

Improvement and Innovation Board

Agenda

Thursday, 22 March 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

This meeting is



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Improvement & Innovation Board
22 March 2018

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 22 March 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.

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Apologies:

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Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3334	email: Labour.GroupLGA@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

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

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Improvement & Innovation Board – Membership 2017/2018

Councillor	Authority
Conservative (9)	
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	Derbyshire County 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
Substitutes	
Cllr Thomas Garrod	Norfolk County Council
Cllr Ian McCord	South Northamptonshire District Council
Cllr Linda Robinson	Wychavon District Council
Labour (8)	
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
Substitutes	
Cllr Nicole Meardon	Cheshire West and Chester Council
Cllr Colin Glover	Carlisle City Council
Cllr Amy Cross	Blackpool Council
Liberal Democrat (3)	
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
Substitutes	
Cllr Cherry Beath	Bath & North East Somerset Council
Independent (2)	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Substitutes	
Cllr Sebastian Bowen	Herefordshire Council
Cllr Andrew Stringer	Mid Suffolk District Council



Government

Association

Cllr Robert Bucke	Tendring District Council
Observers	
Philip Sellwood	
Richard Priestman	

Improvement & Innovation Board - Attendance 2017-2018

Councillors	1/11/17	30/1/18
Conservative Group		
Paul Bettison OBE	Yes	Yes
Janet Blake	Yes	Yes
Peter Fleming OBE	Yes	Yes
Angelique Foster	No	Yes
James Jamieson	No	Yes
Catherine Rankin	Yes	Yes
Barry Wood	Yes	Yes
Laura Miller	Yes	Yes
Labour Group		
Judi Billing MBE	Yes	Yes
Bob Price	No	Yes
Phil Davies	Yes	Yes
Joy Allen	Yes	Yes
Tudor Evans OBE	Yes	No
Abdul Jabbar MBE	Yes	Yes
Sue Woodward	Yes	Yes
Independent		
Ron Woodley	Yes	Yes
Lib Dem Group		
Mayor Dave Hodgson MBE	No	Yes
Liz Green	Yes	Yes
Substitutes / Observers		
Ian McCord	Yes	
Linda Robinson	Yes	
Nicole Meardon	Yes	
Amy Cross		Yes
Observers		
Philip Sellwood	Yes	Yes
Richard Priestman	Yes	Yes
Lead Peers		
Mike Haines	Yes	Yes
Glen Sanderson	No	Yes
Stephen Houghton CBE	No	Yes
Phelim MacCafferty	Yes	No
Alan Connet	Yes	Yes
Shirley Pannell	Yes	

Agenda

Improvement & Innovation Board

Thursday 22 March 2018

11.00 am

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

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Date of Next Meeting: Thursday, 24 May 2018, 11.00 am, Smith Square 3&4, Ground Floor, Local Government House, 18 Smith Square, London, SW1P 3HZ



Financial Sustainability of local authorities: 2018

Purpose of report

For discussion.

Summary

The National Audit Office (NAO) published “Financial sustainability of local authorities: 2018” on 8 March and Alex Burfitt, NAO, will attend to present the report. This will provide an opportunity to review our support offer to the sector.

Recommendation

That the Improvement and Innovation Board consider the implications of the recent NAO report.

Action

Officers to progress in the light of members’ comments.

Contact officer: Dennis Skinner
Position: Head of Improvement
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Email: dennis.skinner@local.gov.uk

Financial Sustainability of local authorities: 2018

Background

1. The National Audit Office published “Financial sustainability of local authorities: 2018” on 8 March. The report updates and builds on similar reports in 2013 and 2014.
2. The report sets out
 - 2.1. the financial and non-financial challenges faced by local authorities since 2010-11 and examines how they have responded,
 - 2.2. examines service sustainability by exploring changes in patterns of service spending and activity in local authorities,
 - 2.3. assesses levels of financial pressure and their implications for financial sustainability in the sector,
 - 2.4. assesses whether the Ministry of Housing, Communities and Local Government and other departments are sufficiently informed about the risks and impacts from pressures in the sector and are managing those risks.
3. In summary the report found, amongst other things, that:
 - 3.1. Government funding for local authorities has fallen by an estimated 49.1% in real terms from 2010-11 to 2017-18. This equates to a 28.6% real-terms reduction in ‘spending power’ (government funding and council tax).
 - 3.2. Alongside reductions in funding, local authorities have had to deal with growth in demand for key services, as well as absorbing other cost pressures.
 - 3.3. Local authorities have changed their approach to managing reductions in income, shifting away from reducing spending on services to looking for other savings and sources of income.
 - 3.4. Local authorities have protected spending on service areas such as adult and children’s social care where they have significant statutory responsibilities, but the amount they spend on areas that are more discretionary has fallen sharply.
 - 3.5. Compared with the situation described in the 2014 report, the financial position of the sector has worsened markedly, particularly for authorities with social care responsibilities.

- 3.6. The government has announced multiple short-term funding initiatives in recent years and does not have a long-term funding plan for local authorities.
4. A summary of the report, its findings and recommendations, is **attached at Appendix A** and Alex Burfitt, NAO, will attend to present the report.
5. Responding to the publication of the report Lord Porter, said:

“This stark report sets out the significant funding challenges facing all councils and the effect years of unprecedented funding reductions have had on the local services our communities rely on and other parts of the public sector. It is yet further compelling evidence as to why the Government must urgently secure the financial sustainability of local government and the 1,300 different statutory duties and responsibilities councils provide”.

<https://www.local.gov.uk/about/news/lga-responds-nao-report-financial-sustainability-local-authorities>

Issues

6. In response to the challenging financial environment the LGA has progressively strengthened our support offer to the sector. The offer includes the following key elements:

6.1. Leadership: Our development programme includes:

- 6.1.1. The Leadership Academy which has a specific module to help develop councillors' ability to lead and manage complex change and improve effectiveness and efficiency. The programme also includes a specific Leadership Essentials Finance programme (a two day residential programme to help leaders and finance portfolio holders get to grips with the financial challenges facing their authority).
- 6.1.2. More generally our member peer support offer includes support for Finance portfolio holders from an experienced pool of Member peers.

6.2. Peer Challenges

- 6.2.1. The Corporate Peer Challenge: the CPC now has an explicit focus on finances, with financial sustainability as one of the five core elements of the challenge. The challenge asks “Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?”

- 6.2.2. The Finance Peer Review: This is a form of specialist peer challenge that dovetails closely with the Corporate Peer Challenge and looks at how councils are setting the strategy, making the decisions required and implementing the changes that will give them the best chance of balancing the books in the medium and long term.
- 6.2.3. In addition we also offer a financial health check (an in-depth technical assessment and analysis of a council's finances) and a budget challenge (a facilitated discussion, led by a member peer, working with cabinet or equivalent, offering political advice/guidance on budget options and issues).

6.3. Productivity and Efficiency: Our Productivity programme aims to help councils reduce their financial dependence on government and their call on local taxpayers by:

- 6.3.1. Transforming services; e.g. helping councils explore new models of service delivery through the Design in the Public Sector programme; helping manage demand through the Behavioural Insights programme; and supporting shared services through the annual shared services map and shared services matchmaking service.
- 6.3.2. Smarter sourcing: helping councils commission and procure services more efficiently and effectively through our work on procurement.
- 6.3.3. Generating income: helping councils explore opportunities to generate a greater proportion of funding locally. So far this year our productivity and income generation experts are working in 21 councils contributing towards efficiency savings and/or income generation of £34.5 million.
- 6.3.4. Other support:** Additional support is also available e.g. by way of LG Inform and LG Inform vfm profiles, enabling councils to make performance and cost comparisons with others and through our work with Local Partnerships.

7. As well as this range of practical advice and support the LGA's regionally based Principal Advisers, working with our small team of Financial Improvement and Sustainability Advisers (FISAs), utilise data and intelligence to keep under review councils in their areas with performance and financial challenges in order to be able to offer proactive support.

Implications for Wales

8. This report is about England only and does not relate to the WLGA or to Welsh member councils. Improvement work is provided directly by the WLGA.



