

# Improvement and Innovation Board

## Agenda

**Tuesday, 30 January 2018**  
**11.00 am**

Westminster Room, 8th Floor, 18 Smith  
Square, London, SW1P 3HZ

**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



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Improvement & Innovation Board  
30 January 2018

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Tuesday, 30 January 2018** Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ.

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:**

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**Apologies:**

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<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 18 Smith Square is printed on the back cover.

**LGA Contact:**

Eleanor Reader-Moore  
0207 664 3383 / [Eleanor.reader-moore@local.gov.uk](mailto:Eleanor.reader-moore@local.gov.uk)

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## Improvement & Innovation Board – Membership 2017/2018

Councillor	Authority
<b>Conservative ( 9 )</b>	
Cllr Paul Bettison OBE (Chairman)	Bracknell Forest Borough Council
Cllr Janet Blake	Aylesbury Vale District Council
Cllr Peter Fleming OBE	Sevenoaks District Council
Cllr Angelique Foster	North East Derbyshire District Council
Cllr James Jamieson	Central Bedfordshire Council
Cllr Catherine Rankin	Tunbridge Wells Borough Council
Cllr Barry Wood	Cherwell District Council
Cllr Laura Miller	Purbeck District Council
Cllr Glen Sanderson JP (Observer)	Northumberland Council
<b>Substitutes</b>	
Cllr Thomas Garrod	Norfolk County Council
Cllr Ian McCord	South Northamptonshire District Council
Cllr Linda Robinson	Wychavon District 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 Joy Allen	Durham County Council
Cllr Tudor Evans OBE	Plymouth City Council
Cllr Abdul Jabbar MBE	Oldham Metropolitan Borough Council
Cllr Sue Woodward	Staffordshire County Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
<b>Substitutes</b>	
Cllr Nicole Meardon	Cheshire West and Chester Council
Cllr Colin Glover	Carlisle City Council
Cllr Amy Cross	Blackpool Council
<b>Liberal Democrat ( 3 )</b>	
Mayor Dave Hodgson MBE (Vice-Chair)	Bedford Borough Council
Cllr Liz Green	Kingston upon Thames Royal Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Cherry Beath	Bath & North East Somerset Council
<b>Independent ( 2 )</b>	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council

<b><i>Substitutes</i></b>	
Cllr Sebastian Bowen	Herefordshire Council
Cllr Andrew Stringer	Mid Suffolk District Council
Cllr Robert Bucke	Tendring District Council
<b>Observers</b>	
Philip Sellwood	
Richard Priestman	

## Improvement & Innovation Board - Attendance 2017-2018

Councillors	1/11/17
<b>Conservative Group</b>	
Paul Bettison OBE	Yes
Janet Blake	Yes
Peter Fleming OBE	Yes
Angelique Foster	No
James Jamieson	No
Catherine Rankin	Yes
Barry Wood	Yes
Laura Miller	Yes
<b>Labour Group</b>	
Judi Billing MBE	Yes
Bob Price	No
Phil Davies	Yes
Joy Allen	Yes
Tudor Evans OBE	Yes
Abdul Jabbar MBE	Yes
Sue Woodward	Yes
<b>Independent</b>	
Ron Woodley	Yes
<b>Lib Dem Group</b>	
Mayor Dave Hodgson MBE	No
Liz Green	Yes
<b>Substitutes/ Observers</b>	
Ian McCord	Yes
Linda Robinson	Yes
Nicole Meardon	Yes
<b>Observers</b>	
Philip Sellwood	Yes
Richard Priestman	Yes
<b>Lead Peers</b>	
Mike Haines	Yes
Glen Sanderson	No
Stephen Houghton CBE	No
Phelim MacCafferty	Yes
Alan Connet	Yes
Shirley Pannell	Yes

## Agenda

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### Improvement & Innovation Board

Tuesday 30 January 2018

11.00 am

Westminster Suite, 8th Floor, 18 Smith Square, London, SW1P 3HZ

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**Date of Next Meeting:** Thursday, 22 March 2018, 11.00 am, Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ



## **Brexit**

### **Purpose of report**

For discussion.

### **Summary**

This paper offers the Board a review of recent LGA work on Brexit.

It asks members to consider the current work and to make any suggestions to the LGA Task and Finish Group which leads and coordinates the Brexit work for the LGA.

### **Recommendation**

That the Improvement and Innovation Board consider the LGA's Brexit work and make any suggestions for further consideration to the LGA's Task and Finish Group which leads this work.

### **Action**

Officers to take any actions as directed by Members.

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## **Brexit**

### **Background**

1. This paper offers the Board a review of recent LGA work on Brexit and it provides a summary of the Government's recent negotiations and announcements.
2. It asks members to consider the issues raised and to make any comments to the LGA Task and Finish Group which leads the Brexit work.

### **Our "seat around the table"**

3. The LGA did not take a partisan position during the EU referendum campaign. It maintained a position of neutrality. Immediately after the referendum, we called for the voice of local government and their communities to be heard during exit negotiations, with a concern that only the views of Westminster, Holyrood, Cardiff Bay and Stormont were being considered during formal negotiations. In response, the (then) CLG secretary promised a "seat at the table".
4. We have proactively developed a local government position on Brexit which sets out our concerns and the opportunities. These issues have been discussed widely, with the Department for Exiting the EU (DExEU) ministerial team, opposition front bench teams and through our press work.
5. In September, the four leaders of the UK local government associations met formally with the new (post-election) DExEU ministers at which we reaffirmed our concerns and the opportunities for localities. Ministers have offered to meet the associations on a quarterly basis so that we can make sure that local government voices and views influence discussions. This programme of meetings has established our 'seat around the table'. The next meeting will take place on 1 February.

### **Wider Parliamentary influence**

6. There has been much engagement with Parliamentarians. For example, in December, the Chair of the LGA Brexit Task and Finish Group, Cllr Kevin Bentley, presented to the CLG Select Committee. This Committee is currently running an inquiry into Local Government and Brexit.

### **UK/EU negotiations update**

7. The Government has announced nine Brexit related Bills. Formal UK-EU negotiations have begun in earnest and the Government have published a series of policy papers outlining their vision for Brexit. The detail of the policy papers and bills is attached in **Appendix A**.
8. Brexit will occupy more and more of both the Government's and Parliament's time over the coming political year. We have briefed on the EU Withdrawal Bill which is currently in the Commons. All our briefing are available on the LGA web.

9. In December, the first phase of the negotiations between the EU and the UK were completed. This was an important milestone. We provided a detailed brief on the key issues for councils from the December agreement which can be found [here](#).
10. Importantly, the LGA's detailed position on local government and Brexit allowed us to influence developing debates in both London and Brussels proactively. Below we report on the key themes of the LGAs work and the progress that we are making.

### **Securing funding currently sourced from the EU**

11. We have been working to highlight the £5.3 billion that was to be received by England's local communities from the EU until 2020. This funded local regeneration and skills training. We have had a number of important lobbying successes to ensure that funding for local regeneration continues, including the Chancellor's commitment to replace the funding in some form.
12. We have highlighted the impact in communities if the £5.3 billion funding from the EU is not replaced by a domestic funding arrangement. Our concern is also to ensure that any future UK fund is local and of at least equal quantum to current EU funds. In July we published a number of [pro-active proposals](#) on behalf of councils, with an additional call in our [2017 Budget submission](#). This received a significant amount of media attention and we intend to capitalise on this momentum in the coming months.
13. The December agreement between the EU and UK was an important lobbying success. There was an agreement that the UK would continue to participate in EU programmes to the end of the current funding programme (2014-20). This secures local funds to the end of 2020, provided that there is a final deal between the EU and the UK. The key issue now is to ensure that there is a UK replacement which is fully funded and operational by Jan 2021.

### **Changing the way the UK makes decisions**

14. We have been championing a new constitutional settlement in a post-Brexit UK, ensuring that powers are devolved to local communities and beyond Whitehall, Cardiff Bay, Stormont and Holyrood. We have created a number of work streams to pursue these goals, including;
  - 14.1 Preserving local government's formal role in law-making post-Brexit. Local government currently is formally consulted through the EU parliamentary process (through the Committee of Regions) and we have initiated pro-active discussions with Whitehall about how this role can continue in the UK. This is likely to be a point of debate during the Withdrawal Bills Parliamentary debate. As there has been a promise that there will be no change to any devolution settlement and no change to EU laws, we will be seeking to transfer local government's rights and responsibilities into the UK legal framework. These discussions are currently taking place with Government officials.
  - 14.2 Identifying where local government is likely to be affected by secondary legislation created or changed by the Withdrawal Bill, anticipate where UK

regulators may gain new powers and ensure that consequences on the front-line are understood.

- 14.3 Identifying how local government continues to influence the European Union in the future, given the likely transition period after we leave the EU when many EU laws (such as waste) may still have an impact on council services.
15. On the latter point, in the absence of MEPs and other UK actors in Brussels, our primary influence over such laws is likely to be the European LGA (CEMR) which is a formal consultee on all laws affecting local government. LGAs in countries such as Norway and Iceland are members of CEMR and it is their most important means of influence at a European level. Given the likely importance of CEMR's influence to us, group leaders have considered this issue and agreed to continue our membership.

### **The return of EU powers**

16. We have reviewed all EU laws which impact on local government services and have identified which policy areas are in need of urgent review. We have begun a press campaign on these issues to highlight local government's interest. We have highlighted where there is the opportunity to amend EU laws to help local government better pursue local economic objectives (through procurement reform) and we have highlighted where EU laws help protect the public and where they could now be strengthened (e.g. food hygiene).
  - 16.1 [Simpler rules regulating procurement.](#)
  - 16.2 [Strengthening food hygiene laws.](#)
17. No reviews will take place until after we exit from the EU (or after any agreed transition period). Our work is to register our interest for such reviews in the longer term and highlight the importance of prioritising reviews that could enhance the rights and responsibilities of local communities, post-Brexit.
18. The Improvement and Innovation Board has led the work lobbying on EU procurement policy and may want to revisit the detail of this work once we are assured that any UK legal reviews are to take place.

### **Community cohesion and workforce**

19. We have highlighted that councils play a vital role in protecting their communities from harm and after the referendum we advocated strongly the role that councils were playing to bring divided communities together.
20. We have also established the number of 'continuing EU' workers that deliver vital public services. For example, 7 per cent of English adult care staff are currently (non UK) EU nationals. Our role in analysing the consequences of UK and EU negotiation stances will be very important over the coming months. The LGA has an associate relationship with the Cavendish Coalition which is a group of health and care employer organisations examining the effects of Brexit; as part of this arrangement we have co-funded a research project on the health and care labour market post-

Brexit that is being carried out by the National Institute of Economic and Social Research.

21. The December EU/UK agreement was an important milestone in this debate. The details are in the LGA briefing mentioned at para 9. In summary, there will be a reciprocal agreement between the EU and the UK which allows rights for non-EU citizens residing in the UK (on a specified date) and UK citizens residing in the EU. The LGA welcomed the agreement as providing some assurance for business continuity in the short- to medium- term. We also highlighted that even without Brexit and the potential reduced reliance on EU workers, we face a range of skill challenges as a symptom of a centrally controlled skills system.

### **Place based impacts**

22. The onus is on the LGA and councils to ensure that the differing place based impacts of Brexit are fed into Whitehall. We have organised a number of local seminars to ensure that such evidence is presented to DExEU. A summary of our discussions was presented to the DCLG Brexit Board to ensure that our evidence was formally registered.
23. The policy papers published by the Government and the December agreement have started to define the boundaries of the negotiations and any possible exit deal.
24. Consequently, we will be renewing our call for evidence on a series of specific issues, so that the risk and opportunities to places are placed firmly on the record.

### **Trade**

25. As the debate on building new trade relationships continues, we have advocated the help and experience that councils can offer through their expertise and international connections. The City Regions and People and Places Boards are developing work in this area, particularly in identifying a problem with multiple and overlapping initiatives. We are now looking at an alternative model to offer to Government.

### **Responsibilities at Ports of Entry**

26. Councils have many statutory responsibilities at ports of entry, including food and animal hygiene. We are currently looking at future scenarios with a number of port towns to identify any new or additional responsibilities which could fall to councils once we leave the EU. Any new responsibilities would need to be fully funded.

### **Implications for Wales**

27. We are working on Brexit jointly with the Welsh LGA and the Convention of Scottish Local Authorities (COSLA) and the Northern Ireland LGA (NILGA) to ensure that there is a clear UK local government view. Our ministerial talks are held jointly with the other UK Associations and they sit as advisors on our Task and Finish Group.

## Appendix A – Government’s Bills and Papers

### Parliamentary Bills of Relevance to Local Government

Bill	Summary
EU (Withdrawal) Bill	Repeals our membership of the EU and convert all existing EU law into UK law.
Trade Bill	Facilitates UK trade deals in future.
Immigration Bill	Enables a UK immigration policy and ends free movement across the EU.
Taxation (Cross-Border Trade) Bill	Ensures that we have a stand-alone customs regime on exit. Also known as the ‘Customs Bill’.
Fisheries Bill	Ensures UK control of waters and quotas.
Agriculture Bill	Enables a post-Brexit CAP and agriculture policy.
Withdrawal Agreement and Implementation Bill	Enables the Withdrawal Agreement to be directly implemented into domestic law through primary legislation, rather than through secondary legislation in the EU Withdrawal Bill.

