

# Improvement and Innovation Board

## Agenda

Tuesday, 11 July 2017  
11.00 am

5th Floor Conference Suite, 5th Floor (South side), 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.

#### Welcome!

Layden House is located directly opposite the Turnmill Street entrance to Farringdon station, which is served by the Circle, Hammersmith & City, and Metropolitan lines as well as the Thameslink national rail route.

#### Security

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.

When you visit Layden House, **please show your Local Government House security pass to reception** and they will provide you with a temporary pass which will allow you access to floors 1-5 if required. **Please don't forget to sign out at reception and return your security pass when you depart.**

If you do not have a LGH Security Pass, please email [member services](#) with your name and a recent photo and a pass will be made for you. You can pick this up from the Layden House reception desk on your next visit.

#### Fire instructions

In the event of the fire alarm sounding, vacate the building immediately via the nearest fire exit onto Turnmill Street and take the next turning on your left – Benjamin Street to St John's Gardens.  
DO NOT USE THE LIFTS.  
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.

#### Accessibility

If you have special access needs, please let the meeting contact know in advance and we will do our best to make suitable arrangements to meet your requirements.

Parking is available at the rear of the building for Blue Badge holders, accessed via the Turks Head Yard, North underpass. Disabled WCs are situated on the ground and 4<sup>th</sup> floors. An induction loop system is available in the 5<sup>th</sup> floor conference venue. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

### **Guest WiFi in Layden House**

WiFi is available in Layden House for visitors. It can be accessed by enabling “Wireless Network Connection” on your computer and connecting to LGA-Free-WiFi. You will then need to register, either by completing a form or through your Facebook or Twitter account (if you have one). You only need to register the first time you log on.

### **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 twelve months and we expect to be back in LGH by October 2017.

We appreciate your understanding and flexibility during this time.

Improvement & Innovation Board  
11 July 2017

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Tuesday, 11 July 2017** 5th Floor Conference Suite, 5th Floor (South side), 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.

**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:**

Jess Norman  
0207 664 3221 / [jessica.norman@local.gov.uk](mailto:jessica.norman@local.gov.uk)

**Carers' Allowance**

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.50 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 #lgaiib

## 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
Vacancy	Labour Group
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 Hodgeson MBE (Vice-Chair)	Bedford Borough Council
Cllr Cherry Beath	Bath & North East Somerset Council
Cllr Howard Sykes (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

## Improvement & Innovation Board – Attendance for 2016/17

Councillors	29/11/16	24/01/17	08/03/17
<b>Conservative Group</b>			
Councillor William Nunn	Yes	Yes	Yes
Councillor Peter Fleming OBE	Yes	Yes	Yes
Councillor Robert Gould	Yes	Yes	No
Councillor Linda Robinson	Yes	Yes	Yes
Councillor Harvey Siggs	Yes	Yes	Yes
Councillor Michael Wilcox	Yes	Yes	Yes
Councillor Barry Wood	Yes	Yes	Yes
<b>Labour Group</b>			
Councillor Judi Billing MBE	Yes	Yes	Yes
Councillor Bob Price	Yes	No	Yes
Councillor Phil Davies	Yes	Yes	Yes
Councillor Andy Moorhead	Yes	Yes	No
Councillor Tudor Evans OBE	Yes	Yes	No
Councillor Sue Woodward	Yes	Yes	Yes
Councillor Sue Whitaker	Yes	Yes	Yes
<b>Independent</b>			
Councillor Ron Woodley	Yes	Yes	Yes
Councillor Bob Jennings	Yes	Yes	Yes
<b>Lib Dem Group</b>			
Mayor Dave Hodgson MBE	No	Yes	Yes
Councillor Cherry Beath	Yes	No	Yes
<b>Substitutes</b>			
David Neighbour	Yes	No	No
Amy Cross	Yes	No	Yes
Nicole Meardon	Yes	Yes	No
Richard Wenham	Yes	No	No
<b>Observers</b>			
Philip Sellwood	Yes	No	Yes
Richard Priestman	Yes	Yes	Yes
<b>Lead Peers</b>			
Mike Haines	Yes	Yes	Yes
Howard Sykes	No	Yes	Yes
Glen Sanderson	Yes	Yes	Yes
Stephen Houghton CBE	Yes	No	Yes
Phelim MacCafferty	Yes	No	-

## Agenda

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### Improvement & Innovation Board

Tuesday 11 July 2017

11.00 am

5th Floor Conference Suite, 5th Floor (South side), Layden House, 76-86 Turnmill Street,  
London, EC1M 5LG

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**Date of Next Meeting:** Tuesday, 24 October 2017, 11.00 am, TBC





## Note of last Improvement & Innovation Board meeting

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<b>Title:</b>	Improvement & Innovation Board
<b>Date:</b>	Wednesday 8 March 2017
<b>Venue:</b>	Rooms A&B, Ground 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
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#### 1 Declarations of Interest

No declarations of interest were made.

The apologies were noted as listed at **Appendix A**.

#### 2 Note of the Previous Meeting

Cllr Judi Billing gave an update on Item 7 from the minutes. She thanked the LGA for the successful launch of #NewConversations guidance to help councils engage and consult communities effectively, but expressed disappointment at the numbers of councillors present. She announced proposals for a second event likely to be in Bradford, in June and that all Board members would be invited to attend. Members were invited to share any particular community engagement issues for further exploration as part of the programme.

#### Decision

The minutes of the previous meeting were **agreed**.

#### 3 Productivity Programme

Alan Finch (Principal Adviser, Finance and Productivity) introduced the paper, which updated on the LGA's Productivity Programme over the second half of 2016/17. He highlighted that the programme was on track to achieve its objectives as set by Department of Communities and Local Government (DCLG).

Cllr Sue Woodward (Staffordshire County Council) and Wayne Mortiboys (Staffordshire County Council District Commissioning Lead, Lichfield) then gave a presentation on the councils' work as part of the LGA funded Design in the Public Sector Programme to develop a community-based approach to its work with 'at risk' families. In doing so, they summarised the creation of a community interest company 'Spark' and their joint working

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to retain and run some children's centres which would otherwise have closed. Wayne outlined the project process, associated costs, intended user-base, plans for future evaluation and lessons learned such as adapting the model for potential restructuring of libraries in the same area. The Board were invited to undertake a site visit to see the centre first hand should they wish.

### Discussion

In the discussion that followed, Members' comments included:

#### LGA Productivity Programme

- During the discussion, members asked that the format of the report be augmented to provide a high level summary of key projects, their objectives, outcomes and the extent to which objectives are on track to be met, or not.
- Members asked about the criteria for and monitoring of grant allocations, to ensure a good balance and if there was a correlation between those authorities yet to undertake a Corporate Peer Challenge (CPC) and those applying for grants as part of the productivity programme.

#### Staffordshire County Council presentation

- Members thanked Cllr Woodward and Wayne Mortiboys for their presentation and enquired about evidence that there was a greater utilisation of the 'Spark' centres by target groups and the cost implications.

### Decisions

That the Improvement and Innovation Board:

- i. **noted** the contents of the report; and
- ii. **agreed** that more robust evaluation, monitoring and reporting mechanisms be implemented to ensure that the programme meets its objectives;
- iii. Cllr Woodward and Wayne Mortiboys be thanked for their presentation.

### Actions

1. **Specify** individual project objectives and whether they have been met in future updates, through a clear reporting template. **Alan Finch**
2. **Share** assessment criteria for digital grants programme to inform members about the process. **Alan Finch**
3. **Provide** members with a digital version of the presentation. **Jess Norman**
4. **Analyse** take up of support and cross-reference to take up of the CPC process. **Alan Finch**

## 4 **Independent Evaluation of the LGA Corporate Peer Challenge Programme: responding to the recommendations**

Andy Bates (Principal Adviser) introduced the item which set out the findings of the independent evaluation of the LGA Corporate Peer Challenge programme, along with the initial response. Some recommendations were being considered for immediate implementation, whilst Members' guidance was sought on a number of other recommendations outlined in the report.

## Discussion

In the discussion that followed, Members comments' included:

- Members of the Board discussed the report from Cardiff University and expressed disappointment that it had not gone further in identifying more tangible or quantifiable data evidencing the impact of the Corporate Peer Challenge. Members highlighted the importance of evidencing the impact as an integral part of continuing to strengthen the sector-led improvement offer.
- Going forward, the Board suggested securing more systematic, structured and quantitative feedback from Leaders and Chief Executives from participating councils.
- Whilst considering the recommendations in paragraph 7 of the report, members highlighted that a number of the recommendations already reflect current LGA practice.
- The Board discussed the challenge of encouraging all councils to actively engage in peer challenges and highlighted the importance of a proactive approach so as to mitigate against any potential future Government intervention. In doing so, the value of opposition members in making the case for CPCs within their authorities was emphasised.
- Members agreed the aim of the recommendation at 7.14, but concluded that publication of non-engaging councils would not necessarily deliver the desired outcome and risked being counterproductive. Members noted that details of non-participating councils were already shared with Lead Members and the political group offices to pursue through political channels.
- Members also suggested that meetings of the appropriate lead regional member peer and Principal Adviser with the Leader and Chief Executive might be a good way of overcoming any reluctance to take up the CPC offer, along with professional routes where necessary and appropriate.
- Whilst the Board concurred with 7.19 in principle, members noted that where Member Peers were not from the ruling group, the expectation should be for them to seek to influence and encourage take up by their authority.

## Decisions

The Improvement and Innovation Board:

- i. **noted** the key findings from the independent evaluation of the LGA Corporate Peer Challenge Programme;
- ii. **agreed** the evaluation's recommendations and LGA's initial responses as set out in paragraph 7.1 to 7.13;
- iii. **agreed** that the recommendation to publish a list of councils that have not yet engaged with CPC (paragraph 7.14) not be adopted;
- iv. **agreed** recommendations and actions 7.17 – 7.19, subject to amendment to reflect differing expectations for Member Peers that were not from within the ruling group; and

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- v. **agreed** that systematic and structured feedback following Peer Reviews be sought from elected members and officers within participating councils.

#### **Actions**

1. Continue to provide a confidential list of those authorities currently yet to undertake or commit to a CPC to Lead Members and Political Group Offices. **Paul Clarke**
2. Implement systematic and structured post CPC feedback mechanisms with participating members and officers. **Principle Advisers**

### **5 LGA Boards' Improvement Activity**

Nick Easton (Improvement Co-ordination Manager) introduced this item which provided an update on improvement activity undertaken by the other eight policy Boards since the last I&I Board meeting.

#### **Discussion**

Members raised the issue that following the presentation on integration by Dame Louise Casey (Director General, Casey Review Team) at the LGA Executive the previous week, the improvement team should consider how best to support improvement in this area.

#### **Decisions**

The Improvement and Innovation Board:

- i. **noted** the contents of the progress report on improvement activity undertaken by other LGA Boards; and
- ii. **asked** that officers report to Lead Members on proposals for supporting community cohesion improvement in the light of the Casey review on Integration.

#### **Action**

Consider appropriate improvement support tools to support councils with community cohesion and integration and report back to a future I&I Board Lead Members meeting in the first instance. **Mark Norris**

### **6 Confidential**

The remainder of the items on the agenda were confidential, any press or public present were excluded from the meeting.

### **7 Reputation campaign: Presentation**

Hannah Berry (Head of Campaigns and Digital Communications) presented the item, which was followed by a confidential discussion. Members agreed a decision in line with their discussion.

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**Appendix A - Attendance**

Position/Role	Councillor	Authority
Chairman	Cllr William Nunn	Breckland Council
Vice-Chairman	Mayor Dave Hodgson MBE	Bedford Borough 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 Linda Robinson Cllr Harvey Siggs Cllr Michael Wilcox Cllr Barry Wood Cllr Bob Price Cllr Phil Davies 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 Wychavon District Council Somerset County Council Lichfield District Council Cherwell District Council Oxford City Council Wirral Metropolitan Borough 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	Cllr Robert Gould Cllr Andy Moorhead Cllr Tudor Evans OBE	Dorset County Council Knowsley Metropolitan Borough Council Plymouth City Council





Improvement & Innovation  
Board

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## Productivity Programme

### Purpose

For information.

### Summary

This report briefs the Board on the progress being made in the Productivity Programme confirming the main achievements of 2016/17 and setting out plans for 2017/18 and progress made in delivering them in the first quarter of the year. **Appendix 1** provides a summary of the main outputs for the quarter.

There will be a presentation by Tim Pearse, Head of Local Government at BIT (the Behavioural Insights Team) on our work with them and a number of councils on using 'nudge' techniques to influence service demand. (Section 6 and **Appendix 2** of the report refer to this).

### Recommendation

That the Improvement & Innovation Board note the updates and progress on the Productivity Programme and to provide such guidance as the Board considers necessary to ensure that the programme meets its objectives.

### Action

Officers to pursue the activities outlined in the light of member guidance.

**Contact officer:** Alan Finch  
**Position:** Principal Adviser, Finance & Productivity  
**Phone no:** 020 7664 3085  
**Email:** [alan.finch@local.gov.uk](mailto:alan.finch@local.gov.uk)

## **Productivity Programme**

### **Background**

1. The Productivity Programme comprises a range of projects to help improve productivity and efficiency in councils through delivering savings, generating income and making better use of assets. The programme is devised by reference to the Memorandum of Understanding (MoU) agreed with the Department of Communities and Local Government (DCLG).
2. Local authorities can reduce their financial dependence on government and their call on local taxpayers in three ways:
  - 2.1. **Transforming services** - either to make them more efficient and less wasteful or to find more effective ways of delivering to local people's needs.
  - 2.2. **Smarter sourcing** - commissioning and buying the services, goods and works that contribute to local outcomes more effectively and, where possible, more cheaply, and managing the resulting contracts to optimise value from them.
  - 2.3. **Generating income** - which involves generating a greater proportion of funding locally, such as by commercialising the authority's existing skills, assets or commodities or investing to grow the local economy to generate wealth for the area.
3. The productivity programme contains work that will support local authorities in each of these three areas and several of our projects cut across more than one. Our programme complements and supplements the work of other agencies we work with such as the Cabinet Office, Crown Commercial Services and Local Partnerships.

### **Issues**

#### **Transforming Services**

##### **Digital workstream**

4. The LGA is working with councils to maximise the opportunities and better understand the risks that digitalisation creates, to ensure that Councils are well prepared to make effective, efficient use of digital technology and play a full part in digital aspects of various government strategies.





**Achievements in 2016/17**

Objective	Achieved
<p>Funded 27 Digital Expert council led projects early in 2015 to use digital tools and solutions to redesign and improve access to council services.</p>	<p>Case studies for these projects were published in Autumn of 2016.</p> <p>An end of programme report was published in February. This highlights the benefits generated from these projects which includes over £2 million in savings and £0.6 million in income generated. It also draws out the learning from across all the projects and highlights the key elements to delivering a successful digital project.</p>
<p>In 2016, funded a further 16 council led projects to use digital tools and approaches to support their work on national programmes of transformation including; Troubled Families, the integration of health and social care and welfare reform.</p>	<p>These projects are due to complete their work during 2017/18 so we will shortly commission the evaluation to capture, the impact, the assets and savings generated to help share the learning from them. The estimated savings generated by these projects is £2 million.</p>
<p>In February 2017, awarded funding to support work on ‘channel shift’ – using digital technology to ensure that residents who choose to can access council services more quickly and easily.</p>	<p>Funding has been awarded to 23 councils and delivery will be monitored and evaluated throughout the year. The case studies and final evaluation will be carried out in 2018. The projected savings are £1 million.</p>

**Plans and Progress**

5. We will continue to develop resources and good practice (including case studies) from our digital transformation and channel shift projects and data programmes and share these widely with councils. We will also provide tailored support to councils promoting ambitious use of digital to provide efficient public services.
6. We plan to apply the same model used for the Productivity Experts (see section 10 below), enabling councils to access expert support in ways that unlock larger savings.

**Cyber Security:**

7. Cyber security is an issue of growing importance to the nation and we have worked for some years with councils to ensure that the sector is addressing the challenge appropriately.



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**Achievements in 2016/17**

<p>Proactively support the widening of digital and cyber resilience awareness across local authorities and their active participation in the national Cyber - Security Information Sharing Partnership (CiSP)</p>	<p>Drafted a sector wide response the National Cyber Security Centre's prospectus which set out the work councils are already doing to mitigate against cyber-attacks, the sector's concerns and recommendations as well as how we would like to work with the NCSC.</p> <p>Set up and running the LG Cyber Security Stakeholder Group which brings together various sector representative bodies including, Solace, ADASS, CIPFA, Socitm alongside the NCSC, Cabinet Office and DCLG. The aim of this group is to get cyber security onto the agenda at a strategic level in councils. We have hosted four meetings and agreed a number of actions.</p> <p>Sarah Pickup spoke about Cyber Security at a number of conferences including a DCLG National Cyber Resilience conferences in December and February, the Health and Social Care cyber security conference and a Tech UK IT suppliers workshop.</p> <p>Hosted a cyber security workshop at the LGA Conference with NHS Digital a keynote speaker drawing on the lessons of the recent NHS cyber-attack.</p>
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**Plans and Progress**

8. We are continuing to support the delivery of the National Cyber Security Strategy by widening digital and cyber resilience awareness across local authorities; hosting the Cyber Security Stakeholder group; and developing by 31<sup>st</sup> July 2017, and then helping coordinate the delivery, with others, of a plan of support on cyber security work



**Shared Services and Collaboration**

**Achievements in 2016/17**

<p>Refresh the LGA Shared Services map in 2016</p>	<p>The LGA Shared Services map was updated for 2016 and relaunched in May and shows that the vast majority of councils are involved in shared service arrangements across the country. These arrangements are contributing to accumulated savings of more than half a billion pounds.</p>
<p>Launch a matchmaking service for councils interested in sharing services</p>	<p>We have also launched a shared services match making service to provide assistance to support councils who wish to share services and/or management teams with other councils. The offer includes access to funding for a dedicated shared service expert and/or paid for external mediation advice and support.</p>

**Plans and Progress**

- The 2017 refresh of the shared services map was published in June showing that a total of £619 million of savings has now been delivered by councils through shared services since the map was inaugurated in 2012. We will continue to support councils to increase the level of savings achieved through shared services by continuing to run a matchmaking service for councils contemplating making greater use of shared services or to expand their existing arrangements and explore the extension of the matchmaking principle to other areas e.g. digital collaboration.

**Managing Demand & Service Design - Behavioural Insights Programme**

**Achievements in 2016/17**

<p>Collaborate with the Behaviour Insights Team to work with 5 councils aimed at piloting new ways of managing demand and improving outcomes in adult social care, public health and adult skills</p>	<p>The behavioural insights pilots for phase 1 of the programme are about to finish with reports to be published on each of them - managing service demand into Adults Social Care in Leeds, Reducing sugar consumption in hospitals in Liverpool and increasing skills training take up amongst employers in Lincolnshire. Support for a further eight councils has been agreed for phase 2 looking at issues including: reducing domestic violence, reducing demand on housing services amongst under 35's and increasing take-up of online sexual health testing services.</p>
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**Plans and Progress**

- 10. Towards the end of 2016/17 funding was awarded to four further projects:
  - 10.1. Reducing sugar consumption in schools – Brighton and Hove Council
  - 10.2. Reduce incidents and impact of domestic abuse – Kent County Council
  - 10.3. To increase the uptake of online STI testing – LB Lambeth and Southwark
  - 10.4. Reduce demand on Housing service – Tunbridge Wells and 5 neighbouring district councils.
- 11. These projects will be supported and monitored during 2017/18 with a view to publication of outcomes and lessons learned towards the end of the year.
- 12. We will support a further eight councils during 2017/18 and develop a ‘top tips’ guide to the use of behavioural insights to manage demand and run a national conference on the use of behavioural insights in local government later in the year.
- 13. **Appendix 2** Provides more detail on the behavioural insights schemes that have been funded.

**Design in the Public Sector**

- 14. We have been working with the Design Council to support councils to examine the ways in which they deliver services and how they can be redesigned to save costs and improve their effectiveness. The project has been pursued on a region-by-region basis.

**Achievements in 2016/17**

<p>Equip 10 councils to use design techniques to improve services and or manage future demand.</p>	<p>To date a total of 15 councils have received support through this programme. The West Midlands cohort of seven councils (Coventry, Wolverhampton, Staffordshire, Lichfield, Herefordshire, South Staffs, Shropshire) has finished the Design in Public Services programme.</p> <p>The eight councils from the East Midlands (Northamptonshire, Hinckley and Bosworth, Cambridgeshire, Blaby, Ashfield, South Kesteven, Leicestershire and Milton Keynes) started in Nottingham in September 2016</p>
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**Plans and Progress**

- 15. In addition work is underway on the next cohort which will be supporting the following councils in London; Brent, Hackney, Haringey, Islington, Kensington & Chelsea, Redbridge and Westminster. We have also produced a webpage to share the learning and impact from the programme so far.



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16. For 2017/18 we will run two further cohorts focusing on the themes of public health and prevention, collaborating with the Care and Health Improvement Programme (CHIP team) on these projects.