Financial Implications

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

Next steps

10. To be determined in the light of members' comments.



National Audit Office

Report

by the Comptroller
and Auditor General

Ministry of Housing, Communities & Local Government

Financial sustainability of
local authorities 2018

Key facts

49.1%

real-terms reduction in government funding for local authorities, 2010-11 to 2017-18

28.6%

real-terms reduction in local authorities' spending power (government funding plus council tax), 2010-11 to 2017-18

1

number of authorities since 2010-11 where a section 114 notice has been issued that indicates they are at risk of spending more than the resources they have available

3.0%

real-terms reduction in local authority spending on social care services, 2010-11 to 2016-17

32.6%

real-terms reduction in local authority spending on non-social-care services, 2010-11 to 2016-17

£901 million

overspend on service budgets by local authorities in 2016-17

66.2%

percentage of local authorities with social care responsibilities that drew down their financial reserves in 2016-17

10.6%

percentage of local authorities with social care responsibilities that would have the equivalent of less than three years' worth of reserves left if they continued to use their reserves at the rate they did in 2016-17

13

number of departments asked by the Ministry of Housing, Communities & Local Government to provide information as part of the 2015 Spending Review

Summary

1 Since 2010, successive governments have reduced funding for local government in England as part of their efforts to reduce the fiscal deficit. Changes in funding arrangements and new pressures on demand have created both new opportunities and further pressures for the sector.

2 Local authorities deliver a range of services. The government sets statutory duties for them to provide services, ranging from adult social care to waste collection. Local authorities also provide discretionary services according to local priorities. The Ministry of Housing, Communities & Local Government (the Department) views authorities' ability to deliver their statutory services as the defining test of their financial sustainability.

3 The Department has overall responsibility in central government for local authorities' funding. This includes:

- distributing the majority of funding voted by Parliament to support local authorities to deliver services;
- taking the cross-government lead in supporting HM Treasury on decisions about local government funding at major fiscal events; and
- maintaining a system of local accountability that assures Parliament about how local authorities use their resources, including preventing and responding to financial and service failure.

4 Government policy dictates the overall levels and distribution of funding provided to the sector, and local authorities' statutory responsibilities.

5 While the Department is responsible for the financial framework for local government and developing an overview of the overall service cost pressures faced by local government, responsibility for statutory services delivered by local authorities is spread across government departments. Each department is responsible for establishing its own arrangements to assure itself that services remain sustainable and that statutory responsibilities are being met. These departments are also responsible for giving the Department information on services to support decision-making at major fiscal events.

6 In our previous work, we described the complex position of the Department in terms of delivering its functions in the context of the localism agenda.¹ Localism gives local authorities greater control over spending decisions, but consequently, the Department has less oversight over their financial sustainability.² The same challenge is faced by other departments with responsibility for local services.

7 This report reviews developments in the sector and examines whether the Department, along with other departments with responsibility for local services, understands the impact of funding reductions on the financial and service sustainability of local authorities. It is entirely compatible with the principles of localism to assess whether the Department and other government departments have enough information to make good decisions about the level and nature of funding provided to local authorities. While we recognise that departmental roles vary, we expect the Department and other government departments to have oversight and assurance mechanisms in place for their policy areas that enable them to understand when local authorities are under threat of being unable to discharge their statutory duties.

Our report

8 We reported on the financial sustainability of local authorities in 2013³ and 2014.⁴ This report updates and builds on that work. It has four parts:

- Part One sets out the financial and non-financial challenges faced by local authorities since 2010-11 and examines how they have responded.
- Part Two examines service sustainability by exploring changes in patterns of service spending and activity in local authorities.
- Part Three assesses levels of financial pressure and their implications for financial sustainability in the sector.
- Part Four assesses whether the Department and other departments are sufficiently informed about the risks and impacts from pressures in the sector and are managing those risks. This assessment is informed by our independent analysis of risks and impacts presented in the preceding parts.

A standalone methodology is available at: www.nao.org.uk/report/financial-sustainability-of-local-authorities-2018/.

1 Comptroller and Auditor General, *Financial sustainability of local authorities 2014*, Session 2014-15, HC 783, National Audit Office, November 2014.

2 Comptroller and Auditor General, *Local government funding: Assurance to Parliament*, Session 2014-15, HC 174, National Audit Office, June 2014.

3 Comptroller and Auditor General, *Financial sustainability of local authorities*, Session 2012-13, HC 888, National Audit Office, January 2013.

4 See footnote 1.

Key findings

Financial, demand and cost pressures

9 Government funding for local authorities has fallen by an estimated 49.1% in real terms from 2010-11 to 2017-18. This equates to a 28.6% real-terms reduction in 'spending power' (government funding and council tax). In the 2015 Spending Review and the 2017 Budget, the government provided extra funding to relieve growing spending pressures in adult social care. Consequently, the rate of reductions has levelled off since 2016-17 for social care authorities and is predicted to remain relatively flat until 2019-20 (paragraphs 1.4 to 1.6 and 1.10 to 1.13, and Figures 1 to 3).

10 Alongside reductions in funding, local authorities have had to deal with growth in demand for key services, as well as absorbing other cost pressures. Demand has increased for homelessness services and adult and children's social care. From 2010-11 to 2016-17 the number of households assessed as homeless and entitled to temporary accommodation under the statutory homeless duty increased by 33.9%; the number of looked-after children grew by 10.9%; and the estimated number of people in need of care aged 65 and over increased by 14.3%. Local authorities have also faced other cost pressures, such as higher national insurance contributions, the apprenticeship levy and the National Living Wage (paragraphs 1.15 to 1.21 and Figure 4).

11 Local authorities have changed their approach to managing reductions in income, shifting away from reducing spending on services to looking for other savings and sources of income. Local authorities have faced funding reductions for six years. For the first three years, authorities as a whole reduced spending on services at a rate in excess of their income reductions, allowing them to build up reserves. In the second three-year period, net reductions in service spending accounted for less than half of the required savings. Instead, in aggregate, local authorities have increasingly offset funding reductions by reducing other spending – including reducing the cost of servicing debt – reducing their net contributions to reserves or drawing them down, and increasing alternative income such as commercial trading profits or external interest (paragraphs 1.22 to 1.29 and Figures 5 and 6).

Service sustainability

12 Local authorities have protected spending on service areas such as adult and children's social care where they have significant statutory responsibilities, but the amount they spend on areas that are more discretionary has fallen sharply. Adult and children's social care services have seen a reduction of 3.3% and an increase of 3.2% in real terms, respectively. In contrast, spending on planning and development fell by 52.8% in real terms, with spending on housing services and highways and transport falling by 45.6% and 37.1% respectively. Spending on cultural and related services fell by 34.9% (paragraphs 2.2 to 2.3 and Figure 7).

13 Local authorities now spend less on services, and their spending is more concentrated on social care. Since 2010-11, spending on services has fallen by 19.2% in real terms. This is the net outcome of a 3.0% fall in spending on social care and 32.6% fall in spending on non-social-care services. Consequently, social care now accounts for 54.4% of service spend, compared with 45.3% in 2010-11 (paragraphs 2.8 to 2.9).

14 Local authorities have tried to protect front-line services in their savings plans; while this has been successful in some areas, there are signs that services have been reduced in others. In adult social care, the number of users accessing services fell steeply in the early years of funding reductions, and there is evidence that funding pressures in local authorities are adding to pressures within the wider health care system and adult care provider markets. Service provision in some non-social-care services has changed, including reductions in weekly domestic waste collection (a 33.7% reduction in the number of households receiving at least a weekly service between 2010-11 and 2016-17), miles of subsidised bus journeys (a 48.4% reduction from 2010-11 to 2016-17 in England outside of London) and libraries (a 10.3% reduction in the number of service points from 2010-11 to 2016-17). For many service areas, a lack of data on outputs and outcomes means it is difficult to assess the impacts of spending reductions (paragraphs 1.29, 2.21 to 2.28 and 2.32 to 2.33 and Figures 14 to 16).

Financial sustainability

15 Compared with the situation described in our 2014 report, the financial position of the sector has worsened markedly, particularly for authorities with social care responsibilities. We noted in 2014 that the sector had coped well financially with funding reductions, but our current work has identified signs of real financial pressure. A combination of reduced funding and higher demand has meant that a growing number of single-tier and county authorities have not managed within their service budgets and have relied on reserves to balance their books. These trends are not financially sustainable over the medium term (paragraphs 3.4 to 3.19 and Figures 17 to 23).

16 Financial resilience varies between authorities, with some having substantially lower reserves levels than others. Levels of total reserves in social care authorities as a whole are higher now than in 2010-11. However, there is variation in individual authorities' ability to build up their reserves and differences in the rate at which they have begun to draw them down. Some 10.6% of single-tier and county councils would have the equivalent of less than three years' worth of total reserves (earmarked and unallocated combined) left if they continued to use their reserves at the rate they did in 2016-17 (paragraphs 3.14 and 3.20 to 3.23, and Figures 20 and 24).

17 A section 114 notice has been issued at one authority, which indicates that it is at risk of failing to balance its books in this financial year. In February 2018, the statutory financial officer for Northamptonshire County Council issued a section 114 notice, indicating that it was at risk of spending more in the financial year than the resources it has available, which would be unlawful. The authority has effectively placed itself in special financial measures in order to ensure that it avoids unlawful expenditure. The Department had already appointed an inspector in January 2018 to look into financial management and governance at the authority (paragraphs 3.25 to 3.27).