### Government Papers Published in Advance of Formal Negotiating Rounds to Inform Discussion

These position and policy papers have been published over the summer to inform the UK’s initial negotiating position. These are not for consultation – except in the case of the migration paper where a public consultation has been launched. The following papers are of importance to local government:

Paper	Summary
Safeguarding the position of EU citizens in the UK and UK nationals abroad.	All EU nationals lawfully resident for five years will be able to apply for “settled status”.
Continuity in the availability of goods for the EU and the UK (position statement).	Seeks a partnership arrangement with the EU for a temporary and long-term customs union. Also seeks the ability for UK trade deals during exit negotiations.
Future customs arrangements (Policy paper).	
Exchange and protection of personal data.	Seeking a post-Brexit deal where there is no substantial regulatory change.
Enforcement and disputes resolution.	ECJ may have role during a transition period EU citizens in UK only subject to UK law.
Trade & Customs White Paper.	Sets out headline intentions for UK customs and trade regimes.

All papers can be found here: <https://www.gov.uk/government/collections/article-50-and-negotiations-with-the-eu#position-papers->

## **Corporate Peer Challenge: learning and evaluation**

### **Purpose of report**

For information.

### **Summary**

To provide the Board with a summary of the learning from the Corporate Peer Challenge (CPC) programme delivery, including the common messages in peer challenge reports and how these are shared and utilised.

### **Recommendation**

That the Improvement and Innovation Board consider the feedback/learning and provide any comments on the approaches to sharing learning.

### **Action**

Officers to continue to monitor feedback from and the impact of CPCs, in order to ensure they continue to deliver a worthwhile product for councils and to consider how we might share the learning from authorities' CPCs even more widely in the future.

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## **Corporate Peer Challenge: learning and evaluation**

### **Background**

1. The Corporate Peer Challenge continues to be an effective tool at the heart of the LGA's support for sector-led improvement (SLI).
2. A recent independent evaluation ('Rising to the Challenge', February 2017) concluded that the Corporate Peer Challenge continues to be highly regarded by councils who have received one, delivers a range of positive benefits and impacts, and provides value for money. It also suggests the peer-led approach enables councils to benefit in several ways. Peers gain new insights on how other councils operate and have the opportunity of bringing back learning to their own organisation in ways that both improve service outcomes and drive efficiency.

### **Analysis of peer challenge reports**

3. In addition to the peer learning, peer challenges provide useful insights into how councils are continuing to respond to the challenges facing the sector.
4. Corporate Peer Challenges focus on five core components:
  - 4.1 Understanding of the local context and priority setting
  - 4.2 Leadership of place
  - 4.3 Organisational leadership and governance
  - 4.4 Financial planning and viability
  - 4.5 Capacity to deliver.
5. An analysis of the most common messages within the peer challenge reports in 2016/17 has been undertaken – set out below. The analysis provides an insight into how councils are delivering their priorities within a rapidly changing policy environment, continued austerity and other demographic challenges.
6. In summary, the analysis suggests councils have a good understanding of the place they serve and represent, with many becoming more evidence-led in terms of their priority setting. Councils are providing strong leadership of place through positive relationships and partnerships, and seeking to influence sub-regional, regional and national policy. Most councils have a transformation programme of some description, with many focussed on developing new approaches to service delivery. Financial strategies are becoming predicated on a wider set of approaches, including commercialisation. There are several ways that councils are developing or maintaining their capacity to deliver, including digital transformation and shared services.



7. The following is a summary of the most frequent and common feedback messages from peer teams during 2016/17. It is structured in line with the five core components and high level questions considered by all LGA Corporate Peer Challenges.

**Understanding of local context and priority setting: Do councils understand their local context and have they established a clear set of priorities?**

- Councils have a strong understanding of place and demonstrate a good awareness and depth of knowledge of the needs and aspirations of local communities, coupled with a clear desire to see better outcomes for residents.
- Many councils are drawing on an increasing range of information, analysis and engagement to enable a comprehensive and sophisticated understanding of the local context. The potential and scope to use customer insight and data further to inform local priorities was also a common area for improvement. Councils looking to, or needing to, become more 'evidence-led' and 'data-driven' is a key emerging theme.
- There is a clear commitment to stakeholder engagement and consultation to supplement the understanding of the local context, determine priorities, and assess the impact of service delivery. And lots of good examples of engagement with communities – including targeted and topic based approaches, and digital channels. It was also an area for further improvement cited by many peer teams.
- Most councils translate their understanding of the local context and challenges effectively into a clear set of relevant strategic priorities, usually articulated via a council/corporate plan. There is scope to strengthen the narrative about the rationale for priorities. Some councils were encouraged by the peer team to consider developing an overarching vision or 'story of place'.
- While many councils are able to demonstrate some impressive progress against stated priorities, for some an increased focus on the outcomes expected would enable more accountability for delivery and demonstrate the measurable difference and impact residents can expect to see.
- Priorities within corporate plans commonly include: economic growth (including tourism, job creation and employment and education), people and place shaping (including community working, safer communities and connected communities), housing (including sustainability and affordable homes), health and well-being (including children and older people) and the environment.

**Leadership of place: Do councils provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?**

- Councils appreciate the role they play in providing leadership to the place they serve and represent. They know the importance of developing positive relationships, working

arrangements and partnerships with a range of organisations, stakeholders, and local businesses to build consensus on a shared vision for the place, and create a basis for collaboration and joint working.

- The role of the chief executive and leader in providing leadership was often cited. Many of the feedback reports mention a strong and effective leader and chief executive and how they personally help to develop relationships and enhance the reputation of the council. Their input to sub-regional, regional and sometimes national debates and forums that potentially impact on the area the council serves was also a common theme.
- Relationships with partner organisations across the public, private and voluntary sectors are often described as constructive and enthusiastic, and are seen to be delivering influence, impact and improvement in outcomes. In terms developing this further, many councils were encouraged to consider how they could seek earlier involvement and engagement from partners and other stakeholders to enable and encourage fuller collaboration, joint problem solving and co-production of solutions.
- Peers also often recommended earlier communication with communities around decisions that were likely to involve unpopular choices, ensuring the context and challenges faced by the council were made clear. Linked to this is the relationship between council and citizen, with some councils starting to consider how to re-set and re-balance expectations.

**Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented.**

- The majority of councils were described in positive terms with regard to the organisational leadership provided by senior politicians and managers. Many chief executives and leaders were described as well-respected and highly regarded by staff. They clearly provide a critical role in providing clarity about the direction of travel, and shaping the organisational culture, behaviours and values.
- Relationships between officers and councillors tend to be good, with supportive interaction and effective dialogue. Relationships are based on mutual respect and a good understanding of respective roles. There are of course exceptions to this. One common area for improvement is finding time for more dialogue – both formal and informal - between portfolio holders and senior officers for horizon scanning and longer term strategic planning.
- There is generally good cross party working that is consensual and inclusive. Councillors from all groups felt they had appropriate access to information and that relevant and timely opportunities exist for councillors to be informed and involved in decision making. Political composition (current and historical) has a bearing on this of course. Standards issues look to be rare. But where there are negative issues around member behaviour this impedes the council's progress in delivering priorities and overall

performance.

- Opportunities for non-executive councillors to provide scrutiny and challenge are considered an important part of the governance arrangements. Overview and scrutiny is often valued, with some good examples of where it is working well and adding value to policy development. However, there is often potential for the scrutiny to be focussed more on strategic issues including the transformation programme, and involved earlier in the policy development cycle.
- Councils appreciate the importance of robust performance management information and arrangements. Many are investing in its further improvement and development. Strengthened arrangements are enabling managers and members to more proactively monitor in-year service and budget performance and take remedial action where necessary.
- Most councils have a transformation programme. These vary in terms of their focus, but many include exploring new models of service delivery. The pace and scale of change in councils can unsettle staff. Their understanding and buy-in to organisational change is helped by effective internal communications. The need for a continued development of a clear, regular, consistent and realistic narrative between the top and bottom of the organisation was often identified by peers. Councils were often advised to consider developing the range of channels to achieve this.
- Capacity to lead and manage transformation is often cited as an area for further consideration. Ensuring sufficient leadership and management capacity was in place – including programme and project management capability and expertise - in order to deliver their future change and transformation programmes was a frequent recommendation.
- Councils need to further strengthen and modernise governance to support the transformation programme. Some were encouraged to become more ‘fleet-of foot’ and practical in their approach to decision making. Others were recommended to refresh, strengthen or streamline procurement and commissioning.
- Councils with a strong two-way communication with staff, feedback mechanisms and a staff suggestion scheme were often the ones with a positive and supportive culture for innovation and ideas. They encourage the involvement of staff in change processes. These councils also tended to have a focus on staff development and progression including management development, with a focus on supporting leaders of the future.
- Many councils are explicitly striving for a ‘one council’ ethos and culture. Some are further advanced than others. Many councils have staff who are loyal, motivated, and demonstrate the core values and behaviours of the organisation. A need to improve corporate working was evident in some councils, with particular reference made to the need to break out of silos, and develop a more streamlined, connected and cohesive approach.

**Financial Planning and Management: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented effectively?**

- The vast majority of councils have a clear understanding of the financial challenges they face. Whilst there are still many difficult pressures to be negotiated, there are numerous good examples of where these ongoing challenges are being well understood and planned for.
- There are big variances in how equipped councils are to respond to the financial challenge. The ability to respond to the challenge can often be determined by historical factors and decisions taken pre-austerity.
- Councils have continued to respond to the ongoing challenge of reducing revenue budgets in a variety of different ways. Financial strategies are becoming more diverse, proactive and innovative. However, due to the scale of the future financial challenges facing many councils, there is an acknowledgement that financial planning and management will require increasingly difficult decisions in the future. For most places, there are no more easy wins.
- The development of commercial income generating activity is underway to some extent in many authorities. There are examples of where this is more than just a focus on making savings, with proactive councils establishing income generation plans and developing multiple revenue streams. But there is a need for some councils to define and understand the term “commercialisation” more fundamentally across the organisation if they are to effectively prioritise, resource and deliver income targets.
- Many councils are able to demonstrate a grip on their financial position as a result of having developed clear, realistic financial planning. Where this can be improved, there is a requirement for more effective financial management systems based on quality intelligence, better management access to this intelligence and a review of reporting mechanisms.

**Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?**

- Councils across the country are benefitting from a loyal, enthusiastic and committed workforce who understand the need for change and to develop new and more efficient ways of working which avoid the duplication of activity. Many senior management teams recognise that their workforce is their greatest asset in ensuring the continued effective delivery of services in a challenging financial climate.
- Many places are recognising that agile, flexible staff are needed to deliver effective services in a climate of ongoing financial challenge. These places are continuing to invest in staff, taking steps to fully leverage the skills of a reduced workforce and utilise the experience of existing staff members. Member development is also a key consideration.

- Skills gaps within councils are being identified, particularly in relation to commercialisation. This is at both an officer and member level. Training and any new recruitment would do well to target the skills currently missing within organisations, and there is opportunity for councils to take measures to retain these skills where they are present, develop capacity and enable successful succession planning.
- Peers have highlighted several areas where councils can positively impact their capacity to deliver. Namely: an efficient and effective digital strategy; flexible partnership working that ensures early engagement with stakeholders; flexible working practices, utilising cross-departmental and co-location working; clear and consistent modern management practices and strong leadership and clear communication.
- Exploring new, innovative approaches to service delivery has been highlighted by peers as useful in developing capacity and resilience. Commissioning, outsourcing or shared service initiatives with other authorities, whilst areas of focus for some councils, would benefit from further development in others.
- The continued drive to share and publicise these innovations through best practice examples is encouraged as a way of ensuring shared learning and evidence-based decision making across authorities.

### **Sharing the learning**

8. The learning from Corporate Peer Challenges is shared in several ways, including:
  - 8.1 Good and innovative practice database: examples of practice from Corporate Peer Challenges are added to the database on the LGA website as a means of sharing them with the wider sector. We amended the preparation guidance issued to councils ahead of a peer challenge to encourage them to put a section in their position statement (self-assessment) identifying practice that they consider to be worthy of sharing.
  - 8.2 Peer learning: peers gain new insights on how other councils operate and have the opportunity of bringing back learning to their own organisation with a view to improving service outcomes and efficiency.
  - 8.3 Publication of peer challenge reports: there is an expectation that councils will publish the feedback report, making them publicly available for others to read and learn from. Reports cite strengths and effective practice, as well as areas for further consideration and improvement.
  - 8.4 Peer Challenge Manager Briefings: LGA challenge managers come together 3-4 times a year to share learning about the peer challenge process and examples of practice in councils.

8.5 Peer training events: experience and examples from peer challenges are shared by LGA Programme Managers.

8.6 Chief Executives 'roundtable: we have recently held an event with a number of council chief executives to discuss their experiences of leading corporate peer challenges and to share learning. We are considering further events.

8.7 Sharing with LGA colleagues so that learning from the programme can inform and influence other facets of the Sector-Led Improvement offer, such as political leadership programmes.

### **Programme delivery**

9. Take up of the Corporate Peer Challenge continues to be positive. Four fifths (80%) of the sector have had a Corporate Peer Challenge, or are signed up for one. The numbers of councils who have not yet taken up the offer, and the reasons why, are closely monitored. The number continues to reduce. Approximately half of the Corporate Peer Challenges delivered during 2016/17 and 2017/18 have been in councils receiving one for the first time.
10. During 2016/17 we engaged with 62 councils through the programme: 51 councils received a Corporate Peer Challenge, seven councils received a Follow-Up Visit by some or all of the original peer team (typically one to two years after the Peer Challenge), and five councils received a Finance Peer Review. We deployed more than 250 officers and councillors as peers who delivered more than 1,200 days of challenge and support to councils. Corporate Peer Challenges teams were made up, on average, of 4.2 peers plus an LGA peer challenge manager.
11. Delivery in 2017/18 is set to be at similar levels. It is anticipated that by end of March 2018 we will have engaged with nearly 70 councils. This demonstrates a continued and notable investment by the sector in its own improvement.

