Group Office.** To be an Independent Group Member Peer an application form is completed, demonstrating relevant skills and experience. Once completed, forms are shared with the National Lead Peer for consideration and successful applicants are invited to attend an accreditation day. Here members receive information on what peer work entails followed by an assessment led by the National Lead Peer and involving Regional Member Peers, Principal Advisors and

Peer Placement Coordinators. Once accredited, peers are added to the Group's peer pool.

4.4 **Liberal Democrat Group Office.** Anyone wishing to be considered for the Liberal Democrat Peer Pool may do so by obtaining an Expression of Interest form via the group office or National Lead Peer. The completed form is sent to the National Lead Peer, who will interview the applicant and talk to his/her named referees. The outcome of this and other informal enquires will determine whether the applicant is suitable for accreditation.

4.5 Peers are accredited and added to the peer pool once their membership of ALDC is confirmed.

### **Member Peer Training**

5. A report on peer training was presented to the Improvement and Innovation Board on 29<sup>th</sup> November 2016. All member peers are expected to attend the appropriate LGA training course(s). In addition:

5.1 **Labour Group Office.** The Labour Group runs an annual training event for all Labour peers as well as one for new peers. Labour Peers are expected to keep their CV up to date.

5.2 **Liberal Democrat Group.** Alongside LGA training, peers must also attend Liberal Democrat Federal Conference, Liberal Democrat Local Government Conference and similar regional gatherings.

### **Reviewing performance of Member Peers**

6. Currently there is no formal feedback mechanism in place. The Group Offices are advised of any informal feedback and have individual processes in place to monitor the performance of their Member peers. Members of the Improvement and Innovation Board may wish to consider whether more formal processes should be introduced within the resources available.

### **Financial Implications**

7. Peer costs are currently funded from the annual government grant and divided between the Peer Support Team and the Political Group Offices.

### **Implications for Wales**

8. The LGA's peer pool includes Welsh peers and peer support is also offered to Welsh member councils.



## **#NewConversations: Engaging effectively with communities**

### **Purpose**

For discussion and direction.

### **Summary**

This report advises members about the development and launch of a resource to assist councils to engage and consult effectively with their communities, in the context of challenging decisions and reducing resources.

### **Recommendations**

That the Improvement and Innovation Board;

1. **Note** progress in developing a best practice resource for councils on engagement and consultation.
2. **Advise** on any further ways in which it can be promoted and further learning captured and shared.

### **Action**

Officers to progress in the light of member's guidance.

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## **#NewConversations: Engaging effectively with communities**

### **Background**

1. The LGA has recently collated a range of information ([local.gov.uk/transformation](http://local.gov.uk/transformation)) which aims to support councils transforming their services to meet the financial challenge, and to better address the needs of their communities. As part of this work, it was recognised that there was a lack of guidance for councils on how to effectively engage with communities in achieving transformation and addressing the difficult decisions facing local government today.
2. The LGA commissioned The Campaign Company to develop a resource to help councils implement best practice in consultation and engagement with their communities. The Campaign Company are official partners of the Constitution Institute and have significant experience of working with a wide range of local authorities (officers and members) to build capability in consultation and engagement.
3. A well-attended workshop at the LGA Conference in July 2016, chaired by Cllr Judi Billing, heard how four councils (Oldham/Greater Manchester, Hackney, Staffordshire and Harlow) are, as part of this programme, piloting work designed to increase their skills and capacity in engaging with their local communities in the context of significant change and challenge. Participants in the workshop were keen to be kept informed about the development of the resource.

### **A new 'best practice' guide**

4. Since the workshop in July, The Campaign Company has been working on a detailed resource, to be published as an interactive pdf on the LGA's website. It will include:
  - 4.1. Guidance on 'getting the basics right':
    - 4.1.1. How to know when to consult, and when to opt for more open engagement techniques
    - 4.1.2. How to identify the most appropriate channels for consultation and engagement
    - 4.1.3. Relevant legislation and how to ensure compliance
    - 4.1.4. Avoiding 'own goals'
    - 4.1.5. Good practice
    - 4.1.6. Evaluating consultation and engagement

- 4.2. How to 'surpass expectations' - building trust in:
  - 4.2.1. Democracy - advice on involving people in decisions and creating mutual understanding
  - 4.2.2. Communities - building community capacity
  - 4.2.3. The 'system' – using digitisation and personalisation so people can easily engage with their councils
- 4.3. Narratives from the four pilot councils, describing their experiences and learning to date.
5. The work with the four pilot councils has enabled a number of different contexts, challenges and approaches to be considered:
  - 5.1. In **Oldham/ Greater Manchester**, the councils have been supported to refresh their approach to engagement and consultation. A resource pack has been developed for members to assist them in engaging with residents and communicating the core messages about devolution for Greater Manchester.
  - 5.2. In **Staffordshire**, the county recognised the challenge of maintaining 'customer trust' at a time of difficult financial decisions, and in a two-tier context. The council has reviewed existing community networks, considered their potential to support community engagement, identified people capable of providing insight into local issues and concerns, and utilised digital channels to reach online audiences. The aim is to support communities to develop their own capacity for informed local decisions and service improvement.
  - 5.3. In **Hackney**, the council has developed its strategic approach to engagement, and particularly with hard-to-reach communities, building on their success in engaging creatively across the borough on plans for 'A Place for Everyone'. Similar techniques are currently being employed in engagement around the types of schools that residents want in the borough and how this relates to their sense of place. Much of this is being done through deliberative events, with attendance recruited through the council's 'e-panel', which itself uses quota recruitment to ensure a range of participants representative of the borough as a whole. At the events, Cabinet Members and officers facilitate discussions to directly capture residents' views, and to ensure that decisions are shaped through discussion.
  - 5.4. In **Harlow**, while retaining a sense of community, the district faces a number of challenges due to declining finances, council capacity and resident satisfaction levels. Through more effective knowledge sharing across the organisation and partnership working, the council is aiming to achieve a more strategic and effective approach to engagement, and has tested this out through its recent customer service review. It is now intended to share this learning across the rest of the council.

6. The guide argues that through good dialogue with residents, members and council staff can make their organisations more efficient, their communities happier and their whole lives easier – and build mutual trust between council and community.
7. The guide will be launched at an event at the LGA on 27 February, again chaired by Cllr Billing. The event will include presentations from the four pilot councils.
8. The event will be backed up by a wider promotional campaign to make councils aware of the resource, including a feature in First magazine. Opportunities will be created to enable more councils to share their own good practice and to continue to develop learning over time.
9. Members' advice is sought on any further ways good practice in this area can be promoted, shared and developed.