The role of government in securing financial and service sustainability

Assessing funding need

18 The Department's work to assess the sector's funding requirements as part of the 2015 Spending Review was better than the work it undertook for the 2013 Spending Review. The Department's advice to ministers in 2015 drew on a more comprehensive evidence base, including data returns from 12 departments. At the conclusion of the Spending Review ministers took a cross-government view on the level of funding for local government, taking into account the other calls on government resources and the evidence provided by departments about potential risks of financial and service failure (paragraphs 4.3 to 4.8).

19 As part of its work for the 2015 Spending Review, the Department identified adult social care as a key area of pressure in the sector. Outcomes from the Spending Review included a new flexibility to increase council tax to pay for social care and the introduction of the Improved Better Care Fund. Since the Spending Review, the Department has continued to monitor pressures in this area alongside the Department of Health & Social Care. This has led to further funding to support social care. This funding has conditions associated with it which might limit some local authorities' flexibility to spend social care funding on local priorities (paragraphs 4.9 to 4.11 and Figure 3).

The financial model for the sector**20 The government has announced multiple short-term funding initiatives in recent years and does not have a long-term funding plan for local authorities.**

In 2016-17, the Department offered a four-year settlement to all authorities to enable better financial planning. However, there have been many changes to funding streams outside this core offer, such as the adult social care support grant and a second tranche of funding within the Improved Better Care Fund. The Department's view is that these are responses to new pressures and risks that have been identified by their monitoring. Ultimately, however, the funding landscape following the 2015 Spending Review has been characterised by one-off and short-term funding initiatives. There is also uncertainty over the long-term financial plan for the sector. The absolute scale of future funding is unknown until the completion of the next Spending Review. The government has confirmed its intention to implement the results of the Fair Funding Review in 2020-21 and to allow local authorities to retain 75% of business rates. However, the implications of these changes are not yet clear. Financial uncertainty, both short term and long term, creates risks for value for money as it encourages short-term decision-making and undermines strategic planning (paragraphs 4.19 to 4.24 and Figure 3).

The assurance system for financial sustainability**21 The Department has improved its understanding of the extent to which local authorities are at risk of financial failure.**

Since our 2014 study, it has improved its oversight of the financial sustainability of the sector. There is evidence that it is systematically collecting and using data and other forms of information and developing relationships with other key departments. It has robust internal reporting mechanisms and engagement from the highest level of management. There remain areas that can be strengthened, however. These include developing analytical work further and engaging more widely with other departments. Understanding and responding to the risk of failure protects value for money, as intervening after failure is likely to be more costly than preventing it in the first place (paragraphs 4.28 to 4.39).

The assurance system for service sustainability**22 There is a lack of ongoing coordinated monitoring of the impact of funding reductions across the full range of local authority services.**

The interdependent and connected nature of service delivery in local authorities is not reflected at the level of government departments. Individual government departments have an understanding of the service areas for which they are accountable, but not necessarily of the potential implications of pressures in other service areas locally. The Department has a role in developing an overview of the overall service cost pressures faced by local government. However, to date it has focussed its attention on priority areas such as social care rather than on understanding the impact of funding reductions across local authority services as a whole (paragraphs 4.38, 4.42 to 4.45, and 4.50 to 4.53).

23 As funding continues to tighten for local authorities and pressure from social care grows, there are risks to statutory services. In certain areas where data are limited, it may not be possible to ascertain whether service levels are being maintained. In other services where there are concerns about performance, departments need to coordinate actions to influence local authorities' prioritisation rather than simply place competing demands on authorities' diminishing resources (paragraphs 4.46 to 4.49, 4.51 and 4.54).

Conclusion on value for money

The Department

24 The sector has done well to manage substantial funding reductions since 2010-11, but financial pressure has increased markedly since our last study. Services other than adult social care are continuing to face reducing funding despite anticipated increases in council tax. Local authorities face a range of new demand and cost pressures while their statutory obligations have not been reduced. Non-social-care budgets have already been reduced substantially, so many authorities have less room for manoeuvre in finding further savings. The scope for local discretion in service provision is also eroding even as local authorities strive to generate alternative income streams. The current pattern of growing overspends on services and dwindling reserves exhibited by an increasing number of authorities is not sustainable over the medium term. The financial future for many authorities is less certain than in 2014. The financial uncertainty created by delayed reform to the local government financial system risks longer-term value for money.

25 The Department's performance has improved since our last study. The Department's work on the 2015 Spending Review was an improvement on its predecessors and the Department has improved its oversight of the sector's financial sustainability. However, conditions in the sector have worsened and the Department must continue to strengthen its oversight and assurance mechanisms to protect against risks to value for money from financial failure in the sector. It must also set out at the earliest opportunity a long-term financial plan for the sector that includes sufficient funding to address specific service pressures and secure the sector's future financial sustainability.

Wider government

26 The Department's capacity to secure the sector's financial sustainability in the context of limited resources is shaped by the priorities and agendas of other departments. The Department's improvements in understanding and oversight are necessary but not enough. Equally, because responsibility for services is dispersed across departments, each department has its own narrow view of performance within its own service responsibilities. There is no single central understanding of service delivery as a whole or of the interactions between service areas. To date, the current spending review period has been characterised by one-off and short-term funding fixes. Where these fixes come with restrictions and conditions, this poses a risk of slowly centralising decision-making. This increasingly crisis-driven approach to managing local authority finances also risks value for money.

27 The current trajectory for local government is towards a narrow core offer increasingly centred on social care. This is the default outcome of sustained increases in demand for social care and of tightening resources. The implications for value for money to government from the resulting re-shaping of local government need to be considered alongside purely departmental interests. Departments need to build a consensus about the role and significance of local government as a whole in the context of the current funding climate, rather than engaging with authorities solely to deliver their individual service responsibilities.

Recommendations

- a The Department should continue to strengthen its processes for assessing local authority funding requirements at future spending reviews.** It should:
- work with other departments to develop more robust methods for assessing savings and efficiency options available for local authorities; and
 - ensure that other departments are informed of the outcomes of the Department's final analysis and are aware of the possible implications for their service areas, to assist them in discharging their responsibilities for those service areas.
- b The Department, together with the Department for Education, should consider whether their current plans to improve their understanding of ongoing cost pressures in children's social care:**
- will provide a genuine understanding of developments in the sector; and
 - are being carried out quickly enough given the current pressures in this service area.

- c The Department should work with the sector to ensure that the Department's current activity in areas such as retaining local business rates and the Fair Funding Review will enable it to develop a long-term plan that is genuinely able to address the current financial and demand pressures in the sector and to secure its financial sustainability.** As part of this, the Department should:
- engage with the sector to ensure that current plans are sufficiently timely, and assess whether interim measures are required in the meantime;
 - use the next spending review to ensure that any new funding framework is based on a review of unfunded service pressures within the sector and an assessment of the absolute level of funding required to meet statutory responsibilities; and
 - set out its long-term plans for the flexibility to increase council tax to raise money for adult social care and for the funding currently provided through the Improved Better Care Fund.
- d The Department should continue to build on its improved oversight of the sector's financial sustainability by:**
- continuing to develop its analytical work and subjecting this to external scrutiny where possible;
 - ensuring that its risk analysis and reporting strike a balance between specific instances of leadership or governance failure in poorly performing individual authorities and systemic issues affecting broader elements of the sector; and
 - broadening its engagement with other departments in order to understand pressures on funding and demand in a wider range of service areas.
- e The government, led by the Department, should:**
- develop a clear understanding of the role and significance of local authorities as a whole in the context of the current funding climate; and
 - create an understanding of how funding pressures and increased demand for services are interacting locally and impacting on different services, improving the availability of service outcome data as necessary, and establish a coordinated approach to cross-government engagement with local authorities.



Data and Transparency Programme

Purpose of report

For direction.

Summary

This report sets out the proposed work areas to be undertaken within the data and transparency programme in 2018-19. Members are asked to consider and approve in principle the data and transparency projects proposed for 2018-19 and indicate any projects which may be missing.

Recommendation

That the Improvement and Innovation Board considers and approves in principle the data and transparency projects proposed for 2018-19. Mayor Dave Hodgson is lead member for this Board priority area. Members' guidance and views on the projects and the proposed methods of delivery would also be especially welcome, along with any significant missed opportunities.

Action

Officers to progress in the light of members' views.