### **Feedback from councils**

12. Feedback is sought from councils that have received a Corporate Peer Challenge. This is collated through two surveys sent to Chief Executives and Leaders:
  - 12.1 Feedback survey: survey sent to the Chief Executive and Leader on completion of the Peer Challenge to ascertain initial feedback about the process and peer team.
  - 12.2 Impact survey: sent to the Chief Executive and Leader 12 months after the Peer Challenge to ascertain measures and perceptions of impact in the longer term.

13. In terms of the feedback survey, headline findings from those conducted in the first half of 2017/18 include:

- 13.1 100% were very or fairly satisfied with the Corporate Peer Challenge their council received (79% were very satisfied).
- 13.2 100% would be likely to recommend a Corporate Peer Challenge to other councils if asked about it.
- 13.3 100% said their confidence about the council delivering its priorities had increased, having participated in the Corporate Peer Challenge.
- 13.4 97% said that the objectives they had for taking part in the Corporate Peer Challenge were achieved fully or largely.

14. In terms of the impact survey, headline findings from authorities who had received a Peer Challenge a year ago (i.e. during the first three quarters of 2016/17) include:

- 14.1 96% of respondents said the corporate peer challenge (including any further improvement support it triggered) had a positive impact on the council's performance.
- 14.2 96% of respondents said the corporate peer challenge (including any further improvement support it triggered) had a positive impact on the delivery of council priorities.
- 14.3 88% of respondents said the corporate peer challenge (including any further improvement support it triggered) had a positive impact on the council's external reputation.
- 14.4 88% of respondents said the corporate peer challenge (including any further improvement support it triggered) had a positive impact on the culture and behaviours within the council.
- 14.5 92% of respondents said the corporate peer challenge (including any further improvement support it triggered) had a positive impact on relationships with partnerships external stakeholders.
- 14.6 72% of respondents said the corporate peer challenge (including any further improvement support it triggered) had a positive impact on the financial sustainability of the council.

### **Implications for Wales**

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

**Financial Implications**

16. There are no direct financial implications.

**Next steps**

17. The LGA will continuously monitor feedback from and the impact of CPCs, in order to ensure they continue to deliver a worthwhile product for councils. We will be reviewing how we might share the learning from authorities' CPCs even more widely in the future.



## **LG Inform and LG Inform VfM**

### **Purpose of report**

For information.

### **Summary**

To provide the Board with the background to LG Inform and LG Inform VfM, two data tools which the LGA developed and maintains on behalf of local authorities as part of our sector-led improvement offer. A demonstration will be given at the Improvement and Innovation Board meeting on 30 January 2018.

### **Recommendation**

That the Improvement and Innovation Board note the developments and progress, and consider ways in which we might promote LG Inform more widely to councillors.

### **Action**

Officers to proceed with work as directed by members.

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## **LG Inform and LG Inform VfM**

### **Background**

1. **LG Inform** is the LGA's on-line data and benchmarking service. 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. LG Inform was launched in the summer of 2013. It was developed to bring together the key data used by local authorities and keep it up to date, thereby releasing officers in every council and fire and rescue authority from the task of tracking down the latest data and then maintaining it, so they can spend more time on the analysis and understanding of the data instead. Helping authorities by providing quick and easy access to performance data supports improvement. But, in addition, the vast majority of data in the tool is also freely accessible to the public, so supports councils with their transparency and accountability too.
2. This year, a 'clone' of LG Inform was made in order to allow the LGA to take over the running of the Value for Money Profiles. These profiles contain mainly financial data, and were originally developed by the Audit Commission to enable auditors to make their value for money judgements of councils and fire and rescue authorities. The new tool, which is called **LG Inform VfM**, was launched at the end of November 2017 and the LGA will now maintain it.

### **LG Inform**

3. All councils now have people signed up for LG Inform, and there are around 5,000 registered users in total (an increase of 20 per cent over the last financial year). Authority users can view data or pre-written reports, and create their own reports, using the most up to date published information. However, much of the data is on the public site and can be accessed without registering or signing in: in total there were 66,000 visits over the course of the year.
4. The database now contains around 5,500 metrics: these are usually added at local authorities' request, or because we know they are particularly relevant to local government. The database is maintained daily by the LGA and, typically, each month 3,000 updates are made to ensure the data within the database is current.
5. We have an ongoing free training programme for authorities: this comprises face to face training around the country, but also a webinar series for officers or councillors to join from their desks.

6. Although LG Inform has reached a level of maturity over the past two years, we continue to take in to account users' suggestions and fine tune the software to bring in smarter and easier ways of using LG Inform. We have worked on a number of developments and improvements this year, including a new 'outliers' function which enables users to identify areas of strong/weak performance, and more options to examine data over time.
7. The LGA Research Team also writes 'ready-made' LG Inform reports for authorities, and new reports this year include fly-tipping, demographics and sexual health. In addition, the team is currently working with MHCLG to create a report on cohesion and integration.

### **LG Inform VfM**

8. The new LG Inform VfM tool replaces the former Audit Commission's VfM Profiles. Public Sector Audit Appointments (PSAA) have been maintaining them since the Audit Commission closed, but it was a resource-intensive exercise. From now on the tool and database will be updated by the LGA, in a much more efficient way, and sooner after publication of new data.

### **Other work associated with LG Inform**

9. The LGA Research Team has been running a free data benchmarking club for local authorities. This allows them to submit data not centrally collected anywhere else, and compare with other authorities: or share data and view it earlier than they would normally see central government data. The data is published in LG Inform. It also means they save money by not needing to use commercial benchmarking clubs. Around 150 authorities take part in this. Furthermore, after a successful pilot with fire and rescue authorities in the South West, we have now launched a dedicated Fire Benchmarking Club. This collects a basket of metrics that were felt to be useful to have on a quarterly basis, rather than the bi-annual publication from the Home Office.
10. Finally, using LG Inform we are delivering a modest income stream by charging external organisations to add their data or create reports or use our data feed.

### **Implications for Wales**

11. Both LG Inform and LG Inform VfM are for English authorities only. The Welsh Local Government Data Unit provides data for Welsh authorities.

### **Financial Implications**

12. There is an LG Inform budget, funded from MHCLG grant, which is used for all the work on LG Inform.

**Next steps**

13. LG Inform and LG Inform VfM will be demonstrated in the Improvement and Innovation Board meeting. Board members are requested to note the developments and progress, give any feedback, and consider ways in which we might promote LG Inform more widely to councillors.



## National Graduate Development Programme

### Purpose of report

For discussion.

### Summary

The national graduate development programme (ngdp), is the LGA's flagship management trainee programme. It has been providing future managerial leaders to the sector for two decades and in 2017 recruited the nineteenth cohort. As recruitment for the twentieth cohort of national management trainees gets underway, it is timely to provide Members with an update on the progress of the scheme and present considerations for the future success of ngdp.

The purpose of this report is to provide the Improvement and Innovation Board with an update on ngdp. There will be a presentation to support the discussion.

### Recommendation

That the Innovation and Improvement Board to comment on ngdp and asked to endorse and champion the programme, promoting it to the sector and within their own organisations (paragraph 7).

### Action

Officers to proceed with work as directed by members.

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## **National Graduate Development Programme**

### **Background**

1. The ngdp is the LGA's flagship management trainee programme. It offers local authorities a unique opportunity to grow their own local government managerial leaders. Every year since 1999, ngdp has provided the sector with high quality graduates who are ready to work on strategic projects which contribute to the delivery of corporate goals of individual authorities.
2. The ngdp is a two year programme, where graduates are employed by local authorities and undertake a minimum of three placements. Alongside their employment, the LGA has commissioned the Solace Group to deliver a complementary learning and development offer. At the end of their two year programme the graduates will have developed a range of skills across of a variety of services. The ngdp acts as an opportunity for talented graduates to fast track their local government career and gives authorities the opportunity to nurture and develop their own talent.

### **Looking to the future**

3. Being part of the ngdp allows local authorities to start thinking earlier about longer-term succession planning and future leadership potential. This report will outline some of the recent key developments within the ngdp and highlight some of the opportunities for the future.

### **Recruitment**

4. Every year, the LGA undertakes an extensive recruitment campaign to attract graduates. Graduate recruitment can be time-consuming and demanding on council resources and by joining ngdp, local authorities have access to a national pool of candidates, without the burden of managing a full assessment and recruitment process. There is a rigorous five stage recruitment process which includes verbal, numerical and situational judgement tests, video interviewing, assessment centres and a "best-fit" interview with councils. Applications closed for Cohort 20 on 4 January 2018 and over 2,700 applications were submitted. This represents 7.5% increase compared to 2017 applications, and an increase in annual applications of over 70% compared to 2015.
5. Shortlisting is currently underway for the video interview stage, and it is anticipated that approximately 800 candidates will progress. The national assessment centres are taking place between 1 March and 16 March in London and Preston. The final number of places available on ngdp is determined by the involvement of participating authorities.

### **Council involvement**

6. In recent years between 50 and 60 councils have participated in the ngdp per year. It is a demonstrable example of how a national platform and national resources can create a more efficient way of approaching graduate recruitment than if individual councils undertook the task separately. In 2017, the Leadership & Localism team placed 130 graduates in councils across England. Attached at **Appendix B** is the list of participating councils for the past three years to provide Members with an overview of the spread of local authority participation. The ngdp is funded by a combination of the improvement grant received from MHCLG and a fee, paid by participating authorities. Work is underway to engage more local authorities in ngdp to ensure that as much of the sector as possible has access to the benefits of the ngdp offer. However, any increase in the numbers increases the overall cost of the programme at a time when the improvement grant from MHCLG is reducing.
7. The approach to attracting councils has included articles in the Chief Executive's Bulletin, regional open days, an article in First magazine. A Council Information Guide was also produced and is used by the regional teams in their discussions with the sector. Raising the profile of ngdp is crucial to ensure that all local authorities are aware that the opportunity to partake is available to them. Members of the Improvement and Innovation Board are requested to champion ngdp, as part of the LGA's sector led improvement offer and it is requested that they promote the benefits of ngdp in their own organisation and across local government.
8. Registration from host authorities is accepted until 30 March 2018, and graduates will start in their roles in the Autumn of 2018. Following the recruitment process, managed by the LGA, host authorities will directly employ successful graduates on a two-year fixed term contract and offer a minimum starting salary of £24,174 (not including London weighting).

### **Benefits of ngdp**

9. Included at **Appendix A** is a recent testimonial provided by Cllr Hazel Simmonds, the Leader of Luton Borough Council, which is due to be published in the February edition of First Magazine. Having first recruited one graduate through ngdp in Cohort 18 (2016), Luton Borough Council have gone on to recruit four in 2017 and have undertaken an extensive local recruitment campaign in 2018 to attract Luton residents to join ngdp. This testimonial demonstrates the benefits of ngdp from the point of view of a specific host council. Other benefits, include:

- 9.1 Future proofing: Being part of the ngdp allows host authorities to start thinking about longer-term succession planning and future leadership potential;
- 9.2 Management trainees have access to national networking and learning opportunities across sectors and have access to partners such as central government, the private sector and other local authorities. This not only enriches the experience for the trainee, but also brings a wealth of best practice and knowledge back to the authority;
- 9.3 Recruiting: graduate recruitment can be time consuming and demanding on council resources, which is why we run a national marketing and recruitment campaign to help identify the most promising future leaders for authorities.
- 9.4 Learning and development: as part of our offer, trainees will complete a bespoke and comprehensive learning and development programme. More information is provided in the following section of this report.

### **Learning and development**

- 10. Since last reporting to the Improvement and Innovation Board, a new learning and development programme has been procured. To ensure that the future managers going through the ngdp are equipped and ready for senior roles at the conclusion of the two year programme, a bespoke learning and development opportunity has been designed. Working in partnership with the Solace Group, trainees are provided with a mixture of residential training modules, regional events, online learning and action learning sessions. Delegates will also complete an ILM Level 7 Certificate in leadership and management while on the programme.

### **Next steps and future developments**

- 11. The ngdp is currently funded through the improvement grant received from MHCLG (roughly £5,000 per graduate) and a fee from participating councils. The fee for participation in 2018 is £2,400 per graduate, which is a £50 increase on the previous year. The cost of the ngdp has not risen by more than 2.2% per year in an effort to ensure the scheme remains affordable and below inflation during the challenging financial climate.
- 12. As interest and engagement in ngdp grows, it is important to ensure that it remains sustainable. As the number of graduates increase the current funding model requires a larger amount of MHCLG grant. However, the overall level of improvement grant continues to reduce each year. Therefore, there is a need to look at what a sustainable funding model is going forward. Put simply, the portion of DCLG grant given to ngdp is spread quite generously amongst 50-60 councils. If all council's eligible to participate chose to do so, the cost of delivering ngdp would increase significantly



13. Substantial work has been undertaken to ensure that the cost of delivering ngdp represents the best possible value to the sector. This has ensured that the fees paid by participating councils to top up the DCLG grant has not needed to increase significantly in recent years. To ensure the future financial sustainability of ngdp, the fee will likely need to increase at some point alongside continued efforts to deliver a good value scheme, without adversely affecting the quality of the programme.
14. Work is currently underway to consider future funding options for ngdp. Consideration was given to aligning ngdp with the government's new apprenticeship levy, however, in reality this would involve significantly changing what is a successful and well-regarded talent attraction programme. It is intended that a series of conversations with senior leaders will take place during 2018 to seek the views of councils participating, previously participating councils, as well as those who have not had any involvement in ngdp to date. The responses would gather responses to inform future developments of the programme.