### **Implications for Wales**

10. The funding for the creation of this resource comes from DCLG funding for English Authorities and so only English authorities were considered as potential pilot councils. The best practice resource will be generally available via the LGA's website.

### **Financial implications**

11. The cost of the development of the resource and of the launch event is being met from the DCLG grant.

### **Next steps**

12. Officers to progress planning for the launch event and associated publicity, informed by members' guidance in response to paragraph 9 above.

## **Care and Health Improvement Programme (CHIP) 2017/18 and beyond**

### **Purpose**

For discussion and direction.

### **Summary**

This report solicits the Board's input on the Care and Health Improvement Programme for 2017/18 and beyond. Andrew Hughes (Head of Implementation) has been invited to present to the board, the slides for which can be found attached at **Appendix A**.

### **Recommendations**

That Improvement and Innovation Board **guide** and **direct** the proposed CHIP programme for 2017/18 and beyond.

### **Action**

This Board's direction and advice will be taken into account in the further development of the programme for 17/18 and in the negotiations and agreements with the programme sponsors.

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## **Care and Health Improvement Programme (CHIP) 2017/18 and beyond**

### **Background**

1. Over the last few years the LGA has been delivering an increasing range of activity primarily sponsored by the Department of Health, aimed at bringing about leadership developments, improvement or implementation support in the areas of care and support, health and wellbeing, and service integration with health. In 2014/15 the programmes were brought together as the *Care and Health Improvement Programme (CHIP)* to strengthen strategic oversight and ensure coherence.
2. For 2016/17 CHIP's aim is to use sector led-improvement to support local care and health economies to:
  - 2.1. Develop effective leadership to integrate and devolve local care and health by 2020
  - 2.2. Manage financial and systemic risks and improve service delivery
  - 2.3. Improve quality and safeguarding.
3. We are now in the process of developing the programme for 2017/18 and beyond. In terms of the overall programme objectives it is proposed that:
  - 3.1. "The 2017/18 programme use sector-led improvement to support systems leaders to develop:
    - 3.1.1.1. Resilience in adult social care (including safeguarding)
    - 3.1.1.2. Effective care and health systems, and
    - 3.1.1.3. To fulfil our role in the Transforming Care Programme"
4. Further details are set out in the slides attached at **Appendix A**, which will be presented to the Board.

# Sector-Led Improvement for Care and Health

Local Government Association  
Story Board for 2017/18 – 2019/20 Programme

*Improvement and Innovation Board – 24 January 2017*

*SLI for Care and Health 17-18 to 19-20 StoryBoard v6.0 to IIB 24 January 2017*

# Health and adult social care environment

- Ageing population with complex needs, 85+ up by 33%
- Increasing fragility and less resilience in all parts of the system
- Increasing financial pressures on social care (est. £1.3bn new costs and £1.3bn demographic) that are mirrored in the NHS (£2.5bn)
- Long-term issues (commissioning, markets, workforce etc.) persist and restrict ability to change or implement policy
- Desire for BCF to accelerate the local integration of care and health services by 2020 through a focus on devolution and local solutions
- Aside from a '*Carer's Strategy*' no new major policies on horizon

# Sector-led improvement for social care

- LGA and DH have been working in co-operation since 2012 on a range of social care improvement and health integration programmes. Including discrete programmes focused on Health and Wellbeing Boards, the response to Winterbourne View (now Transforming Care), implementing the Care Act and more recently integration and informatics
- In 2014/15 the programmes were brought together as the *Care and Health Improvement Programme (CHIP)* to strengthen the strategic oversight and ensure a coherence
- *CHIP* is the SLI programme for adult social care and health integration delivered with the Association of Directors of Adult Social Care delivered in the context of the LGA's SLI approach
- It is funded by the Department of Health with contributions from NHS for some informatics and Transforming Care activity

# The LGA's approach

- Active contact with all councils at member, corporate and service levels
  - Strong relationships with Councillors, Chief Executives, DASSs
  - Increasingly close working and links with NHS Confed/CC on policy and practice
- Proven sector-led approaches built on a consensus across all councils
  - Effective at supporting service delivery, delivering change and crisis support
  - Understanding of the politics of places and the drivers that encourage change
  - Cost effective leveraging of peer-to-peer support at minimal costs
- Able to adapt to change in policy and priorities
  - E.g. Redirecting planned resources mid-year to support tackling delayed transfers
  - Supporting BCF planning with a forward looking approach to integration
- Bespoke support based on approaches that are known to work
- Collection and use of soft intelligence and insight