**Smarter Sourcing**

**Achievements in 2016/17**

<p>Develop opportunities for local authorities to enter collaborative procurement opportunities.</p>	<p>We have issued national category strategies for the largest areas of local government spending - ICT, construction, energy and social care- with estimated savings of some £13.2 million.</p> <p>We have negotiated with Crown Commercial Services to access procurement and commercial training opportunities within the skills workstream. We will be able to report savings on skills training next year.</p> <p>The Supplier Management project has identified the cost to councils for goods, works and services in Social care, ICT and construction. The report is being drafted with our pilot suppliers outlining a number of potential benefits, including cost savings, by working together on a national basis.</p>
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**Plans and Progress**

17. In line with the recommendations of the Local Government National Procurement Strategy we are:

- 17.1. Refreshing category strategies and/or supporting councils in implementing good practice in the high spend areas: Information Technology, Social Care, Energy and Construction. Within each category tools and products will be developed to help councils achieve better value (including social value and better outcomes) through procurement.
- 17.2. Supporting nine experts to strategically manage relationships, on a national basis, with local government’s key suppliers, informed by spending analyses to provide robust data on which to base the work.
- 17.3. Supporting councils to encourage innovation in local government procurement practice and in responding to change in the procurement and commissioning environment.

18. By agreement with the National Advisory Group for Local Government Procurement we will also be working with that group to refresh the National Procurement Strategy which will be four years old in 2018 to ensure that it remains up to date, relevant and fit for purpose.



19. In the first quarter of this year we have;

- 19.1. Developed and hosted a ‘market shaping’ event which was attended by representatives from 27 different councils and providers, to share good practice in market shaping
- 19.2. Worked with councils to produce guidance on the use of dynamic purchasing systems for goods and services (published 9 June)
- 19.3. Refreshed the ICT Category Strategy which will be launched on 12 July
- 19.4. Completed a large scale diagnostic of implementation of the national procurement strategy, the results are being interpreted and will inform our new strategy and work going forward.

**Income Generation**

**Commercialisation**

**Achievements in 2016/17**

<p>Support councils to become more commercial and to help them achieve savings or generate additional income of £10 million</p>	<p>Commercial experts have been commissioned to work with 10 councils this year to contribute towards an estimated £12.2 million in additional income for these councils.</p> <p>In partnership with the Institute of Directors (IOD) we have launched our Commercial Skills training for senior officers. The programme is suitable for both those wishing to explore commercial approaches for the first time and also those who wish to expand and enhance current knowledge and skills.</p> <p>The programme modules are: Creative Approaches; Marketplace Understanding and Engagement; Financial Approaches and Modelling; Effective Operational Delivery; Commercial People Management. This offer has proved popular with all 20 places for the first cohort starting in February 2017 have been taken as well as half of the places on the second cohort starting in Leeds.</p> <p>The LGA Commercial Skills Procurement Solution which we have launched enables councils to procure commercial skills and advice at a competitive rate to make the delivery of commercial projects easier and already 50 councils have registered an interest with two councils purchasing commercial skills through it.</p> <p>The Advanced Commercial Group has now met on four occasions this year and includes representatives from 25 councils.</p>
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**Plans and Progress**

- 20. Working in partnership with the Institute of Directors (IOD) we have launched a Commercial Skills training offer to provide officers with the skills and confidence to undertake larger scale income generation activity. We also plan to design a commercial skills training offer for elected members.
- 21. With the Advanced Commercial Group of council chief executives / senior commercial directors we are;
  - 21.1. Sharing different approaches to commercialisation to enable mutual learning
  - 21.2. Enable councils already advanced in their thinking to move further, faster
  - 21.3. Identify possible barriers to commercialisation to inform LGA policy work on behalf of the sector
  - 21.4. Identify potential synergies/ opportunities for collaboration/ partnerships/ joint ventures where appropriate.
- 22. We have updated the Enterprising Councils guidance released in 2012 in recognition of the fact that local authority practice and ambition in commercial activity has moved on substantially since this the original release. We have also updated the commercial page of the LGA website to include a map of council commercial good practice, the refreshed Enterprising Councils guidance and links to the LGA's commercial skills support offers.
- 23. We will continue to promote the LGA's commercial skills procurement solution (CSPS) making the delivery of commercial projects easier and ensuring councils pay a competitive price for specialist expertise. We will share the case studies of councils who have used and benefited from the CSPS.

**One Public Estate**

<p>Work with the Cabinet Office to extend the One Public Estate Programme</p>	<p>Phase 5 of the programme launched on 27 January 2017 with an additional 89 councils joining the programme. The programme is now supporting 249 councils (70 per cent of the country) working in 60 partnerships to work with their public sector partners to deliver public land and property initiatives. New and existing partnerships received a share of £3.6 million funding.</p>
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- 24. The LGA continues to work with the Cabinet Office to finalise a schedule for a further expansion to the One Public Estate programme. Due to the recent election and following changes to government there have been delays to the expected Spring launch for the next funding round of the programme. It is expected that further details will become available over the Summer months and we will keep Members informed of progress.



**Cross-cutting Offer**

**Productivity Experts**

**Achievements in 2016/17**

<p>Productivity experts to work with at least 25 local authorities, saving the councils in total at least £25 million</p>	<p>Productivity Experts have been commissioned to work with 34 councils on projects estimated to deliver £26.5 million in efficiency savings. An external evaluation of the programme estimates that the programme has contributed to efficiency savings/income generation of £133 million across the lifetime of the programme.</p>
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**Plans and Progress for 2017/18**

- 25. The Productivity Experts Programme provides an opportunity for councils to access expertise that will provide them with the skills they need to realise ambitious efficiency savings and income generation. The programme offers bespoke support, brokered by the LGA, on a specific project or initiative. The LGA has recruited a 'pool' of productivity experts who can provide support across a range of issues. All of the experts have a proven ability to work with councils and deliver results. Councils are invited to apply to the programme to access £6,000 grant funding to commission support from one of the pool.
- 26. We are committed to work with a further 25 councils to deliver savings or generate income of another £25 million.
- 27. So far this year experts are working with 11 councils contributing towards efficiency savings and/or income generation of £7.3 million.

**Innovation Zone**

**Achievements in 2016/17**

<p>Run the Innovation Zone at the LGA Annual Conference</p>	<p>The Innovation Zone ran successfully in July 2016. Over 30 council areas directly showcased, five international sessions and approximately a further 40 councils involved in national organisations' projects presented.</p>
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**Plans and Progress**

- 28. At the time of writing, plans are well in hand for the Innovation Zone at the Birmingham Conference, which will have taken place by the date of this meeting. Many members of the Board will have been at the Conference and participated in the Zone and there is a separate report elsewhere on the agenda.





**Improvement & Innovation Board**

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**Financial Support to Councils.**

**Achievements in 2016/17**

<p>Provide expert financial advice and assistance to 30 councils</p>	<p>Support was provided to 35 councils ranging from financial reviews and health checks to practical support on financial matters and governance. Additional tailored support has been provided to authorities with particular financial challenges.</p>
<p>Support up to 30 councils to explore multi-year settlements</p>	<p>25 councils were provided support through the workshop in June 2016 which resulted in a joint publication of 'top tips' for councils considering submitting an Efficiency Plan. 'Helpline' support has also been provided and it is estimated that in total some 40-50 councils have been advised. The top tips has been published on the LGA website and publicised widely. Supported by these efforts, 97 per cent of Councils have submitted Efficiency Plans and have been accepted for multi-year settlements.</p>
<p>Help Councils to be more proactive with dealing with Fraud</p>	<p>Programme agreed with CIPFA to deliver a range of activities to support councils to deal with fraud. A workbook and e-learning materials have been published on the CIPFA and LGA websites. Two workshops for elected members took place in February and more are planned for 2017/18.</p>
<p>Public sector audit procurement</p>	<p>Public Sector Audit Appointments Ltd, (PSAA) the Company set up by the LGA as a sector led body to procure external audit services on councils' behalf has completed the procurement process and, after the statutory period for challenge, will announce the winning bids shortly.</p> <p>98 per cent of eligible bodies signed up for the procurement process. The results of the tendering exercise have now been confirmed and as a result councils will receive a further 18 per cent reduction in their annual audit fees, representing typical savings of £8-10,000 a year for a District Council and £25,000-£30,000 for a typical upper tier authority.</p>

**Plans and Progress for 2017/18**

29. Individualised support on financial issues will be provided throughout the year in the form of Financial Reviews and Financial Health Checks and bespoke support to councils facing challenging financial circumstances. Since financial issues rarely stand on their own, this is usually as part of a wide package of sector led support. Four Finance Improvement & Sustainability Advisers have been engaged to enhance our capacity to support councils on financial matters. These work alongside regional teams to ensure that we are proactive in supporting councils with financial challenges.



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30. We have also been commissioned to review the Government's Counter Fraud Fund programme which distributed £26m in grants to local authorities during 2015/16.

**Implications for Wales**

31. There are no implications.

**Financial Implications**

32. The Productivity Programme for 2017/18 will be funded from grant provided by DCLG under our Memorandum of Understanding with the Department.

**Next Steps**

33. Officers will pursue the activities outlined in the light of member guidance.

## Appendix 1

### Summary of key outputs April - June 2017

1. The main achievements and outputs during this period are set out below. Further details can be found in the main body of the report as referenced.

Project/ programme	Outputs	On target (RAG)	Report reference for further detail
Shared services	Launched the 2017 Shared Services Map, demonstrating £590 million in savings since 2012	Green	Para 9
Digital	27 digital experts projects returned £2.6 million savings or income generated for participating councils	Green	Paras 4/6
Behavioural insights	4 projects running in 2017/18 are expected to help councils avoid costs of over £15 million	Amber	Paras 10/13
Design in Public Services	7 councils are receiving training in design skills from the Design Council.	Amber	Paras 14/16
Procurement	Dynamic Purchasing Systems Guidance has been published  Category Strategies for ICT, Construction and Energy published next month (delay due to Purdah)	Green  Amber	Paras 17/19
Commercialisation	Work with 10 councils in 2016/17 will deliver additional income of £10 million	Green	Paras 20/23
Productivity Experts	Working with 11 councils so far in 2017/18 to deliver savings of £7.3 million.	Green	Paras 25/27
Finance	Supported 10 councils to improve their financial management and plan for financial sustainability.	Green	Para 30

## Appendix 2

### Behavioural Insights programme projects

#### Phase 1 (Awards in 2015/16 financial year)

Liverpool	Public health: reducing sugar consumption in the local population;	£50,000
Lincolnshire	Skills and enterprise: how to motivate employers (particularly SMEs) to encourage their staff to attend skills training;	£50,000
Leeds	Adult social care: improving efficiency and outcomes during initial contact with adult social care services.	£50,000

#### Phase 2 (Awards in 2016/17 financial year)

Brighton and Hove	Reducing sugar consumption in schools. The outcome of this project is to reduce obesity amongst local school aged children.	£30,000 match-funded
Kent	Reduce incidents and impact of domestic abuse. This project aims to: <ul style="list-style-type: none"> <li>- Reduce the number of people experiencing domestic abuse</li> <li>- To reduce the harm caused by domestic abuse to victims by encouraging victims to seek support earlier</li> <li>- To reduce the harm caused to children through exposure to domestic abuse</li> </ul>	£30,000 match-funded
Lambeth & Southwark	Increase the uptake of online STI testing. The overall goal of this project is to reduce the incidence of sexually transmitted infections and late diagnosis of HIV by transforming sexual health services to empower people to manage their own sexual health through self-testing of STI's and enabling effective triage of patients into clinics.	£30,000 match-funded
Tunbridge Wells and five neighbouring district councils.	Reduce demand on Housing service. This project has the following outcomes: <ul style="list-style-type: none"> <li>- A greater number of people who approach the councils for housing</li> </ul>	£30,000 match-funded



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	<p>advice move into a privately rented room in a shared house</p> <ul style="list-style-type: none"><li>- Fewer people who have approached the councils for housing advice become homeless and those who do are better able to sustain their new accommodation and have planned for if they become homeless in the future.</li></ul>	
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11 July 2017



## Performance Report and MOU for 2017/18

### Purpose

For discussion.

### Summary

The report presents an update of performance against the Memorandum of Understanding (MoU) the LGA/IDeA have with the Department of Communities and Local Government (DCLG) about the use of grant for 2016/17 and the finalised MOU agreed with DCLG for 2017/18.

### Recommendation

That the Improvement & Innovation Board considers the report and agrees any follow-up action.

### Action

Officers to initiate any required action.

**Contact officer:** Dennis Skinner  
**Position:** Head of Improvement  
**Phone no:** 020 7664 3017  
**Email:** [dennis.skinner@local.gov.uk](mailto:dennis.skinner@local.gov.uk)



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## Performance Report

### 1. Introduction

1.1. This report presents an update on performance against the key deliverables set out in the Memorandum of Understanding (MoU) that is in place between the IDeA and DCLG about use of the grant allocated for 2016/17.

1.2. It also informs members about the MoU agreed covering 2017/18.

### 2. Performance summary for 2016/17

2.1. The table below summarises the final end of year position on the deliverables contained in the MoU

	Total	Green	Amber	Red
Deliverables	50	48	2	0

2.2. Overall, 48 of the 50 targets were fully achieved by the end of the financial year. The two targets partly achieved related to the recruitment of graduates and the work we commissioned from CIPFA in relation to supporting councils around fraud.

2.3. Whilst we recruited over 100 graduates, unfortunately there was a slightly higher number of withdrawals this year between the time graduates being recruited and placed with councils and them actually taking up placements. The number of graduates placed with councils from the current cohort stands at 94.

2.4. In relation to fraud, only two of the four regional workshops we had commissioned CIPFA to deliver were held by the end of the year. We are in discussion with CIPFA about the additional 2 workshops being held after the general election.

2.5. Key highlights from the last year include

2.5.1. 119 peer challenges.

2.5.2. Tailored support through the use of member or officer peers provided for a total of 82 councils.

2.5.3. Continued to provide intensive support to councils with the most severe challenges.



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- 2.5.4. Helped councils save an estimated £13.2 million through the use of collaborative procurement frameworks and our deployment of commercial experts.
  - 2.5.5. Helped councils save in excess of £26 million through the deployment of our productivity experts.
  - 2.5.6. Created a new database for capturing and sharing innovative practice containing 1,000 examples.
  - 2.5.7. Developed over 700 councillors through various training programmes.
  - 2.5.8. Supported 112 councils on a range of workforce issues.
  - 2.5.9. Created an on-line resource to support councils to strengthen community cohesion.
- 2.6. In terms of key outcomes as a result of the work:
- 2.6.1. No authorities have entered formal DCLG intervention in the year and good progress being made in Rotherham and Tower Hamlets to come out of intervention
  - 2.6.2. Two-thirds of a basket of indicators commonly used by councils have improved
  - 2.6.3. Resident satisfaction with councils remains high at 65 per cent
  - 2.6.4. Almost 90 per cent of council leaders and chief executives say the LGA support has had a positive impact on their authority.
- 2.7. A comprehensive end of year report is attached as **Appendix 1**.
3. **Financial performance**
- 3.1. The 2016/17 outturn shows that of the £21.4 million grant, spend was £21.393 million (an underspend of £7,000).
4. **MoU for 2017/18**
- 4.1. At previous meetings members have been updated on our performance against the Memorandum of Understanding (MoU) we have with DCLG around our improvement work and the discussions taking place with the sector and government and improvement priorities for future years.

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- 4.2. Negotiations continued with DCLG during the first part of 2017 and all members of the Board were written to on 3 April to update them on the position.
- 4.3. DCLG signed off the MoU on 24 April and agreed a sum of £21 million for 2017/18, which is a reduction of £400,000 from 2016/17. A copy of the MoU is attached as **Appendix 2**.

## Report

# Sector-led improvement in 2016/17

June 2017

This paper reports the achievements of the sector's improvement programme for 2016/17. It explains how the Local Government Association (LGA) has used Department for Communities and Local Government (DCLG) grant in 2016/17 to help councils and to support improvement and innovation in the sector.

## Introduction and background

Sector-led improvement is the approach that councils and the LGA have put in place to support continuous improvement.

It is an approach developed by and delivered with the sector and is underpinned by the following key principles:

- councils are responsible for their own performance and improvement;
- councils are primarily accountable to local communities;
- councils have a collective responsibility for the performance of the sector as a whole;
- the role of the LGA is to maintain an overview of performance and to provide tools and support.

The support “offer” itself is based on what we have learnt works for improvement – strong political and managerial leadership, challenge from one’s peers, the ability to benchmark performance with others through the use of comparable data and the sharing and spreading of good practice.

Councils can access the support through our team of regionally based Principal Advisers (PAs). PAs are the LGA's focal point for discussions with councils about their improvement needs and the support the LGA can make available. PAs work with colleagues from other regionally based improvement programmes, for example with the Care and Health Improvement Advisers funded by the Department of Health, to coordinate support and with other regionally based organisations supporting councils e.g. London Councils and other regional LGAs.

The approach has been hugely successful:

- the number of councils requiring DCLG to formally intervene in remains extremely low, with no councils entering intervention in the last financial year
- residents remain satisfied and continue to trust their local council. 65% of residents remain “very” or “fairly” satisfied with the way their local council runs things
- two-thirds of a basket of performance indicators commonly used by councils to assess their performance have improved
- 87% of leaders and chief executives say support from the LGA has a positive impact on their authority
- 96% of respondents say they feel more confident in their role as a councillor having participated in our leadership programmes.

Our record over the last year, as illustrated in this report, shows yet again the critical role played by the LGA, in partnership with others including DCLG, in ensuring the performance of councils, addressing those at risk of underperformance, driving improvement across the sector, supporting councils through significant changes and supporting strong local leadership.

## Programme delivery

The programme for 2016/17 was based around four themes:

- Improvement through peer support
- Efficiency and productivity
- Strong political and senior officer leadership
- Strong communities with excellent public services.

Key highlights and deliverables from each theme are set out in the remainder of this report.

## Overall highlights

During 2016/17 the LGA:

- Delivered 119 peer challenges to a wide range of councils
- Developed over 700 councillors through participation in our various leadership programmes
- Provided tailored support through the use of member or officer peers for a total of 193 councils
- Helped councils save an estimated £13.2m through the use of collaborative procurement frameworks and our deployment of commercial experts
- Helped councils save in excess of £26m through the deployment of our productivity experts
- Created a new database for capturing and sharing innovative practice containing 1,000 examples
- Supported 112 councils on a range of workforce issues
- Helped councils identify savings in excess of £60m through Local Partnerships
- Supported the emerging combined authorities with bespoke support and through the creation of a network to share good practice.

Further details about our support offer are available here: <https://www.local.gov.uk/our-support>

NB Cost/savings figures provided in this report have either been provided by external

consultants or from local authorities.

DRAFT

## Improvement through peer support and challenge

Challenge and support from one's peers lies at the heart of sector led improvement and underpins its success.

This is the theme under which the vast majority of our peer support and peer challenge work is covered.

Improvement support provided by one's peers is effective because peers bring with them their practical knowledge and experience of working local government and the challenges councils are facing. This means that they are able (much more so than inspectors or private consultants) to:

- understand the issues councils are facing and get to the heart of the issue
- challenge any misunderstandings or unrealistic expectations held locally
- provide practical advice based on real experience
- offer that advice in a way that is sensitive to local dynamics.

And because the advice and support is perceived to be coming from people who know what they are talking about it is much more likely to be accepted and acted upon than if it was coming from those with little or no practical experience.

The peer based offer operates on a tiered basis, recognising that whilst most support offers will be universal (e.g. peer challenge, where there is an expectation that every local authority will have a corporate peer challenge or finance peer review (at no cost) at least every four to five years) some councils will sometimes face more significant challenges and will require a more bespoke package.

## Some highlights for 2016/17

- Delivered 119 peer challenges
- 70% of Corporate Peer Challenges (CPCs) delivered in 2016/17 were "first time" CPCs
- Secured 2,500 days from member and officer peers working in councils to support the peer challenge process
- Delivered 17 peer training and development days, recruiting over 300 new member and officer peers
- Provided 193 authorities with tailored support through the use of member and officer peers
- Continued provision of intensive support to councils facing the most severe challenges, minimising the need for DCLG intervention.

Further details about our peer challenge offer, including the Cardiff evaluation, are available here: <https://www.local.gov.uk/our-support/peer-challenges>

Peer challenge lies at the heart of the sector's approach to improvement. During the year, 119 peer challenges were carried out using teams of peers from councils but also from other public sector organisations including the NHS, police and central government. Peers were also used from the voluntary sector and business community.

"The real sign of a mature organisation is one that continues to learn and welcomes challenge by others. The peer challenge is an absolutely critical element of this learning and it has helped us build confidence in our direction of travel and ability to deliver, as well as providing useful challenge and advice on areas where we could do more, for example creating space for innovation and being more open to taking risk."

**County Council Chief Executive (April 2016)**

We also commissioned an independent evaluation of the approach from the Centre for Local and Regional Government Research at Cardiff University to assess the effectiveness, impact and value for money of the CPC programme. The evaluation concluded that CPC remains a highly effective tool at the heart of the sector-led improvement programme, has a positive impact for participating councils and the sector as a whole, and provides value for money. It also provided a number of recommendations which we have implemented and which will inform the continued development of the peer challenge process.