#### **Implications for Wales**

15. There are no implications for Wales.

#### **Financial Implications**

16. There are no direct financial implications of this report. Significant work has been undertaken to ensure that ngdp represents best value for the sector and it is proposed that work regarding the financial sustainability of ngdp is presented to IIB at a future date.

#### **Next steps**

17. Following the conversations and research referred to in paragraph 14, it is proposed that a further update is provide to IIB members.



# On the job



Cllr Hazel Simmons MBE (Lab)  
is Leader of Luton  
Borough Council

## Graduate trainees are helping Luton Council realise its potential – and it's not too late for other councils to take advantage of the LGA's national graduate development programme

**A**n organisation is only as good as its people. It may seem obvious, but it's a principle that cannot be taken for granted. It's also something for which we in local government must plan if we are to best meet the needs of the communities we serve.

For Luton Council, it's all about securing the best talent to deliver the Luton Investment Framework – our ambitious, but achievable, plan to attract £1.5 billion of inward investment over 20 years and improve the life chances of local people.

We recruited our first national graduate development programme (ngdp) trainees in October 2016, and it quickly became clear the benefits of this scheme flowed both ways. Ask any member of staff who has worked with them and they will agree that our talented national management trainees are already making an impact across the authority.

Securing such high-quality trainees provides an obvious benefit to the council, proving that our offer of genuine development is attractive and spreading the word to other young people.

When they started, our recruits were a little surprised that they would have direct access to the chief executive and myself. But we are keen to give them real responsibility. We make sure they are making a difference – that's what they came into the public sector to do.

We also want to be challenged by our recruits, and have plans to involve them in a Reverse Coaching Scheme. There are gaps in the knowledge of staff of all ages, throughout all organisations. This scheme is about thinking, 'we have a need, who could fill it?'; regardless of age or position within the authority.

*"We want to be challenged by our recruits"*

These are remarkable people, and we are helping them to realise their own potential and the potential of our authority.

Two of our trainees have started blogs, in which they share their Luton experience with their peers. These are genuine and unadulterated opinions from people who are experiencing our authority first-hand. This is fantastic for our employees, but also for the wider image of the council.

The ngdp's aspiration is to grow the next generation of local government directors and chief executives. We are proud to say Luton has played its part in realising this goal – and received plenty in return.

## The national graduate development programme

One of the keys to providing strong public services that improve the lives of our residents is attracting and developing the right people to lead our council teams and organisations.

Over the past 20 years, the LGA has been bringing graduate talent into the sector through its national graduate development programme (ngdp). The programme provides local government with managers and leaders who are ambitious, passionate and committed to improving public services in the best interests of our communities.

The ngdp is highly regarded by councils and graduates, and is ranked in *The Times* Top 100 Graduate Employers and *Guardian* UK 300.

It promotes the benefits of a successful and rewarding career in local government, and has provided consistently high-calibre graduate trainees to more than 160 authorities, through 19 previous cohorts.

This year, the scheme has attracted more applications than ever before, with more than 2,700 graduates applying for trainee positions in local authorities across the country.

There is still time to register as a host authority and to realise the benefits of this national, but flexible, programme within your own council.

Please visit [www.local.gov.uk/national-graduate-development-programme/ngdp-information-for-councils](http://www.local.gov.uk/national-graduate-development-programme/ngdp-information-for-councils) for more information, or email the ngdp team at [ngdp@local.gov.uk](mailto:ngdp@local.gov.uk). The deadline for applications is 30 March.





## Appendix B – Council Participation 2015-2018

Council	Cohort			
	17	18	19	20*
	2015	2016	2017	2018
Ashford Borough Council		1		
Barnet	3	4	3	5
Basingstoke and Deane Borough Council		1		
Bedford Borough Council			1	
Bexley London Borough Council	1	2	2	
Birmingham City Council	2		4	
Blackpool Council				1
Bolton MBC	1	1		
Breckland Council & South Holland DC			1	
Brent London Borough Council	4	3	10	6
Cambridgeshire County Council	2	2	4	4
Camden		2		
Cheshire West and Chester	5	4		
City of London			2	2
Cornwall County Council		2	1	1
Coventry City Council		2	1	
Crawley Council			1	
Dacorum Council		1		
Doncaster MBC		3	3	
Durham County Council			4	
East Hertfordshire District Council		1		
East Staffordshire Council			1	
Elmbridge BC				
Enfield London Borough Council	1	2	2	Tbc
Gloucestershire County Council		1	1	2
Go Shared Services - Cotswold DC, West Oxfordshire DC and Ubico		1		
Greenwich Royal Borough	5		9	
Gwynedd Council	1			
Hackney	2	3	2	
Hampshire County Council	1			
Haringey Council	3	2	3	2
Havering	2	2	3	
IDeA				

Islington London Borough Council	2	2	2	2
Kensington and Chelsea, Royal Borough				
Kensington and Chelsea, Royal Borough AND Hammersmith and Fulham	5	4	5	
Kingston upon Thames			2	2
Lambeth	4	3	4	6
Leicester City council	2	2	1	
Lewisham London Borough Council	2	2	2	
LGA	2	2	2	
Luton BC		1	4	6
Merton London Borough Council		2		
Mid Kent Improvement Partnership	1		1	
Milton Keynes Council	1	1	1	
Newark and Sherwood District Council, Gedling Borough Council, Rushcliffe Borough Council	2			
North Lincolnshire Council		2		1
Nottinghamshire County Council	3	2	3	
Northumberland County Council				5
Oldham Metropolitan Borough Council	2		2	
Plymouth City	1	1		
Reading Borough Council	2	2	2	2
Redbridge London Borough Council	1	2	4	
Rotherham			1	
Royal Borough of Kingston upon Thames	3	2		
Sandwell MBC	2	1	1	
Selby Council	1		2	
Sheffield City Council		1		
Slough Borough Council		1	1	
South Norfolk Council	1			
South Staffordshire Council	1			
South Tyneside Council	1	1	1	
Southend-on-Sea Borough Council	2	1	1	3
St Albans City & District Council	1	1	1	
Stevenage BC		2	2	2
Surrey CC	3	2	4	4
Sutton London Borough Council	1	1	1	
Tower Hamlets			2	
Waltham Forest London Borough	3	2	3	2-4
West Midlands Combined Authority			2	
West Sussex	6			
Westminster City Council	3	4	4	3
Wiltshire County Council	1	1		
Woking Borough Council		1	2	tbc



**Improvement and Innovation Board**

30 January 2018

Wokingham District Council	1		1	
Wolverhampton	4	4	5	5
York Council		2		

\*Please note that 2018 participation is still being finalised authorities have until 30 March 2018 to register







**Improvement and Innovation  
Board**

30 January 2018

## **Productivity Programme**

### **Purpose**

This report updates the Board on the progress being made against the Productivity Programme for 2017/18 for the third quarter of the year. **Appendix A** provides a summary of the main outputs for the quarter.

A verbal report on Carillion will be provided at the meeting.

### **Recommendation**

That the Improvement and 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 members' guidance.

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## 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 agreed with the Department of Communities and Local Government.
2. Local authorities can reduce their financial dependence on government and their call on local taxpayers in three ways;
  - A. Transforming services** either to make them more efficient and less wasteful or to find more effective ways of delivering to local people's needs.
  - B. Smarter sourcing** commissioning and buying the goods, works and services (with a combined value of £55 billion) that contribute to local outcomes more efficiently and effectively. Managing the resulting contracts to optimise value from them.
  - C. 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

#### **A. Transforming Services**

#### **Digital work-stream**

4. The LGA is working with councils and our partner local government representative bodies, to maximise the opportunities that digital tools and solutions create, to ensure that Councils are making effective, efficient use of digital technology to benefit their local residents, communities and businesses and play a full part in digital aspects of various government strategies.

### Programme activities 2017/18

Objective	Achieved
Work with the sector to build capacity in digital transformation of local authorities, digitisation of transactions and digital leadership.	As noted previously, the LGA successfully agreed an arrangement with Government Digital Services (GDS) in the Cabinet Office, to allow council officers to attend the Digital Academy (DA) programme of courses throughout 2017/18 on Agile Programme and Project Management.  As of March 2017, we have actively

	<p>promoted the DA programme of courses to councils. From April to the end of October 2017, we have processed 256 initial enquiries, of which 162 requests from officers were submitted to the DA team, 109 of whom have successfully now attended a course of their choice.</p> <p>We sent out a survey to these 109 officers to get their feedback about the courses, find out what they have applied in their councils and if the course can be better tailored to councils. This feedback will be used to report back to the senior management at GDS and shape our discussions about attending these courses beyond the end of March 2018.</p>
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.	<p>In February 2017, the LGA awarded support to 23 council led projects on 'channel shift' – using digital tools and solutions to get more services online and to help more local residents and businesses carry out their business with their council online.</p> <p>We have been working with these projects to support and monitor their progress including hosting a workshop in September to share their learning so far, plus focus on particular issues including: 1) working effectively with suppliers and 2) developing a more 'user focused' service design.</p> <p>We are also working with those projects we agreed under the Digital Transformation Programme in March 2016, who are now in a position to have their case study captured. The aim is to publish these on the LGA website by the end of March 2018.</p>

### Next steps

5. We will continue to work with the projects to help them deliver the improvements and savings as set out in their agreed bids. We will capture their learning and good practice (including case studies) and share these widely with councils. We will also provide tailored support to councils promoting ambitious use of digital to provide efficient public services.

**Cyber Security:**

6. The LGA is continuing to work with councils, the National Cyber Security Centre (NCSC), Cabinet Office and DCLG to raise the importance of cyber security as well as signpost councils to where they can get advice, find guidance and good practice to support their own work on cyber resilience.

**Programme Activities 2017/18**

Objective	Achieved
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>The LGA continues to host and run various sector boards to help councils understand and manage the risk of cyber security. These include;</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The LG Cyber Security Technical Advisory Group which brings together officers in IT Security and Cyber Security roles to discuss the more technical aspects of cyber security.</li> </ul> <p>As a result of discussions with councils, the National Cyber Security Centre, Cabinet Office and DCLG, the LGA co-ordinated and submitted a bid on behalf of the sector to Cabinet Office.</p> <p>If successful, this funding will enable us to:</p> <ul style="list-style-type: none"> <li>• carry out research and analysis of the sector's current capabilities' and the measures in place to prevent a cyber-attack as well as respond to an incident if /when it happens.</li> <li>• Identify the risks and those councils at risk</li> <li>• Develop and implement an improvement plan to support the sector so that it is better able to prevent and respond to cyber attacks.</li> </ul> <p>This work will include building capacity by</p>

	making sure councils are already linked into their Warning, Advice and Reporting Point (WARPs).
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### Next steps

- The LGA presented the bid for funding under the National Cyber Security Programme to the Cyber Resilient Government Group (CRGG) on November 28. Government will review and assess these bids to agree the recommended funding allocation at the end of January.

### Shared Services and Collaboration

#### Programme activities 2017/18

Objective	Achieved
Increase the efficiency savings councils make through sharing services, by continuing to support councils to share services and refreshing the annual national shared services map.	The LGA Shared Services map was updated for 2017 and relaunched in May and shows that all but four councils are involved in shared service arrangements across the country. These arrangements are contributing to accumulated savings of more than £657million.
Shared Services Matchmaking and Shared Service Expert programme in place to help and assist councils interested in sharing services or expanding existing shared service arrangements.	The shared services matchmaking service was launched to provide assistance to support councils who wish to share services and/or management teams with other councils. The offer includes access to support for a dedicated shared service expert. We have had seventeen enquiries with one shared expert currently working with the councils of the Liverpool City Region and another expert due to be placed shortly. Applications and business cases being worked on with others.

### Next steps

- The procurement exercise to refresh the map and capture the efficiency savings and identify collaborations within the sector and its partners for 2018 is under way.
- Continued support and advice for shared service enquiries and applications as well as trying to connect councils with others in their pursuit of collaborative working and saving money.

### **Behavioural Insights Programme**

10. Through the latest round of the Local Government Association's Behavioural Insights Programme we will support seven authorities. The programme encourages innovation in local public services by giving support and funding to councils to help them to deal with the biggest service challenges.
11. Behavioural insights is an approach based on the idea that interventions aimed at encouraging people to make better choices for themselves and society will be more successful if they are based on insights from behavioural science, also known as "nudge theory".

### **Programme activities 2017/18**

<b>Objective</b>	<b>Achieved</b>
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.	<p>In what is phase three of the programme, the LGA will support the following authorities:</p> <p><b>East Sussex Fire and Rescue Service</b> – Being the sole fire and rescue service in the programme, it will be changing behaviour with the aim of reducing accident dwelling fires.</p> <p><b>Hartlepool Borough Council</b> – Hartlepool will be reducing the number of children and young people who require support for drug and alcohol misuse.</p> <p><b>Knowsley Metropolitan Borough Council</b> – With technology playing a more active role in care, Knowsley will be increasing the uptake of assistive technology in adult social care.</p> <p><b>London Borough of Croydon</b> - Croydon will be reducing demand in Special Educational Needs and Disabilities transport services.</p> <p><b>North East Lincolnshire Council</b> – North East Lincolnshire is increasing the uptake of cancer screening programmes in some of its most deprived areas to prevent escalation of the illness.</p> <p><b>Warrington Borough Council</b> – Warrington is aiming to manage the demand for the number of children and young people with Education, Health and Care Plans.</p> <p><b>Worcestershire County Council</b> – Prompter payment of fairer charging in Adult Social Care services.</p>

### Next steps

12. The LGA and the organisations undertaking the work with the councils will be sharing learning and results as and when they come in, for others to benefit from.
13. More information on the LGA's Behavioural Insights Programme can be found here <https://www.local.gov.uk/our-support/efficiency-and-income-generation/behavioural-insights>

### Design in the Public Sector

14. The Design in the Public Sector programme is one of the LGA's Innovation projects. Delivered in a partnership between the LGA and the Design Council, the Design in Public Sector programme equips councils with design skills and techniques to apply to their service challenges.
15. This year's Design in the Public Sector programme, in partnership with the Design Council, is focussed on applying design process and methods to tackle public health challenges with a focus on prevention. The selection panel for the southern cohort of the programme met on the 12 of December. Six councils were selected to be part of the programme.