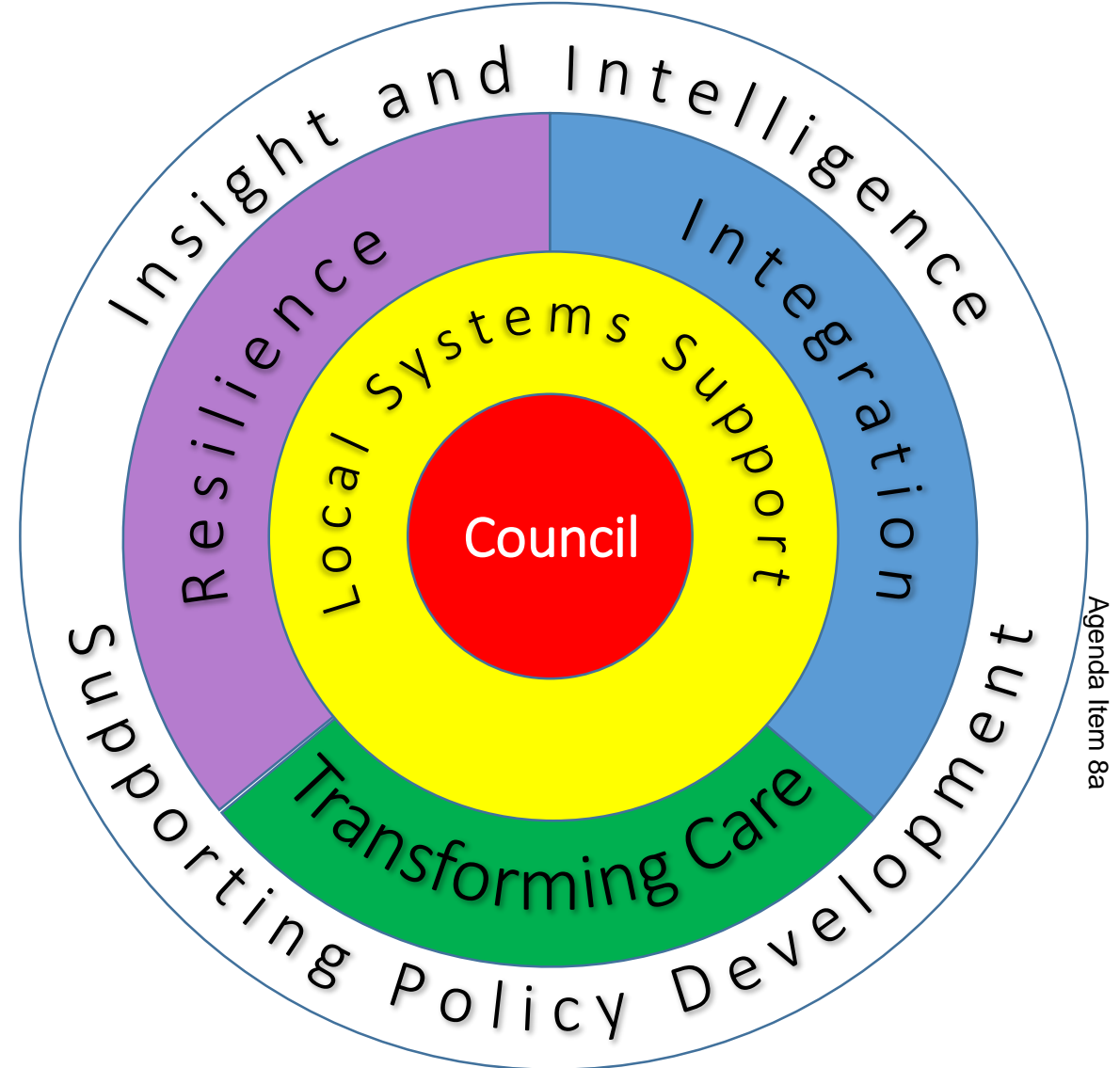
# Programme objective

Using sector-led improvement to support systems leaders to develop:

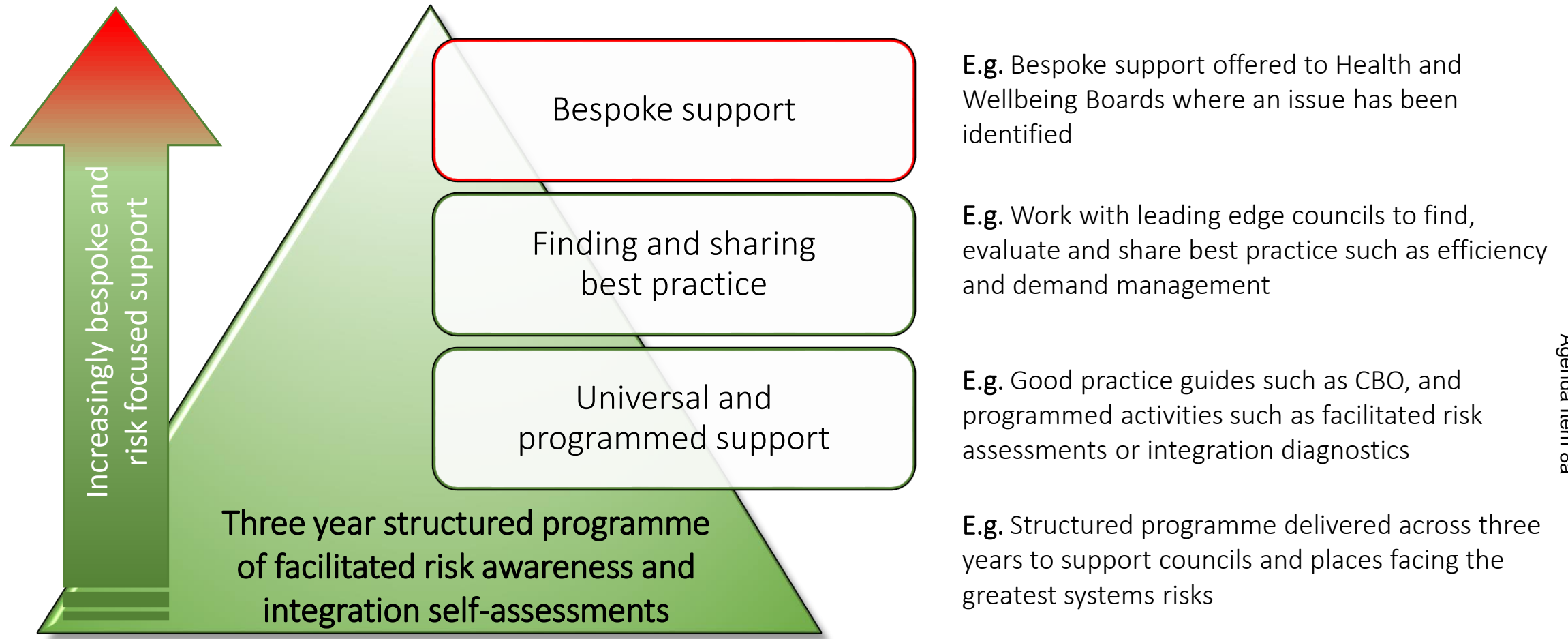
- resilience in adult social care (including safeguarding)
- effective care and health systems