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Data and Transparency Programme

Background

1. Data is increasingly being recognised as important in the design, delivery and transformation of public services. It can be used to better understand our business, improve outcomes and drive efficiencies. The LGA has developed a programme of work each year which has included a number of initiatives to help authorities get a better understanding about the value of data in public services and to support them using it. It has also helped them to keep aligned with external initiatives and government directives as they become known. The work aims to encourage authorities to open up, share and better use data to:
 - 1.1 Design services around user needs
 - 1.2 Drive efficiencies within services and across the authority
 - 1.3 Support public sector transformation and digitisation
 - 1.4 Engage and empower citizens within their communities
 - 1.5 Be transparent and publicly accountable.
2. In consultation with Mayor Hodgson, lead member for this Board priority area, a set of projects and guiding principles are suggested below, to form next year's data and transparency programme. A small number of additional projects are also identified in the last section, should additional resources become available during the year.
3. The programme aims to respond to the following opportunities and challenges:
 - A. To help councils keep in step with the remarkable changes in IT capabilities and data processing in recent years, and use that to improve services, by **briefing and supporting elected members and council staff** through training days, webinars and online eLearning materials
 - B. To help councils make better use of data and intelligence to transform services and inform decisions, through **sharing learning, expertise and resources**; and enabling them (and their local partners) to self-assess the maturity of their data practices and identify where they can make improvements
 - C. To continue to **deliver local government's information standards** that drive much of their transparency and data publishing practices and enable effective data sharing and data management

- D. To **represent local government interests** in the areas of transparency, data sharing, data quality and use on the influential national boards and networks overseeing public sector data policy.
- 4. The projects to be delivered are set out below under each of the above four headings.

A. Briefing / training initiatives for elected members and officials

- 5. Recent years have seen unparalleled developments in IT technology, software capability and data practices. Elected members are often keen for their councils to embrace new digital ways of working or new analytical approaches to inform their decisions/help them improve services, but they do not always know where to start or they want to learn from others who have innovated before them.
- 6. We propose a programme of briefings and materials to keep elected members and their officers aware of data capabilities and new directives emerging from central government and from data-oriented networks, and help them learn from others.
- 7. In consultation with the sector, we will draw up a list of data topics that are worthy of training development or shared learning. Board members are also invited to make suggestions. For these topics, we will commission the production of training materials/briefings/case studies/podcasts/eLearning modules (whichever channels seem most suitable, depending on their nature).

Risks

- 8. There may be little interest in this initiative from councillors, as elected members are very busy. To mitigate this, we would aim to deliver this project through a range of media which would allow councillors to use resources at a time that is convenient to them.

B. Initiatives to work together and share resources and expertise

- 9. The many years of austerity and efficiency drives in local government have seen a significant decline in resources and skills available for data analysis, business strategy and research within the majority of authorities. However, it is well recognised that good use of data is essential within the most effective organisations.
- 10. Last year, members will recall we undertook an exercise to analyse what makes an Intelligent Council, and to identify existing guidance, resources and materials that can help authorities achieve this. In addition, we commissioned Nesta to develop a pilot online self-assessment tool that helps authorities consider the maturity of their data practices and identify where they can make improvements. The report from the Intelligent Council work and the data self-assessment tool will be launched within the next couple of months.
- 11. This year we propose to continue to work with the sector and with experts from Nesta, SOLACE and LARIA to bring these resources together into an online

knowledge sharing hub, to make them more easily accessible. This hub will be linked from the LGA's own website, and we will work with the LGA's Digital Communications Team to ensure it meets their requirements. It will act as a place for councils to come to identify and draw upon good practice in research and use of data. We will also undertake promotional work to encourage participation, and self-sustaining growth, as councils themselves add materials, and discuss issues.

Risks

12. The hub is not well-used. To mitigate this, we propose to continue our partnership with SOLACE and LARIA, in order to promote it widely. We will also try to make use of existing assets, like the Knowledge Hub, to deliver this at minimal cost.

C. Provision of information standards and best practice

13. **Standards upkeep:** For at least 15 years, the LGA and IDeA have overseen the creation and upkeep of a mature local government data standard to support the categorisation, inter-linking and sharing of its data within and between organisations. This [local government information standard](#) defines the elements of public sector service delivery at a local level. It comprises a set of controlled lists of precise data definitions and relationships between them to provide a 360° view of council operations. The intention is to tag local data with these identifiers to support easy filtering, analysis and inter-linking with other data sets. It drives many public sector data initiatives, including GOV.UK and the transparency code. It is also used by suppliers of council systems or services to give assurance that they are referring to the same subject.
14. During the forthcoming year, the standards are contributing to the development of a number of local government legal duties including housing, planning and brownfield availability, elections, libraries, universal credit, health and social care services, GDPR and related data protection activities. We propose to undertake work to ensure that the content and delivery of the standards are appropriate to meet these new priorities and others as they develop through the year.

Risks

15. Failure of central government standards groups (GDS, ODI, DCLG, and DCMS) to recognise and support the value of this local government initiative. To mitigate this, we will try to influence new standards that are created, ensure they do not duplicate existing standards, and add them to the overall local government information standard.
16. **Standards overhaul:** The information standards were initially designed in the middle of the last decade. Since that time there have been substantial changes to the way local government services are delivered, with an increasing dependency on multi-agency delivery, demarcation by "place" and regular changes to legislation. Little work has been undertaken to review or revise the content of the standards

since 2010, though they have been updated each year to reflect changes in legislation and political priorities. We propose a modest review this year to ensure that the standards remain fit for purpose.

17. A small working party of data and standards experts will be commissioned to review the local government information standard to determine that the lists remain representative of sector needs and are up-to-date.

Risks:

18. The work might prove too substantial to resource and fund, or appropriate experts (who will need to be commissioned externally) might not be available. We will decide whether to proceed once we have undertaken this initial scoping and costings.
19. **Standards practical deployment - the discovery of local services matched to citizen's needs:** The use of data standards best become a reality and understood when they address real world situations. We propose a pilot project to demonstrate how several organisations, all publishing data to a standard, can be brought together so that citizens (or their clinicians, carers and advocates) can discover local services available to meet their specific needs, for which they are eligible and which are located close to where they live. To do this, we will assemble one or two pilot areas of a few local authorities and their partners, to publish data openly about the services they deliver to a data standard that we developed in 2016.
20. Support will be needed to assist the pilots to prepare and publish their data and the lessons we learn from this. We can then commission a small number of example apps that can make use of the data. If this works, it can demonstrate to all authorities the benefits of publishing data using data standards, both for residents and for the authority itself.

Risks:

21. Progress needs commitment and senior buy-in from a selection of local authorities and their delivery partners, as there will be costs, in the form of human resources. However, we have identified one or two authorities who may be willing to take part.
22. Councils may be sensitive to the accuracy and relevance of the data they publish and the quality of services being offered by their partners. The pilot will allow us to understand more about this issue and possible solutions.

D. Representation of local government interests on national data management boards and networks.

23. There are an increasing number of networks and boards that claim to be representing government direction on data best practice and use. Experience has indicated that each of these groups are rarely connected or aligned, but they often result in decisions or outcomes that affect local authorities.
24. The LGA currently has representatives on these boards:

- 24.1 Government Digital Service/MHCLG initiative to develop a declaration of collective ambition for local government on digital transformation
 - 24.2 UK INSPIRE Compliance Board (DEFRA)
 - 24.3 Data Licensing Forum (National Archives)
 - 24.4 iStandUK Governance Board (the Local eGovernment standards body)
 - 24.5 Local Digital Coalition
 - 24.6 Several NHS, NHS Digital, Dept. of Health, Health & Social Care Boards which are trying to co-ordinate data (including social care data) and integrate care and health data.
25. We propose to represent local government interests on these boards, where they appear likely to have a notable impact on local authorities, since a lack of LGA representation could allow such groups to add unreasonable burdens or counter-productive processes on the sector. It may also result in duplication of existing resources (like the information standards).

Risks:

26. There are a large number of such groups, across many government departments, which may take up a lot of LGA resource. We propose to review them all and attend only those which we deem to be most important.

Other possible activities to be considered if additional funding or related support is available

27. Whilst negotiations with MHCLG are underway, we do not currently know the exact resourcing for this programme. Should funding allow, members are asked to consider the following projects and identify which they feel, if any, would be most useful to the sector. (Note – the initial letter reflects the theme above to which the proposal relates).
28. **A research and data skills dating service [B]** A form of 'dating service' for councils and academia. To develop a service that introduces academics (who have/are applying for grants or have students looking for placements/research projects) to local authorities who are interested in working with them; and/or introduces local authorities with particular research questions to academics who might be interested in projects to answer them.
29. **Research and data summit event [B]** In 2017 the LGA funded an event held by West Sussex County Council to bring researchers and business and data analysts together to share ideas, promote achievements and develop joint initiatives. This was a successful event. Should funds allow, we may wish to run a similar event this year (this could be an LGA event or run with West Sussex County Council again or the

local authority researchers officers' society, LARIA). We may wish to theme the event in some way, such as predictive analytics or geo-spatial data.