### Programme activities 2017/18

Objective	Achieved
Equip 10 councils to use design techniques to improve services and or manage future demand.	<p>We are currently working with the following councils on the northern cohort:</p> <p><b>Barnsley Council</b> – reduce the rate of teenage pregnancy in Barnsley, narrowing the gap between the Borough, Yorkshire and Humber and England</p> <p><b>Calderdale Metropolitan Borough Council</b> – to improve health of patients prior to elective surgery</p> <p><b>City of Bradford Metropolitan District Council</b> – creating a healthy, strong district; fostering greater ownership and harnessing the built environment to support wellbeing across our communities for the future.</p> <p><b>Doncaster Council</b> – using insights from community engagement to redesign services to support self-management across an integrated health and social care system.</p> <p><b>North Tyneside Council</b> – to encourage the local over 55 population into physical activity.</p> <p><b>Sheffield City Council</b> – Preventionomics' How might we 'risk</p>

	<p>stratify' the population of Sheffield, and identifying the most effective interventions to improve the overall health and wellbeing of our citizens and communities.</p> <p><b>Stockport Council</b> – to find a new way of collaborating with local voluntary and community sector partners to coproduce social connection, reducing isolation and building resilient communities, in order to improve health and wellbeing and reduce avoidable demand on services.</p> <p>We are pleased to announce the latest successful councils who will be working with the Design Council from January 2018 on their public health service challenges as part of our southern cohort of the programme:</p> <p><b>LB Southwark</b> – reduce instances of undiagnosed heart disease by increasing the uptake of health checks. Their target is to reduce early deaths by 25 per cent</p> <p><b>West Sussex</b> – they plan to reduce the rates of teenage pregnancy amongst the local care leaver population</p> <p><b>LB Islington</b> – taking a preventative approach to reducing frailty in the local older population</p> <p><b>LB Bexley</b> – will be moving from a commissioning model for preventative services to designing one of coproduction with local voluntary services</p> <p><b>Huntingdonshire District Council</b> – Huntingdonshire aim to reduce levels of obesity in the local area</p> <p><b>Epping Forrest District Council</b> – want to reduce the number of hospital admissions from the over 75 population.</p>
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### Next steps

- We have produced a webpage to share the learning and impact from the programme so far. Further information on this programme can be found at <https://www.local.gov.uk/our-support/efficiency-and-income-generation/design-public-sector>

- Smarter Sourcing** commissioning and buying goods, works and services (with a combined value of £55 billion per year) that contribute to local outcomes more efficiently and effectively. Managing resulting contracts to optimise value from them.



### Smarter Sourcing

17. The National Advisory Group for Local Government Procurement (NAG) continue to work on the implementation of the national procurement strategy (NPS) 2014 and the service specific category strategies and are in the process of compiling a new NPS for 2018.
18. The new NPS will have an overarching theme of 'Innovation' and will be presented in a 'maturity index' format that will enable councils to identify their own progress and what they can do to improve.
19. Currently the main workstreams are:
  - 19.1 Category management of council's main areas of spend i.e. construction, ICT, energy and social care.
  - 19.2 Strategic supplier management of the top suppliers to local government in the categories.
  - 19.3 Identifying what procurement and commercial related skills are needed and working with the sector and central Government to identify how these can be delivered.
  - 19.4 Innovation, both in procurement processes and in encouraging suppliers to identify innovative goods and services.

### **Programme activities 2017/18**

Objective	Achieved
Develop opportunities for local authorities to enter collaborative procurement opportunities.	<p>We continue to host and run the National Advisory Group for Local Government Procurement (NAG) to advise and provide governance for the work on procurement.</p> <p>During the third quarter of this year we have:</p> <ol style="list-style-type: none"> <li>a) Engaged with councils on our newly refreshed category strategies for both energy and ICT</li> <li>b) Facilitated a workshop on commissioning of children's services and how councils can collaborate to more strategically manage the collective spend of £7billion</li> <li>c) Completed an initial outline draft of the new national procurement strategy that will be launched in 2018.</li> <li>d) Undertaken a further spend analysis relating to local government's strategic suppliers and engaged with Cabinet Office Crown Representatives on two high profile supplier issues in the construction sector. Local government collectively spent</li> </ol>

	<p>£286 million and £170 million with these suppliers in 2015/16. We are working with the councils who would be affected in the event of these organisations ceasing trading and encouraging them to develop contingency plans.</p> <p>e) From a procurement perspective, we have been supporting the work to assess the impact on councils of the potential liquidation of Carillion.</p> <p>f) Engaged with councils on encouraging innovation in local government procurement. The publication is really popular with hundreds of downloads and three print runs so far.</p> <p>g) Engaged with councils to learn lessons from the annual benchmarking study on provision and refurbishment of schools. Current benchmarked spend is £3.6 billion combined capital value.</p>
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### Next steps

20. In the final quarter we will focus on the new NPS 2018, informed by research on savings made through implementation of our NPS 2014. Our first planned consultation on the new NPS will take place in February in East of England.
21. Our fifth annual construction conference will take place in London on the 1 February and we will continue to engage with commissioners and procurement officers through two national conferences (Procurex North and Procurex South) in March and April.
22. We will continue to liaise and support councils regarding the impact of the potential liquidation of Carillion.

- C. 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.

### Commercialisation

23. As councils are looking to undertake commercial activities it is important for the LGA to ensure that they are equipped with the commercial skills and capacity to deliver these successfully. The commercial skills training for officers delivered in partnership with the Institute of Directors (IOD) continues to be well received by councils. To build on this we have finalised the dates for the first of our one day 'Commercial skills masterclasses for councillors' focussing on the key topics of this commercialisation agenda including:

- 23.1 The need for commercialisation.
- 23.2 An overview of strategy development.

- 23.3 Budgeting and finance.
  - 23.4 Risk analysis and management.
  - 23.5 Councillors duties as a board member.
24. The masterclass is intended for councillors who are either already involved in delivering the commercial agenda of their council or in discussions as to how to take that agenda forward.
25. The masterclasses will run on 22 February and 16 March 2018 and are free to attend on a first come first served basis.
26. Both programmes will take place at Scarman House, Warwick Conferences, University of Warwick, Coventry. CV4 7SH.
27. To book a place please email Jamie Osowski on [Jamie.osowski@local.gov.uk](mailto:Jamie.osowski@local.gov.uk)

### **One Public Estate**

28. Funding outcomes on the recent bidding round of OPE were formally announced on December 8. This report provides details of areas which received funding.

### **Programme Activities**

Objective	Achieved
Work with the Cabinet Office to extend the One Public Estate Programme	<p><b>Overview</b></p> <p>As advised at the previous board meeting, August 2017 saw the launch of a sixth phase of the programme. The funding round offered councils the opportunity to apply to an expanded programme including a new OPE repayable grant - a pilot to explore a more self-sustainable programme in the future - and also access to the new DCLG Land Release Fund (LRF). The latter being a new capital pot offering funding for remediation works on council owned land enabling the delivery of new homes.</p> <p>On 8 December the LGA in partnership with Cabinet Office announced the outcome of applications for the One Public Estate element of the fund. The announcement saw 64 areas involving 302 councils offered a share of £8.72 million funding. The offer was in two parts with £6.72 million offered in grants and £2 million in repayable grants.</p> <p>This round saw 14 new areas involving 61 councils join the programme. Nationally the programme now covers 90% (319) of</p>

	<p>English Councils.</p> <p>A full breakdown of the funding offered to areas can be found in <b><u>Appendix B</u></b>.</p> <p>An announcement on areas who will receive funding through the LRF programme has been delayed by Ministers. The One Public Estate team continues to work with colleagues at the Ministry for Housing, Communities and Local Government to finalise outcomes.</p>
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### Next Steps

One Public Estate

29. The OPE team will work with areas offered funding in January 2018 to finalise work plans and issue funding awards.

### Land Release Fund

30. The Ministry for Housing, Communities and Local Government Ministers have delayed the announcement of the Land Release fund with an announcement expected in early 2018. If available by the time of the board a verbal update will be provided.

### Cross-cutting offers

### Productivity Experts

### Programme activities 2017/18

Objective	Achieved
Productivity experts to work with at least 25 local authorities, saving the councils in total at least £25 million	So far this year, Productivity Experts are working with 23 councils contributing towards efficiency savings and/or income generation of £37 million.

### Next steps

31. The programme is being advertised through a [new film](#) and in First Magazine. This will promote interest with councils who are keen to pursue a programme of savings and or income generation. The latest [case studies](#), which largely orientate around commercialism, are being shared with the sector via various communication channels.

**Financial Support to Councils**

**Programme activities 2017/18**

Objective	Achieved
Provide expert financial advice and assistance to 40 councils	To date we have directly supported 30 authorities with their financial issues towards the annual target of 40.
Public sector audit procurement	<p>Almost all councils have opted into the national scheme for audit appointments through Public Sector Audit Appointments Limited (PSAA) – a company established by the LGA to ensure the delivery of a cost-effective, quality audit service for the sector.</p> <p>Following a successful procurement exercise, fees for all councils opting in to the national scheme, are now proposed to fall by 23% next year, on top of the 55 per cent reduction already achieved since 2011/12. The quality of audit is also expected to be maintained through the new contracts let by PSAA, responding to a very strong steer from the sector promoting that outcome. These reductions mean that a county council will, on average, save £25k, a district council will save £12k, a London borough £38k and a metropolitan district £35k.</p> <p>Additionally, in December 2017, all councils received a significant re-imbursement (equivalent to approximately 15 per cent of current fees) from PSAA, relating to previous years' audit costs. On average a county council has received a one off re-imbursement of £16k, a district council has received £8k, a London borough £25k and a metropolitan district £23k.</p>
Help Councils to be more pro-active with dealing with Fraud	An LGA commissioned review of the DCLG Counter Fraud Funding programme is underway and will result in the publication of good practice examples from a range of authorities, due for publication in March 2018.

**Next steps**

32. We will continue to share examples of good practice and will seek to publicise widely the benefits to councils arising from the Public Sector Audit Appointments.

**Financial Implications**

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

**Implications for Wales**

34. There are no implications for Wales. DCLG grant is for England only. In Wales improvement work is provided directly by the WLGA.

## Appendix A - Summary of key outputs as at December 2017

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 as at December 2017	On target (RAG)	Report reference for further detail
Digital	Support to 23 council led projects to use digital tools and solutions to deliver channel shift	Amber	Para 4
Cyber security	A bid was submitted by the LGA under the National Cyber Security Programme to Cabinet Office on behalf of the sector.	Green	Para 6
Shared services and collaboration	Launched the 2017 Shared Services Map, demonstrating £657m in savings since 2012.	Green	Para 8
Behavioural insights	Supported 10 council led projects running in 2017/18.	Amber	Para 10
Design in Public Services	7 London councils have completed their training in design skills from the Design Council. The northern cohort of 8 councils for the Public Health programme have completed and 7 councils are about to start the southern cohort.	Amber	Para 14
Procurement	Dynamic Purchasing Systems Guidance has been published  Category Strategies for ICT, Construction and Energy have been published.	Green  Green	Para 17
Commercialisation	Commercial experts have been commissioned to work with 7 councils so far this year and are contributing towards an estimated £10.55 million in additional income for these councils.	Green	Para 23
One Public Estate	OPE has distributed over £40m to 319 councils and now covers over 90% of the country; discussions with HMT around future funding are on-going.	Green	Para 28

Productivity Experts	Working with 23 councils so far in 2017/18 to deliver savings of £37 million.	Green	Para 31
Finance	Supported 30 councils to improve their financial management and plan for financial sustainability.	Amber	Para 32



## Appendix B - List of Partnerships awarded funding on the One Public Estate Programme

Partnership	2017/18 Funding Allocation
Transforming Bedfordshire	£ 490,000.00
Buckinghamshire Public Estates Partnership	£ 105,000.00
Cambridgeshire & Peterborough OPE Partnership	£ 59,072.00
Cornwall	£ 100,000.00
The Cumbrian Partnership*	£ 60,000.00
Devon and Torbay OPE Partnership*	£ 285,000.00
Dorset Community Offer for Living and Learning	£ 93,919.00
East Riding One Public Estate*	£ 160,000.00
Essex*	£ 60,000.00
One Gloucestershire	£ 75,000.00
Greater Brighton One Public Estate Partnership	£ 125,000.00
Greater Lincolnshire One Public Estate	£ 100,000.00
Greater Manchester Combined Authority	£ 386,000.00
Hertfordshire Property Partnership (HPP)	£ 125,000.00
Kent Estates Partnership	£ 150,000.00
Lancashire Combined Authority	£ 50,000.00
Leicestershire Partnership	£ 115,000.00
Liverpool City Region	£ 185,000.00
London Borough of Bexley OPE Partnership	£ 48,000.00
London Borough of Brent	£ 200,000.00
London Borough of Lewisham Partners	£ 200,000.00
London Borough of Merton*	£ 260,000.00
London Borough of Newham*	£ 240,000.00
London Borough of Waltham Forest OPE Partnership	£ 190,000.00
London Boroughs of Havering and Barking & Dagenham Partnership	£ 86,000.00
Luton One Public Estate Partnership	£ 130,000.00
Medway One Public Estate Partnership	£ 150,000.00
Norfolk Partnership	£ 210,000.00
North East One Public Estate Partnership	£ 75,000.00
North Midlands	£ 175,000.00
North Yorkshire Authorities Property Partnership*	£ 220,000.00
Oxfordshire*	£ 210,000.00
Poole Partnership*	£ 85,000.00
Portsmouth Harbour Partnership	£ 50,000.00
Royal Borough of Kensington & Chelsea*	£ 60,000.00
Royal Borough of Kingston upon Thames*	£ 210,000.00
Rutland One Public Estate (ROPE)*	£ 175,000.00
Sheffield City Region	£ 80,000.00

Shropshire and Telford & Wrekin Estates Partnership	£	150,000.00
Somerset OPE Partnership	£	50,000.00
Southampton One Public Estate Board	£	250,000.00
SPACES - East Sussex	£	260,000.00
Staffordshire One Public Estate Partnership	£	60,000.00
Surrey Public Estate Partnership	£	108,500.00
Swindon Town Centre Regeneration Partnership	£	295,000.00
Tees Valley Community Health and Wellbeing Integration	£	110,000.00
Connecting Warwickshire*	£	180,000.00
West London OPE Partnership*	£	312,000.00
West Midlands Combined Authority	£	290,000.00
West of England OPE Partnership	£	215,000.00
West Suffolk Property Board	£	108,000.00
West Sussex One Public Estate Partnership	£	100,000.00
West Yorkshire Combined Authority	£	160,000.00
Wider Hampshire	£	50,000.00
One Wiltshire Estate Partnership	£	100,000.00
Worcestershire One Public Estate Partnership	£	150,000.00

**\* New Partnership Joining the Programme**

## **LGA Annual Conference, Exhibition and Innovation Zone 2018**

### **Purpose of report**

For discussion.