and

- to fulfil our role in the Transforming Care Programme



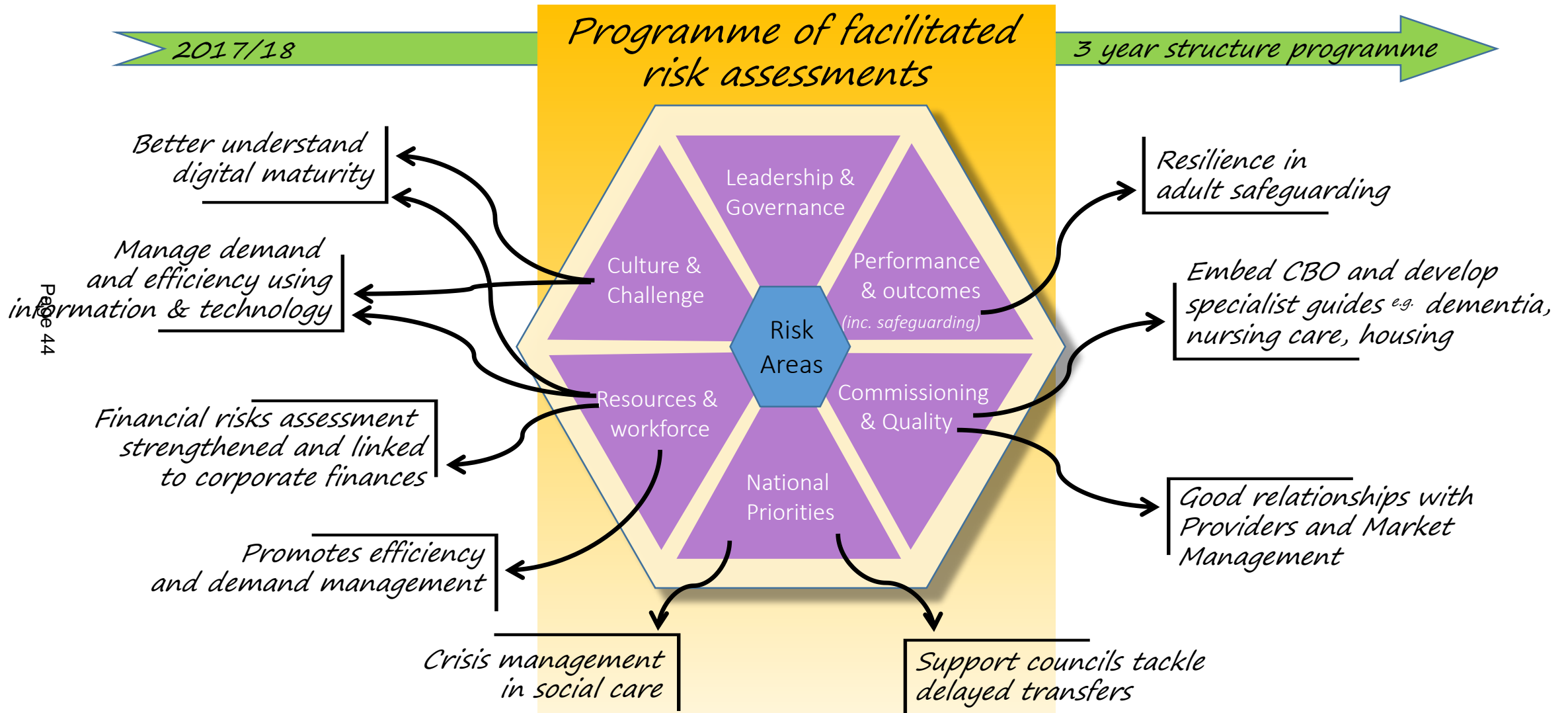
# Facilitated sector-led approach



# Local and regional support and engagement

- Care and Health Improvement Advisers *(Regional and Specialist)*
  - Engagement and delivery of the programme at a regional and local level
  - Linked to LGA Principal Advisers to bring wider council perspective
  - Increased days available and additional funding allocated for brokered support
- Regional networks
  - Develop and deliver a sector-led approach inline with CHIP objectives
  - Local and regional accounts
- Bespoke support to address resilience and support integration
- Good practice, insight and research
- Bring sector experiences to influence policy development