30. Support to the development and rollout of national local data standards [C] We represent the best interests of the sector when new requirements emerge from central government for the publication of local data to a national standard. This often creates new burdens for authorities. In recent years, therefore, we have developed tools, guidance and support aids to help local authorities prepare and participate in initiatives for the release of more open data. The following data standards are in development and we would provide support, representation and practical aids to assist local government rollout:

30.1 Elections data – candidates and results – with Cabinet Office

30.2 Libraries assets – with DCMS

30.3 Brownfield Land register – with MHCLG

30.4 Land Plans – with MHCLG

31. Some of the aids (such as data validators) may require some external resources to be commissioned. Other data themes are likely to emerge during the year.

Implications for Wales

32. All projects suggested for this programme would apply to Wales and benefit Welsh authorities equally, except for the 'additional' project to support the roll-out of national standards for local data. Welsh authorities are usually excluded from such requirements.

Financial Implications

33. The level of funding for these projects will depend on successful negotiations with MHCLG. Members are therefore asked to indicate those projects they consider highest priority.

Next steps

34. Members are asked to consider and approve in principle the data and transparency projects proposed for 2018-19, and give their view about the priority for the projects. They are also asked to indicate any projects which may be missing.

35. The Research and Information Team will take forward the data and transparency programme in light of these discussions.

22 March 2018

National Procurement Strategy 2018

Purpose of report

For discussion

Summary

A new national procurement strategy will be launched at the LGA conference in July.

Recommendation

That the Improvement and Innovation Board considers the strategy and agrees the proposed way forward.

Action

Officers to initiate any required action.

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22 March 2018

National Procurement Strategy 2018

Background

1. The LGA launched a national procurement strategy for local government in 2014. The strategy included recommendations on how to improve procurement processes for councils in four key areas:
 - 1.1 Making Savings
 - 1.2 Achieving Community Benefits
 - 1.3 Leadership
 - 1.4 Modernising Procurement.
2. The strategy has been well-read and widely implemented by councils. A diagnostic exercise in 2017 had a 60 per cent response rate demonstrating a high level of engagement from both county/unitary councils and district councils.
3. The diagnostic exercise demonstrated that councils had improved their procurement process, particularly on the more 'tactical' or 'compliance' recommendations from the strategy.

Issues

4. A lot has happened since 2014, there continues to be a challenge on funding, with councils continuing to make further savings, the results of the EU referendum and the need to take a more strategic approach to supplier management. The LGA's National Advisory Group (NAG) which comprises a number of senior level procurement experts from each of the regions, has now commissioned a new strategy. It is intended to consult the sector on the revised draft strategy over April/May and for the revised strategy to be launched at our Annual Conference in the summer.
5. The new strategy will include recommendations for councils on:
 - 5.1 driving community benefits:
 - 5.1.2 obtaining social value
 - 5.1.3 engaging local SME's and micro businesses
 - 5.1.4 enabling VCSE engagement
 - 5.2 showing leadership:
 - 5.2.2 engaging councillors and senior managers
 - 5.2.3 working with partners
 - 5.2.4 engaging strategic suppliers
 - 5.3 behaving commercially (including making savings):
 - 5.3.2 creating commercial opportunities
 - 5.3.3 managing contracts and relationships
 - 5.3.4 managing strategic risk
6. The three themes are supported by four enablers.
 - 6.1 Developing talent
 - 6.2 Exploiting digital technology
 - 6.3 Enabling innovation

22 March 2018

6.4 Embedding change

7. In light of the results of the diagnostic exercise we have developed the new strategy in a 'maturity index' format. Councils will be able to plot their improvement path through five stages of maturity: 'minimum;' 'developing;' 'mature;' 'leader' and then 'innovator' stages.
8. As with the diagnostic exercise we will ask councils to benchmark their current practice and where they wish to be in the future. We will then go back to councils in 12/18 months to understand the improvement in procurement practices, at a national level, and by region, following the 2018 benchmark.
9. We would particularly welcome members' comments on the "engaging councillors and senior managers" strand of the "Showing Leadership" theme, which is **attached**. If any members would wish to see the complete revised draft strategy prior to consultation with the sector, then this is available from the report author.

Implications for Wales

10. The National Procurement Strategy does not apply in Wales, though we are aware that some Welsh councils are using it. Improvement work in Wales is provided by the WLGA.

Financial implications

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

Next steps

12. Consult the sector on the revised draft strategy and finalise for launch at the LGA's Annual Conference in July.

NPS Key Area: Engaging Councillors and Senior Managers					
Description:	Councillors and senior managers value and benefit from commercial and procurement advice including early advice on major projects.				
Help:	<p><u>What it is:</u> Engaging Councillors and Senior Managers refers to the Cabinet (or other executive body) and the corporate management team valuing and benefiting from commercial and procurement advice at all stages of decision-making including early advice on major projects.</p> <p><u>Why it is important:</u> Good commercial and procurement advice can have a decisive impact on the outcome of a project, particularly one involving innovation. It is important that councillors and senior managers engage with the commercial and procurement issues from the earliest stages of the project.</p>				
High level Principle/Specific Behaviour:	Minimum Councillors and senior management regard commercial and procurement issues as purely operational matters.	Developing Exploring the best approach to obtaining commercial and procurement input into decision-making.	Mature Leadership engaged with commercial and procurement issues, routinely taking advice at key decision points.	Leader Demonstrating better results from early commercial and procurement advice on projects.	Innovator Council commercial and procurement advice valued in combined authority/group of councils projects.
Influence	Commercial and procurement is contributing but contribution not visible to councillors and senior managers.	Contribution of commercial and procurement has been noted on isolated projects.	Contribution recognised through representation on corporate management team.	Representation on corporate management team contributing to better decision-making.	Representation on combined authority/group of councils decision-making bodies.

Mission and Strategy	Obsolete procurement strategy.	Procurement strategy being reviewed and refreshed.	Council has approved a procurement strategy aligned to corporate and service strategies	Council has approved commercial and procurement mission to support innovation.	Council committed to providing commercial and procurement support to combined authority/group of councils wide innovation.
Processes	Ad hoc approach to managing projects.	Structured approach but not explicit about role of commercial and procurement advice.	Structured approach to project management clearly defining roles and responsibilities in relation to commercial and procurement advice.	Demonstrably better outcomes from projects due to early commercial and procurement advice.	Arrangements for combined authority/group of councils joint projects provide for early commercial and procurement advice from the council.
Training and Development	No formal training for councillors or senior managers on commercial and procurement issues.	Some councillors and senior managers have attended training courses.	Councillor and manager development programmes include commercial and procurement modules for all participants.	Development programmes have resulted in better engagement with commercial and procurement and better decisions.	Development equips councillors and senior managers to play their role in combined authority/group of councils projects

Strategic Supplier Relationship Management

Purpose

For discussion.

Summary

In light of the fall-out from the collapse of Carillion, we have been considering what additional activity we should be involved in to support councils on strategic supplier relationship management. This report looks at these issues and makes some suggestions.

Recommendation

That the Improvement and Innovation Board considers the report.

Action

Officers to initiate any required action.

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Strategic Supplier Relationship Management

Background

1. As part of our productivity programme, the LGA has been helping councils to become more efficient and effective with their procurement processes. We launched a National Procurement Strategy (NPS) for local government in 2014 (see separate agenda item).

Issues

2. We committed in the NPS to develop and support a number of experts (local government procurement officers) to manage relationships with local government's key suppliers on a national basis. We have these experts in place on a part time basis and some progress has been made, although the resource available is limited.
3. We have also been working with the Crown Representative's Office (a group of around 30 industry and commercial experts each managing one or more of government's key suppliers) on matters relating to Carillion since summer 2017, identifying and helping those councils that were at risk because they had contracts with Carillion to mitigate. We continue to work on this project, collating information relating to the transition of contracts away from the official receiver into more long-term arrangements.
4. We continue to work with Crown Representatives in relation to other major suppliers to both central and local government. In particular where there may be an issue with a supplier (such as a profit warning). We have regular meetings with Crown Representatives about these suppliers to discuss high level contingency plans then we engage, through the Principal Advisors, with relevant councils to advise accordingly.
5. During summer 2017 Cabinet Office made a suggestion that government may consider engaging one or two Crown Representatives purely focussed on key suppliers for local government. How this would work has not been discussed further but there would be benefits to councils in having access to the Crown Representative team's expertise on market insight and data analysis.
6. However, given the breadth of markets that are engaged in delivering services to councils it is unlikely that one or two people would be able to provide much in terms of expertise to councils. Having a Government-led team does not sit well with the LGA's calls for sector led improvement and there would inevitably be an increased level of central reporting on supplier performance required of councils.
7. As an alternative, LGA could increase our activity in this area on behalf of our members. A number of councils have been in touch with LGA suggesting that a sector-led approach to strategic supplier management would be welcome.