## Findings from Cardiff University

- Authorities gave very positive feedback about the quality of peer challenge teams
- Corporate Peer Challenge
  - Has a positive impact at a corporate level
  - Provides reassurance for the council
  - Creates behavioural and organisational change within the council
  - Provides value for money
- The process can be a trigger for a set of activities and support from the LGA that has further impact on improvement
- The LGA's role in managing the CPC process is highly valued by councils.

Our change of control support and practical support to help councils manage and resolve issues between the political and managerial leadership are two examples of how we seek to prevent problems arising in the sector. Changes in leadership/political control and a lack of trust and confidence in relationships between leading members and senior staff are two of the factors that, when taken together with others, can signal potential risk and underperformance.

We seek to prevent that by providing mentoring support from experienced member peers for new Leaders and cabinet members and acting as a trusted partner to resolve complex disputes between senior members and managers. Our advice and support enables the councils concerned to resolve issues quickly and discreetly, thus minimizing any detrimental impact to service delivery or reputation.



During the course of the year we provided such support to 25 councils where there had been a change in political control or change in leader, and a further 10 councils which were experiencing significant governance issues.

Our support for the Centre for Public Scrutiny (CfPS) has enabled them to provide direct support to councils and councillors in developing scrutiny skills and expertise, holding both local government and other parts of the public sector to account as democratically elected local representatives. During 2016/17 CfPS provided support and advice to 46 local authorities.

Throughout 2016/17 we have continued to offer more intensive support to the small number of councils facing severe performance challenges and at potential risk of government intervention. Councils have access to a rapid response team of senior members/officers with the appropriate mix of skills and experience and an appropriate package of support. Our practical supports helps councils to turn things around and avoids the potential costs of intervention which we know can be significant.

"All Councils face challenges. The LGA provides a safe place where those challenges can be discussed and aired. In our experience the support and guidance of the LGA has been very valuable in ensuring my Council has the strong political and managerial leadership it needs to the benefit of our residents and businesses."

**District Chief Executive (May 2017)**

## Efficiency and productivity

Increasingly councils are looking to the LGA for support in managing their costs and demand pressures and finding new ways of developing alternative income streams in order to reduce their financial dependence on Government and their call on local taxpayers.

Councils have made great strides to reduce costs whilst, at the same time, maintaining the quality of service delivery; but providing value for money and improving efficiency and effectiveness remains as important today as it has ever been.

Our efficiency and productivity programme provides a range of support to help councils achieve this, grouped into three broad areas.

- Transforming services: either to make them more efficient and less wasteful or to find more effective ways of delivering to meet local people's needs.
- Smarter sourcing: commissioning and buying the services, goods and works that contribute to local outcomes more effectively and, where possible, more cheaply, and managing the resulting contracts to optimise value from them.
- Generating income in order to maintain delivery in response to local priorities and reducing public finances. This can involve generating a greater proportion of funding locally, such as by commercialising the authority's existing skills, assets or commodities or investing to grow the local economy to generate wealth for the area.

## Some highlights for 2016/17

- Helped councils save an estimated £13.2 million through the use of collaborative procurement frameworks and our deployment of commercial experts
- Launched our second programme with the Design Council to help councils use design techniques to re-design service delivery to save costs and improve effectiveness; and supported 7 local authority behavioural insights pilots working with the Behavioural Insights Team
- Deployed productivity experts in 34 councils to deliver £26.5m of efficiency savings
- Hosted 65,965 visits to LG Inform our comparative data service, with 247,242 page views
- Helped councils identify in excess of £60m of savings through our support and joint work with Local Partnerships.

Further details about our efficiency and income generation offers are available here:

<https://www.local.gov.uk/our-support/efficiency-and-income-generation>

We have continued to encourage councils to consider the potential benefits of shared service arrangements and during the year launched a shared services “matchmaking” service to provide assistance to councils who wish to share services and/or management teams with other councils.

The offer includes access to funding for a dedicated shared service expert and/or paid for external mediation advice and support. During the year we also updated and re-launched the popular interactive Shared Services map, which demonstrates that the vast majority of councils are involved in some form of shared service arrangements across the country. The 2016/17 refresh of the map identified 296 shared service arrangements contributing to £500m of efficiency savings. The map is in the process of being updated and savings and partnerships are anticipated to be significantly higher than these figures.

In accordance with the National Procurement strategy for local government, we have continued to develop new category strategies in high spend areas which councils can use to procure more effectively.

Our new ICT Category strategy sets out how the sector can leverage this spend to enable real digital transformation - meaning councils can save significant amounts, not just in terms of IT expenditure, but more importantly deliver savings across their business operations. The procurement frameworks produced this year are estimated to have helped councils save in excess of £13.2m.

Local government’s interest in commercialisation and income generation has continued to grow throughout 2016/17. We launched the LGA Commercial Skills Procurement Solution (CSPS) to provide councils with a place to procure commercial skills at a competitive rate to make the delivery of commercial projects easier.

In partnership with the Institute of Directors (IOD) we also launched a new commercial skills training offer for senior officers, designed to equip officers with additional knowledge, expertise and commercial skills and help councils pursue appropriate and well considered commercial opportunities. In addition, experts have been commissioned through the LGA’s Commercial Experts programme to work with 10 councils this year to contribute towards £12.2m additional income for these councils.

### Productivity Experts Programme

This programme provides an opportunity for councils to access expertise that will provide them with the skills they need to realise ambitious efficiency savings and income generation. During 2016/17 productivity experts worked with 34 councils to deliver £26.5million efficiency savings. The experts provided support around a wide range of areas, including economic growth, procurement, asset management and specific service efficiency reviews.

An external evaluation of the Productivity Experts programme found that the programme had contributed to efficiency savings/income generation in the vicinity of £133m.

## LG Inform

LG Inform is our on-line data and benchmarking service, and continues to go from strength to strength. This free, online service allows anyone in councils and fire and rescue services to access and compare both contextual and performance data for their local area.

100% of councils are signed up to LG Inform, which now has 4,806 registered users (an increase of 20% in the past 12 months). Authority users can view data or pre-written reports, and create their own reports, using the most up to date published information.



During the year we added an additional 1,400 metrics to the database: which now contains 4,592 metrics in total. And we organised over 20 training events involving 370 delegates from over 100 organisations

Many more use the public version of the site without registering: in total there were 66,000 visits over the course of the year.

LGInform is accessible here: <http://lginform.local.gov.uk/>

We recognise that sometimes other organisations are better placed to provide practical support. We have worked with CIPFA to develop a range of fraud awareness tools for elected members; we have supported the One Public Estate programme which is now working with 249 councils to deliver public land and property initiatives; and through our collaboration with Local Partnerships we have helped 53 councils deliver £25.5m efficiency savings and identified a further £35m of potential savings.

We have provided financial advice and assistance to 35 councils throughout the year ranging from our financial reviews and financial health checks to practical support on financial matters and governance. Since financial issues rarely stand on their own, this work is often part of a wider package of sector led support. Additionally we have recruited a small number of finance improvement and sustainability advisers to enhance our capacity to support councils on financial matters. Advisers will work alongside our Principal Advisers to ensure we are able to be proactive in supporting councils with financial challenges.

We have delivered a comprehensive programme of support around better use of data and digital transformation including:

- developed two new data standards for elections results and local services
- supported 176 authorities through events, webinars and e-learning modules, involving 530 staff
- provided data experts for eight councils
- supported 15 councils as part of the Digital Transformation programme.

We have also set up the Local Government Cyber Security Stakeholder Group to widen digital and cyber resilience awareness across local authorities and highlight good practice and advice and have hosted two meetings to date.

## Strong political and senior officer leadership

“We know that local government is only ever as vibrant, effective and relevant as the people running it. So we have a duty to support and challenge the politicians of today to be the best leaders they can and to encourage and talent spot the best leaders for the future”.

The LGA’s Highlighting Leadership offer provides a range of programmes, events and resources aimed at supporting and developing councillors at all levels and helping them progress through the various stages of their political careers. Key programmes include:

- encouraging new talent into the sector through our “Be a Councillor” campaign;
- helping non-executive members develop in their roles as community leaders, facilitators and advocates;
- supporting leadership development through the Leadership Essentials programmes and Leadership Academy
- the Leaders Programme designed specifically for council Leaders.

## Some highlights for 2016/17

- 649 councillors participated in our leadership programmes
- Recruited 64 participants to the Next Generation programme aimed at talented councillors across the political parties
- Placed 94 graduates on the National Graduate Development Programme
- Supported 112 councils to help them transform their workforces and modernise the way they are managed
- Launched ‘Walk Tall: The 21st century public servant’ and the ‘Come back to social work’ campaign.
- Increased the diversity of councillors who attend our programmes.

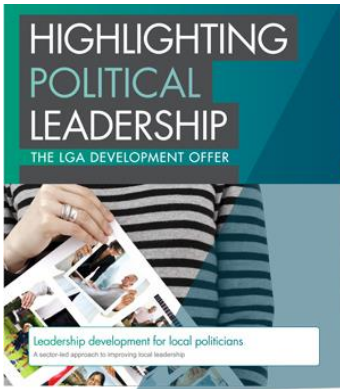
Further details about our political leadership offer are available here:

<https://www.local.gov.uk/our-support/highlighting-political-leadership>

Further details about our managerial leadership offer are available here:

<https://www.local.gov.uk/our-support/highlighting-managerial-leadership>





Attending our political leadership programmes gives councillors a unique opportunity to network with other members from different tiered authorities and usually 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. We also support councils on workforce issues and, new to the programme this year, work to support councils in delivering their apprenticeship targets.

As with all our programmes we have kept our E-learning offer under review to ensure it continues to reflect the challenges councillors are facing locally. 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. Recent revisions have been made to the Leadership & Engagement Workbook to take account of devolution and its effects on councils and communities. We now have over 8,000 registered members and the number of training options available continues to grow.

The National Graduate Development Programme has continued to grow in popularity and success, with more councils taking part in the scheme and an increase in application numbers. We placed 94 graduates with councils this year. As part of the programme we are also exploring secondment opportunities across different sectors, for example with the Civil Service fast track scheme.

Working with SOLACE and a range of partners we have collaborated to run IGNITE – a new training and development programme for chief executives.

We have supported councils to increase the opportunities for apprentices by sharing good practice at regional workshops, running a Knowledge Hub group and through our regular Workforce Bulletin with a readership of over 14,000.

We have continued to develop and provide tools to help councils with workforce planning. Our Decisions Making Accountability (DMA) tool helps establish the number of layers of management that each council needs, and the amount of decision-making responsibility that managers at each layer need to feel empowered to do their jobs well.

### Decision Making Accountability

The review was delivered on time and within budget, and the LGA delivery team kept everyone informed and were positive, efficient and accessible. DMA provided a ‘reset button’ for the council to press and move forward.

On top of this the changes did deliver savings of more than £100,000 a year. These are now being used to help protect front line services to the benefit of our residents.

### Leader, Borough Council (September 2016)

## **Strong communities with excellent public services**

Central and local government are both committed to creating the right conditions to deliver strong local economies with local authorities delivering high quality, value for money services. To secure the best possible outcomes there needs to be a shift in power from central to local government. The government has embarked on a journey that will bring power close to local communities. This offer is to help councils on this journey. For those with devolution deals already agreed, it will involve helping them with implementation. For those that are just embarking on the journey, it will involve help to establish the meaningful partnerships required to sustain any deal.

In addition, we work with councils on a range of other thematic or service specific issues including improvement support for flooding, housing and community cohesion. The LGA also provides support on all the machinery associated with the pay negotiations.

### **Some highlights for 2016/17**

- Provided a range of national level support, plus more tailored support to specific areas on devolution and established the combined authority chief executives network
- Ran a series of regional works to strengthen taxi and PHV licensing arrangements attended by over 200 councillors and officers attended and updated our taxi and PHV licensing handbook
- Launched a councillors guide to civil emergencies
- Produced a series of publications and held events to help councils deliver their public health responsibilities
- Completed a two year deal on pay and agreed terms of reference with the trade unions to enable negotiations to start on changes to the national pay spine in light of the new National Living Wage
- Launched the 'Come Back to Social Work' pilot in September, to select and train 30 experienced social workers to return to local government employment
- Supported councils to strengthen community cohesion, including an online resource with guidance, case studies and toolkits.

We provided a wide-ranging programme of support to the devolution agenda in 2016/17. We have worked with all combined authority/devolution deal areas and also with aspiring areas to provide direct support. This bespoke support has varied from place to place but has tended to



focus around implementation of deals, negotiation with Government, leadership development, governance, constitution and governance support, completion of assurance frameworks, communications and civic and democratic engagement and practical policy support.

In addition we have produced a range of widely available material, including:

- developed and tested a combined authority self-evaluation diagnostic to help the sector reflect upon progress to date, consider areas for improvement, and identify where external support would be helpful
- commissioned and launched a new tax and spend tool (ESPRESSO) to help local authorities understand the scale and distribution of tax recuperation and expenditure on public services
- refreshed and redesigned our online devolution hub – as the first point of reference for the sector on devolution and the support available.

Further details are available here: <https://www.local.gov.uk/devolution-support>

Our work on supporting community cohesion has come into sharp focus as a result of events during the year. We have created an online resource for councils setting out case studies, guidance and toolkits on building community cohesion and tackling hate crime and work is underway to update LGA guidance on building community cohesion. We are continuing to work with Luton, DCLG and the Home Office on a special interest group to enable councils to share good practice around tackling extremism, have created a group on the Knowledge Hub to facilitate this and have advised on the content of a resources guide for practitioners. We have commissioned a councillor's guide on scrutiny of counter-extremism and Prevent work and we are organising leadership essentials programmes on prevent and counter-extremism.

In December 2016, following extensive engagement with the sector, the LGA launched the final report of the LGA Housing Commission making a number of recommendations for how local and national government can work together: to build more of the right homes in the right places; to create prosperous and well-functioning economies; to help more people into work and to increase their earnings, and; to better meet the housing needs of our ageing population. This work provided a renewed emphasis on our support to councils: to share learning and experiences in delivering housing growth in their areas, with a range of good practice captured and promoted including innovating to increase housing supply; to reduce demand on temporary accommodation, and; to meet the health and housing needs of an ageing population.

The LGA workforce offer of support helps councils modernise and develop their workforce in the drive to deliver more for less. During the year we completed a two year deal on pay, delivered within the parameters set through our consultation with councils, and have agreed terms of reference with the trade unions to enable negotiations to start on changes to the national pay spine in light of the new National Living Wage by 2020. This has been supported by the collection of comprehensive data on employee numbers and pay rates from councils. Undertaking this activity at a national level is a cost effective approach for the sector. Further details about our workforce and HR support offer are available here:

<https://www.local.gov.uk/our-support/workforce-and-hr-support>

## Sector led improvement: some reflections

Over the last year the sector has invested considerably in its own improvement, supported by DCLG grant funding. Feedback demonstrates that the support is valued; Leaders and Chief Executives report that it has a positive impact and take-up across the sector is high.

Looking back over the year we are uniquely placed, as a result of our engagement with councils over the year, to offer some high level insights about the sector and the challenges it faces as we move into 2017/18:

- Perceived uncertainties around devolution (e.g. what would be available to an area that didn't want a mayor) and unitary local government have not been helpful. In particular uncertainty on local government reorganisation has taken up time and energy and, in some areas, had a negative impact on relationships.
- More councils seem to be grappling with significant overspends this year, with the main areas being adults, children's, homelessness and non-delivery of transformation programmes – leading to short-term measures to balance the books - things that are either "one off" fixes or effectively transfer costs and risks to future years.
- councils have devoted significant time and effort seeking to be equal partners in Sustainability and Transformation Plans which haven't always led to outcomes, and there is frustration in the sector about this and concern at the delay in moving to new ways of working – not helped by delays in the Better Care Fund guidance
- Demand pressures particularly on children's and adult social care have become much more noticeable. An increasing number of councils are also reporting budget pressures on their temporary accommodation budgets.
- Cuts to partner funding e.g. Police and Fire (especially Police) and reorganisations in health are also having a big impact on the ground and impacting partnership activity e.g. police and health capacity to attend safeguarding meetings and police attendance at multi-agency safe-guarding hub (MASH) sessions.
- An increasing number of councils that took out layers of management in previous years are now struggling with capacity.
- There is a strong interest in the sector about exploring appropriate commercial opportunities and lots of interest in the commercial skills training that we have offered and requests for "commercial" councils to share their expertise and knowledge - although commercialisation and income generation are much more popular in less deprived councils.
- Housing growth is still a big issue. The length of time waiting for the housing white paper made preparation of budgets and prioritisation of actions difficult. Councils are continuing to explore new vehicles to build homes.

Whilst the sector supports a sector-led approach to improvement we know that some national commentators have, in the past, criticised its voluntary nature and therefore the ability of the sector to manage risk and also a supposed lack of transparency. Neither criticism bears much scrutiny.

In the past sector-led improvement has been criticised because stakeholders have felt less well informed about local authority performance than under previous regimes, they have felt unsighted about the sector's approach to managing risk and, because sector led improvement is voluntary, poor performers, it is suggested, can avoid engaging. Of course

sector led improvement is voluntary but that does not mean that councils don't participate. As our take-up analysis demonstrates (see Annex A) there is strong take up across the key offers. The analysis is used to assist in further promotion of the offers and to target areas where there is considered to be under-representation.

And as part of the approach the sector has agreed that one of the LGA's roles is to maintain an overview of the performance of the sector in order to identify potential performance challenges and offer support on a proactive basis. Working with the sector we have developed an approach to managing risk with our regionally based team of Principal Advisers playing a pivotal role (supported by member peers) drawing together qualitative information about the performance of councils in their areas with quantitative performance data and analysis from LG Inform combined with feedback from our wider engagement with councils and any regionally based improvement bodies. Where the information and intelligence gathered appears to identify councils facing significant performance challenges and a potential serious concern, the Principal Adviser will make contact at the earliest opportunity with the authority involved to explore potential support needs. Whilst much of this activity is "under the radar", the approach has operated well and has minimised the need for Government intervention.

In terms of transparency, whilst it is the case that sector led improvement does not deliver a simple and easily comparable "score" for council performance such as CPA, there has certainly been no diminution in the availability of comparative performance data. Councils are still required to provide a wealth of comparable data to central government, as defined in the single data list, outputs from sector led improvement are published as a matter of routine, and of course councils continue to publish a wide range of locally relevant information and data about their priorities and performance. LG Inform, which is available to the public, draws together published data and provides the opportunity to make a much more targeted comparison of performance across a wide range of services of importance to the public.

In terms of the future we undertook an extensive programme of engagement during the year with the sector about their anticipated support needs. This has informed our discussions with DCLG about the shape of the programme of support for 2017/18. It was clear that councils want continued support in the key areas that we provide. Peer challenge and support; the leadership work developing councillors together with specific support to help councils to deliver savings continue to be highly thought of and considered to be at the core of the improvement offer going forward.

In terms of new offers, a number of councils came forward to suggest that there is a need to develop an enhanced offer around housing, particularly the challenges around delivery and the rising cost of temporary accommodation in councils facing an increase in homelessness.

It is also the case that an increasing number of councils are looking for support around children's services – both in terms of service performance but also cost as demand pressures are impacting on many councils' budget position. The absence of a programme of sector led support in children's services is noticeable. In light of the National Audit Office report on children in need of help or protection which commented on the ineffectiveness of DfE's approach, we have held discussions with DfE officials on a proposed programme of

council-led support that seeks to utilise the expertise of the sector to improve children's services 'upstream' of an inadequate Ofsted judgement.

Finally, in terms of our approach to delivering support, we are committed to maximising the value for money of the grant we receive on behalf of the sector to support improvement. We will continue to keep the programme of support under review to ensure that it meets the sector's needs; we will continue to look for opportunities to reduce our costs and become as efficient as possible; and we will continue to work with and through other organisations that may be better placed to provide the support that councils need.

DRAFT

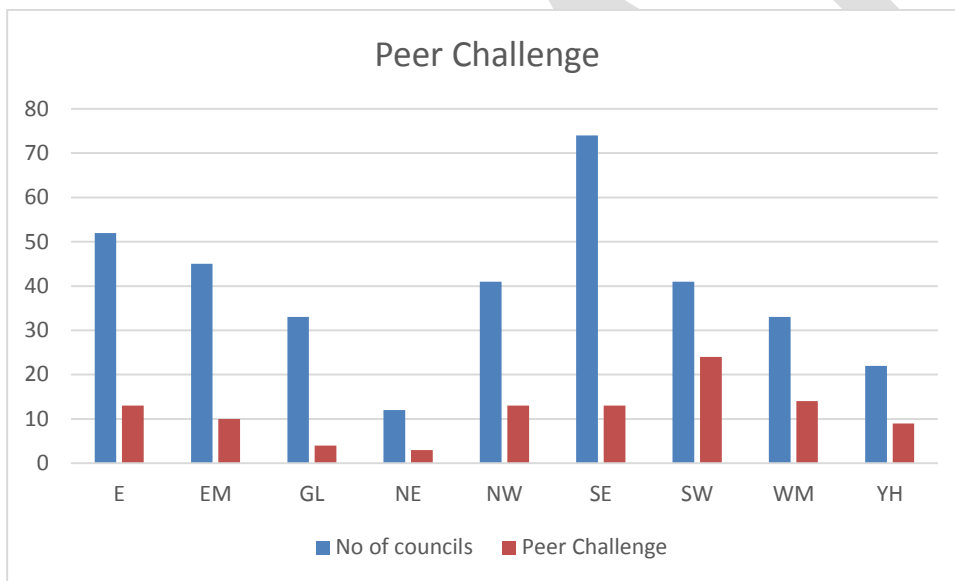
## Sector led improvement: take-up

The LGA regularly monitors the take up of the various part of our support offer as part of our business planning process. This helps to demonstrate that support is being taken up by local authorities from different UK regions, different political compositions and different authority types.