### **Summary**

This report updates on key developments in progressing this year's LGA Annual Conference and Exhibition, especially aspects relating to the Improvement and Innovation Board's work programme including the Innovation Zone.

#### **Recommendations**

That the Improvement and Innovation Board:

1. Notes the key developments to date.
2. Comments on those developments as necessary to further inform arrangements.

#### **Action**

Officers to progress in light of members' comments.

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## **LGA Annual Conference and Exhibition 2018**

### **Background**

1. The LGA Annual Conference and Exhibition 2018 will take place at the International Convention Centre in Birmingham from Tuesday 3 to Thursday 5 July 2018.
2. The proposed outline programme and timetable is **attached at Appendix A**.
3. The LGA's events team is progressing the conference and exhibition through the LGA Leadership Board with LGA teams, including contributions from the Leadership and Productivity Division.

### **Key developments**

4. The Improvement and Innovation Board's work programme contributes to the conference in three main ways, via:
  - 4.1. the Innovation Zone
  - 4.2. workshop sessions on key areas of our work
  - 4.3. council Chief Executive sessions.
5. Preparation for each of the above areas is under way, as follows:

### **Innovation Zone**

6. At its meeting on 1 November 2017, the Improvement and Innovation Board:
  - 6.1. set up a small working group comprising Cllrs Fleming (as the Board's innovation lead), Rankin, Miller and Allen to help steer the Zone's development;
  - 6.2. agreed to have no subject specific themes in this year's Zone, although the Board and/or its working group may agree a general theme to link the programme's innovations together;
  - 6.3. agreed that all types of innovations could feature in the Zone, from ground breaking experiments to tried and tested successes, from all sectors and countries.
7. Officers have since been progressing the Zone, particularly:
  - 7.1. using a variety of mechanisms to extensively encourage innovators to submit bids to take part by 26 January 2018;
  - 7.2. organising the assessment process and criteria so that innovators can best apply and be considered to participate;

- 7.3. liaising with the Board working group, which is encouraging innovators to apply;
  - 7.4 drafting the stand design brief for tender
  - 7.5 liaising with Newton, the Zone's sponsor.
8. In terms of next steps, the working group will be invited to comment on those bids which it is suggested might be taken forward for inclusion in the Zone.

**Workshop sessions on key areas of our work**

9. In previous years, the Leadership and Productivity Division has organised highly successful, sponsored workshop sessions as part of the wider conference. Last year for example we ran workshops on enterprising councils making commercialisation happen, and councils moving along the digital maturity curve towards their future vision.
10. Conference delegates' feedback and our Productivity Team's work programme, demonstrates that interest in commercialisation, digitalisation and cyber security continues to grow, eg as councils, communities and business become more reliant on digital services. The Leadership and Productivity division has therefore proposed that similar workshops be organised on these key issues this year, with sponsors where possible.
11. LGA corporate sign-off of the final conference sessions to be selected for inclusion in the programme will be made during January 2018.

**Council Chief Executive sessions**

12. The sessions for Chief Executives have become an integral part of the Annual Conference programme and were well received last year. The LGA's regional Principal Advisers have again been asked to work with the LGA events team on three sessions for this year.
13. The sessions provide safe, confidential spaces for Chief Executives to discuss and share issues that they alone deal with and cannot discuss in public and they are valued by Chief Executives.

**Implications for Wales**

14. None.

**Financial Implications**

15. None – other than the programmed costs of organising and running the Zone and conference.

**Next steps**

16. Officers to continue progressing the Improvement and Innovation Board's contribution to the LGA Annual Conference and Exhibition 2018, in light of the Board's comments.

## **Appendix A – Annual Conference and Exhibition 2018 – outline**

### Tuesday 3 July 2018

8.30-10.00	Registration, refreshments and exhibition viewing
10.00-11.30	Political Group meetings / Chief Executives' session
11.30-11.45	Break
11.45-12.45	General Assembly formal business
12.45-2.00	Lunch, exhibition viewing and networking
2.00-2.15	Conference opening and welcome
2.15-2.20	Welcome to Birmingham
2.20-2.35	Keynote speech by the Chairman of the Local Government Association
2.35-3.05	Conference plenary 1 – political
3.05-4.05	Conference plenary 2
4.45-5.45	Refreshments, exhibition viewing and networking
4.45-5.45	Workshop sessions x 6
5.45-6.30	Drinks reception
6.30	Fringe meetings
7.30	LGA Independent Group dinner

### Wednesday 4 July 2018

8.15-9.15	Fringe sessions
9.30-10.00	Conference plenary 3 – political
10.00-11.00	Conference plenary 4
11.00-11.45	Refreshments, exhibition viewing and networking
11.45-12.45	Workshop sessions x 6
12.45-2.00	Lunch, exhibition viewing and networking
2.00-3.00	Political Group meetings / Chief Executives' session
3.00-3.10	Break
3.10-4.10	Parallel plenary sessions x 2
4.10-4.45	Refreshments, exhibition viewing and networking
4.45-5.45	Conference plenary 5
6.00-7.00	Fringe meetings
7.30	LGA Conservative Group, LGA Labour Group and LGA Liberal Democrat Group, and Chief Executives' dinners

### Thursday 5 July 2018

9.15-10.15	Parallel plenary sessions x 2
10.15-11.00	Refreshments and exhibition viewing
11.00-11.30	Conference plenary 6 – political
11.40-12.40	Political Group meetings / Chief Executives' session
12.50-1.00	Break
1.00-1.30	Conference plenary 7 – political
1.30	Close of conference and lunch

This allows for:

- Chairman's keynote speech
- seven plenary sessions (including up to four keynote political sessions, three others)
- three sets of political group meetings and chief executives' sessions (one each day)
- two sets of six workshop sessions running concurrently
- two sets of two parallel plenary sessions running concurrently
- opportunities for morning and evening fringe meetings
- political groups and chief executives' dinners
- one evening drinks reception for all delegates

The Innovation Zone will also run sessions throughout the event as in previous years.



## **Sector Led Improvement: Performance Report**

### **Purpose**

For discussion

### **Summary**

This report presents an update of performance against the Memorandum of Understanding the LGA/IDeA have with MHCLG about the use of grant. It covers the period April 2017 to end of December 2017.

### **Recommendation**

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

### **Action**

Officers to initiate any required action.

**Contact officer:** Dennis Skinner  
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## **Sector Led Improvement: Performance Report**

### **Introduction**

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 (now MHCLG) about use of the grant allocated for 2017/18.

### **Performance Summary**

2. The table below summarises the position on the deliverables contained in the MoU as at the end of the second quarter.

	Total	Green	Amber	Red
Deliverables	60	36	24	0

3. Overall good progress has been made in the third quarter of the year with a further 18 targets moving from amber to green. As reported previously, there were some instances where the calling of the general election had an impact on delivery numbers in the first half of the year. For example a number of planned peer challenges were postponed. In addition, following the terrible fire at Grenfell, much of the Principal Adviser time for a period was diverted to this issue.
4. Key highlights to date include:
  - 4.1 820 councillors already attended or booked on our leadership courses;
  - 4.2 78 peer challenges now delivered, an increase of 43 in one quarter;
  - 4.3 Tailored peer support through the use of member or officer peers provided for a total of 62 councils;
  - 4.4 Provided support to 37 councils as part of the new housing experts programme;
  - 4.5 Productivity experts deployed to date in 21 councils, helping them to save in excess of £34.5 million;

- 4.6 Re-launched the shared services map which identifies efficiency savings in excess of £640 million;
  - 4.7 LG Inform received its 1 millionth hit;
  - 4.8 Provided support to 34 councils to improve the way they engage and communicate with their communities;
  - 4.9 Supported 23 councils with help to get more of their services online, provided over 100 officers with access to free training on Digital Academy courses;
  - 4.10 Held a very successful Innovation Zone at the LGA conference;
  - 4.11 Launched a series of new officer development programmes in conjunction with SOLACE;
  - 4.12 Delivered savings of 23% in audit fees for councils for 18/19. Saving councils over £6 million;
  - 4.13 Supported 10 councils with a managing demand programme;
  - 4.14 Provided financial advice to 30 councils through our Finance Advisers and other means;
  - 4.15 Placed 130 graduates as part of cohort 19 of the ngdp.
5. In terms of progress in achieving MoU outcomes as a result of the work:
- 5.1 feedback continues to demonstrate that over 90% of participants in our leadership programmes feel more confident in their role as a result of participation in the programme;
  - 5.2 47% of participants from the three main political groups have, within five years, gone on to leadership positions within their authorities;
  - 5.3 two-thirds of a basket of performance indicators commonly used by councils to assess their own performance across a wide range of services have continued to improve;
  - 5.4 levels of public trust and satisfaction in local government remain high. 60% of responding residents trust their council either a great deal or fair amount. Resident satisfaction with the way councils run things is consistently high at around 65%;

- 5.5 no further authorities have entered formal MHCLG intervention in the year and good progress is being made in Rotherham and Tower Hamlets to come out of intervention. In the case of Kensington and Chelsea, whilst a taskforce has been appointed there has not to date been any formal intervention by the SOS using his powers under the 1999 Act. The LGA have seconded staff to the council to help them deal with the aftermath of the fire and are supporting a major review of governance in the authority. At the time of writing the report, the Secretary of State had commissioned a “best value” inspection in Northamptonshire which is due to be completed in March;
- 5.6 finally almost 90% of council leaders and chief executives say the LGA support has had a positive impact on their authority.

#### **Financial Performance**

6. The grant agreed for 2017/18 totals £21 million. As at end of December 2017, the forecast is for full spend.

#### **Improvement Programme – Priorities for 18/19 Onwards**

7. Discussions with MHCLG about the shape of the improvement programme for 18/19 have continued since the last Board meeting. Officers have shared with them the priorities that the Improvement and Innovation Board and the IDeA have highlighted, following the consultation with the sector during the autumn. This included continuing with the key themes within the current grant agreement around peer support, leadership development and efficiency and productivity.
8. As in previous years the provisional local government finance included confirmation that sufficient resources had been set aside to enable sector-led improvement to continue and that it was the Government’s intention to announce funding to IDeA, following negotiations.

## **LGA Boards' Improvement Activity**

### **Purpose of report**

For discussion.

### **Summary**

This is a progress report on improvement activity undertaken by other LGA Boards.

#### **Recommendation**

That the Improvement and Innovation Board note the report.

#### **Action**

Officers to respond as necessary to any comments.

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## **LGA Boards' Improvement Activity**

### **Background**

1. Members have agreed that it is important for this Board to retain a strategic or “overarching” perspective on the improvement activity currently undertaken across LGA Boards. This helps ensure consistency with the key principles underpinning the approach to sector-led improvement and helps 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 Boards since this was last reported is set out in **Appendix A.**

### **Implications for Wales**

4. There are no implications for Wales.

### **Financial Implications**

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

### **Next steps**

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

## **Appendix A**

1. This progress report summarises significant improvement activity led by other LGA Boards since this was reported to the Board in November 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 focusing on: making the case for devolution, helping to convert agreed deals to implemented programmes, supporting nascent combined authorities, sharing knowledge and best practice. Recent activity has included:
  - 2.1 Providing bespoke support to combined authorities (CAs) and CA mayors:
    - 2.1.1 providing tailored capacity support to seven CAs: the West of England, Greater Manchester, the West Midlands, Cambridgeshire and Peterborough, Liverpool City Region, Sheffield City Region and the Tees Valley;
    - 2.1.2 commenced engagement with the North of Tyne authorities following the announcement of the North of Tyne devolution deal in the Autumn budget;
    - 2.1.3 continuing to convene the CA chief executives' network, including arranging the next meeting for March 2018;
    - 2.1.4 following requests from the CA chief executives' network, the LGA convened meetings of thematic groups for senior CA officers covering:
      - 2.1.4.1 finance
      - 2.1.4.2 housing and planning
      - 2.1.4.3 employment and skills
  3. officers appointed a provider to deliver research into CA financial freedoms and fiscal devolution on behalf of the CA chief executives' network. The appointed provider delivered a session with the CA finance directors on 18 January;
  4. progressing discussions with Greater Manchester CA, Cambridgeshire and Peterborough CA and the West of England CA on the roll-out of the self-evaluation diagnostic tool;
  5. continuing to provide a mayoral support offer including planning of the next Mayoral Forum event due to take place on 20 February and organising for senior Whitehall representation;

6. working with Universities UK and the Higher Education Funding Council for England to:
  - 6.1 support the delivery of the second phase of the Leading Places programme, which continues to progress in fifteen areas.
  - 6.2 contribute to the development of the Local Growth Academy, which is a leadership programme developed in partnership between the Higher Education Funding Council for England, the LGA, Universities UK and the NHS Confederation; LGA officers have presented at recent sessions of the Academy focused on the Industrial Strategy.
  - 6.3 plan the next stage of the Leading Places programme.
7. 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 other technical support. The LGA has funded the Centre for Public Scrutiny to deliver an event on combined authority scrutiny in January.