8. Whilst we do not collect information centrally from all councils on contracts awarded, performance management etc, councils are obliged to submit all contracts above a certain value on a website known as contracts finder. The basis of potential future support is to identify councils who might have similar contracts and encourage them to share knowledge, working together to resolve issues.
9. We would like to hear views of the Improvement and Innovation Board on how we might facilitate councils collaborating together as a sector to gain a strategic overview of key suppliers. This could include the LGA commissioning a report of the top suppliers in local government each year and sharing this with all councils. We are asking the Board to consider this matter and to identify if there are any further actions that elected members might wish to be included.
10. Advantages of a sector led approach would include raising the awareness of suppliers and providers of the importance of local government as a major commissioner. We could help councils to understand the effect of their commissioning decisions on the market, thus reducing the exposure to risk. It would also send a clear message to suppliers that local government is keen to engage with suppliers in a more strategic way.
11. This work is currently included in the draft MOU with MHCLG for 18/19. Once finalised the productivity team will need to consider how the work is managed.

Implications for Wales

12. Improvement work in Wales is provided by the WLGA.

Financial implications

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

Next steps

14. To be determined in the light of members' views.



Highlighting Leadership offer: update

Purpose

For information and decision.

Summary

This report updates members on our work priorities and engagement figures for the current Highlighting Political Leadership offer.

Recommendation

That the Improvement and Innovation Board notes the progress so far and offers any comments on the Highlighting Leadership work.

Action

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

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Highlighting Leadership offer: update

Background

1. The LGA's Highlighting Leadership offer forms part of our wider package of sector-led improvement. We offer a range of programmes, events and resources aimed at supporting and developing councillors at all levels. Attending our political leadership programmes gives councillors a unique opportunity to network with other Members from different tiered authorities and often across the political spectrum. Our managerial leadership development programme starts by growing future talent with the National Graduate Development Programme, through to opportunities for senior officers up to and including the IGNITE programme for Chief Executives.
2. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements so far in the 2017/18 work programme.

Highlighting Political Leadership

3. The LGA continues to offer a wide range of development opportunities for councillors. Alongside flagship programmes such as Leadership Academy and Next Generation, the LGA offers specialised masterclasses and residential courses on topics such as scrutiny, finance, children's services and sport. Our catalogue of programmes is regularly reviewed to ensure that it reflects what is relevant within the public sector and meets the needs of councillor attendees.
4. Figures included in this report are correct up to and including February 2018.
5. Highlights so far in 2017/18 include:
 - 5.1 We are on track for another record breaking year in terms of participants – currently 829.
 - 5.2 Increase in gender equality (59% male v 41% female) – 1% increase in female participation from last year and well above the national councillor gender make up.
 - 5.3 Increase in BAME participation in Leadership Academy and Leadership Essentials programmes from 57 in 2015/16 to 72 in 2016/17 and 103 to date this year, showing an increased diversity in our wider programmes.
 - 5.4 Participation on our Leadership Essentials Finance programmes has doubled this year.
 - 5.5 Members taking part in our Children Services programmes have been the highest since the programmes have started.
 - 5.6 This year is currently our highest participation rate on the Leadership Essentials and Focus on Leadership programmes since they started running – 616 to date.
 - 5.7 Eastleigh, Redbridge and South Oxfordshire are new authorities that have participated in our Leadership Academy programmes for the first time this year thereby reducing the number of LGA member authorities that have not sent anyone

on a Leadership Academy prog to 41, although 36 of these authorities have participated in other programmes like Leadership Essentials.

6. 2017/2018 participation figures on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), the Leader's Programme (LEAD), Next Generation (NXG) and "Leading Edge" are set out in the tables which follow.

Political Leadership development programme bookings

	LA	LE	FoL	LEAD	NXG	LEDGE
Labour	59	226	39	3	20	
Conservative	51	253	16	4	20	
Liberal Democrat	9	39	13	1	12	
Independent	21	21	9	0	13	
Total:	140	539	77	8	65	0

	LA	LE	FoL	LEAD	NXG	LEDGE
East of England	7	61	16	0	10	
East Midlands	15	33	9	1	4	
Greater London	17	57	12	3	7	
North East	2	11	1	0	4	
North West	9	66	6	0	8	
South West	19	79	8	3	9	
South East	14	83	11	0	13	
Wales	40	0	3	0	4	
West Midlands	10	90	8	1	3	
Yorkshire & Humber	7	59	3	0	3	
Total:	140	539	77	8	65	0

	LA	LE	FoL	LEAD	NXG	LEDGE
District	47	158	29	1	21	
County	12	84	9	1	7	
Metropolitan	11	120	7	1	12	
London	17	57	12	3	7	
Unitary	13	106	17	2	14	
Welsh	40	0	3	0	4	
Fire	0	14	0	0	0	
Parks	0	0	0	0	0	
Total:	140	539	77	8	65	0

	LA	LE	FoL	LEAD	NXG	LEDGE
Male	89	311	45	6	37	
Female	50	227	32	2	28	
Transfeminine	1	0	0	0	0	
Unknown	0	1	0	0	0	
Total:	140	539	77	8	65	0

Ethnic Origin	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18
White British /	695	90%	534	83%	697	84%
Black	14	2%	33	5%	32	4%
Asian	56	7%	73	11%	95	11%
Mixed Race	3	1%	9	1%	5	1%
	768	100%	649	100%	829	100%

LA = Leadership Academy
FoL = Focus on Leadership

LE = Leadership Essentials
LEAD = Leaders Programme

NXG = Next Generation
LEDGE = Leading Edge

Next Generation

- This year's Next Generation programmes for each of the LGA Political Group Offices are nearing completion. This year has seen 65 members participate in Next Generation. The programmes have been very well received by members and we will shortly be collecting formal feedback from each cohort to help refine next year's programmes.
- We are currently working on providing opportunities for this year's cohort at LGA Conference in Birmingham in July.

Be a Councillor

- As part of the LGA's Highlighting Political Leadership offer, we recognise that prospective councillors benefit from information, advice and guidance in making a decision about whether or not to become a local government candidate, and what next steps to take.
- The Be a Councillor campaign focusses on raising the profile of the role of a councillor, with the aim that more people will choose to stand as a candidate; assists councils in their promotion of democracy and councillors in their talent-spotting of prospective candidates; and seeks to find out more about and work to address barriers to people entering (and staying in) politics.
- We are currently working with a number of councils on local Be a Councillor campaigns, including Huntingdonshire DC, Kirklees Council, Lichfield DC, LB Kensington and Chelsea, Test Valley BC, West Sussex CC and Wolverhampton City.
- In this centenary year of the first women's right to vote, we are currently planning a series of events with partner councils and organisations to focus on women as an under-represented group in local government. We are also continuing to develop some pilot events in partnership with young people's organisations to build resources for younger people interested in entering politics and hear about the barriers from their perspective.

Leadership Essentials – “Masterclasses”

13. It has been previously reported that a new style of political leadership workshop would be introduced. A key aim of the new masterclasses, which would be no longer than one day in length, was to ensure that the political development opportunities were accessible to councillors irrespective to whether they had a full-time job or caring responsibilities. Therefore, these masterclasses have been scheduled in different regions (e.g. South West, North West, West Midlands and London) and with some on weekends.
14. In 2017/18 the following masterclasses have taken place:
 - 14.1 New Conversations (consultation and engagement) in London and Leeds.
 - 14.2 Collaborative Partnerships in London.
15. The following masterclasses are scheduled:
 - 15.1 Collaborative Partnerships in Bristol on 24 March.
 - 15.2 Emergency Planning and Civil Resilience in Birmingham on 15 March.
16. The feedback from these masterclasses has been positive, however, it should be noted that while there has been demand for masterclasses this has not translated to the level of bookings that were expected. The Leadership & Localism Team remains committed to offering a range of political leadership development opportunities that are accessible and relevant to the changing political environment. Work is currently underway to review how programmes are marketed, in particular to councillors who are not currently in leadership positions. Views and suggestions from the Improvement and Innovation Board are welcomed.
17. Following on from the successful commercial skills programme for senior officers we have planned two masterclasses for councillors to enhance their commercial awareness skills. The first of these has just taken place and was attended by 17 councillors with a second programme scheduled in March. Following a review of the feedback from these two programmes consideration will be given to running further sessions.