This Annex summarizes the take up of the various parts of the offer in 2016/17. It provides a “snap shot” for the year. It is not exhaustive. Councils engage with the LGA at a number of levels and through a variety of channels not all of which are captured in this analysis.

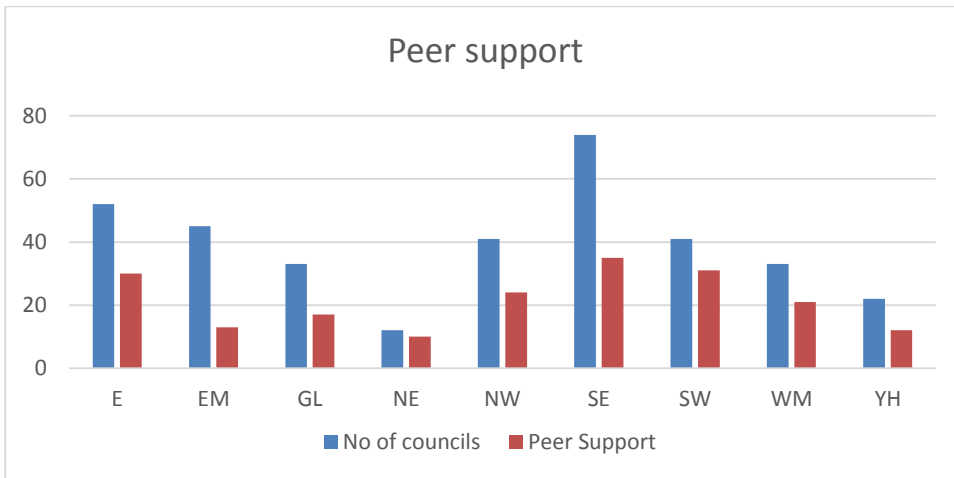
Some of the key elements and take up of the offer are summarized below.

Over the last 12 months, 119 peer challenges were delivered. Take up was highest proportionately in the South West and lowest in London – although we would expect take up to be lower towards the end of the electoral cycle.



When looking at the take up across types of councils, there was a higher take up from unitary authorities (52%), metropolitan authorities and counties (both 48%) than districts (20%). In terms of political control Liberal Democratic controlled councils had the higher percentage at 43% compared to 27% of Conservative controlled councils.

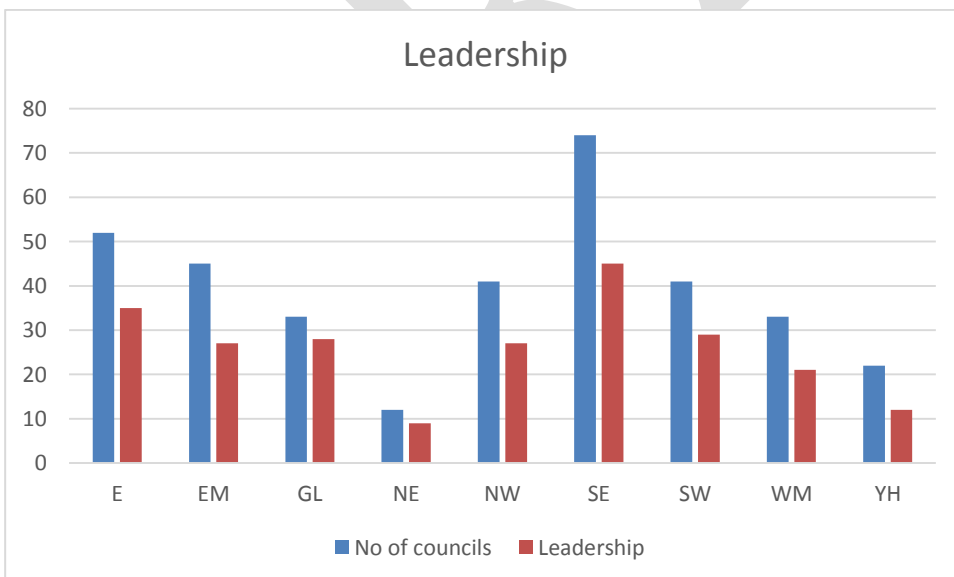
Looking at the wider peer support offer, including mentoring for leaders, portfolio holders and others. The North East as a region received the most support (proportionately) with the East Midlands the lowest.



When looking at the take up of peer support across types of councils, there was a higher take up from county authorities at 78%, falling to just below 50% for district councils. In respect of political control, most support was provided to councils with no overall control (81%).

Governance support from the Centre for Public Scrutiny, which provides specialist training and consultancy to individuals and organisations looking to improve their governance and scrutiny skills, culture systems and processes was provided to 54 (15%) of councils.

Over the year 233 councils participated in our leadership programmes. Regionally, London saw the highest proportion of take up with 85% of councils and Yorkshire and Humber was the lowest but still more than half (55%) of councils were involved.



We have worked directly with over 70 councils through the **productivity programme**, including, for example, 25 councils received Productivity experts and 26 councils received support on Digital.

A revised and extended **finance support** offer was provided to 20 councils which was in addition to the 9 councils which undertook a finance peer challenge.

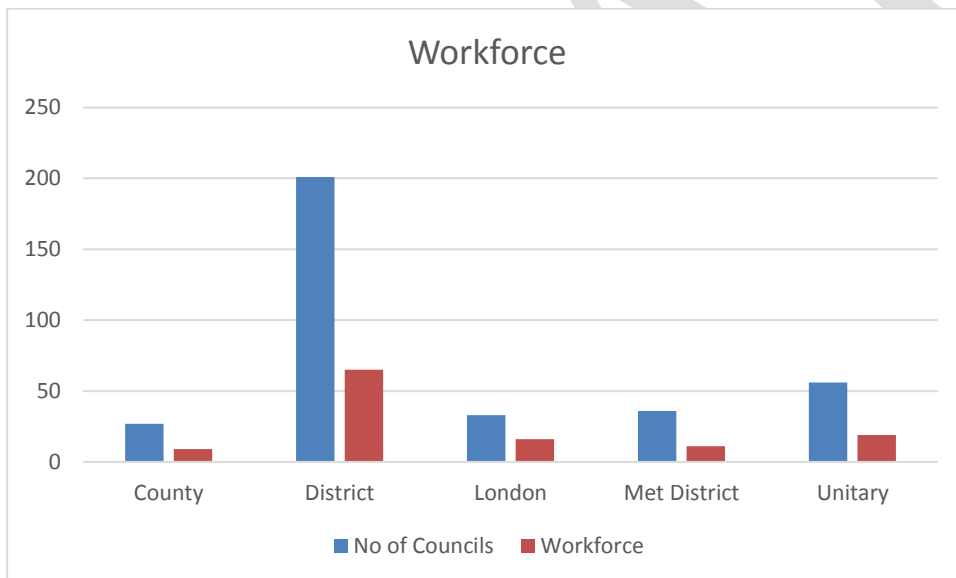
All councils use **LG Inform** the LGA’s on-line data service.

**One Public Estate** provided support to 214 (61 %) councils to work collaboratively with other public bodies on public land and property initiatives that deliver efficiencies (capital receipts and reduced running costs), support local growth (new homes and jobs) and more customer focused integrated services.

122 (35 %) of councils participated in one or more projects run by **Local Partnerships**, the joint venture between HM Treasury and the LGA that helps the sector deliver major projects and change.

47 councils also received support in the development of plans for **devolution**.

A total of 120 councils received support from our workforce team during the year, with almost 50% of London boroughs participating and around a third of all other types of councils.



## **Accessing the improvement offer: the role of LGA Principal Advisers**

Principal Advisers are the LGA's focal point for discussions with councils about their improvement needs and the support we can make available – working with existing sector-owned improvement bodies at sub-national level and with regionally based colleagues supporting other programmes, such as the Care and Health Improvement Programme.

Principal Advisers also have a key role in identifying good and innovative practice, which is fed back into the LGA to inform the wider improvement offer to the sector.

Each Principal Adviser is responsible for one or more regions. Principal Advisers have extensive experience of working at a senior level in local government and the wider local public sector.

### **North East, Yorkshire and the Humber, East Midlands**

Mark Edgell. Mobile: 07747 636910. Email: [Mark.Edgell@local.gov.uk](mailto:Mark.Edgell@local.gov.uk)

### **East of England**

Rachel Litherland. Mobile: 07795 076834. Email: [Rachel.Litherland@local.gov.uk](mailto:Rachel.Litherland@local.gov.uk)

Gary Hughes. Mobile: 07771 941337. Email: [Gary.Hughes@local.gov.uk](mailto:Gary.Hughes@local.gov.uk)

### **London**

Heather Wills. Mobile: 07770 701188. Email: [Heather.Wills@local.gov.uk](mailto:Heather.Wills@local.gov.uk)

### **South East: (Berks, East Sussex, Oxfordshire & Surrey)**

Mona Sehgal. Mobile: 07795 291006. Email: [Mona.Sehgal@local.gov.uk](mailto:Mona.Sehgal@local.gov.uk)

### **South East: (Bucks, Hants, IOW, Kent & West Sussex)**

Heather Wills. Mobile: 07770 701188. Email: [Heather.Wills@local.gov.uk](mailto:Heather.Wills@local.gov.uk)

### **South West:**

Andy Bates. Mobile: 07919 562849. Email: [Andy.Bates@local.gov.uk](mailto:Andy.Bates@local.gov.uk)

### **West Midlands:**

Helen Murray. Mobile: 07884 312235. Email: [Helen.Murray@local.gov.uk](mailto:Helen.Murray@local.gov.uk)

### **North West:**

Gill Taylor. Mobile 07789 512173. Email: [Gill.Taylor@local.gov.uk](mailto:Gill.Taylor@local.gov.uk)

Neil Shaw. Mobile 07876 688987. Email: [Neil.Shaw@local.gov.uk](mailto:Neil.Shaw@local.gov.uk)





**Local Government Association**

Local Government House  
Smith Square  
London SW1P 3HZ

Telephone 020 7664 3000  
Fax 020 7664 3030  
Email [info@local.gov.uk](mailto:info@local.gov.uk)  
[www.local.gov.uk](http://www.local.gov.uk)

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please contact us on 020 7664 3000.

We consider requests on an individual basis.



**MEMORANDUM OF UNDERSTANDING**  
**Between the Department for Communities and Local**  
**Government and the Improvement and Development**  
**Agency**  
**regarding the provision of support and assistance to the**  
**local government sector**

**Grant Funding 2017-18**

**Introduction**

1. This Memorandum of Understanding sets out the agreement between the Department for Communities and Local Government and the Improvement and Development Agency. Whilst the agreement is with the IDeA, the LGA is the parent body and will lead on some issues. The MoU provides for a strong, comprehensive and effective package of support for the local government sector. Elements of the package should deliver measurable improvements (e.g. financial savings arising from the Productivity Adviser offer) and the package as a whole high levels of confirmation from council Leaders and Chief Executives that the package provides the sector the support it needs. The outcomes of this programme of work alongside assessments of senior leadership satisfaction will be assessed through a rigorous and objective programme evaluation.
2. It is important to have in place the most effective arrangements to help local authorities across the country to continue to improve and reform – essential if they are to deliver sensible efficiencies. Local authorities have a right to expect that the services designed to support them are the best they can be, provide the support they need and provide best value for money.

**Developed collaboratively with the Sector**

3. The programme of support will be developed in consultation with local authorities and will be agreed by the IDeA's Board and the Secretary of State for DCLG. DCLG and LGA/IDeA agree about the effectiveness and desirability of an approach to local government improvement that is led by the sector - which this MoU supports. Integral to the specific strands outlined here (such as political leadership, peer challenge, efficiency and productivity, etc.) is the commitment to draw out, share and promote good and innovative practice.

### **Working with other organisations**

4. Both DCLG and the IDeA agree that they do not possess a monopoly on expertise regarding local government improvement. In order to make the best use of the widest range of expertise, and to help foster other organisations with specialist knowledge to contribute to our shared improvement agenda, the IDeA will outsource some of the work it carries out in connection with this MoU to external organisations, and report on how it is working to encourage and develop other independent sources of expertise and best practice. We will also continue to contribute to and draw on the results and recommendations of the national studies undertaken by the National Audit Office.

### **Transforming Together**

5. Local government has a track record of working with other bodies: public sector (including central government), voluntary sector and the business community to help to transform the lives of their residents and communities for the better. It is by working together collaboratively in a place that added value can be achieved and councils are at the forefront of this way of working.
6. The LGA welcomes the government's recognition of local government's partnership role as set out in the common strategic agenda outlined in the UK Digital Strategy, the Government Transformation Strategy and the National Cyber Security Strategy. These set out an ambitious agenda which impacts directly on local communities, business and public services and emphasise the importance of collaborative work, as highlighted in the recent local government family's joint local digital leadership statement.
7. In the digital age it is more important than ever that councils are at the heart of developing a cross cutting culture of collaborative local digital leadership. It is vital that local leaders are on board with this agenda if it is to succeed. The LGA together with other key local government membership bodies will promote and build the local digital leadership required to maximise the benefits of digital transformation for local citizens, communities and businesses.

### **Benefiting a full spread and diversity of Local Authorities**

8. Improvement support delivered in accordance with the programme of sector improvement support set out in **Annex A** will be available to all local authorities, whether or not they are members of the LGA. The IDeA will track and monitor to ensure that support is being taken up by members and non-members alike and to demonstrate take up by local authorities from different UK regions, authorities of various political control, and those of varying authority type.
9. This document sets out the terms overseeing the provision and accounting of grant funding in 2017/18 in order to enable the delivery of this support package. This will be accompanied by robust scrutiny to ensure that the grant spent by the

Improvement and Development Agency is spent appropriately and on providing direct support to local authorities.

10. The Improvement and Development Agency seeks to be an exemplar and leader for the sector and holds itself accountable to the same standards and requirements for value for money as is expected of local authorities who deliver frontline services. The Department will provide regular, high quality monitoring and scrutiny to enable the Improvement and Development agency to achieve this ambition. Both the IDeA and the bodies it passes grant to, to help deliver the improvement programme, are expected to be transparent about how they have spent the grant and the services they deliver to support local authorities.

## Application

11. In order to deliver the agreed programme a Grant of £ 21 million will be paid in 2017-18 to the Improvement and Development Agency. Details of the high-level budget are given in **Annex B**.

## Outcomes and outputs

12. The programme of sector improvement support set out in **Annex A** and funded through grant in 2017-18 will help:
  - increase confidence amongst leading members (as a result of their participation in our leadership programmes) in their ability to lead organisations, across partnerships and for communities. Our aim is that over 90% of participants in our Leadership programmes agree they feel more confident in their role as a result of their participation
  - enable 50% of participants in our Next Generation programme to go on to be cabinet members, committee chairs or leaders within the next 5 years.
  - evidence continued sector improvement, as measured by a basket of performance indicators used by councils (as a proxy to measuring how our support has had an impact);
  - support the sector as it continues to become more efficient and effective in its use of resources - continuing our overall objective that for every £1 of DCLG grant invested in this programme of sector led improvement we will help councils save £10, thereby delivering at least £210 million of savings in local authorities;
  - councils be transparent and accountable to the public they serve;
  - councils maintain high levels of public trust and satisfaction in local government;
  - mitigate the need for DCLG to use their formal intervention powers and ensure effective arrangements exist to support recovery and improvement where necessary.

13. Significant changes to the programme need to be agreed with the Secretary of State.

## Definitions

14. For the purpose of this memorandum:

- a. "the Secretary of State" means the Secretary of State for Communities and Local Government, or his Ministers and officials acting on his behalf.
- b. "the LGA" means the Local Government Association as the parent body of the Improvement and Development Agency for Local Government.
- c. "the IDeA" means the Improvement and Development Agency for Local Government.
- d. "Local authorities" means all principal authorities and Fire and Rescue Authorities. Parish councils and other types of public authority may also be included at the discretion of the IDeA or the request of the Secretary of State.

## Data protection

15. The Government believes that local transparency can be implemented in a way that complies with the Data Protection Act 1998 (the Act). Where the IDeA, or bodies it passes grant to, to help deliver the improvement programme, are disclosing information, they must ensure that the publication of that information is both in the spirit of and compliant with the provisions of the Act. The Act does not restrict or inhibit information being published about councillors or senior officers because of the legitimate public interest in the scrutiny of such senior individuals and decision makers. The Act also does not automatically prohibit information being published naming the suppliers with whom the bodies have contracts, including sole traders, because of the public interest in accountability and transparency in the spending of public money.
16. For other situations where information held by IDeA, or bodies it passes grant to to help deliver the improvement programme, contains public data which cannot be disclosed in a Data Protection Act compliant manner, the Information Commissioner's Office has published guidance on anonymisation of datasets, enabling publication of data which can yield insights to support public service improvement, whilst safeguarding individuals' privacy<sup>1</sup>.

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<sup>1</sup><http://ico.org.uk/for-organisations/data-protection/topic-guides/anonymisation>

## **Commercial confidentiality**

17. The Government has not seen any evidence that publishing details about contracts entered into by local government would prejudice procurement exercises or the interests of commercial organisations, or breach commercial confidentiality unless specific confidentiality clauses are included in contracts. The IDeA and bodies it passes grant to for the delivery of the improvement programme will be expected to publish details of contracts they have entered into, to deliver the programme of sector improvement support set out below. Commercial confidentiality should not, in itself, be a reason to not be transparent about the delivery of sector support funded by public monies.

## **Freedom of Information Act 2000**

18. The IDeA, and bodies it funds using the grant to deliver the improvement programme will voluntarily respond to requests for information about the programme of sector improvement support set out below, in line with the general principles of openness given legislative effect by the Freedom of Information Act 2000.

19. Where information would otherwise fall within one of the exemptions from disclosure under the Freedom of Information Act 2000, then it is at the discretion of the IDeA and/or the bodies through which it delivers the improvement programme, whether or not to publish the data. The IDeA will start from the presumption of openness and disclosure of information, and not rely on what could have been exempted to withhold information unless absolutely necessary.

## **Financial Management and the effective and appropriate use of Public Money**

20. The IDeA recognises that to maintain credibility and the trust of both the sector and taxpayers it must handle public funds with probity and in a manner that is demonstrably in the public interest. To this end IDeA commits to using this grant in a manner which is consistent with the principles (at para 1.1.1) within the Treasury guidance *Managing Public Money*.<sup>2</sup>

21. The IDeA will undertake effective financial tracking, monitoring and reporting of the grant funding and will share the appropriate documentation at the level of clarity and detail required by the Department. This will include the sharing of:

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<sup>2</sup>

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/454191/Managing\\_Public\\_Money\\_AA\\_v2\\_-jan15.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454191/Managing_Public_Money_AA_v2_-jan15.pdf)

- Management Accounts and;
- the Business Plan.

22. This means that IDeA will use the grant efficiently, economically and effectively, avoiding waste and extravagance. As such the IDeA will not use grant to:

- pay for staff at the IDeA, or the contracting of consultants or other companies, to lobby Parliament, Government or political parties. This also applies to bodies IDeA passes grant to to help deliver the improvement programme. To be clear, this includes payments that support activity intended to influence or attempt to influence Parliament, Government or Political parties, or attempting to influence the awarding or renewal of contracts and grants or attempting to influence legislative or regulatory action
- subsidise other programmes and projects delivered by the IDeA, or the bodies with whom it delivers this improvement programme not specified in annex A
- undertake property development or improvement
- support commercial services, where a market exists, at uncompetitive costs and standards compared to what could be procured directly by local authorities
- support any negotiating (except in respect of national pay negotiations), lobbying and sector representation functions which should be funded through membership subscriptions
- unconnected and excessive management overheads e.g. councillor and officer costs.

### **Performance reporting and Monitoring**

23. The performance of the IDeA, or bodies it passes grant to to help deliver the improvement programme, against the outcomes and outputs set out below and budget management, will be monitored by the IDeA Board and shared with the Department. Where relevant, papers will be published (see the section on transparency).

24. The IDeA shall use appropriate programme and project management approaches to track and communicate to DCLG the manner in which the grant is being used to deliver the programme's objectives. This includes the creation and regular updating of a Milestone chart/Forward look that sets out the dates of planned events, activity and programmes for the core work-streams.