# Resilience in adult social care

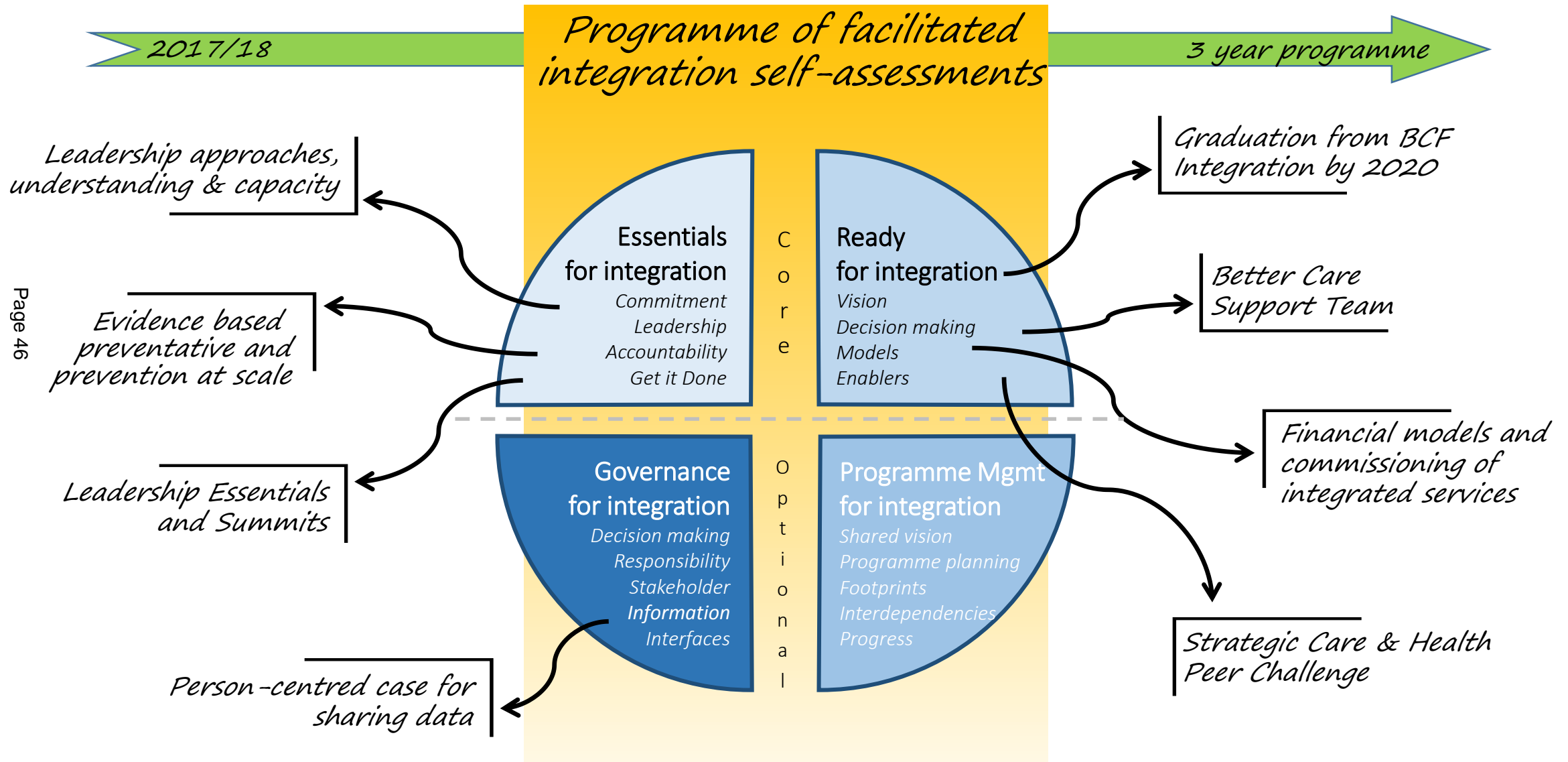


# To support resilience in adult social care, we will:

- Deliver facilitated risk awareness self-assessments with a strengthened financial risk assessment linked to corporate financial risk management
- Support councils (outside of the ECIP) to improve delayed transfers of care attributable to social care
- Embed Commissioning for Better Outcomes and develop integrated commissioning (*iCBO*) with CCGs
- Promote efficiency and demand management approaches\*
- With provider organisations promote good local relationships with providers and sound market shaping, including market position statements
- Support digital maturity in councils and with care providers\*
- Support resilience in adult safeguarding

\* Funded or part-funded by others

# Effective care and health systems



# To support effective care and health systems we will:

- Deliver facilitated integration self-assessments, support graduation from the Better Care Fund and transformation to integrate by 2020
- Fulfil our role in the Better Care Support Team
- Assist systems leaders to build capacity, understanding and develop local approaches to effective care and health systems
  - Devolution, Sustainability and Transformation Plans, Local Digital Roadmaps and prevention at scale
- Build understanding of the financial models for integration and approaches for commissioning of integrated services (iCBO)
- Make the person-centred case for sharing data to support integration
- Review the development of the Strategic Care and Health Peer Challenge

# Transforming care

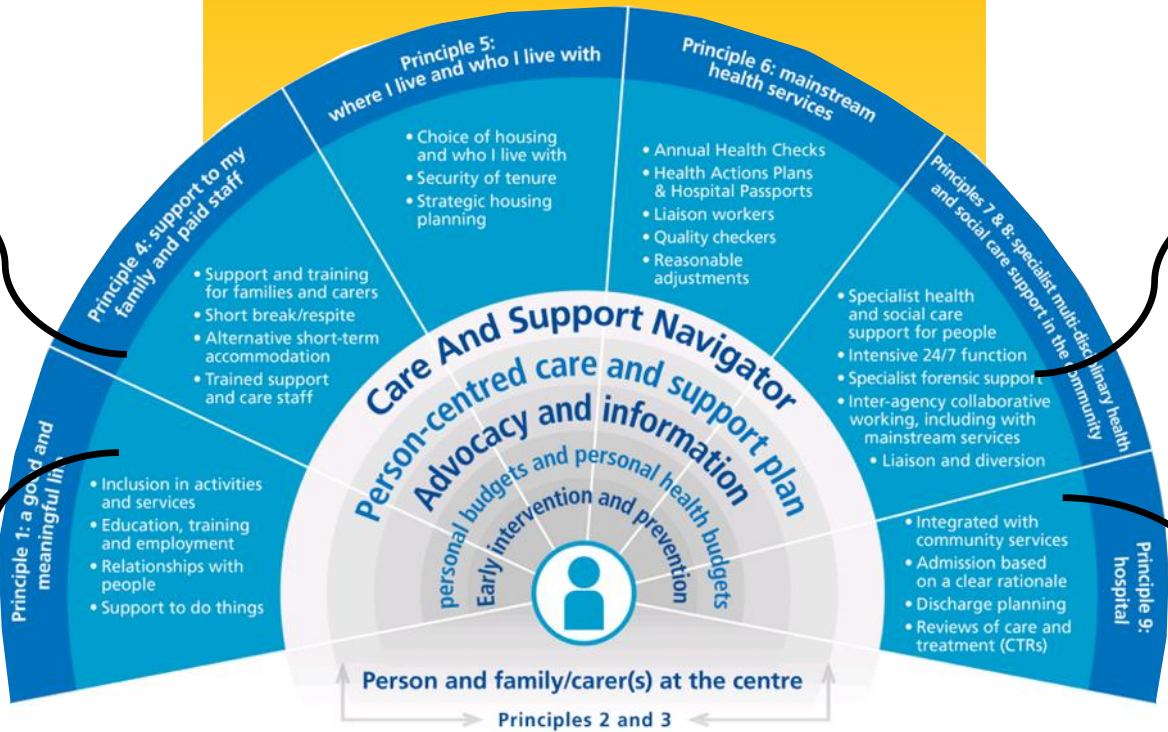
Embedding sustainable changes in care

Approaches to community provision

Empowering people and families

Reinforce funding flows

Supporting councils to deliver the Transforming Care Programme



**Service Model**

Commissioners understand their local population now and in the future

# To support transforming care we will:

- Fulfil LGA role in supporting councils to deliver the *Transforming Care Programme*
- Support the empowerment of people and families
- Generate partnership approaches to support the development of appropriate community provision and reduce the reliance on inpatient settings
- Reinforce the development of funding flows for people with learning disabilities





## Improvement and Innovation Board

24 January 2017

### LGA Boards' improvement activity

#### Purpose

For information.

#### Summary

This report updates the Board on improvement activity undertaken by other LGA Boards, a summary of which is attached at **Appendix A**.

#### Recommendation

Members are asked to **note** the progress report on improvement activity undertaken by other LGA Boards.

#### Action

Officers to respond as necessary to any comments.

#### Contact officer:

Vicki Goddard

#### Position:

Improvement Support Adviser

#### Phone no:

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## **LGA Boards' improvement activity**

### **Background**

1. Members have agreed that it is important for this Board to retain a strategic or 'overarching' perspective on the improvement activity currently undertaken across LGA Boards. This will help ensure consistency with the key principles underpinning the approach to sector-led improvement and help avoid any potential duplication.
2. To achieve this:
  - 2.1. Officers coordinate the flow of business through the Boards so that the Improvement and Innovation Board can be invited to express strategic views about any significant improvement issues put before other Boards.
  - 2.2. During the year the Improvement and Innovation Board receives suitably timed progress reports on the major improvement programmes.
  - 2.3. As far as possible, the Improvement and Innovation Board meets towards the end of each quarterly cycle of meetings so it can consider any significant issues put before other Boards and then report back to Boards at their next meeting.
3. A progress report drawing together a summary of significant improvement activity led by other LGA Boards since this was last reported is set out in the attached **Appendix A**.