#### **Community Wellbeing Board**

8. We are working with the Association of Directors of Public Health to explore local support needs around suicide prevention.
9. 19 portfolio holders for adult social care attended a Leadership Essential course in Warwick in November covering key leadership challenges in adult social care. The well-received event was run in parallel with the Leadership Essentials course for health and wellbeing chairs with some shared sessions and opportunities for networking.
10. A guide for local authorities supporting Syrian refugees looking at the local authorities role in long term resettlement was published in November, focusing on key issues that support integration.

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

11. CHIP is the sector-led improvement programme for adult social care and health delivered jointly with the Association of Directors of Social Services (ADASS). It is funded mainly by the Department of Health and Social Care (DHSC) with contributions from the NHS for some digital activity and Transforming Care. DHSC 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.
12. Insight and activity for quarter 3, October to December 2017, includes the following:



- 12.1 Our ['Why not home? Why not now?'](#) report demonstrated that delayed transfers of care (DTOC) are symptoms of wider efficiency problems. The evidence, gathered from our work in the north of England, describes how problems can be influenced by a number of factors including:
  - 12.1.1 improved ownership of the patient's journey and outcomes;
  - 12.1.2 leadership and staff behaviours that cross the boundaries between health and care and put the patient first;
  - 12.1.3 consistency in decision making;
  - 12.1.4 measuring and focusing on the right things.
13. These messages were further supported by feedback from a series of round table events exploring barriers to implementation and potential solutions. These reiterated the call for strong leadership across care and health and identified the need for a shift in perception of the use of hospitals by residents, overcoming risk aversion by practitioners and ensuring the reablement services help people to become more independent.
14. In response, we have reviewed our DTOC support and have developed a new enhanced offer with national partners to support the most challenged systems (this was made possible by an additional £1.2 million in-year funding secured from the DHSC). This complements our DTOC offer which also includes:
  - 14.1 practical national events to help systems prepare for winter (over 160 delegates, mainly DASS assistant directors and DTOC leads)
  - 14.2 regional DTOC data counting workshops led by Emergency Care Improvement Programme (ECIP) to improve consistency of reporting (approximately 80 delegates per event).
15. Alongside this, we have published a set of FAQs on managing transfers of care plus 'top tips' to provide short-term help with commissioning.
16. We continue to represent concerns around DTOC target setting and agreements to spend improved Better Care Funding (iBCF) as we give voice to the significant frustrations and local tensions aired by councils caused by BCF processes generally. We remain active participants in national negotiations on BCF, iBCF and BCF graduation, challenging decisions where necessary that do not recognise or consider the views and commitments of local government.
17. We are highly visible in these discussions, with Sarah Pickup representing the LGA on (some of) the recent assurance panels. We have reiterated the damage to local relationships caused by recent decisions and stress the significant risk that some area might not achieve the November DTOC target.
18. Locally, our tailored BCF work is ongoing through the peer-led Better Care Advisers/Multidisciplinary Consultants Support Programme. We have supported over 30 areas including seven through the assurance and escalation process plus another eight with integration and BCF delivery. Common themes include planning for greater integration beyond the BCF and planning for and implementing activity to improve DTOC performance.

19. Our advocacy work also continues to highlight how the prioritisation on chasing targets to reduce DTOC rather than on people, remains a distraction and creates a further risk that support is diverted from other areas of need. This disconnect between national and local priorities is increasingly evident with commissioning and market fragility remaining the critical operational factors for councils.
20. This local focus on the practical is also reflected in the increased demand for bespoke support across the programme, most notably risk management and mitigation. We are currently supporting 36 councils with our facilitated risk self-assessment. Plus another 14 sites are in receipt of tailored financial risk support (up from four in the previous 12 months). We are shifting available resources to cover this work and are recruiting additional associates to expand our pool of expertise in these areas.
21. From our risk work, the clear message is that all systems are working to financial constraints. Financial risk continues to put pressure on other areas of social care chiefly markets, managing demand, prevention, commissioning and most notably workforce. With growing requests from councils to intervene on workforce issues, we are exploring options and extending discussions with our partners at Skills for Care.
22. We continue to meet ongoing demand to help areas assess their readiness for the integration of care and health services. As part of this support package, we ran a further three facilitated integration tool workshops with the NHS Confederation, including one covering two health and wellbeing areas. We have also piloted a demand-led finance module and are exploring the possibility of a data sharing module.
23. Increased appetite for our programme of member training offers has been maintained. We held another two Leadership Essentials Programmes with NHS Clinical commissioners for political and clinical leaders – 24 members and six Clinical Commissioning Group chairs and GPs attending. Planning for a mini northern version is in progress.
24. Our new programme of prevention offers continues to prove popular with interest from a number of councils that we have not previously worked with. We have worked with 15 Prevention at Scale sites to finalise support plans and held a learning event. Three Prevention Matters member training sessions were also delivered with a further seven expressions of interest. Full details of this new programme are available from the prospectus – [‘Public Health, Prevention and Early intervention Sector-Led Improvement Prospectus’](#).
25. Two cross system health and care peer challenges were delivered plus a peer training day.
26. As part of our NHS Digital funded activities, we continue to work with 15 councils that received up to £50,000 funding as part of the [Digital Local Investment Programme](#). Funding has been extended to include a further four councils.
27. CHIP works with a number of national partners on the Transforming Care Programme, which aims to improve the care and support for people with a learning disability and/or autism. We recently recruited specialist advisers who are all in post and covering the nine regions. Housing is proving a common theme of their work alongside finance and funding flows. We have established nine regional finance

workshops to support sharing of local approaches, eg risk share agreements. We have developed model section 75/256 agreements to support local finance leads.

28. We have also published a series of case studies and Transforming Care approaches to the development of provider frameworks, which focus on people with learning disabilities and/or autism.
29. The national Transforming Care Empowerment Steering Group has co-designed the [‘So what, what next’](#) project to support individuals to be active citizens within their communities and promoting independence. CHIP leads this workstream.

### **Children and Young People’s Board**

30. We have been in discussion with Solace, ADCS and the DfE to develop an effective local, regional and national system to support sector-led improvement in children’s services. Regional Improvement Alliances are being piloted in three regions and we have been exploring with DfE whether there is scope to fund the LGA to deliver a national programme of children’s improvement support.

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

#### **Libraries, Arts and Culture**

31. We jointly delivered, with the Libraries Taskforce, two libraries masterclasses to senior library officers, assisting them to apply the Benchmarking Framework and Strategic Planning Toolkit that we developed as part of our contribution to the Libraries Taskforce. The masterclasses were attended by 29 and 25 delegates respectively, and feedback was positive.
32. We co-hosted with Arts Council England a roundtable of professional bodies to encourage the coordinated development of a support offer for council officers with responsibility for culture. The chief Culture and Leisure Officers Association, Sporta, Society of Chief Librarians, and Arts Development UK were all in attendance.
33. We have been commissioned to run three cultural peer challenges by Arts Council England. Bidding closed on 13 December 2017 with eight bids received, and short-listing is currently taking place. The peer challenges will take place in February and March 2018.
34. We have commissioned research into culture-led regeneration, exploring the approach of places that have used culture to regenerate their areas, and capturing the ambitions and rationale of areas that plan to use culture in this way, such as the applicants to be UK City of Culture or EU Capital of Culture. The research will translate the findings into practical advice for other councils to use, and will be published in May 2018. It will be followed by a series of regional workshops aimed at

council and combined authority regeneration teams and local enterprise partnerships.

#### Sport

35. The LGA's first sport and physical activity conference took place on 5 December 2017 with 76 delegates and two sponsors. It was opened by Tracey Crouch MP, Minister for Sport, and closed by cricket World Cup winner Lydia Greenway. We also launched [Active Places, Healthy People](#) at the conference, which brings together case studies of different models for local sport and physical activity services.

#### Leadership Essentials

36. We held two Leadership Essentials events – one for sport, and one for culture. Feedback from delegates continues to be good. Work is underway with Sport England to develop a pilot officer Leadership Essentials course, following feedback from councillor delegates about challenges implementing their learning.

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

#### Housing

37. The Housing Advisers Programme (HAP) is designed to support local authorities to deliver projects that helps meet the housing needs of their local area. Local authorities were asked to bid for the programme over the summer and we received 73 bids from across England; 41 projects are being taken forward in 2017/18. The programme covers the broad areas of housing supply, planning and homelessness. We received bids that covered a range of topics, including advice on creating a housing company, unlocking permitted developments that have stalled and preparing for the expansion of the new Homelessness Reduction Act duties. In addition there are innovative projects, such as developing a strategy to minimise the impact of student accommodation on the local housing market and establishing ways to reduce the number of households in nightly paid temporary accommodation. The successful bids went out to tender and the vast majority of projects received interest from a number of suppliers. Almost all projects have been allocated a supplier and programme management systems are in place to ensure that progress is being made as we aim for the projects to be completed by April 2018. Evaluation processes of both the HAP process and the impact of the programme are being developed. We aim to communicate and share the projects by developing a communications plan as well as networking events to promote and share the good practice that has been developed as a result of the HAP.
38. The LGA is delivering a project looking at different ways that 12 councils are working with developers and partners to ensure that sites given planning permission are built out over a reasonable period with the tenure mix, quality and supporting infrastructure needed by communities. It will include recommendations for councils looking to learn from good practice. This will complete in March 2018.

39. The LGA is delivering a project looking at innovative approaches that seven councils are taking to deliver more council homes through their Housing Revenue Account. The project will capture good practice and present options and tips for other councils looking to replicate the ideas locally. This will complete in March 2018.
40. As part of the new Homelessness Reduction Act, the LGA is developing guidelines for councils on procedures for referring homeless applicants on the grounds of a local connection with another council, and a dispute resolution process for when councils do not agree on a local connection. It is envisaged that the Government will include this voluntary agreement alongside the new homelessness code of guidance for councils.
41. The LGA is supporting a project looking at the good practice of council scrutiny committees in scrutinising tenant engagement, housing delivery, private rented sector and homelessness services delivered by councils. The final report will include advice and guidance on how councils can develop the scrutiny of their housing services.

#### Town centres

42. As part of the LGA's agreement with DCLG on sector-led support we are providing good practice advice and help to local authorities on supporting their town centres. The package of LGA support will include a web-based toolkit, a good practice advice guide for elected members, case studies and research into specific issues affecting town centre performance and vitality. The content being developed was informed from a practitioners event held in November 2017 and is likely to include advice and good practice on strategies for developing the role of town centres and the town centre 'offer' and specific issues such as empty shops, public realm, parking and use of data including digital data. Where possible, links will be made to related areas of work such as dealing with anti-social behaviour, as well as sign-posting to expert resources on external websites. An event is being planned for May 2018 to launch the new good practice guidance.

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

##### Counter extremism and Prevent leadership essentials

43. We ran our third counter-extremism leadership essentials course in Warwick in November, attended by 14 councillors from a range of local authorities. We also launched a new leadership essentials course on Prevent, with courses running in November and December in Leeds and Crewe, attended by a total of 31 councillors. A third Prevent course will be held at the end of March.

##### Special Interest Group on Countering Extremism

44. We hosted the Ministerial launch of the Special Interest Group on Countering Extremism (SIGCE) on 23 November. The SIGCE is a local authority led network, co-chaired by Luton and Leeds councils, partnered by the LGA, the Centre for Trust,

Peace and Social Relations at Coventry University, and funded by the Home Office and MHCLG for two years. The SIGCE will bring together councils in England and Wales to share learning and experience, and promote good practice on countering extremism beyond terrorism.

#### Modern slavery

45. The LGA and Independent Anti-Slavery Commissioner have published [guidance](#) for councils on modern slavery, setting out what modern slavery is, the legislative framework and the duties for local authorities. Alongside this we are running a number of free regional events to support the guide and provide councils with the opportunity to hear from a range of experts and case studies; the first event was held in London on 17 January with others planned for Newcastle, Manchester, Bristol and Nottingham over the next two months.

#### Violent crime

46. In November we ran an event for around 30 councils on violent crime. The event explored recent trends and heard about how councils and partners are responding to specific issues including serious and organised crime groups, criminal exploitation and county lines, and knife crime.

#### Fire & Rescue Authorities

47. The LGA has been providing support to six Fire and Rescue Authorities affected by Police and Crime Commissioner takeovers where there is no local agreement. Officers have provided informal feedback on the National Fire Framework and will be responding to the public consultation on the framework.
48. Following discussions with Avon Fire and Rescue Authority about the development of a bespoke member development package, the first member development session took place in November led by Cllr Rebecca Knox, Deputy Chair of the Fire Services Management Committee.