*Quarterly reports*

25. The IDeA will submit to the Secretary of State, and publish, quarterly performance reports no later than one month after the end of the quarter. The report will set out:

- the support delivered to local authorities in the previous three months, and the year to date
- the outcomes and outputs delivered in the previous three months, and progress against the targets set out below, supported by evidence and the results of any satisfaction surveys to demonstrate delivery achievements
- appropriate briefing and commentary arising from the activity
- From Q2 the report will show actual spend against each individual work-stream of activity for the three month period
- The final quarterly report of the year will include a summative section which will provide analysis and evaluation of the full year's activity and achievements and unaudited spend for the financial year.

*Meetings*

26. Officials from IDeA, LGA and the Department for Communities and Local Government will meet regularly to discuss progress in delivering the programme of sector improvement support and in particular local authorities facing particular challenges.

27. The IDeA and DCLG will meet quarterly to discuss the progress report the IDeA has submitted and published and wider policy lessons for Government.

## **Programme Evaluation**

28. In its reporting the IDeA will demonstrate that it has systematic approaches in place for collecting, analysing, and interpreting information relating to the grant funded work-streams enabling the IDeA to answer questions on the effectiveness and efficiency of the programme, including on the quality of outcomes. This will be partly informed by a regular survey of senior leadership satisfaction. The IDeA will demonstrate that the programmes are delivering the intended impact and effect.

## **Transparency**

29. The IDeA and bodies it passes grant to to help deliver the improvement programme should primarily be accountable to local government for the delivery of the programme of sector improvement support set out in this Memorandum of Understanding. The IDeA and bodies it passes grant to to help deliver the

improvement programme, will, therefore, be transparent and open with all local authorities and the public about how they deliver the programme of sector improvement support, following the principles and practices that apply to local authorities through the Local Government Transparency Code 2015.

30. Annex C sets out the information which the IDeA and/or bodies it passes grant to to help deliver the improvement programme will publish.

### Co-operation

31. The IDeA, and bodies it passes grant to to help deliver the improvement programme will, as part of their challenge and intelligence role, use diagnostics and work collaboratively with local authorities, inspection bodies and Government departments to identify at an early stage where serious risks to performance are developing and act with them to mitigate the escalation of those risks which would have a negative impact on the reputation of the sector.

32. In delivering the programme of sector improvement support set out in annex A the IDeA will work closely with other bodies providing support to local authorities and their partners.

### Review

33. IDeA and DCLG will keep the programme of support outlined in the MoU under regular review to ensure it best meets the needs of the sector and jointly agree any changes. The quarterly progress meetings (above) provide one opportunity to do this. In addition the Secretary of State and the IDeA agree to review this Memorandum of Understanding (MoU) by the 31<sup>st</sup> October 2017 to consider any revision to the allocation of funds, identified outcomes and activities to be delivered.

### Signatures

**Cllr William Nunn**  
**Chairman**  
**Improvement & Development Agency**

**Jo Farrar**  
**Director General - Localism,**  
**Department for Communities**  
**and Local Government**

Signed: 

Signed: 

Dated: 4/5/17

Dated: 24/4/17

## **ANNEX A - Programme of sector improvement support for 2017/18**

### **ENABLING IMPROVEMENT IN LOCAL AUTHORITIES**

There is now real momentum around sector led improvement. Councils support the approach, value the tools and support provided and report that this has a positive impact on their authority.

Challenge and support from one's peer's lies at the heart of our approach. Councils recognise the need for peer challenge to be adopted by all councils and that they will need to increasingly work with other partners from the public sector, private and from the voluntary and community sectors to realise their ambitions for their communities. The Corporate Peer Challenge (CPC) offer focuses on councils' leadership, corporate capacity and financial resilience – but is also able to be flexed to focus on other significant local issues such as homelessness; economic growth; transformation, etc. The Corporate Peer Challenge (CPC) has recently been refreshed and strengthened. We will continue to keep it under review and are currently implementing a number of the recommendations from the recently published independent evaluation from Cardiff University – including, for example, how we can use “impact stories” to promote and market CPC and how we can draw out and widely share good practice. There is an expectation that all councils will have a corporate peer challenge or finance peer review over a 4 to 5 year period. The LGA will proactively market peer challenge to those councils with zero/low take up.

A tiered approach to the peer based model has been introduced, recognising that whilst most support offers will be universal some councils will sometimes face more significant challenges and will require more bespoke support. In these circumstances work will be undertaken with councils to develop intensive packages of support drawing appropriate elements from this wide-ranging offer. The peer-based model has also been adapted to provide support for councils who are looking to work with their partners around a placed-based approach or to work with other councils.

As part of the approach to sector led improvement it has been agreed with the sector that the LGA maintains an overview of the performance of the sector and uses this information to drive improvement in the overall performance of the sector. The LGA also manages the risk of significant underperformance at a service or corporate level in councils in order to minimise the number of councils that government need to consider intervening in. In order to help the LGA do this it looks to Government Departments to share any concerns with it at the earliest opportunity.

#### **We will:**

- help councils to continue to achieve the outcomes they set for their communities

- ensure that the need for intervention by government of councils is kept to a minimum
- support councils to improve, as measured by a basket of performance indicators commonly used by councils
- help local government to continue to be the most transparent part of the public sector
- help fire and rescue authorities on their process of reform and change in response to the new independent inspection regime.

**In order to achieve this we will:**

**1. Deliver at least 110 peer challenges.**

This will include at least 70 corporate or finance peer reviews.

Peer Challenge is a process commissioned by a council and involves a small team of local government peers spending time at the council to provide challenge and share learning. The team normally involves a council leader, chief executive, specialist officers (depending on the scope) and an IDeA peer challenge manager. It will often include peers from the business, health and voluntary sectors and with the agreement of the authority concerned, representatives from Government Departments.

Peer challenges are offered across a range of subjects including:

- corporate peer challenges focusing on issues of leadership, corporate capacity and financial resilience;
- finance reviews (including consideration of major spend areas such as children's services, adult social care, etc) and health checks;
- service specific peer challenges, particularly on child safeguarding, adults, health and housing;
- place-based peer challenges.

Peer challenges normally last between 3 and 5 days, at the end of which there is a feedback presentation which is in turn followed by a formal report.

- 2. The LGA will continue to proactively market peer challenge** to those councils with zero/low take up, and share the analysis of those areas that have not engaged with sector support with DCLG as part of their end of year monitoring report.
- 3. Provide tailored member/officer peer support to at least 75 councils.** For example one to one support for individual councillors from experienced councillors with relevant expertise e.g. mentoring for new portfolio holders from an experienced portfolio holder from the same political party and an authority facing similar challenges, or mentoring support to a Chief Executive.
- 4. Provide change of control support to 20 councils.** A change of council control or political Leader/Mayor can be a vulnerable time for councils. In order to help the new political team make a good start the IDeA offers five days free

support from experienced member peers for new leaders and cabinet members, and where necessary other forms of support.

5. **Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership.** Acting as an independent and trusted partner to help resolve disputes between leading members and senior managers – often at the most senior level - to ensure these councils continue to deliver the outcomes they are seeking for their communities.
6. **Provide top team development support for at least 10 councils.** Support for the council leader and cabinet to improve strategic direction and leadership (this could include the chief executive and corporate management team if requested). Support is tailored to the specific needs of each council and team(s) and can cover a variety of needs including visioning, team building, roles and relationships, leadership styles, performance management, budgeting and financial monitoring, and communication.
7. **Provide service based or subject support to at least 45 councils.** This might, for example, include bespoke support such as helping develop an economic development strategy, reconfiguring a library service, helping a council strengthen its performance management arrangements, etc.
8. **Provide a range of support for scrutiny, accountability and good governance through the Centre for Public Scrutiny.** This will include:
  - Continuing national support – helpdesk, maintaining networks, organising conferences and roundtables etc,
  - 50 days direct support to individual authorities,
  - Options around guidance and advice on finance scrutiny.
9. **Hold regular meetings between LGA Principal Advisors (PAs) and all councils** to discuss challenges and support. PAs are the LGA's focal point for discussions with councils about their improvement needs and the support the LGA can make available. PAs work with regionally based improvement programmes, for example with the Care and Health Improvement Advisers funded by Dept of Health, to coordinate support. PAs also make use of data and intelligence to discuss potential risks/challenges, offer support and share good practice and expertise across the sector. Drawing on this the LGA will hold regular meetings with DCLG and government departments to provide opportunities to share information and concerns.

Given the additional money for adult social care, we will take account of the new measures being introduced alongside the new money and work closely with the wider Care and Health Improvement programme funded by DH. This will include ensuring, where appropriate, that all our programmes of support have regard to the new measures. We will also work closely with CQC on

their review programme including drawing upon our pool of peers and associates to assist in this work.

10. **Deliver a safeguarding adults programme** to support councils in their lead roles including peer challenge, leadership support for lead members and capturing innovative practice to share with others and **deliver a programme of support for children's social care** (particularly safeguarding) working with the Children's Improvement Board (comprising representatives of ADCS, SOLACE and LGA) and support to help councils tackle issues such as adoption and child sexual exploitation effectively.
11. **Provide bespoke support for at least 10 councils with the most severe performance challenges.** This is a package of bespoke support for councils identified by the LGA and the Department as having the most severe performance challenges and at risk of intervention or in intervention. A programme of support, developed with the local authority, will be delivered to help it overcome severe challenges. Councils deemed to require this level of support will have access to a rapid response team of senior members/officers with the appropriate mix of specialist skills and experience to help them respond to the challenges being faced. Beyond this IDeA will package together a combination of the support offers outlined in the four core work-streams set out in this Annex. For example this may include leadership development and mentoring; top team development work for the senior member/officer team; peer challenge; specialist subject specific support e.g. from a children's improvement adviser; signposting to relevant good practice; etc. and could be delivered over a period of many months.
12. **Provide support to fire and rescue authorities**, as required, through a tailored peer challenge process that aligns with and complements the new independent inspection regime for fire and rescue services being introduced in the autumn of 2017. The inspection regime will include both full inspections and thematic inspections on individual issues including diversity, collaboration and flexible deployment.
13. **Provide support to at least 20 councils to improve the way they engage with their communities** and establish a clear vision based on their residents' concerns about the priorities for the council.

## **EFFICIENCY AND PRODUCTIVITY**

Providing value for money and improving the efficiency and effectiveness of councils is as important today as it's ever been. Over the last five years councils have made great strides to reduce costs whilst maintaining the quality of service delivery. The efficiency and productivity programme is designed to ensure that local government continues to be the most efficient part of the public sector and comprises a range of initiatives and support to help councils continue to improve their productivity and efficiency - including the development of common solutions or the facilitation of collaborative approaches where appropriate. More so than ever before local authorities need to look at how they now go beyond efficiency savings to how they can transform their services making use of digital and other opportunities. Our refreshed programme will support this area of work.

Strands involve:

- Transforming services: to make them more efficient, less wasteful or to find more effective ways of delivering local people's needs - including digital tools and techniques to improve online transactional services;
- Smarter sourcing: commissioning and procuring services, goods and works more efficiently;
- Generating income; for example through commercialisation, better use of assets or investing to grow the local economy.

**We will:**

- Support councils to continue to achieve value for money for the outcomes they set for their communities
- Help councils to continue to become more productive through a range of programmes of support
- Support councils to ensure they are effectively managing their finances and making informed financial decisions
- Support councils to share services and management teams with each other and with other public sector organisations
- Support councils to generate new sources of income to supplement their local tax raising powers.
- Support councils to adopt a more demand management approach to help them better manage different types of demand, including through the use of digital technology.

**In order to achieve this we will:**

1. **Develop opportunities for local authorities to enter more strategic procurement arrangements**, working with professional buying organisations including the Yorkshire Purchasing organisation (YPO), the Eastern Shires Purchasing organisation (ESPO), the North East Procurement organisation (NEPO) and the Crown Commercial Service (CCS) where appropriate, saving councils at least £10m pa. In line with the recommendations of the Local Government National Procurement Strategy we will:
  - a) Refresh category strategies and/or support councils in implementing good practice in the high spend areas: Information Technology, Social Care, Energy and Construction. Within each category tools and products will be developed to help councils achieve better value (including social value and better outcomes) through procurement.
  - b) Support 9 experts to strategically manage relationships, on a national basis, with local government's key suppliers, informed by spending analyses to provide robust data on which to base the work.
  - c) Support councils to encourage innovation in local government procurement practice and in responding to change in the procurement and commissioning environment.
2. Oversee the sector-led body established to put in place national contracts for provision of external audit service to councils, ensuring these are operating in a cost-effective way and responding to the needs of the sector.
3. **Provide productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25m:** Through this programme IDeA identifies and provides an expert for councils, providing additional skills, capacity, or expertise to realize efficiency savings e.g. to improve approaches to procurement, renegotiate contracts, rationalise capital assets, etc. The expert could be from another council, public sector organisation or the private sector and will have successfully implemented a project with results similar to what the council is trying to achieve.
4. **Help councils become more commercial and achieve savings or generate additional income of £10m** by providing a range of support to help councils with improving the way they commission services and use their commercial opportunities. This includes advice, case studies, a commercial skills training offer and access to commercial expertise.
5. **Increase the efficiency savings councils make through sharing services** by continuing to support councils to share services, refreshing the annual national shared services map and by continuing to run a matchmaking service



for councils contemplating making greater use of shared services or to expand their existing arrangements. We will also explore the extension of the matchmaking principle to other areas e.g. digital collaboration.

6. Support 8 Councils to manage demand for services by **understanding the behaviour of their customers and staff** and develop a “top tips” guide to the use of behavioural insights to manage demand.
7. **Provide expert financial advice and assistance to 40 councils** (as distinct from finance peer reviews) to help them address specific issues. Assistance includes, but is not limited to, financial sustainability (including consideration of major spend areas such as children’s services, adult social care, etc), integrated budgets, management of risk and new delivery models. Examples might include: technical support to the medium term financial planning process and advice on capacity building within the finance service; expert advice to support changes to a council’s budget monitoring process and approach to budget risk; advice on the appropriateness of financial standing orders, etc.
8. Working with Fighting Fraud Locally, CIPFA and others, help councils to be more pro-active in dealing with fraud. This will include **supporting counter fraud initiatives** in local government and researching and publicising learning from the DCLG Counter Fraud Fund pilots run in 2014/15 and 2015/16.
9. **Equip 10 councils to use design techniques to transform services and/or manage future demand including making use of digital or other opportunities.** Through the “Design in public sector” work with the Design Council, delegates from up to 10 councils will receive the mentoring and guidance needed to implement new activity and tangible projects over a 90 day period and their experiences and knowledge will be disseminated across the sector.
10. **Maintain and improve LG Inform**, the on-line data and benchmarking service, enabling the comparison and analysis of performance and thereby enhancing local accountability of councils. Over the coming year we will:
  - a) ensure that key financial data from the Audit Commission vfm profiles is made available to councils on the LG Inform or similar platform,
  - b) produce at least six ready-made reports for councils, on a range of subject areas including:
    - Housing/homelessness
    - Economy,
  - c) explore with DCLG the possibility of creating community cohesion bespoke reports,

- d) Provide DCLG with free access to LG Inform and LG Inform Plus.
11. To ensure that Councils are well prepared to make effective, efficient use of digital technology and play a full part in digital aspects of various government strategies, including the UK's industrial strategy, and working where appropriate with Government agencies, including the Government Digital Service (GDS), we will:
- a) Continue to develop resources and good practice (including case studies) from our digital expert and digital and data programmes and cascade across local and combined authorities,
  - b) Work with the sector to build capacity in digital transformation of local authorities, digitisation of transactions and digital leadership,
  - c) Provide tailored support to councils promoting ambitious use of digital to provide efficient public services and local economic growth,
  - d) Support the delivery of the National Cyber Security Strategy by widening digital and cyber resilience awareness across local authorities; hosting the Cyber Security Stakeholder group; and developing by 31<sup>st</sup> July 2017, and then helping coordinate the delivery, with others, of a plan of support on cyber security work, which will include:
    - Hosting official advice and guidance on the LGA website and disseminated via LGA newsletters, *first*, publications, events and campaigns,
    - Hosting discussions/round tables with council chief executives and elected members including at the LGA Annual Conference; facilitating a discussion at the LGA Improvement and Innovation Board and at the LGA's Chief Executives Sounding Board, and in association with the National Cyber Security Centre and National Cyber Security Programme discussing at the Local Government Delivery Council (LGDC) and LG Cyber Security Stakeholder Group, in order to raise local authorities' awareness of the risks and cost of cyber-attacks on local public service systems – and share lessons,
    - Enhancing the number of peers in the peer pool who have expertise in digital transformation and cyber security,
  - e) Coordinate and promote open data standards,
  - f) Develop at least 12 senior councillors through continuation of the data and digital leadership programme.
12. **Update and further develop the on-line searchable database of innovation and other notable practice** designed to help councils identify opportunities to save money and generate income. Examples of good/innovative practice are gathered from our contacts with councils,

including peer challenges. There are currently over 1,000 examples on the data base.

13. **Run the Innovation Zone** at the LGA annual conference – showcasing over 25 examples of innovative practice relevant to local authorities and providing another opportunity for local authorities to learn what works from each other.
14. Work with the Cabinet Office to extend the One Public Estate programme until 2020, and with a sustainable funding model thereafter, with the aim of covering 95% of the country, and with a view to reducing running costs on central and local government assets by £98m, generating £415m in capital receipts and creating 44,000 new jobs and 25,000 new homes by 2020.
15. **Deliver the Commissioning Academy Leadership Essentials** courses attracting at least 20 councillors. These courses, run jointly with the Cabinet Office, are designed for councillors involved in the commissioning of services to help them develop their knowledge and skills.
16. **Help councils to deliver efficiency savings** through collaboration with Local Partnership, in areas such as waste and waste disposal, re-financing PFI contracts, undertaking major contract/ fundamental spend reviews, etc. This will include working with:
  - a) up to 10 Councils to help them arrange re-financing of their current PFI contracts and help realise up to £10m of annual savings,
  - b) up to 15 Councils to help them achieve savings on the soft service elements of their PFI contracts with a target saving of £3-£5m,
  - c) up to 10 new Councils to help them achieve guaranteed savings on current energy spend with a target saving of £5m,
  - d) 2/3 groups of Councils interested in considering new forms of governance etc. and/or achieve significant financial savings, and
  - e) We will train officers in up to 5 Councils on effective project and programme management.

## **LEADERSHIP AND CAPACITY**

Effective leadership has always been at the heart of effective democracy, and the LGA and IDeA both remain committed to supporting and developing the councillors and senior officers on whose shoulders this rests.

We know that local government is only ever as vibrant, effective and relevant as the people running it. In the context of new challenges for the sector - whether it be incentivising economic growth, or the onward devolution of powers to Mayors and Combined Authorities - a new cadre of leaders at both political and officer levels is required.

These leaders need to be capable of building strong working relationships, both across their communities and across central and local government. These leaders should also reflect the diversity and richness of the communities they serve.

We have a duty to support and challenge the politicians and council officers of today to be the best leaders they can, and to encourage and talent spot the best leaders for the future – helping the sector to build a cadre of strong viable leaders at senior levels.

Individual councils themselves invest considerably in developing the workforce skills and managerial capacity of their senior managers. Our programme is designed to support councillors and officers at each stage of their careers and to secure a continuous supply of high calibre recruits into the sector. In addition, to enhance leadership across the public sector, we will also create more opportunities by which senior, aspirant and future leaders across local and central government can come together and work collectively.

Finally, because the health and vitality of our sector depends on ensuring that the pipeline of talent continues to flow into local government, we will explore with SOLACE, CiPFA and others, including central government, how we can better ensure a continuous supply of skilled, high calibre senior managers into local government.

Our leadership offer aims to support these objectives.

### **We will:**

- provide development programmes and direct support to improve the skills of councillors across local government
- provide support that is not only relevant, ambitious and flexible enough to respond to the changing local government agenda but that also offers value for money for councils and the places they serve
- provide national development opportunities that we know local politicians really value, with renewed vigour and refreshed content to reflect the challenges facing the sector

- provide support for leading members and senior officers to work together effectively
- support senior managerial leadership development across government and the wider local public sector
- support new talent into the sector - both councillors, graduates and apprenticeships,
- support councils to address the future workforce challenges and to provide the national negotiating machinery on pay and workforce issues.

**In order to achieve this we will:**

**Effective joint political and senior officer leadership**

1. **Provide training and support for at least 30 leaders and chief executives to develop their leadership roles** through the Leading Edge and other programmes providing them with the opportunity to work together on developing their leadership roles, exploring new ways of working and new models of service delivery, in particular focusing on dealing with the financial challenges facing local government and the opportunities created by Devolution.
2. **Provide top team development support for at least 10 councils** (see earlier Enabling Improvement section for further details).

**Strong Political Leadership**

3. **Provide development opportunities for at least 700 councillors with leadership roles in their councils** – including those in opposition – through the refreshed suite of leadership programmes. (Details of our programmes are set out in Table A).

The aim is that over 90% of participants agree that the programme has made a difference and that the confidence of leaders and portfolio holders in leading their councils increases by 15%.

4. **Support at least 60 ambitious and talented councillors with the potential to progress in their political careers through our Next Generation programme.**

The aim is that at least 50% of participants will go on to be cabinet members, committee chairs or leaders within the following 5 years.