### **Implications for Wales**

4. There are no implications for Wales.

### **Financial implications**

5. There are no additional financial implications arising from this report.

### **Next steps**

6. Subject to members' views, officers will continue to brief the Board on the latest improvement activities across all LGA Boards.

**Appendix A**

**Summary of improvement activity**

1. This progress report draws together a summary of significant improvement activity led by other LGA Board's since this was last reported in November.

**City Regions Board and People and Places Board**

2. The LGA's work on devolution is led by the City Regions and People and Places Boards. Under their direction, the LGA has sought to support councils with their devolution ambitions with activity focusing primarily on: negotiating deals, moving from a deal to implementation, and sharing knowledge and best practice. Recent activity has included:
  - 2.1. A third meeting of the Combined Authority (CA) chief executives network, which took place on 19 December. The LGA continues to provide the secretariat and uses input from the network to refine our improvement offer. The network provides an opportunity for chief officers to share learning and discuss key issues, allowing for discussion on a mix of practical challenges as well as longer term policy issues. Recent agenda items have included: fiscal devolution, preparing for May 2017 (examining capacity with CAs to support mayors), housing and establishing a commonwealth mayoral network. The network will meet twice before the mayoral elections (February and April).
  - 2.2. Continuing to add to a suite of publications and online tools related to devolution that have been launched including:
    - 2.2.1. The publication of an LGA commissioned report by New Economy, *Learning from English Devolution Deals*, which presents the findings of their independent research on perspectives from local and national government leaders who have been involved in the devolution deal process in England to date.
    - 2.2.2. A brochure - 'Devolution: our support offer', which formalises the LGA's devolution support offer, including brokering a tailored package of interventions with the Centre for Public Scrutiny and Local Partnerships and producing material setting out the resource available to councils.
    - 2.2.3. A range of practical online tools developed by New Economics Foundations to help councils with civic and democratic engagement in devolution.
  - 2.3. Our continuing work with Universities UK and the Higher Education Funding Council for England (HEFCE) to develop a pilot project in six areas, Leading Places, which looks to strengthen and develop place-based, collaborative leadership between the local government and higher education sectors. On 21 November senior representatives from each of the areas attended a national peer challenge event facilitated by the project consultants the Leadership Foundation for Higher Education (LFHE). The event was well-attended and well-received and there was clear evidence of tangible progress in each of the pilot areas.

- 2.4. Our continued development and delivery of a bespoke offer of support for a number of areas across the country. Support continues to be tailored to the specific needs of councils, (including those in non-metropolitan areas) and includes leadership support (helping areas establish shadow CA structures or moving from shadow to formally constituted CAs), overview and scrutiny support, policy capacity, supporting CA boards, brokering discussions with Whitehall officials, developing communication strategies and supporting areas to develop a meaningful approach to civic and democratic engagement. In addition to the support provided to the CA chief executive network and the wider officer network, direct (bespoke) support continues to be provided in: Cambridgeshire/Peterborough, Tees Valley CA, West Midlands CA, and Cornwall, with initial scoping discussions having also taken place in the Liverpool City Region and Lancashire.

### **Community Wellbeing Board**

3. Leadership Essentials in Adult Social Care Programme was held at Warwick Business School from 22 to 23 November. Twelve members whose portfolios include adult social care heard from a range of high profile speakers on the key challenges in a changing and challenging policy landscape. Some sessions across the two days were joint with the Health and Wellbeing Leadership Essentials programme given the read across health and social care and providing opportunities for networking, discussion and debate. On 12 December, a well-received Health and Care leadership event was held in York, again with the Health and Wellbeing Leadership programme for lead members for children's and adults and Health and Wellbeing Chairs in the North East and Yorkshire and Humberside. As well as hearing from a range of speakers on a number of current issues, 31 attendees heard about the support on offer and how to contribute to regional and local improvement activity.

### **Care and Health Improvement Programme (CHIP)**

4. CHIP is the LGA sector-led improvement programme for adult social care and health. It is funded mainly by the Department of Health (DH) with contributions from the NHS for some digital activity and Transforming Care. For 2016/17 CHIP's aim is to use sector led-improvement to support local care and health economies to:
  - 4.1. Develop effective leadership to integrate and devolve local care and health by 2020
  - 4.2. Manage financial and systemic risks and improve service delivery
  - 4.3. Improve quality and safeguarding.
5. Highlights from October to December 2016 include that:
  - 5.1. We continued to represent and reinforce local government's views in the development of the Better Care Fund (BCF) and Integration policy framework and planning guidance. Frustratingly, publication, originally pushed back to December, has been further delayed to the New Year. This is holding up finalisation of the BCF graduation process we are developing with Government and NHS England and our support to councils' implementation through our BCF support package, which are dependent on publication of the BCF framework and confirmation of funding. In the meantime, we successfully developed and launched the first phase of our online

library of resources and case studies supporting areas progress integration ambitions.

- 5.2. We launched *Stepping up to the Place* and the place-based integration self-assessment toolkit developed with the NHS Confederation, NHS Clinical Commissioners and the Association of Directors of Social Services (ADASS) in June. Since then, we have completed all 10 self-assessment workshop pilots and an evaluation that placed an emphasis on strong leadership and relationships, governance and a shared commitment to joint vision but less so priorities, as enablers for effective integration. This feedback was used to develop the Facilitated Integration Tool (FIT) Workshop Programme with the first two sessions delivered in Reading and West Berkshire. We are developing follow up support and optional modules including a finance workshop for health and wellbeing boards with the Chartered Institute of Public Finance and Accountancy (CIPFA). We also co-delivered a further two Leadership Essentials programmes with NHS Clinical Commissioners.
- 5.3. Care and Health Improvement Advisers continued their engagement with the most challenged councils and system partners, having direct contact with 50 per cent of councils during this quarter. The top areas for support this quarter were leadership, financial sustainability, mentoring and delayed transfers of care/resilience.
- 5.4. We published *Transforming social care through the use of information and technology* with the Institute for Public Care showcasing examples of good practice across key digital themes. Launched at the National Children and Adult Services Conference, the workshop attracted over eighty attendees. It was one of a series of very popular sessions run by the CHIP, or with leading contributions, that included:
  - 5.4.1. Managing and mitigating risk in adult social care (ASC) (300 delegates) at which financial risk and sustainability in ASC were emphasised as key issues for councils.
  - 5.4.2. Systems resilience with ADASS, the Emergency Care Improvement Programme and NHS England for more than 100 delegates.
  - 5.4.3. Joint market shaping session with DH, ADASS and the Institute for Public Commissioning.
  - 5.4.4. Impact of empowerment in Transforming Care led by expert by experience with the initial screening of empowerment films for distribution by Transforming Care Partnerships (launched December).
  - 5.4.5. Case study examples from the LGA efficiency programme were shared at Speakers Corner alongside publication of the final report from our Learning Disability work;
- 5.5. We have scoped and agreed a pilot for Commissioning for Better Outcomes in integrated commissioning (iCBO) with ADASS and NHS England's Services Efficiency Project.