#### Taxi licensing

49. Work has commenced to build a national register of taxi/PHV licence refusals and revocations, which the LGA has commissioned. This is due to be ready for testing by a project user group at the end of January, with the release date scheduled for April 2018.

### **Resources Board**

#### Finance

50. This quarter saw both the Chancellor's Autumn Budget (22 November) and the provisional Local Government Finance Settlement for 2018/19 (19 December). We produced on the day briefings for both summarising and analysing the

announcements for the sector. Our formal response to the settlement is being cleared with members. We ran our annual Local Government Finance Conference in January, which was fully subscribed and attended by over 100 people, the majority of whom were senior finance staff or elected members from councils. The programme included commentary on the latest developments and future for local government funding from senior politicians (including the Secretary of State and the Shadow Secretary of state), senior government officials and senior figures from the sector, including from the LGA.

51. Officers attended both regular and some wider “annual” meetings of the county council, district council, municipal and unitary authorities treasurers societies to provide them with updates on various developments to aid with financial planning and share knowledge.

52. We also picked up issues such as the government consultation on proposed revisions to the guidance covering local authority investments and capital financing and changes to the rules for setting planning fees, as well as progress and potential implications of further business rates retention and the Fair Funding review.

### Workforce

#### **Strategic workforce priorities**

53. A consultative report setting out some proposed LGA priorities across the themes of leadership, organisational development, recruitment, skills and rewards has been prepared and will shortly be made available online with a series of questions for councils. This will help shape the workforce work programme for the coming period. A consultative event for key partner organisations is also being arranged. The launch includes a podcast with endorsements from the Society of Local Authority Chief Executives (SOLACE) and the Public Services People Managers Association (PPMA). A final set of work priorities will be announced later in the year, following the consultation.

#### **Return to Social Work Programme**

54. The first phase of the LGA’s Return to Social Work Programme launches in January and forms part of Government’s aim to help facilitate the journey back to work for those who have taken a career break for whatever reason. Being predominantly female, the local government workforce can benefit from such programmes to fill hard-to-recruit professional roles, such as social work.

55. Successful candidates will complete 12 weeks of training comprising of taught sessions by Kings College University, mentoring, action learning, work placements and self-learning. This will enable experienced social workers to refresh their skills and knowledge, regain their professional registration and help improve outcomes for children and families.

**Health and Care – Public Health**

56. The proposed employer standards for public health, mentioned in the previous update have now been finalised and will be launched soon. As a reminder, the intention is to help employers ensure that they can achieve a stable supply of properly qualified and experienced public health staff by ensuring that they focus on the things that matter to specialists in their career development.



## Note of last Improvement & Innovation Board meeting

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<b>Title:</b>	Improvement & Innovation Board
<b>Date:</b>	Wednesday 1 November 2017
<b>Venue:</b>	Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ

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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 Welcome, apologies and declarations of interest

The Chairman opened the meeting and welcomed members to the very first meeting of one of the LGA's Boards at the newly refurbished building. He thanked members of the board for their work during the previous cycle.

Cllr Alan Connett and Cllr Judi Billing each declared a declaration of interest, as both held contracts with the LGA.

There followed introductions around the table.

### 2 Membership and terms of reference for 2017/18

Members **agreed** the board's membership and terms of reference for 2017/2018, with the proviso that the political composition was corrected in the terms of reference.

### 3 Priorities and work programme

Dennis Skinner, Head of Improvement, introduced the item. He outlined the proposed board priorities for 2017/18, and highlighted progress to date in delivering the improvement programme for 2017/18. He advised members that the programme was funded through a DCLG grant, and that it challenged and supported councils to improve. Lead member responsibilities were also discussed.

Dennis drew members' attention to Annex B which set out the deliverables in the MoU with DCLG. With reference to corporate peer challenges, it was noted that some councils had not yet taken up the offer of a free peer challenge, and members were asked for feedback on what could be done to encourage take up. Members were also asked more generally for feedback on improvement priorities for 2018/19.

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In the discussion which followed, members made the following points:

- The importance of corporate peer challenges as an improvement tool and understanding the learning that comes from them. Members requested that more information from the peer challenges be fed back to the board.
- There was a reference made to universal credit and the potential cost implications for councils in 2018/2019.
- Members noted that the MoU with DCLG did not cover work to support improvement in children's services which was really important for most councils.
- There was a discussion around councils' ability to generate income and the problems which could arise if the Chancellor limited the freedom to borrow for this purpose. Concern was expressed over this issue in light of the end of revenue support grant.
- In view of the current interest in exploring alternative sources of income it was asked whether a best practice guide helping councils think through investment decisions and approaches to income generation would be helpful – in addition to the newly developed commercial skills training for members and officers.
- Members discussed the work the LGA was undertaking on community consultation and noted the LGA's recent "NewConversations: guide to engagement"
- Members agreed that there would be value in exploring the possibility of a support offer to help councils strengthen emergency planning and resilience capabilities.

## **Decision**

The board:

1. Agreed priorities for 2017/18, and confirmed member leads.
2. Noted progress of delivery to date and requested a report drawing out the learning from corporate peer challenges
3. Noted and commented (as outlined above) on the potential shape of the improvement programme for 2018/19.

## **Action**

1. Officers to proceed with work as directed by members.

#### **4 Productivity programme**

Cllr Ron Woodley introduced the item, updating members on the progress made against the Productivity Programme for 2017/18.

Siobhan Coughlan, Programme Manager, also gave a presentation on cyber security highlighting the risks to councils and how the LGA is working with Government to help raise this at a strategic level with senior officers and councillors to get it on their radar. This is to help councils ensure they have the right processes and arrangements in place to protect themselves from cyber threats and to be able to respond should they be subject to a cyber-attack. Councils already have a number of measures in place however, they need to remain vigilant. Siobhan emphasised that it was important for councils to protect themselves against the theft of saleable data on the black market. A recent report had highlighted that the number of cyber-attacks had doubled, and councils were advised to appoint a senior corporate director and councillor to hold responsibility for this area, and to add cyber security risk to their Corporate Risk Registers, their Civil Contingency Plans and their Business Continuity Plans.

In the discussion which followed, members made the following points:

- A system which could test viruses would be welcomed and Members were advised that a programme called web check was being developed to check websites for out of date certificates and systems that need to be patched. Members asked whether there was any further support the LGA could provide to help members know how to respond to a cyberattack.
- Members highlighted that procurement of insurance represents a large cost for all councils and were advised that the LGA was exploring the creation of a new local government mutual to provide cost effective arrangements for procuring insurance and was currently inviting founder members.
- There was a discussion around the challenges facing councils on inclusivity of residents who were still not online and how to encourage digital inclusion.
- Members noted that the pace of transformation in local government was not always matched by that in other local public sector partners
- There was a discussion on the impact of Brexit, and members asked whether the Government had shared any documents about the specific impact on local government.

#### **Decision**

1. The board noted the updates and progress on the Productivity

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- Programme.
2. Members asked for an update report on Brexit at the next board meeting.

### **Actions**

1. The presentation on cyber and information about the insurance mutual be circulated to members.

## **5 Highlighting Leadership offer: 2017/18 update**

Cllr Judi Billing MBE, introduced the item, advising that the report updated members on priorities and engagement figures for the 2017/18 Highlighting Political Leadership offer.

In the discussion which followed, members made the following points:

- Members discussed the differing levels of take up across the regions.
- Members asked what data was available on under-represented groups. They were advised that figures were being gathered and would be available when reporting on the final Q4 activity/ end of year report.
- Concerns were raised over the number of women standing to be councillors, and members asked what was being done to address this. Officers advised that this was primarily an issue for the political parties but that the Be a Councillor Programme aimed to encourage more female candidates to come forward.

### **Decision**

1. The board noted progress so far on the 2017/18 Highlighting Political Leadership offer.

### **Action**

1. Officers to proceed with work in line with members' comments.

## **6 Sector-led Improvement for Care and Health**

Andrew Hughes, Head of the Care and Health Improvement Programme, introduced the item, advising members that the programme looked at sector-led improvement for adult social care and the integration of care and health services. It was delivered in partnership with the Association of Directors of Adult Social Care (ADASS) and funded by the Department of Health. The programme looked at how to support councils dealing with the challenges of care. The programme required updating and the report set out a series of key issues that had emerged from discussions with the

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sector and sector bodies, which were detailed in section 10 of the report.

In the discussion which followed, members made the following points:

- Members highlighted the lack of reference to sustainable transformation plans.
- Concerns were raised that the nature of the national debate about social care and delayed transfers of care which was felt to have a detrimental impact on local relationships
- Members were concerned about the progress of transformation and integration at a local level. A whole systems approach was required and members questioned whether this was achievable in the absence of a cultural change within DH.
- There was a discussion on Southend Care, where problems were partly being addressed by using empty hotels and B&Bs in the town for care. The CHIP programme would explore new models of care.
- A point was also made on the importance of making provision for the younger generation, who would have fewer assets in old age.

### **Decisions**

The board:

1. Noted the progress being made re-shaping the Care and Health Improvement Programme to focus on the sustainability of social care and the integration of services with the NHS.
2. Provided guidance (as outlined above) on the scope of the activity and offer to the sector, to inform negotiations with the Department of Health.

### **Action**

1. Officers to proceed with work as directed by members.

## **7 Data and transparency programme**

Juliet Whitworth, Research and Information Manager, introduced the item, advising members that the report provided an update on two aspects of the LGA's data and transparency programme. The first focused on the Intelligent Council project designed to help authorities make better use of data to support evidence-informed decision making. She emphasised that volunteers would be welcomed to help with this.

The second focused on the implications of the General Data Protection regulations which mandated new requirements on the protection and management of personal data. Juliet highlighted key elements of the report which explained the LGA's approach to supporting councils

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implement the new regulations, including a number of free briefing events.

**Decision**

1. The board noted the report and considered the progress to date of projects.

**Action**

1. Officers to proceed with work as directed by members.

**8 Progressing next year's Innovation Zone**

Cllr Peter Fleming OBE, introduced the item, inviting members to give their views on the strategic organisation of the Innovation Zone at the LGA Annual Conference 2018. Members were asked whether there should be a subject theme this year.

In the discussion which followed, members made the following points:

- It was suggested that there be no subject specific themes but instead a broad overall theme for the Zone as a whole
- It was emphasised that the innovation zone could include innovations from outside the sector – there did not need to be a constraint on the types of innovations showcased
- Members agreed that there should be a small working group set up to provide strategic oversight of the development of the Zone for 2018. The following members were appointed: Cllr Peter Fleming, Cllr Joy Allen, Cllr Catherine Rankin and Cllr Laura Miller.

**Decision**

The board:

1. Advised on the Zone's development for 2018.
2. Agreed to appoint a member advisory group.

**Action**

1. Officers to proceed with work as directed by members.

**9 LGA Boards' improvement activity**

Vicki Goddard, Improvement Support Adviser, introduced the item, advising members that the report set out progress on improvement activity undertaken by other LGA Boards. This included updates from 8 different policy boards.

**Decision**

1. Members noted the report.

**10 Note of the Previous Meeting**

**Decision**

1. The minutes of the last meeting were agreed as an accurate summary of the discussion, with the proviso that there was an acknowledgement of the problems with the rail network on the day which prevented some members from attending.

**Appendix A -Attendance**

Position/Role	Councillor	Authority
Chairman	Cllr Paul Bettison OBE	Bracknell Forest Borough Council
Vice-Chairman		
Deputy-chairman	Cllr Judi Billing MBE Cllr Ron Woodley	North Hertfordshire District Council Southend-on-Sea Borough Council
Members	Cllr Janet Blake Cllr Peter Fleming OBE Cllr Catherine Rankin Cllr Barry Wood Cllr Laura Miller Cllr Ian McCord Cllr Linda Robinson Cllr Phil Davies Cllr Joy Allen Cllr Tudor Evans OBE Cllr Abdul Jabbar MBE Cllr Sue Woodward Cllr Nicole Meardon Cllr Liz Green  Cllr Alan Connett Cllr Mike Haines Cllr Shirley Pannell Mr Richard Priestman  Mr Philip Sellwood	Aylesbury Vale District Council Sevenoaks District Council Tunbridge Wells Borough Council Cherwell District Council Purbeck District Council South Northamptonshire District Council Wychavon District Council Wirral Metropolitan Borough Council Durham County Council Plymouth City Council Oldham Metropolitan Borough Council Staffordshire County Council Cheshire West and Chester Council Kingston upon Thames Royal Borough Council Council Teignbridge District Council Teignbridge District Council North Kesteven District Council Local Government Improvement and Development Energy Saving Trust (EST)
Apologies	Cllr Angelique Foster Cllr James Jamieson Cllr Bob Price Mayor Dave Hodgson MBE Cllr Glen Sanderson JP Sir Stephen Houghton CBE	North East Derbyshire District Council Central Bedfordshire Council Oxford City Council Bedford Borough Council  Northumberland Council Barnsley Metropolitan Borough Council



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# LGA location map

## Local Government Association

18 Smith Square  
London SW1P 3HZ

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Fax: 020 7664 3030

Email: [info@local.gov.uk](mailto:info@local.gov.uk)

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

## Public transport

18 Smith Square is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are

**St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

## Bus routes – Horseferry Road

**507** Waterloo - Victoria

**C10** Canada Water - Pimlico - Victoria

**88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

## Bus routes – Millbank

**87** Wandsworth - Aldwych

**3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at [www.tfl.gov.uk](http://www.tfl.gov.uk)

## Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 18 Smith Square. Please telephone the LGA on 020 7664 3131.

## Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at [www.cclondon.com](http://www.cclondon.com)

## Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park  
Horseferry Road/Arneway Street. Visit the website at [www.westminster.gov.uk/parking](http://www.westminster.gov.uk/parking)