5. **Support and facilitate bespoke “Be A Councillor” programmes with at least 20 councils** to enable them to promote democracy and attract a wider pool of talent to stand for election.

The LGA will create a “toolkit” and diverse set of resources which councils could use to create their own local, bespoke programmes to help attract new talent to stand for election. Resources available will include a specific focus on supporting local authorities to attract a more diverse range of candidates.

6. **Refresh and renew our e-learning opportunities for all councillors.** Over 7,000 councillors are currently registered to access e-learning modules. We will look at refreshing and renewing our current offer to ensure it reflects the needs of councillors. At the same time we will take the opportunity to join up our workbooks, course work and interactive online modules into a more connected offer. We will also look for partnership opportunities with other organisations that can help spread best practice and continuous improvement (e.g. CIPFA, Local Government Ombudsman).

### **Strong senior leadership and effective officer development**

7. To take advantages of the opportunities on offer to local government chief executives and other members of council senior management teams will need to ensure that – along with other skills – they provide strong and clear leadership both at a system and personal level. To equip our leaders to do this we will:

8. **Continue to develop and support the cross public sector leadership development programme** we delivered in conjunction with SOLACE and central government last year. It is designed to create more opportunities for leadership development across government and the wider public sector: This will continue to include building on the success of Ignite, a leadership development programme created in conjunction with SOLACE and central government, to recruit at least 20 additional chief executives to the programme.

9. **Develop and introduce programmes to support the leadership development of managers in councils in partnership with SOLACE to include:**

- a) A programme for senior managers who aspire to be CEXs
- b) A programme that recognises and develops rising talent
- c) A management development programme aimed at “middle” managers.

Managerial leadership is essential and needs to work in conjunction with political leadership. These programmes would address all aspects of managerial leadership - from supporting the CEXs of tomorrow, to recognising the fast track rising talent in councils, to ensuring that other local government managers are equipped with the skills and knowledge to deal with the changing face of local government and public service delivery.

## Graduate Recruitment

10. **Recruit at least 100 high calibre graduates in to local government**, working with councils to secure interesting and challenging placements for them through a two year management development programme as the basis for a successful leadership career in local government, and linking with graduate recruitment across the rest of the public sector.
11. Develop opportunities to create a trial interchange programme between NGDP and the Civil Service Fast Stream with the aim of at least 5 graduates spending up to 6 months on each exchange.
12. Support a programme of trial secondment opportunities between central and local government including less formal exchanges with the aim taking forward at least 20 such opportunities by end of March 2018.
13. Our programme will **help councils meet their public sector apprenticeship target** and maximise their levy investment. It will provide guidance and support to both encourage and help local authorities to achieve their apprenticeship targets by taking a planned approach to spending their Levy. It will help address skills shortages in the workforce and increase skill levels to meet present and future needs. The programme will support councils in a number of way ways:
  1. *Help councils deliver their apprenticeship targets through a variety of means, including:*
    - Running the Apprenticeship Campaign to encourage senior leaders and chief executives to sign up to “Apprenticeship 10 step plan” (working title) for their council
    - Running the Apprenticeship Levy Khub, providing weekly updates, sharing learning and practice, providing advice and answering queries
  2. Publishing an initial guide on apprenticeship standards for local government by July 2017.
  3. Working with key partners like Sector Skills Councils, professional bodies, and providers as well as councils to help facilitate and provide capacity to assist in the development of new standards where needed and to update the guide by end of March 2018.
  4. Providing a guide on apprenticeship procurement frameworks by October 2017 and support councils where required to procure national training schemes working with the relevant partners. This will include, for example:
    - working with key provider networks e.g. AoC and AELP and HE and FE partners to map provision for councils against skills needs and
    - assisting regional networks / groups of councils to undertake procurement / create procurement frameworks for apprenticeship training provision.

5. Supporting councils with workforce planning, including:
  - a. Delivering 4 cohorts of training offering 60 places to councils by March 2018, with two cohorts taking place by October 2017;
  - b. providing workforce planning support to partnerships/networks working with relevant providers to help match existing apprenticeship standards/frameworks to the skills and job roles required in local government; and
  - c. working with relevant partner agencies to monitor the number of apprenticeships delivered, working with the SfA and using DAS supplemented by a bi-annual survey to capture progress.

## Workforce

14. **Support 80 councils to transform their workforces and modernise the way they are managed** through a range of HR/OD initiatives which focus on organisational structures, job design, health and wellbeing, employee engagement, developing new skills and integrating workforces.
15. **Directly negotiate a pay agreement for local government** that addresses the challenge of the National Living Wage and deliver pay agreements for a range of other occupational groups to avoid the duplication of single employer negotiations.
16. **Provide sector specific advice** on a range of employee relations and pensions issues including employment law, job evaluation and new developments covering exit payments and tax responsibilities (IR35). Help councils respond to the practical implementation implications of employment law proposals.
17. **Build on the success of the “21<sup>st</sup> century public servant”** e-book “Walk Tall” and support councils to take the work forward. This will include providing practical advice and sharing innovative practice to help leaders, senior managers, HR practitioners and employees define and implement the skills and behaviours necessary for modern public service organisations.
18. **Support 20 councils through the “Creating performing organisations”** programme. The programme improves how councils manage people performance aligning it to organisational goals and resources. The programme helps councils embed behavioural based approaches across their organisation’s systems and processes. The programme provides on-site support, access to use the on-line PACE Toolkit, on-site training workshops and sharing of practice for all councils via access to the PACE website.



19. **Promote flexible working to councils** as a way of recruiting and retaining skills and knowledge. This could include workshops, visits, Timewise councils and regional meetings aiming to engage with at least 50 councils.
20. **Roll out the 'Come Back to Social Work campaign'** with an ambition to facilitate the retraining of 100 social workers to return to the profession
21. Work with Central Government and national partners to **advise and support councils in addressing the workforce changes associated with public sector reform**. This could include leading the development of Employer Standards for the Public Health workforce; guidance on the employment of Medical Examiners and publishing an assessment of approaches to workforce challenges in places where health and social care integration is developing.

## **STRONG COMMUNITIES WITH EXCELLENT PUBLIC SERVICES**

Central and local government are both committed to creating the right conditions to deliver strong local economies with local authorities delivering high quality, value for money services.

This means there needs to be a shift in power from central to local government. We want to see economic growth being boosted in a way that offers prosperity to every place. We want public services transformed so they prevent problems instead of just picking up the pieces. We want services to be built around people and their needs, joining up to make a positive impact on the lives of individuals, families and communities. To deliver the outcomes councillors are seeking for their communities, councils will need to transform their services and work with others. This will include continuing to put citizens first, integrating service delivery at the local level with other councils and with other public sector bodies including health and central government.

The government has embarked on a journey that will bring power close to local communities. This offer is to help councils on this journey. For those with deals already agreed, it will involve helping them with implementation. For those that are just embarking on the journey it will involve help to establish the meaningful partnerships required to sustain any deal.

### **We will:**

- support areas to explore the opportunities provided by devolution
- support councils to transform their services, putting their residents first
- support councils, other public sector partners, private and the voluntary sectors to work together, including integrating services to deliver more cost effective outcome based services
- support councils in their ambitions to increase the supply of housing.

### **In order to achieve this we will:**

1. Support areas with the development of their devolution bids as well as helping those areas where devolution deals have been agreed, capturing and sharing good practice. This will include:
  - a) holding at least four meetings of the network of combined authorities and devolution areas that supports the development of a strong, connected cohort of chief executives and/or lead officers to share their experiences and encourage the development of good practice
  - b) providing tailored capacity support in up to at least 6 combined authorities. The election of 6 combined authority mayors in May 2017 represents an important shift in the responsibilities and accountability of local government. Combined authorities will take on new powers in areas such as transport, skills and planning.

Drawing on its expertise the LGA will provide bespoke support and challenge to combined authorities to improve their strategic, organisational, economic, and political support functions.

- c) **developing as part of our suite of peer challenges a self-evaluation diagnostic** in partnership with combined authorities and trialling this in at least 3 areas
  - d) **producing a range of tools and web content** to increase councils' understanding of and ability to successfully manage devolution
  - e) **supporting new Mayors** to ensure that they are able to govern effectively, through bespoke support including political mentoring and top team development as well as at least two joint meetings
  - f) **working with NALC** to undertake work to identify principles and good practice for how principal authorities can work with local councils. This will build on #NewConversations recently commissioned by the LGA. We will jointly host a launch and workshop to present the outcomes and any resulting guidance and/or recommendations to both sectors by March 2018
  - g) in conjunction with the Leadership Foundation for Higher Education (HEFCE) and Universities UK (UUK) **delivering the second phase of the Leading Places programme** supporting up to 5 partnerships to build and transfer best practice in collaborative leadership between combined/local authorities, universities and other institutions.
2. Help councils put housing at the centre of solutions to wider public service challenges by developing an improvement offer based on the LGA Housing Commission's key findings. The offer will support councils to meet the ambitions of the Housing White Paper, *Fixing our broken housing market* by focusing on delivering homes, generating revenue or finding savings, and preventing and relieving homelessness. In the light of the Commission's initial findings this could involve a programme of action learning events and in-depth work directly supporting a number of councils on an improvement journey, and drawing out lessons for the whole sector through case studies and regional events. Work alongside DCLG to support councils to take a strategic approach to homelessness prevention and the implementation of the Homelessness Reduction Bill, including securing enhanced collaboration across local authorities and wider public services to improve prevention outcomes and therefore cost effectiveness.
3. Through our support to Local Partnerships we will work with 3/4 Councils unsuccessful in the current bidding round and support them to achieve accelerated housing delivery in their area. We will publish a best practice guide and organise with the LGA regional launch events.

4. Through our arrangement with Local Partnerships we will work with 2 Waste consortia, with a particular focus on Combined Authorities, to identify savings on current spend. Target savings £4m per consortia. We will continue to hold best practice Regional network events.
5. **Support officers and members to strengthen councils' licensing and regulatory functions** so they are better placed to address issues like child sexual exploitation. This will include developing guidance on the scrutiny of licensing applications.
6. **Provide support to councils to assist them in tackling modern slavery** by identifying and disseminating existing good practice including around procurement and eliminating modern slavery from supply chains.
7. **Ensure** that councils are making an effective contribution to the public health system, by addressing the issues of health inequalities and examining the links between economic growth, employment and health.
8. In order to address issues around opportunity, integration and extremism, develop a programme of **support to councils to strengthen community cohesion and counter extremism**, taking account of the Government's developing strategy around Community Integration. This is likely to include:
  - developing a leadership offer for councillors,
  - bespoke training for councils
  - refreshed guidance around community cohesion and integration
  - identification and sharing of good practice
  - advice to support effective scrutiny.
9. **Strengthen fire and rescue authorities'** ability to drive up efficiency, increase collaboration with other emergency services and the health service, improve transparency and accountability and reform the workforce. This will include providing leadership training for fire and rescue authority members.
10. Work with DCLG to ensure that the national **Troubled Families Programme**, which is delivered for the government by 151 upper tier authorities, is effectively implementing service transformation across Early Help services in order to provide better outcomes for families, deliver better value for the tax payer and improve service delivery on the ground in a manner which will be sustainable beyond the life of the programme. We will explore with DCLG the possibility of developing a peer led methodology to support local areas' self assessment on their service transformation journeys as an outcome of the Troubled Families programme.
11. We will increase opportunities for the business community to work with local government at various levels. This will include:

- a) Establishing a forum for the CBI and other leading business organisations to meet with representatives of the sector including councils themselves to explore opportunities for more collaborative working,
- b) Establish a Town Centre Regeneration Network and promote examples of good practice, including via the LGA website and the LGA Conference.

**TABLE A****Strong political and managerial leadership**

During 2017/18 IDeA will provide development opportunities for at least 700 councillors with leadership roles in their councils.

The LGA recently reviewed and refreshed the political leadership offer. As a result a tiered offer has been developed supporting councillors to progress through the various stages of their political career from an initial expression of interest (Be a Councillor) to focussed support for council Leaders.

The key programmes are:

**Leaders Programme:** The Leaders Programme is a modular leadership development opportunity **designed around the needs of council leaders** – including a balance of party-based and cross-party components. The programme seeks to create a safe space for council leaders to share their concerns and challenges; learn from one another; work together on addressing the big issues they face; and explore and test new ways of working and leading across their organisations, partnerships and communities. Participants themselves set the programme agenda, selecting from a menu of expert speakers and supported throughout with external facilitation.

**Leading Edge:** a series of invitation only 24-hour residential events for leaders and chief executives from a variety of councils, offering a safe space and support for them to share thinking and ideas on key issues affecting their councils. Previously this has been themed around utilising new technology in service delivery, leadership for improvement aimed at district council leaders and chief executives, etc.

**Leadership Academy:** The flagship leadership development programme accredited by the Institute of Leadership and Management (ILM), the UK's leading award winning body for leadership and management. The Leadership Academy is **designed for councillors in all types of leadership positions**. It is a modular development programme with three, two-day cross-party residential modules which take place over a three month period, as follows:

- Module 1: focuses on leading through relationships
- Module 2: looks at leading innovation and change
- Module 3: explores leading communities and place.

**Leadership Essentials:** themed learning opportunities **designed for portfolio holders or service committee chairs** and also open to interested council leaders. Each two-day cross-party residential event concentrates on a specific portfolio area, such as Planning or Children's Services, or a specific theme, such as communications or finance.

**Next Generation:** The Next Generation programme is **for ambitious and talented councillors who are interested in a party political development opportunity** (including Independents). The programme is uniquely developed within party political traditions and with party political experts. The format of each programme is slightly different but usually based around three residential blocks, each lasting two days with different additional events for each programme.

**Focus on Leadership:** Focus on Leadership is intended to help councillors in their existing roles and provide a bridge to more senior leadership positions. It is **open to councillors who are interested in making links with others in a similar position or**

**situation.** Programmes include one or two day cross-party residential events, for example: The Young Councillor's weekender, BAME Councillor's Weekender and Effective Opposition – helping councillors to build valuable networks with peers from across the country.

**Community Leadership:** provides a number of resources to support councillors, particularly new councillors, in their role as community leaders, facilitators and advocates. Offering a choice of different learning methods, the Community Leadership resources range from e-learning modules, our annual Councillor's Guide (a quick reference guide to key things councillors need to know), self-guided workbooks and training events held in council offices on topics such as induction, effective ward councillor, chairing skills and social media.

**Be a Councillor:** The "Be a Councillor" campaign works with councils, political parties, individuals and talent-spotters to encourage more people to stand as a local councillor. The campaign offers a range of materials and tools that can be tailored to offer a bespoke local campaign, taking into account factors such as the culture, society and geography of specific areas. Alongside from promoting the role of a councillor and supporting councils to encourage democratic participation, the campaign in 2017-18 will have a particular emphasis on encouraging underrepresented groups to stand for election. New tools and resources will complement events, the objectives of which are: to identify and contribute to reducing the barriers faced by individuals considering standing for election, publicise the role of the local elected representative and ultimately increase and diversify the pool of candidates from which the electorate choose from. There will be a particular focus on encouraging more women, younger people and BAME individuals to stand as local councillors.

**ANNEX B**

**INDICATIVE BUDGET 2017/18**

<b>Budget Area</b>	<b>£000</b>
Councillor Services	384
Group Offices	382
Executive and Business	466
<b>Organisational Governance</b>	<b>1,232</b>
<b>Service Improvement</b>	<b>2,030</b>
Local Government Improvement and Peer Support	6,613
Support for Councils at risk	836
Leadership and Localism	1,862
NGDP	272
Productivity	2,572
Research, Information and LG Inform	1,226
<b>Improvement and Leadership</b>	<b>13,381</b>
Negotiations	1,380
Workforce and Transformation support	554
<b>Workforce</b>	<b>1,934</b>
Conferences and Events	545
Website, Good Practice and Improvement	698
<b>Communications</b>	<b>1,243</b>
<b>Local Partnerships</b>	<b>1,000</b>
CfPS	180
<b>TOTAL</b>	<b>21,000</b>



## **ANNEX C**

### **Information to be published by the LGA and the IDeA**

- A. The information to be published covered in this annex is consistent with the principles and practices placed on local authorities through the Local Government Transparency Code 2015.

#### **Annual accounts**

- B. The LGA and the IDeA will publish audited annual accounts online for 2016-17 by end of July 2017.

#### **Board papers**

- C. The LGA and the IDeA will publish board<sup>3</sup> papers relevant to the delivery of the programme of sector improvement support set out in annex A three days before the board meeting. And the relevant sections of the minutes for board meetings will be published within one month of the meeting.

#### **Communication with local authorities**

- D. The LGA will write (including electronic dissemination) to local authority Leaders and Chief Executives in April 2017 to publicise the improvement offer to local authorities and the core details contained in this Memorandum of Understanding. And in November the LGA will write again to set out progress in delivering the improvement offer.

#### **Contracts**

- E. The LGA and the IDeA will publish, on a quarterly basis, details of new contracts or legally enforceable agreements they have signed with third parties for the provision of goods and/or services that support the delivery of the programme of sector improvement support set out in annex A.

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<sup>3</sup> For example, the LGA's Improvement and Innovation Board and IDeA's company board.

## Expenditure exceeding £500

F. The LGA and the IDeA will publish details of each item of expenditure that exceeds £500<sup>4</sup> that is incurred delivering the programme of sector improvement support set out in annex A. For each individual item of expenditure the following information will be published:

- date the expenditure was incurred
- beneficiary
- summary of the purpose of the expenditure<sup>5</sup>
- amount<sup>6</sup>
- Value Added Tax that cannot be recovered, and
- merchant category (e.g. computers, software etc.).

## Organisation chart

G. The LGA and the IDeA will publish an organisation chart, by 31 July 2017, covering all staff whose salary exceeds £50,000 engaged in the delivery of the programme of sector improvement support. The following information will be published for each member of staff included in the chart:

- grade
- job title
- responsibilities (for example, the services and functions they are responsible for, budget held and number of staff)
- whether permanent, temporary or contractor
- contact details
- salary in £5,000 brackets, consistent with the requirements<sup>7</sup> placed on local authorities
- salary ceiling (the maximum salary for the grade), and
- details of bonuses and 'benefits-in-kind'.

<sup>4</sup> The threshold should be, where possible, the net amount excluding recoverable Value Added Tax.

<sup>5</sup> This could be the descriptor that the LGA and the IDeA use in their respective accounting system providing it gives a clear sense of why the expenditure was incurred or what it purchased or secured.

<sup>6</sup> Where possible, this should be the net amount excluding recoverable Value Added Tax. Where Value Added Tax cannot be recovered – or the source of the data being used cannot separate out recoverable Value Added Tax – then the gross amount should be used instead with a note stating that the gross amount has been used.

<sup>7</sup> Under the Accounts and Audit (England) Regulations 2011 (Statutory Instrument 2011/817).

### **Pay multiple**

H. The LGA and IDeA will publish, by 31 July 2017, the pay multiple for staff engaged in the delivery of the programme of sector improvement support. The pay multiple is defined as the ratio between the highest paid taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole workforce. The measure will:

- cover all elements of remuneration that can be valued (e.g. all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind)
- use the median earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year, and
- exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure.

### **Performance reports**

I. The IDeA will publish the quarterly performance report it submits to the Secretary of State setting out:

- the support delivered to local authorities in the previous three months, and the year to date
- the outcomes and outputs delivered in the previous three months, and progress against the targets set out above
- how grant has been spent in the previous three months and the year to date
- problems in delivering the programme of sector improvement support set out in annex A and
- any proposed changes to this Memorandum of Understanding.

J. The first quarterly performance report will be published in July 2017, covering the three months April to June 2017. Performance reports will be submitted and published every three months thereafter.

### **Memorandum of Understanding**

K. The Department for Communities and Local Government and the IDeA will publish this Memorandum of Understanding.





## **Improvement support to councils around community cohesion, counter extremism and Prevent**

### **Purpose**

For discussion and direction.

### **Summary**

Dame Louise Casey CB was commissioned by the government in July 2015 to conduct a review into how opportunity and integration could be boosted in the most isolated communities. The review's report was published in December 2016. Dame Casey attended the LGA's Executive in March to discuss its findings and recommendations. This report sets out proposals for an improvement programme to support councils in addressing the issues identified in the review, and outlines the LGA's existing improvement work around community cohesion, counter-extremism and Prevent.

### **Recommendations**

Members are asked to:

- 1) Note the improvement-related work already underway in the LGA around community cohesion, counter extremism and Prevent.
- 2) Consider the proposed programme of support for councils to assist them in responding to the Casey Review.

### **Actions**

Officers to action members' comments as appropriate.