**Children and Young People Board**

6. The LGA and Isos held four regional workshops, where delegates got to discuss experience of their own children's improvement journeys, as well the content of the Isos action research, during October and November. The learning from these workshops has been summarised and is available on the LGA website [here](#).
7. Isos has also been commissioned to undertake additional work into one of the themes that emerged in the action research - the impact that different structural models have had on the delivery of children's services in different council areas. We expect this research to be published in the first quarter of 2017 and will be discussed by both the Children and Young People, and Children's Improvement Boards.
8. The second of three children's leadership essentials courses took place in November, where delegates discussed the challenges they are facing in their own authorities, as well as the impact of an Ofsted inspection, the changing council role in education and the role of councillors as corporate parents. The final course of 2016-17 is taking place in January.

**Culture, Tourism and Sport (CTS) Board**

9. The LGA's joint libraries taskforce with DCLG launched [Libraries Deliver: Ambition for Public Libraries](#) at the start of December. This outlines plans to develop a range of tools, and included some funding to support libraries to transform. The LGA will be leading on the development of two strands of the vision to ensure that they properly reflect a sector-led approach, and not centrally imposed requirements. These are:
  - 9.1. Developing a needs mapping tool
  - 9.2. A bench-marking framework for services to self-assess against.
10. There has been considerable negotiation with central government and the taskforce around the nature of these proposals, and the CTS team is seeking the advice and support of the Improvement team to ensure that they are truly developed by the sector for the sector, in line with our existing improvement offer. It is expected that [LG Inform](#) will comprise a significant part of the needs assessment tool, and the Research team has been invited to present to the taskforce. We continue to work with the taskforce to identify innovative practice in library provision and publicise this through a series of blogs on Gov.Uk.
11. We have also been successful in receiving further grant funding from Sport England and Arts Council England to deliver culture and sport improvement activity for 2016-17. This will include three Leadership Essentials Sport programmes, two Leadership Essentials Culture programmes, four culture peer challenges and the development of an online culture good practice toolkit.
12. To date, two Sport Leadership Essentials courses and both cultural courses have been delivered. Peer challenges for Cheshire West, Reading, Sutton and Carlisle will take place in January and February. Work is underway to design the online culture good practice toolkit and a number of case studies have been collated to populate the toolkit. We are also producing a case-study document on place-making, in partnership with the

Chief Culture and Leisure Officers Association. Both the toolkit and case-study document are intended to be launched at the CTS conference on 23 February.

## **Environment, Economy, Housing and Transport (EEHT) Board**

### Housing

13. On 6 January 2017, the LGA working with St Basils, a charity that works with young people aged 16-25 who are homeless or at risk of homelessness, held a workshop on improving young people's accommodation and support in two-tier authorities. The event was attended by over 80 people representing a range of councils. This is one of a number of workshops that the LGA is hosting on housing improvement issues. We are also now developing the improvement programme for the next financial year, working with colleagues in councils to ensure that the offer is relevant to a range of challenges and housing markets.

### Unlocking growth

14. The EEHT Board has met with representatives of the British Property Federation (BPF) to talk through the key findings of the joint work with the LGA on unlocking growth. The next stage will be to spread good practice to a broad range of councils and to continue to undertake some in-depth visits where councils would find this helpful. The findings of the LGA BPF work will be published on 25 January and councillors are welcome to attend the launch event, which is being held between 11:00 and 14:00 at U+I, 7A Howick Place, London SW1P 1DZ 26.

## **Safer and Stronger Communities Board**

### Countering extremism

15. We have developed a new leadership essentials course to explore councils' role in countering extremism, which will run at the end of February. The programme will cover understanding extremism, assessing risks, distinctions with delivering the Prevent duty, effective approaches to tackling extremism, scrutiny of local strategies and how to challenge extremist ideologies. The course will encourage members to discuss some of the key issues for councils around this agenda, and provide opportunities to share good practice with members in similar roles.

### Taxi licensing

16. We also held a series of successful events for councils on taxi licensing in November 2016. The events focused on providing support to councils around oversight and scrutiny of licensing, the role of the licensing committee, as well as sharing best practice and tackling specialist issues like preventing child sexual exploitation and supporting disabled access. Another regional taxi licensing event has been planned for February in the North West.
17. An updated version of our councillor handbook on taxi licensing has been published and shared with lead members and licensing champions.

Fire reform agenda

18. A key pillar of the government's fire reform agenda set out by the former Home Secretary Theresa May in May 2016 is the creation of a fire inspectorate to assist in increasing transparency in the fire and rescue sector. Since then officers supporting the Fire Services Management Committee have been discussing with Home Office officials and LGA improvement colleagues how the inspectorate might work and what the relationship will be between it and the Fire Peer Challenge and Operational Assessment. In the autumn Her Majesty's Inspectorate of Constabulary (HMIC) was asked by the Home Office to draw up proposals for establishing an inspectorate and the inspection programme. Members from Fire Services Management Committee were part of HMIC's advisory stakeholder group, and have also been part of an internal LGA working group looking at the future of Fire Peer Challenge. The Home Office plan is for the inspection regime to be piloted from April 2017 and fully operational in April 2018, with the first full set of inspections taking place then. Home Office officials have been clear that they see a continuing role for Fire Peer Challenge alongside the new inspection regime.
19. The Home Office published Adrian Thomas' independent review of terms and conditions in the fire and rescue service, which set out recommendations for reform of the way the fire and rescue service operates. These recommendations cover the working environment, the conditions of service, industrial relations, the retained duty firefighter system and the management of the fire and rescue service. The Home Office expects the sector to take the lead in responding to the recommendations in the review and to reform terms and conditions of service, and the Fire Minister is keen to see the service more reflective of the communities it serves. The LGA has a key role to play in responding to the review, in particular through its support to the National Joint Council. The LGA will be publishing a guide for fire and rescue authorities to increasing the diversity of the staff recruited into the service in the future at the annual Fire Conference in March, and is also working on agreeing a memorandum of understanding with relevant groups in the fire service about how collectively we can work to increase diversity within the fire service.