Leading Edge

18. The event planned for March has been postponed until June due to the proximity of the local elections and the availability of expert providers. Following feedback from members of the Board we have revisited the programme and the title for the event will now be: “Mastering Partnerships and Place”
19. Leaders and Chief Executives will be able to explore the big picture issues facing local government and find ways of quickly capturing the complexities of their environment and explaining it simply to others.

Online resources

20. We have recently produced a new e-learning module on housing, which is designed as a basic introduction to how housing provision is managed and financed in the public sector. It looks at the origins of housing provision, where the money for housing comes from and also the likely responsibilities of councils in this area. We have also produced a new

councillors' workbook on local government finance, which we hope will be a helpful resource for members through council budget setting and beyond.

21. Work is underway on preparing this year's councillors guide ready for councillors following this year's local elections in May. While many parts of the organisation contribute to this extremely important guide, the Leadership & Localism team lead and co-ordinate the delivery and production of it.
22. Future work includes designing and producing a workbook on better engagement with young people.

Other Leadership support

23. The Leadership & Localism team has also been supporting colleagues across the organisation and local authorities in increasing leadership capacity.
24. We designed and delivered a bespoke conflict facilitation and resolution session this month for the Independent Group.
25. We continued to provide the ongoing bespoke support for Rotherham Council members to support their political mentoring and member development aspirations.
26. We have also been helping in designing a bespoke political leadership development plan for Wirral Council.

Highlighting Managerial Leadership

IGNITE

27. This is a programme for serving Chief Executives which is fundamentally about building relationships across the wider system that lead to enhanced partnership working and improved outcomes for citizens. It is more than a leadership programme, it's about making a fundamental shift in behaviours and attitudes.
28. A second cohort started in November and is now over halfway through their programme. Due to the success and demand for IGNITE we have, this month, started a third cohort.
29. Informal feedback from Chief Executives has been excellent so far.

Total Leadership

30. This programme is aimed at senior officers who are looking to make their next step as a Chief Executive. It runs over twelve months with six, one and a half day, residentials and additional online learning and action learning sets. It is a detailed programme and requires significant commitment.
31. The current cohort's programme started in December 2017 and the LGA funded three places following suggestions and offers via our regional Principal Advisors.

Springboard

32. This is a fast track, rising talent development programme (similar to the political Next Generation programme). Applications closed at the end of December with over sixty expressions of interest for a maximum of twenty places. The programme is now underway.
33. As there is clear demand for this programme we will be exploring with our partners, SOLACE, ways in which we could expand this programme.

TRANSFORM

34. This is a twelve month support programme that includes four residentials and intermodular coaching and support. It is unique in that it helps officers who are leading and implementing change using actual projects that they are delivering in their own council. It is designed for strategic leads of an organisational change programme who will have the opportunity to work with Solace and Newton Europe to apply a tried and tested change methodology to their programme and will be provided with the knowledge, tools and coaching to move the project from initial scoping and assessing through to implementation stage.
35. LGA funding will help deliver this programme for ten participants with the programme expected to commence in March 2018.

National Graduate Development Programme (NGDP)

36. A full update report on NGDP was presented at the last meeting of the Improvement and Innovation Board. Since that meeting, Stage 2 of the recruitment process for 2018 intake has drawn to a close. 360 candidates have successfully progressed to assessment centres which are taking place in March in London and Preston.
37. There are currently over 85 places confirmed for 2018, with registration for councils open until the end of March. It is anticipated that approximately 120 places will be offered to graduates in 2018.

Commercial Skills

38. Following a set of successful pilot programmes of commercial skills training for officers in councils, delivered in conjunction with the Institute of Directors (IoD), we are running two more cohorts of this programme.
39. This will conclude our contract with the IoD for the programme. Future options will be appraised at the appropriate time with regards to future commercial skills training.

Implications for Wales

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

Financial Implications

41. There are no additional financial implications arising as a result of this report. All programmes will be met from existing budgets.



**Improvement and Innovation
Board**

22 March 2018

Next steps

42. Officers will progress the work in the light of members' guidance.

One Public Estate and Land Release Fund

Purpose

This report updates the Board on recent funding announcements in relation to the One Public Estate (OPE) and Land Release Fund (LRF).

It also provides an update on interim findings from an external evaluation of the One Public Estate programme and work undertaken to secure new funding for the programme in 2018/19.

Recommendation

That the Improvement and Innovation Board note the funding awards made by the OPE and LRF programmes. Also the additional updates on work being undertaken to secure future funding and the programme evaluation.

Action

Officers to continue to work with both Cabinet Office and the Ministry of Housing, Communities and Local Government to secure funding for 2018/19.

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One Public Estate and Land Release Fund

Background

1. OPE is an established national programme delivered in partnership by the Cabinet Office Government Property Unit (GPU) and the LGA. It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.
2. At its heart, the programme is about getting more from our collective assets. This could be catalysing major service transformation, such as health and social care integration or benefits reform, unlocking land for new homes and commercial space, or creating new opportunities to save on running costs and generate income.
3. One Public Estate:
 - 3.1 creates economic growth (new homes and jobs)
 - 3.2 delivers more integrated, customer-focused services
 - 3.3 generates efficiencies through capital receipts and reduced running costs.
4. Starting in 2013 with just twelve areas, OPE is now working with 319 councils, who work in 75 partnerships, on projects that are transforming local communities and public services across the country. Together, these 75 local OPE partnerships have shown that, with the right expertise and support, a small investment can unlock significant service transformation, local growth and efficiency saving benefits. Expectations are that by 2019/20 these partnerships will have generated 44,000 jobs, released land for 25,000 homes, raised £615 million in capital receipts, and cut running costs by £158 million. Since its inception the programme has provided over £40 million revenue funding to over 450 projects across England.
5. In the Budget 2016 the Chancellor announced that councils would collaborate with central government on a local government land ambition, working with their partners to release surplus land with the capacity for at least 160,000 homes. This local authority land ambition, for which the LGA has pledged its support, sits alongside the central government target to dispose of land for 160,000 homes.
6. In response to this ambition, in August 2017 OPE announced a new partnership with the Ministry of Housing, Communities and Local Government's (MHCLG) new Land Release Fund (LRF). LRF is a new £45 million capital fund supporting local authorities to bring forward surplus land for housing that would otherwise not be developed. Funding is to be used to support works, such as remediation and the provision of small scale infrastructure, to enable sites to be released for housing development.

LRF Funding Awards

7. On 16 February 2018 the Housing Minister, Dominic Raab announced the outcomes of applications to the LRF programme. The announcement confirmed that 79 projects from 40 council areas would receive a share of £45 million funding between 2017/18–

2019/20. The funded projects are anticipated to release local authority land to support the building of up to 7,280 new homes.

8. Programme delivery and reporting will be managed by the OPE's joint LGA and Cabinet Office programme team via established local OPE partnerships. New governance arrangements for both OPE and LRF have been established involving LGA, Cabinet Office and MHCLG at senior officer level to provide oversight to the programme. As part of programme management closer working relationships to Homes England are in the process of being established.
9. Funding awards for areas that will receive funding in 2017/18 will be made throughout March 2018. A full breakdown of the funding awards is provided in **Annex A**.

Additional OPE Funding Awards

10. As Members will be aware in December 2017 the One Public Estate programme announced the outcome of its sixth funding round. The announcement saw £8.7 million awarded to new and existing OPE partnerships. The funding round was heavily oversubscribed with requests totalling over 3.5 times the available £8.7 million budget, meaning many strong projects were unable to receive funding.
11. Given this, LGA and Cabinet Office OPE leads successfully lobbied for additional funds. In March 2018 OPE received an additional £4.7 million funding for 2017/18. £4.2 million of this funding will be distributed to OPE partnerships to deliver new OPE projects which would have received funding through phase 6 but didn't due to initial funding limitations. The remaining £0.5 million has been provided to establish a new Homes for NHS Staff Pilot with the Department for Health and Social Care. A full breakdown of funding awards is provided in **Annex B**.

Homes for NHS Staff pilot programme

12. In October 2017, the Secretary of State for Health and Social Care (SofS) announced a national expectation that, when local NHS estate owners are disposing of surplus land, NHS staff will be given a right of first refusal to buy or rent affordable homes built on that land. The government has an ambition of providing 3,000 staff homes via the Homes for NHS Staff policy.
13. To support the delivery of the policy, the LGA and the Cabinet Office has developed a London pilot focusing on early win exemplar sites that can be brought forward to deliver new affordable homes for NHS staff. We will be working with the London Estate Delivery Unit, which is hosted by the Greater London Authority, to manage the pilot with the London Boroughs of Barnet, Bexley, Croydon, Lewisham and Kingston. The total OPE funding awarded is £500,000.