**Contact officer:** Mark Norris  
**Position:** Principal Policy Adviser  
**Phone no:** 020 7664 3241  
**Email:** [mark.norris@local.gov.uk](mailto:mark.norris@local.gov.uk)

## **Improvement support to councils around community cohesion, counter extremism and Prevent**

### **Background**

1. Following the murder of Lee Rigby in 2013 the government looked at what was being done to confront extremism and radicalisation. This work resulted in provisions in the Counter-Terrorism and Security Act 2015 placing a statutory duty on councils and other public bodies to prevent people being drawn into terrorism. It also led to the publication of the Counter-Extremism Strategy in October 2015. As part of the work associated with the Strategy, Louise Casey was asked to conduct a review of how opportunity and integration could be boosted in the most isolated communities.
2. Dame Casey's [review](#) was published in December 2016, and she attended the LGA's Executive in March, following a presentation by her team to the Safer and Stronger Communities Board in January. In her presentation to the Executive Dame Casey set out a number of challenges her review had identified:
  - 2.1. The need to develop a discourse on the impact of the pace and scale of migration that enabled issues to be discussed without dividing those with different views into different camps;
  - 2.2. Settlement patterns that result in communities segregated on a cultural and religious basis, which result in people growing up without understanding the nature of the country they were living in;
  - 2.3. Social and economic exclusion that resulted for example in high unemployment rates for young black men and poor life chances for white working class communities; and
  - 2.4. The need for political leadership to address these issues that extended beyond the leaders of councils, and related to that the need to improve standards in public office and the integrity of local government.
3. Prior to the announcement of the general election, the indications from the Department of Communities and Local Government (DCLG) were that a response to the Casey Review would be published in the summer or autumn. This was intended to be a cross-government response focusing on a range of issues in the style of a green or white paper. Officials also advised that government was proposing to support this with area based work in a number of hotspot areas, using a local/national partnership approach to generate new best practice in this field. This suggests funding of a similar scale to the 'Building a Stronger Britain Together' programme which has provided local areas with around £3 million in funding so far.
4. Clearly these plans are now subject to any changes in government policy and ministerial appointments following the election, and may also be affected by Dame Casey's departure from the civil service in the summer. As a result at this stage it is unclear what additional support, if any, there might be for councils, so the working assumption for the

moment must be that there will be minimal funding made available from central government for local authorities on this agenda.

### **Response to the Casey Review**

5. The Executive agreed that the LGA should respond to the Casey Review and develop a programme of support for councils to address the challenges outlined at the Executive meeting. Councillor Blackburn, as chair of the Safer and Stronger Communities Board, was tasked with Group Leaders in developing a response. Subject to the Executive's agenda following the general election it is intended to take proposals to the Executive during the summer. These are likely to straddle both the LGA's policy and improvement work. This paper examines the possible strands of improvement work.
6. Exploratory discussions with a small number of member authorities on what support they would find helpful from the LGA, suggest that the opportunity to network and share good practice with other councils would assist, with less of an emphasis on publishing further guidance. They also provided a clear steer that while peer support would be useful, a separate peer review process would not be. There is scope however to look into whether high level analysis of community cohesion issues could be incorporated into the LGA's corporate peer challenge process or improvement support around councils' safeguarding role.
7. We are keen to ensure that there is other support available for those areas already at the forefront of this agenda. We are therefore proposing to bring together a group of councils focusing on this with the aim of establishing a peer support network that enables them to share and generate ideas and best practice through the medium the group finds most effective. We hope to be able to hold a first event in mid-to-late summer 2017.
8. However, it is much harder to define a specific product or single response that addresses the review's challenge to the sector to support councils and councillors in developing a local discourse on integration and cohesion. We propose therefore to undertake informal, Chatham House soundings from a number of councillors to help:
  - 8.1. Identify what are the challenges and barriers to showing leadership in different communities (recognising that these may vary) and what type of support would be helpful to address this.
  - 8.2. Develop this into a specific offer that can be tested and refined with support from councillors.
9. Improvement and Innovation Board members' views are sought on these proposals and whether there is any additional improvement support the LGA could provide to councils to address the challenges set out in the Casey Review.
10. The programme of support that is developed will be able to build on work already underway to support councils around the community cohesion agenda. After the increase in reports of hate crime after the referendum to leave the European Union, the LGA provided a range of material on its website that councils could access in work around building community cohesion and tackling hate crimes. In preparing that material it became clear that the LGA's existing guidance on community cohesion was over a

decade old. This guidance is now being updated in light of the Casey Review and its recommendations.

### **Support to councils on counter extremism and Prevent**

11. The improvement support for councils around community cohesion will also be able to draw on wider work that the LGA has been involved in covering counter extremism and the Prevent strategy. Prevent is one of the four strands in the UK's counter-terrorism strategy, and is aimed at stopping people becoming terrorists or supporting terrorism.
12. The Counter Extremism Unit (CEU) at the Home Office is working with approximately 45 priority areas to assist them in countering extremism and to tackle radicalisation. The LGA has participated in two roundtables with some of these councils and the CEU to discuss what support they need. The CEU is also providing funding to the councils to employ a community co-ordinator to lead their work. In order to facilitate the sharing of knowledge and case studies between these councils a forum has been established for them on the Knowledge Hub by the LGA.
13. Additionally CEU has been working with Luton Council, DCLG and the LGA to create a special interest group on counter extremism (SIGCE). The aim of the SIGCE is to share good practice between the community coordinators in the first instance, and then it is hoped it will provide a forum for sharing good practice more widely across the sector. The predecessor to the SIGCE, the special interest group on the English Defence League run by Luton and Blackburn-with-Darwen councils during 2013, rapidly grew in size because councils found it a convenient means of sharing experiences and seeking advice from each other in countering far right activity.
14. The LGA itself has developed a Leadership Essentials course on countering extremism, with the first course being run at the end of February. Two more courses are planned over the next year – on 6/7 September and 28/29 September in Leeds and Coventry respectively. We have also commissioned guidance from the Centre for Public Scrutiny for members on scrutinising Prevent and counter extremism. In addition we have commissioned an update to the toolkit on tackling the far right produced by the English Defence League special interest group in 2013. Alongside this we have commissioned a guide Understanding Islam in Britain. We expect to publish these papers after the LGA's annual conference.
15. The LGA has also been working with the Office of Security and Counter Terrorism (OSCT) at the Home Office around the Prevent Strategy, and the statutory duty on councils to prevent people being drawn into terrorism. Given the political sensitivities around the Prevent programme in some communities, we have in the main provided advice and assistance to the Home Office in designing their support offer to councils outside the Prevent priority areas. However after discussions with a previous Security Minister, one area where we have worked closely with OSCT is on identifying a cross-party selection of member peers to act as Prevent Champions. The role of the Champions is to raise awareness of the Prevent programme and its objectives to safeguard individuals from harm with councillors. To assist with this OSCT has been planning to host regional roadshow events for councillors later this year. Whether these take place will depend on the outcome of the election and the future government's views on Prevent, but we have been in discussion with officials about developing a Prevent



Leadership Essentials course for councillors, which are planned for 1/2 November, 6/7 December and 20/21 March 2018 in Leeds, Crewe and Coventry respectively.

### **Implications for Wales**

16. As Welsh councils are supported by the WLGA on wider improvement issues and the Welsh Government is in direct discussion with the Home Office around counter extremism and Prevent, any LGA support would be directed at English local authorities.

### **Financial Implications**

17. Any improvement support offer to councils will have to be funded. The improvement grant for 2017/18 makes specific reference to the LGA leading a work programme around community cohesion, counter extremism and Prevent, and the work outlined in this paper will be funded from the DCLG improvement grant.

### **Next steps**

18. Members are asked to:
  - 18.1. Note the improvement-related work already underway in the LGA around community cohesion, counter extremism and Prevent.
  - 18.2. Consider the proposed programme of support for councils to assist them in responding to the Casey Review.





Improvement & Innovation  
Board

11 July 2017

## Highlighting Leadership offer: 2016/17 final outturn and 2017/18 work priorities

### Purpose

For information and decision.

### Summary

This report updates members on final engagement figures for the 2016/17 Highlighting Political Leadership offer and provides, for decision, a proposed work programme for the 2017/18 session.

### Recommendation

That the Improvement and Innovation Board notes the outturn figures for 2016/17, approves the work plan for 2017/18 and offers any comments on the Highlighting Leadership work.

### Action

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

**Contact officer:** Will Brooks  
**Position:** Principal Adviser - Leadership and Localism  
**Phone no:** 0207 664 3053  
**Email:** [william.brooks@local.gov.uk](mailto:william.brooks@local.gov.uk)

## **Highlighting Leadership offer: 2016/17 final outturn and 2017/18 work priorities**

### **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. With feedback from both government and the sector there is an identified need to increase our managerial leadership offer to a wider audience.
3. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements of 2016/17 and sets out the work priorities for the 2017/18 session.

### **Highlighting Political Leadership**

4. 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.
5. Highlights for 2016/17 included:
  - 5.1. The second highest total of participants in the last ten years of leadership programmes – 649
  - 5.2. Despite a lower overall number of participants compared with 2015/16, engagement with programmes has overall increased.
  - 5.3. There has been a small decrease in gender equality and a small increase in BAME participation when compared with last year.
  - 5.4. 95 per cent of participants said that our programmes 'fully achieved' or 'largely achieved' their objectives.
  - 5.5. 96 per cent of participants said that attending our programmes made them more confident in their leadership role 'to a great extent' or 'to a moderate extent'.

6. 2016/2017 participation figures 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.
7. Due to all out elections in Wales there was one less Leadership Academy and a reduced number of planning programmes. This was due to a charge being introduced for this previously fully funded programme.
8. 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 the table below.

### Political Leadership development programme bookings

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Labour	45	166	56	4	20	3	294
Conservative	33	143	23	4	15	10	228
Liberal Democrat	10	21	17	1	14	0	63
Independent	20	17	12	0	14	1	64
<b>Total:</b>	<b>108</b>	<b>347</b>	<b>108</b>	<b>9</b>	<b>63</b>	<b>14</b>	<b>649</b>

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
East of England	13	37	13	2	8	8	81
East Midlands	10	26	8	0	6	1	51
Greater London	9	41	18	1	11	1	81
North East	3	12	1	1	4	0	21
North West	6	33	6	2	6	1	54
South West	15	49	11	0	5	1	81
South East	16	55	16	2	15	1	105
Wales	22	0	1	0	2	0	25
West Midlands	6	52	17	0	4	1	80
Yorkshire & Humber	8	42	17	1	2	0	70
<b>Total:</b>	<b>108</b>	<b>347</b>	<b>108</b>	<b>9</b>	<b>63</b>	<b>14</b>	<b>649</b>

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
District	37	108	40	4	24	8	221
County	4	34	4	0	7	2	51
Metropolitan	14	71	28	1	10	0	124
London	9	41	18	1	11	0	80
Unitary	22	83	17	3	9	4	138
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>108</b>	<b>347</b>	<b>108</b>	<b>9</b>	<b>63</b>	<b>14</b>	<b>649</b>



**Improvement & Innovation Board**

11 July 2017

	LA	LE	FoI	LEAD	NXG	LEDGE	Total
<b>Male</b>	69	196	66	3	39	14	387
<b>Female</b>	39	151	42	6	24	0	262
<b>Total:</b>	<b>108</b>	<b>347</b>	<b>108</b>	<b>9</b>	<b>63</b>	<b>14</b>	<b>649</b>

<b>Ethnic Origin</b>		
<b>White British /</b>	<b>83%</b>	(-7%)
<b>Black</b>	<b>5%</b>	(+3%)
<b>Asian</b>	<b>10%</b>	(+3%)
<b>Mixed Race</b>	<b>1%</b>	(=)

**LA = Leadership Academy**  
**FoI = Focus on Leadership**  
**NXG = Next Generation**

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

**Be a Councillor**

9. 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.
10. During 2016/17, the ‘Be a Councillor’ campaign was refreshed to ensure that it remains relevant and meaningful in a digital age. A package of resources has been devised and made available to councils, so they can create their own bespoke local campaign.
11. We have been engaged with a number of councils over the past year with local campaigns run in Rotherham MBC, Lancashire CC, East Sussex CC, West Sussex CC and Isle of Wight Council as some examples. We are also in early discussions with a number of others.

**Leading Edge**

12. A successful Leading Edge event was held in conjunction with British Telecom at their technology park in Suffolk where a number of leading councillors and senior officers came together to look at how the challenges facing local government might be tackled with digital and technology solutions. Unsurprisingly one of the major areas of focus was cyber security.

**Online resources**

13. 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**

#### **IGNITE**

14. We successfully partnered with SOLACE, Collaborate and the RSA to devise the IGNITE programme. A programme that is for Chief Executives to help develop their own leadership in light of the changing operating context of local government.
15. A small group of Chief Executives have helped shape and develop the programme as it has been ongoing. As well as two residential summits, participants took part in collaborative learning sets for reflection and had themed sessions discussing health & social care, inclusive growth and children/early years services.
16. A further session with Chief Executives will take place at LGA Conference and will continue to shape the programme for the coming year.

#### **Commercial Skills**

17. Following a successful pilot programme for officers during 2016, the LGA ran a further commercial skills programme for senior officers in 2017 in partnership with the Institute of Directors. The eight 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.

#### **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. Cohort 19 assessment centres took place in February and March and once again there was a very high calibre of candidates. Informal feedback from candidates has been that while the whole assessment process was extremely challenging, the LGA made that process as comfortable and efficient as possible, something that hopefully mimics the attitude and experiences of actually working within the sector.
20. We had 58 councils sign up to take graduates from Cohort 19 offering in excess of 150 placements. That is an additional 5 councils and over 50 extra placements.
21. Cohort 18 graduates started with their councils in September 2016 and there are a total of 94 graduates working across 53 councils (including the LGA).

### **2017/18 Work Programme**

#### **Highlighting Political Leadership**

22. With new Memorandum of Understanding (MOU) targets agreed with DCLG, the work programme will be shaped and focus on those.

#### **Leadership Academy**

23. We will increase the number of Leadership Academy programmes by at least one, possibly two (subject to demand).
24. Feedback from the Leadership Academy programmes has been good and suggests that no major changes to content are required.

#### **Next Generation**

25. We will increase the number that participate in Next Generation across the political groups. Following a collective discussion, the Leadership team and the Political Groups felt that it would be helpful to set a broad set of objectives/themes across all the Next Generation programmes that would give some common ground through the wider programme but still allow for the individual flexibility that allows each group to evolve their course in the most appropriate way for their members. We propose that the three themes should be 'Personal Leadership', 'Political Leadership' and 'Communication and media skills'.
26. We will also explore possible cost savings that might be found through economies of scale for sessions that most or all groups wish to run in their programme.

#### **Leadership Essentials**

27. Feedback from member councils and also directly from Principal Advisors suggested that while our modular and residential programmes are of high quality and both well received and supported, they take a significant commitment of time and effort from councillors in their already very hectic workload. It was suggested that some intense, but practical, one day sessions would be welcomed.
28. We have devised a format which would be an intense, day long, programme, but with a focus on practical learning, highly interactive and with a set of tools that members can take away at the end of the day and use in their own locality.
29. In order to get the maximum benefit to members and reduce travel time this format of programme would be run in various locations around the country and specifically target members from that local area, although any member from wherever in the country would be able to attend.
30. With further investigation we have also identified two areas of development that would be desired by members and where there is a current gap in our offer. These are 'consultation and engagement' and 'collaboration and partnerships'.
31. We therefore propose to pilot a new Masterclass programme in these two work areas. We would run three events in differing locations for each of the themes. For consultation and engagement we have already designed the 'New Conversations Political Leadership Masterclass' and we are still working on developing the Masterclass on 'collaboration and partnerships'.



32. Following recent events in both Manchester and London, we will be continuing to offer our Leadership Essential programme on Counter Extremism this year.
33. In addition we will be offering a new Leadership Essentials programme on 'Prevent'. Prevent forms one part of the government's counter-terrorism strategy (Contest) and the Prevent duty under the Counter-Terrorism and Security Act 2015 requires all local authorities to have "due regard to the need to prevent people from being drawn into terrorism". This programme complements the successful Counter Extremism course, and will look in more detail at councils' role in countering terrorism.

### **Be a Councillor**

34. We will be aiming to work in conjunction with at least 20 councils over the coming year in developing their own 'Be a Councillor' campaign using the basket of resources we refreshed over the past year.
35. We will specifically be looking to work with London Boroughs over the coming months in the lead up to their elections in May 2018 and also start work with councils with elections in May 2019 as many candidates, particularly in "target campaigning areas" will be selected earlier rather than later.

### **Online resources and E-Learning**

36. We will be looking to refresh our whole e-learning and online offer. We will be revising, updating or removing all our current workbooks to reflect the current mood. At the same time we will be increasing our interactive e-learning modules and linking where appropriate with our workbooks and other resources.

### **Highlighting Managerial Leadership**

37. As well as continuing with the current programmes we provide, as mentioned in paragraphs 14-21, we will be increasing our offer on Managerial Leadership as mentioned in paragraph 2.

### **IGNITE**

38. Following the successful pilot of the IGNITE programme, we will continue to fund and work in partnership with SOLACE to further develop and evolve the programme. In discussion with SOLACE we propose to work with around 20 Chief Executives in forthcoming programmes and target those that are in the first few years of the role but have sufficiently settled into their particular locality and grasped the unique challenges they personally face.
39. It would be a one year programme which combines early diagnostic work, a residential summit meeting, then collaborative and policy action learning sets plus, the development of Chief Executive led thought leadership.

### **National Graduate Development Programme (NGDP)**

40. We will continue to offer the same high quality scheme over the coming, but having had to recently retender the learning and development aspect of the NGDP scheme, we have taken the opportunity to move the focus to more online learning and regional groupings to both allow more scalability to meet future council demand and to also reduce overall costs. We will continue to monitor this new learning & development aspect to ensure that we maintain standards and do not lose aspects of the scheme that have made it successful this far.



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**Other programmes**

41. We have set aside resources to further collaborate with SOLACE on the delivery of managerial leadership programmes. Discussions are ongoing but current thoughts of programme development are:
- 41.1. To expand and allow more senior officers to take part in the 'Total Leadership'. This programme is pitched at Directors who are looking develop their leadership to move up to Chief Executive and would run a cohort of approximately 15.
  - 41.2. To expand the 'Transform' programme. This is a four module programme that is aimed at officers that are leading a change programme in their own council. It is practically based and helps support them to ensure their real time project is successfully delivered.
  - 41.3. To run a 'Springboard' programme that targets under represented people working at the top level of local government. The 'Springboard' programme already runs to identify and develop the managerial rising talent of local government. There is an opportunity to simply take more people through that course or to look to develop a course that would specifically target for example BAME or female rising talent.

**Implications for Wales**

42. There are no implications.

**Financial implications**

43. All programmes will be met from existing budgets.

**Next Steps**

44. Officers will pursue the activities outlined in the light of member guidance.



**Improvement & Innovation  
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## **Innovation Zone at the LGA Annual Conference**

### **Purpose of the report**

For discussion.

### **Summary**

To update members, through this report and verbally, on the Innovation Zone at the LGA Annual Conference, and invite members' comments and feedback, which can be taken into account for future Zones.

### **Recommendation**

That the Improvement & Innovation Board offer any comments on the Innovation Zone, which can be taken into account for the future.

### **Action**

Officers to respond as necessary to any comments.

**Contact officer:** Vicki Goddard  
**Position:** Improvement Support Adviser  
**Phone no:** 020 7664 3078  
**Email:** [vicki.goddard@local.gov.uk](mailto:vicki.goddard@local.gov.uk)

## Innovation Zone at LGA annual conference

### Background

1. This year is our fifth Innovation Zone organised as an integral part of the LGA Annual Conference and Exhibition.
2. The Board agreed at its meeting in November 2016 to invite examples from the wider public sector, not to have subject specific themes in the Zone, and to set up an informal advisory group to provide strategic direction to the development of this year's Zone.
3. Officers progressed the Zone accordingly, taking on board comments from the advisory group, which comprised Councillors Peter Fleming OBE, Judi Billing MBE, Bob Jennings and Mayor Dave Hodgson.
4. The very latest version of the programme is available [here](#) until about a month after conference. It includes a range of examples of council related innovation, including those from the wider public, voluntary, community and private sectors, central government and the USA to improve residents' lives, policy outcomes and efficiencies.
5. The Zone has been widely publicised ahead of Annual Conference. Adverts and articles have been included in the June and July editions of First magazine. We are promoting the Zone via Twitter, our two related Knowledge Hub Groups, the annual conference app and handbook, the LGA Boards' and events monthly e-bulletins, Chairman, Chief Executive and CommsNet bulletins, and through internal means. Signage at conference will also direct delegates to the Zone as part of the LGA Hub stand.
6. Councillor William Nunn as Chairman of this Board will formally launch the Zone on 4 July at 12.40 when there will be contributions from: Essex County Council on its innovative card game to engage employees in commercial thinking and culture; DCLG, Warrington Borough Council and Grimsby on their ambitious, varied regeneration projects; Impact Hub's work with Birmingham City Council to create an Innovation Lab; Liverpool City Council's improvement of public health using behavioural insight to reduce sugar consumption, and Newton Europe as the Zone's official sponsor on their collaborative work with north of England health and care leaders to reduce delayed transfers of care.
7. Prior to the formal launch, Councillor Peter Fleming will introduce Stella Duffy, Co-director, Fun Palaces, who will present a hands-on taster of the workshops they organise to support local communities to create and curate their own hyper-local events, using culture (arts, science, tech, digital, crafts, sport) as a catalyst for community engagement.
8. The remainder of the Tuesday and Wednesday programme is dedicated to showcasing a wide range of innovations relevant to councils, loosely connected by the overarching Zone theme of 'disruption' as suggested by Councillor Fleming – doing things differently, from questioning the status quo, removing barriers, exploring limitless possibilities to taking bold steps to achieve better results.