**Resources Board**

Workforce

20. We co-commissioned with the New Local Government Network [Outside the Box](#), a thought-provoking report on the future of the employment 'deal' in local government, including the results of a survey and case studies, highlighting the need for new approaches to recruitment and staff engagement. The report was launched in December.
21. We have been working with ADASS and representatives from London councils to establish a memorandum of understanding for adults agency workers to reduce spend and usage for councils in London.
22. We have also worked with the Department of Health and councils in London to establish a Health Check for Social Care, which has been rolled out to councils across the country.

Finance

23. The Resources Board has not been involved in any specific improvement work since the last update. Progress on further business rates retention has however continued with



**Improvement and Innovation Board**

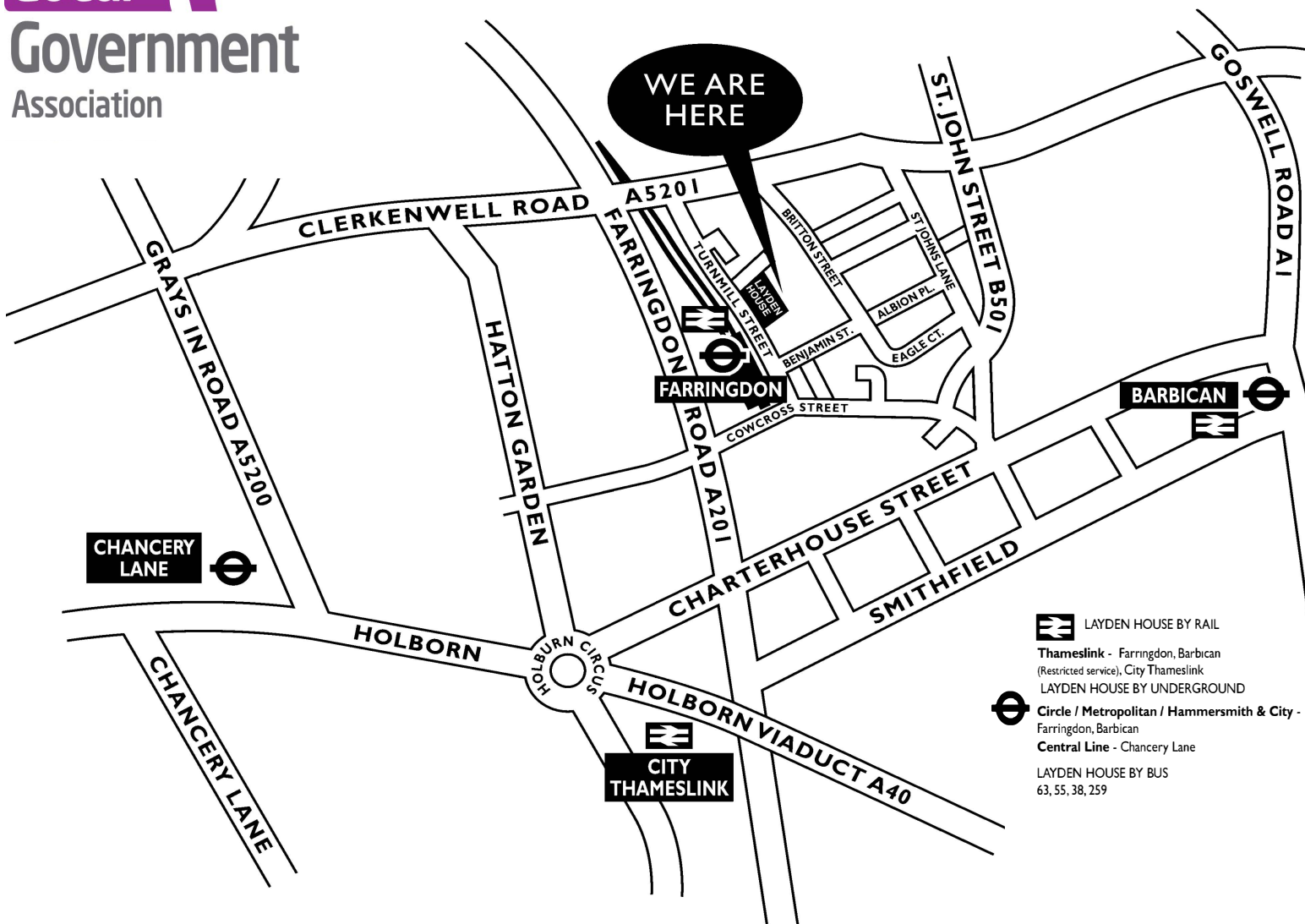
24 January 2017

meetings of the member task and finish group and officer steering group and working groups. Agenda and meeting papers for the steering group and working groups are available on the LGA's business rates retention hub [website](#).



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## Layden House

76-86 Turnmill Street,  
London  
EC1M 5LG

Tel: 020 7664 3000 Fax: 020 7664 3030

*\*The Local Government Association will be based at Layden House whilst refurbishment takes place at their offices in Smith Square.*

## Public Transport

Layden House is served well by public transport. The nearest mainline station is **Farringdon** (Circle, Hammersmith & City and Metropolitan Lines. It also has Overground lines)

## Bus routes - Farringdon Station

63 - Kings Cross - Crystal Palace Parade (**Stop A/B**)  
55 - Oxford Circus - High Road Leyton (**Stop E/K**)  
243 - Redvers Road - Waterloo Bridge (**Stop E/K**)

## Cycling Facilities

The nearest Santander Cycle Hire racks are on Theobold's Road.  
For more information please go to [www.tfl.gov.uk](http://www.tfl.gov.uk)

## Car Parks

Smithfield Car Park - EC1A 9DY  
NCP Car Park London Saffron Hill - EC1N 8XA