9. The Zone's third and final day will include a main session by New Urban Mechanics from Boston, USA, who will showcase how they are making civic life more meaningful for more people, working across departments and with communities, from encouraging safer driving to engaging people in the design of urban housing.
10. Over 34 innovations relevant to councils will have been directly showcased, with references to other councils and organisations involved in innovative work.
11. After conference, we will add council innovations from the Zone to the case studies section of our [website](#), which now includes over 1000 examples. Highlights from the Zone will also feature in the August edition of First magazine.
12. A verbal update on how the Zone actually went will be given at the meeting.

### **Implications for Wales <sup>1</sup>**

13. None

### **Financial Implications**

14. None

### **Next steps**

15. Members are asked to:
  - 15.1. note this report
  - 15.2. share their views on how the Zone went from their perspective.

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<sup>1</sup> The WLGA pays a membership fee to the LGA on behalf of all Welsh councils and we lobby for them on "non-devolved" issues - e.g. DWP work. The WLGA provides "top-slice" for workforce support, but none for "improvement".





**Improvement &  
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## **LGA Boards' improvement activity**

### **Purpose**

For information.

### **Summary**

To present a progress report on improvement activity undertaken by other LGA Boards.

### **Recommendation**

That the Improvement & Innovation Board 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:** 0207 664 3078  
**Email:** [vicki.goddard@local.gov.uk](mailto:vicki.goddard@local.gov.uk)

## **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 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 Board's since this was last reported is set out in the attached **Appendix 1**.

### **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 1**

### **Progress report**

1. This progress report draws together a summary of significant improvement activity led by other LGA Boards since this was last reported to this Board in March 2017:

### **City Regions, and People and Places Boards**

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 primarily focussing on: negotiating deals, moving from a deal to implementation, sharing knowledge and best practice. Recent activity has included:
  - 2.1. supporting combined authorities (CAs) and mayoral candidates in the run-up to local elections:
    - 2.1.1. working with mayoral candidates through the political group offices to ensure successful candidates were able to hit the ground running and feel part of the local government family
    - 2.1.2. supported the Department for Communities and Local Government, and the Electoral Commission in the roll-out of their campaigns to raise awareness of local elections, especially in CA areas
    - 2.1.3. hosted the April meeting of the CA chief executives' network to share preparations for elections and plan for working with mayors
    - 2.1.4. piloting a self-assessment diagnostic tool for CAs in advance of a future peer challenge offer
  - 2.2. establishing a mayoral support offer:
    - 2.2.1. convening the first meeting of new mayors/deputy mayors since their election. This mayoral forum offered the chance for CA mayors to meet senior civil servants from Whitehall to discuss their role in driving economic growth and provided an opportunity to build links with commonwealth mayors and discuss international trade and investment. The LGA will convene a further meeting (at the mayors' request) in the Autumn
    - 2.2.2. establishing a mayoral secretariat with dedicated officer capacity to: facilitate engagement between mayoral CAs and Whitehall, coordinate briefings and research of shared interest to the mayoral CAs, arrange ministerial meetings for the mayors and, where required, the leaders of CA member councils. It will also advise on external support offers

2.3. working with Universities UK and the Higher Education Funding Council for England to:

- 2.3.1. complete the pilot phase of the Leading Places project, which aims to strengthen and develop place-based collaborative leadership between the local government and higher education sectors, at a national event on 28 March attended by over 100 delegates
- 2.3.2. launched phase two of Leading Places, following a call for expressions of interest; the project is now live in 15 areas
- 2.3.3. supported the delivery of the first phase of the Local Growth Academy, a collaborative leadership development programme aimed at the higher education and local government sectors, now planning for second phase to be launched in November

2.4. continuing to develop and deliver our bespoke support offer to areas looking to secure and advance local devolution, including: leadership support, overview and scrutiny support, policy development, communications and negotiations with Whitehall.

### **Community Wellbeing Board**

- 3. We published updated '[must knows](#)' for new lead members of adult social care on integration, use of resources and performance and a new must know on Sustainability and Transformation Plans (STPs). The 'must knows' are a long-standing source of information and support and focuses on the key issues facing portfolio holders, reviewed on a rolling basis.
- 4. A joint [publication](#) with the Association of Directors of Social Services (ADASS), the National Trading Standards (NTS) Scams Team and the Adult Principal Social Worker Network (APSWN), outlines how to recognise and respond to the signs of financial abuse, and the effects of scams as part of local safeguarding activity, with a focus on the key roles of councillors and Health and Wellbeing Boards.
- 5. An induction for new lead leaders of care and health will be held jointly with the Care and Health Improvement Programme (CHIP) on 18 July.

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

- 6. CHIP is the sector-led improvement programme for adult social care (ASC) and health. It is funded mainly by the Department of Health (DH) with contributions from the NHS for some digital activity and Transforming Care. DH has agreed to continue that funding until March 2020 based on a set of priorities around risk and resilience, effective care and health systems and our contribution to the Transforming Care Programme.
- 7. Insight and activity from January to June 2017 includes the following:

- 7.1. We continue with preparations to roll out Better Care Fund (BCF)/integration support when the guidance goes live. We have launched the Better Care Advisers/Multidisciplinary Consultants (BCA/MDC) Support Programme. This is designed to ensure councils and their partners develop a compliant BCF plan and/or progress integration locally. We are currently processing 20 requests but implementation is contingent on publication of the planning guidance.
- 7.2. We ran five facilitated integration tool workshops with the NHS Confederation with more planned for 2017/18. These are part of our support package to assist areas assess their readiness for the integration of care and health services and develop plans.
- 7.3. Our ongoing support of HWBs is showing that a significant number of them have reasserted a focus on the wider determinants of health and their place-based leadership role, recognising a need to provide the compelling strategic context for STPs and an important base to achieving a more sustainable care and health system. This involves working with boards across the STP footprint and widening membership to include police, fire, housing providers, etc. Links between the economy, employment, housing, growth and wellbeing are seen by many as a key element of this approach.
- 7.4. Elsewhere, requests for support on funding flows increase. This was one of the most frequent requests raised through the learning disability commissioners' survey and is a recurring issue across transforming care systems. Lack of security was also a recurring theme identified through the Safeguarding Adults Boards Chairs self-audit on the Care Act. Our national finance Care and Health Improvement Adviser (CHIA) worked to better understand the underlying factors and devise appropriate local solutions. We now offer finance support to some council partners, including joint workshops with NHS England (NHSE) to support work to unblock issues around the funding flows. We have also co-produced a national finance template in partnership with NHSE to establish funding position of councils, enabling targeted support and continued national discussions.
- 7.5. We have published an updated Risk Awareness Tool (complementing Association of Directors of Adult Social Services (ADASS) and Chartered Institute of Public Finance and Accountancy (CIPFA) tools). We have repositioned the tool as the main methodology for ASC risks and have linked it to other tools/offers in the sector. Our CHIAs are promoting the tool to support DASSs and senior leaders to target resources on the most pressing needs, ensure political and executive leaders are well informed for their decision making duties and that ADASS regions can focus their sector-led improvement activity to areas in most need. We have also delivered some bespoke support on managing and mitigating financial risk with some challenged councils where requested. We have also launched a facilitated risk awareness self-assessment support offer.
- 7.6. Separately, demand remains high for facilitated, tailored sessions on financial risk. This is revealing that financial risk is inextricably linked with, and creating pressure

on, other areas of ASC risk particularly workforce, markets, managing demand, prevention and commissioning.

- 7.7. Our work on commissioning continues to develop. We hosted national market shaping event and planning social care delivery with Public Sector Transformation Academy/Whitehall and Industry Group with over 70 commissioners and care providers attending. We have commissioned a third party to develop the Integrated Commissioning for Better Outcomes (iCBO) framework supported by a reference group of councils and Clinical Commissioning Groups. We also took up coordinator responsibilities as part of Quality Matters Action Plan, leading on the CBO priority.
- 7.8. The updated High Impact Change Model was also published with inclusion in the BCF national conditions highlighting its significance in supporting local health and care systems. Again, our CHIAs will be promoting the benefits of the tool's practical support on patient flow and discharge and assessment of systems' current effectiveness and consideration of new interventions. The reported numbers of delayed transfers of care (DTocS) remain high in comparison to previous years. We continue to work with system partners to deliver a coordinated support offer that is of benefit in the short, medium and long term.
- 7.9. Our efficiency work has received NHS approval for a new project building on the health and care system efficiencies work to support system leaders in the north to develop a more sustainable model with reduced DTocS. The first of three detailed assessments revealed that a lack of understanding and trust between partner organisations, process focus rather than patient focus and complexity of systems and pathways are causes of delays to care transfers.
- 7.10. Final evaluation visits with the ten councils participating in the efficiency project were conducted with learning to be shared through forthcoming events and workshops. A report on the findings will be published in due course.
- 7.11. The first two cross system health and care peer challenge pilots were completed. Evaluation of the methodology and future approach for the learning disability/Transforming Care peer review methodology is also underway.
- 7.12. For the fourth year, we ran the popular Annual HWB Chair and Vice Chair summit with NHS Clinical Commissioners attracting over 60 delegates.
- 7.13. Highlights of our NHS funded digital and information work include:
- 7.13.1. Launch of the updated Social Care Digital Maturity Self-Assessment with councils following co-design with the sector. In a similar approach to last year, this is a voluntary self-assessment for councils to help them understand their local progress and consider local priorities. Self-assessment also includes guidance and case studies to support knowledge sharing across the sector. It closed at the end of June with 93 councils signed up as of 9 June. We will work closely with councils to support them in use and adoption.

7.13.2. Launch of the Digital Local Investment Programme in partnership with NHS Digital. This is providing £750,000 to support digital activity across social care. 76 applications were received from councils and they have been reviewed by the LGA, DH, NHS Digital with external input from Kings Fund and technical input from Socitm (Society of IT Managers). 15 councils are to receive investment funds of up to £50,000.

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

8. An Archives, Libraries and Museums peer challenge took place in Herefordshire Council in May 2017.
9. We are publishing a councillor handbook on library services, to help councils to plan the future of their services and learn from innovative practice in other councils. As part of our work with the Libraries Taskforce, we have also commissioned the development of a benchmarking framework for library services, based on sector best practice, to help library services to self-assess their performance and identify areas for improvement.
10. A Leadership Essentials Sport event took place on 22 and 23 June 2017, and Arts Council England has confirmed funding for two further Leadership Essentials Culture events on 25 and 26 October 2017, and 7 and 8 December 2017.
11. Discussions are also ongoing with Arts Council England and Sport England to secure further funding to deliver a culture and sport improvement programme during 2017/18.

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

#### **Housing**

12. The LGA has completed a project and launched a report looking at the different ways that councils can enable housing growth, jointly with the Town and Country Planning Association. This includes, for instance, practice in establishing a housing company, supporting community land trusts, entering into a joint venture with housing associations and private developers, and engaging communities in shaping new development.
13. The LGA is close to completing a project investigating, capturing and presenting council innovation in providing temporary accommodation (TA). The use of TA is rising across the country and is becoming financially unsustainable for more councils. The project captures innovations in reducing the demand for TA, in sourcing new TA – for instance through acquiring and converting property, or constructing new property – or in finding alternatives to TA. The final report and toolkits will be launched shortly, and there will be a learning event in September.
14. The LGA is close to completing a project looking at how councils can meet the housing need of an ageing population, in ways that integrate housing with health and care. This includes examples of councils engaging older people, using the planning system to understand demographic demand, enabling and shaping a market to deliver age-friendly homes and places, and helping deliver new models of supported and extra care housing.

15. The LGA is planning the launch of a Housing Advisers Programme to provide expert advice and support for councils seeking to innovate or improve in the direct or indirect delivery of new homes, in planning for new homes, and in adapting and responding to homelessness. The programme will require participating councils and advisers to write up the learning experience to be included in wider LGA improvement activity, events and promotions. The programme hopes to launch shortly.
16. The LGA is currently scoping other sector-wide learning projects to support councils to respond to and meet local housing need to be delivered over the course of 2017/18.
17. The LGA is running 8 free housing peer challenges, and will offer housing peer challenges as part of its wider sector-led improvement offer.

### **Unlocking Growth through Partnership**

18. Following joint study visits to Southampton and Milton Keynes councils, the LGA and British Property Federation launched a good practice report on [local development, growth and regeneration through successful public/private collaboration](#) at an event attended by leaders from local government, the development and investment industries and central government. The report includes recommendations for councils, development industry and central Government.

### **Safer and Stronger Communities Board**

#### **Modern Slavery**

19. The LGA has been working since January with the Independent Anti-Slavery Commissioner's office on producing a guide for councillors on modern slavery. The aim of the guide will be to provide a high level overview to support councils to:
  - 19.1. recognise modern slavery in their local areas
  - 19.2. refer it appropriately
  - 19.3. spot potential victims of modern slavery, both adults and children, and support them appropriately
  - 19.4. recognise and use their tools and powers to disrupt the activities of serious and organised crime groups and individuals exploiting people
  - 19.5. successfully work in partnership to end modern slavery in their local area.
20. The LGA and Independent Anti-Slavery Commissioner's office have worked to create an expert reference group to help inform the guide, bringing together expertise from a wide variety of policy areas to reflect the wide-ranging nature of modern slavery. The guide is currently being drafted and should be published in the autumn.

### **Public Spaces Protection Orders (PSPOs)**

21. PSPOs, introduced in 2014, sit amongst a broad range of powers and tools to help tackle anti-social behaviour locally. We have now published [guidance](#) for councils on using PSPOs, which sets out the issues to consider where local areas are contemplating introducing a PSPO, and offers practical guidance on the steps to take if councils choose to do so.

### **Taxi/Private Hire Vehicles (PHVs) licensing – national register and ongoing lobbying**

22. There has been significant progress since March in regard to a national register of taxi/PHV drivers who have had licenses revoked or refused, with the LGA having commissioned the National Anti-Fraud Network (NAFN) to begin development of a national register of taxi license refusals and revocations. This will be managed, maintained and hosted by NAFN on behalf of all local authorities. NAFN is a not-for-profit shared service hosted by Tameside Metropolitan Borough Council, which exists to support its members in protecting the public interest.

23. The register will be available at no extra cost to all local authorities already signed up to NAFN's existing data and intelligence services, which is currently 86 per cent of English and Welsh councils. For those councils not already signed up, subscription will cost £1,000 and can be recouped through taxi/PHV license fees, ensuring that access will be cost neutral to authorities. We would welcome Board support in ensuring that all councils make use of the register once it is available.

24. The register will support councils to tackle the problem of individuals making applications to different licensing authorities following a refusal or revocation elsewhere, and offers a national response to an issue that extends beyond individual regions.

25. The project launched earlier this month and is intended to be complete by the end of 2017; further updates will be shared with the Board as the project develops.

### **Resources Board**

#### Finance

#### **Business Rates Retention**

26. Before the general election was announced, in late March and early April, we held six regional events jointly with DCLG on the further business rates retention [consultation](#) and Fair Funding Review. In total, around 270 councillors and officers attended the sessions, and presentations from the events are available on our [website](#). Although the Government paused work on further business rates retention in the run-up to the general election, DCLG remained keen to receive responses to the second stage consultation, which closed in May. Our LGA [response](#) emphasised the importance of flexibility in the design of the scheme and highlighted the need for the Government to publish modelling of differing scenarios.

## Workforce

### **Social Work**

27. The Come Back to Social Work programme has now been completed, and candidates are currently being matched with councils across England. All the candidates had taken a career break and were finding it difficult to access the right training and support to come back to work. The campaign has been shortlisted for a national HR award. The workforce team is working with Wiltshire Council to develop a training programme for managers who will be managing people returning to work in social care. This research should be available later this year. The recent focus on helping women back into work following a career break has been given a boost with the Budget announcement that £5m will go towards extending return to work schemes to all levels of management.

### **Flexible working**

28. The workforce team has been working with the councils in Nottinghamshire to become a Flexible Hiring region. This has been through the LGA Timewise Council offer, which has now extended to over 25 councils in England. The Nottinghamshire councils are coming together to adapt the way they recruit, attract talent into the area and drive inclusive growth in the process. They have met with the Local Enterprise Partnership to agree on a formal launch for the end of the year.

### **Performance Management**

29. Thirty councils attended an LGA workforce event in March sharing good practice on performance management and exploring ways to embed effective performance management tools and cultures to drive up productivity.

### **Events**

30. The workforce team held its popular annual employment law event in February. The event was attended by over 80 delegates. The overall feedback from delegates was excellent. The two education HR conferences were once again held in London and York in June. In total, more than 110 delegates attended, and initial feedback has been positive.

### **Career development and role profiles**

31. The workforce team has recently completed the development of a set of benchmark role profiles for care commissioning roles with the trade unions. The profiles include indicative job evaluation scores and are designed to help councils assess their local role profiles and ensure that they offer good career structures to aid recruitment and retention.

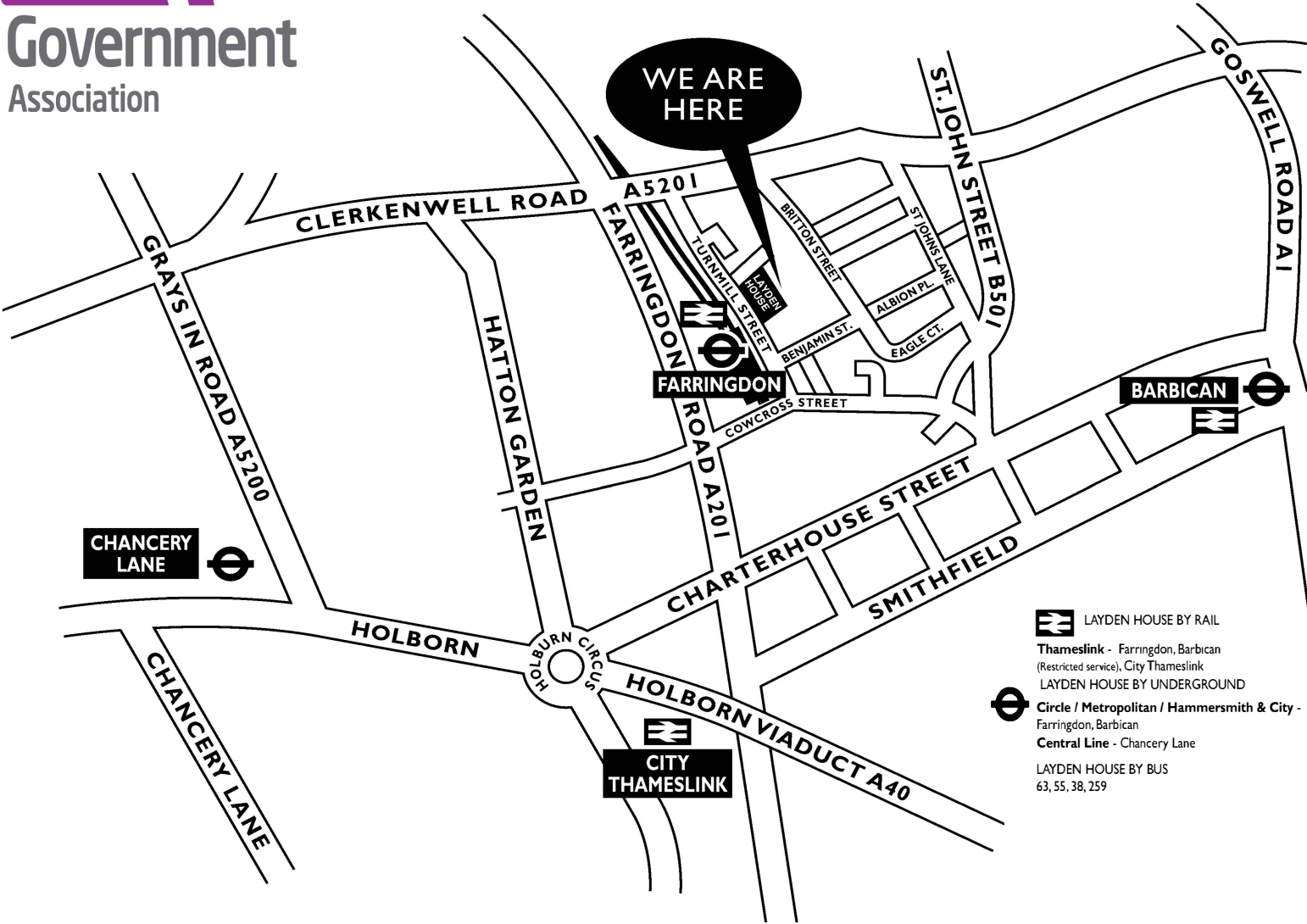
### **Health and Care integration**





**Improvement &  
Innovation Board**  
11 July 2017

32. The workforce team has recently completed a project with the Department of Health, Skills for Care and others to provide a summary and analysis of the workforce challenges and solutions in a variety of models of integration. Publication was delayed by the General Election.



**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