OPE Programme Evaluation

14. In December 2017 the OPE programme commissioned an external evaluation of the programme to review its performance since inception in 2013. A consortium of Steer Davies Gleave (SDG) Development, CBRE and Newcastle University Centre for Urban and Regional Development (CURDS) were commissioned to undertake the works.

15. The evaluation consists of three core elements:

- 15.1 A review of performance and progress against objectives of the programme to date.
- 15.2 A forward looking scoping exercise, providing recommendations to guide a future operational model. This would consider future funding opportunities for the programme including attracting private sector/institutional capital investment.
- 15.3 A best practice review of public sector land and property initiatives outside of OPE. Done with the aim of identifying good practice to share with the wider public sector and to support shaping our future programme offer.

16. In March 2018 the external evaluators reported interim findings on elements 1 and 3 of the evaluation. The interim findings are overall positive:

- 16.1 The performance review has indicated that the programme demonstrates robust programme management and performance management processes.
- 16.2 It recognises that the programme offer of revenue funding to establish projects, provide local project management resource and support through OPE regional teams is a model welcomed by the sector, with no one element standing out as more important.
- 16.3 Local feedback has advised that the programme has helped raising games by filling gaps in expertise and increasing levels of ambition.
- 16.4 Also, that the programme is seen as a stamp of credibility – in garnering local political support and elevating the profile of an initiative with project partners.
- 16.5 A review of best practice from land and property experts such as RICS and Centre for Cities has also shown that OPEs model of assisting public sector collaboration, developing strong data and cross organisational strategies is the right one to maximise the use of public land and property.

17. A final evaluation report is due in spring 2018. The report will build on interim findings after further consultation with local and central government property leads. The report will also include recommendations for how the programme could attract private sector investment and expertise to help the long term delivery of OPE projects.

Future OPE funding for 2018/19

18. The 6 phase of OPE saw the programme issue councils the remaining £8.7 million funding available from the funding allocation of £31 million announced in the Autumn Statement 2015. Work is currently ongoing to secure additional funding to enable further expansion of the OPE programme.

19. Cabinet Office have reached an agreement with HM Treasury to secure central programme management costs for the joint LGA and Cabinet Office team. This agreement will cover the team running costs for the national programme until March 2019/2020.
20. In addition to the central team resource, OPE leads are in advanced discussions with MHCLG over an additional £15m revenue funding to be issued to councils in 2018/19. The terms of the agreement are still to be finalised and a verbal update will be provided at the meeting.

Annex A: LRF Funding Awards

Local Authority	Project	LRF Funding 2017/18	LRF Funding 2018/19	LRF Funding 2019/20
Blackburn with Darwen Borough Council	Newfield Dev Area	£32,000		
	Fishmoor Drive	£35,000		
	Blackburn with Darwen - Griffin	£670,000		
Blackpool Council	Blackpool - Bispham Road	£1,050,000		
	Blackpool Rd - Poulton	£300,000	£790,000	£610,000
	Blackpool - Ryscar Way	£250,000	£100,000	£50,000
Breckland Council	Shipdham	£300,000		
Brighton & Hove City Council	Kensington Street	£36,000	£108,000	
	Victoria Road	£144,000	£226,000	
	Selsfield Drive	£80,000	£255,000	
Bristol City Council	Haldon Close Bristol, BS3 5LW	£220,000		
	2-20 Filwood Broadway, Bristol	£390,000		
	Kingswear, Knowle West.	£250,000		
	Bath Rd, Totterdown	£270,000		
	Whitehouse Centre, Fulford Rd	£2,680,000		
Broadland District Council	Rosebery Road, Great Plumstead	£160,000		
Durham County Council	Former Stanley School of Technology Housing Develop		£50,000	£1,200,000
	Self-Build Housing Development	£810,000		
Essex County Council	Moulsham (Chelmsford)	£125,757		
	St Peters (Chelmsford)	£925,000		
	Friary (Maldon)	£70,000	£185,735	
	Rocheway/Millview (Rochford)	£422,110		
Hampshire County Council	Mill Chase Academy	£1,200,000		
Hartlepool Borough Council	Seaton Lane Sites		£112,000	£93,000
Herefordshire Council	Bromyard Depot	£225,000		
London Borough of Barnet	Pinkham Way	£250,000	£1,250,000	
London Borough of Bexley	West Street			£142,093
	Walnut tree depot	£250,753		
	Bridge Street Road	£117,018		
	Nags Head Lane - Bexley			£91,943
London Borough of Lambeth	Fenwick South	£825,000		
Luton Council	Taylor Street	£855,545		
Maidstone Borough Council	Brunswick St / Union St	£658,000		
Mendip District Council	Easthill, Frome			£420,000
	Cemetery lane, Street	£210,000		
	Norbins Road, Glastonbury			£84,000

	North Parade, Frome			£112,000
Newcastle on Tyne City Council	NCC Package of sites (Losh Terrace, Manor Park, Wansford Avenue, Newburn Road)	£525,000		
North Devon Council	Seven Brethren, Barnstaple	£200,000	£1,000,000	£1,000,000
Norwich City Council	Mile Cross depot enabling works	£980,000		
Nottinghamshire County Council	Residential Development Eastwood	£1,000,000		
Plymouth City Council	Colin Campbell House/Colin Campbell Court	£1,000,000		
	Bath Street West	£1,000,000	£500,000	
	Stirling House, Honicknowle	£250,000		
	Corporate Asset Release Programme		£407,500	
	Land at Prince Maurice Road, Lipson Allotments		£275,000	£250,000
	Efford Health and Wellbeing Hub			£250,000
Rochford District Council	Freight House and RDC Offices (Rochford)	£204,125		
Rotherham Metropolitan Borough Council	Project One: Housing Delivery - Rothwell Grange & Copewell Lodge	£300,000		
	Project Two: Place Based Transformation	£150,000		
Rushcliffe Borough Council	Depot- Housing Development - West Bridgford	£300,000		
Salford City Council	Salford Development Site, Astley Road			£500,000
	Swinton Transformation, Salford		£110,000	
	Little Hulton Residential Development, Longshaw Drive, Salford	£90,000		
Scarborough Borough Council	Depot Rationalisation, Scarborough	£50,000		
Shropshire Council	Ellesmere Remediation	£20,000	£524,507	
South Gloucestershire Council	Emersons Green Lane, Bristol			£150,000
	Station Road, Yate	£230,000		
	Land at Savages Wood Road, Bradley Stoke			£200,000
	Land at Woodlands, Tytherington			£100,000
	32 Gloucester Road/Castle 6th form, Thornbury	£720,000		
	Charborough Road, Filton	£500,000		
	Woodend Road, Frampton Cotterell	£15,000	£160,000	
	Lower Stone Close, Frampton			£20,000

	Cotterell			
	Eastbury Close, Thornbury			£30,000
South Ribble Borough Council	South Ribble - Bamber Bridge and Lockstock Hall	£126,000	£236,000	
St Edmundsbury Borough Council	St Olaves Road, Bury St Edmunds	£670,000		
Stevenage Borough Council	Kenilworth Close / Burwell Road and Gresley Way	£900,000		
Swindon Borough Council	John Street Car Park redevelopment	£50,000	£350,000	
Teignbridge District Council	Newton Abbot, Bradley Lane	£1,000,000	£1,500,000	
Torbay Council	Victoria Square, Paignton		£450,000	£450,000
	Preston Down Road, Paignton			£1,100,000
	Collaton St Mary, Paignton			£1,976,000
West Yorkshire Combined Authority	Phase 1 Small Housing Sites			£662,125
Wiltshire Council	Land Assembly Next Phase	£80,000	£620,000	
Worcester	Sansome Walk	£750,000	£150,000	£600,000
Worcestershire County Council	The Pines	£36,000	£144,000	
	Kingsfield		£30,000	£120,000
Wycombe District Council	Bassetsbury Allotments	£40,000	£460,000	

Annex B: Additional OPE Funding Awards

Partnership	Lead Council	Local Authorities in Partnership	Total Allocation
N/A – Homes for NHS Staff Pilot Programme	N/A	London Borough of Croydon	£70,000
		London Borough of Barnet	£70,000
		Royal Borough of Kingston upon Thames	£70,000
		London Borough of Lewisham	£70,000
		London Borough of Bexley	£70,000
Buckinghamshire Public Estates Partnership	Buckinghamshire County Council	Buckinghamshire County Council Aylesbury Vale District Council Wycombe District Council Chiltern District Council South Bucks Council	£75,000
Cornwall	Cornwall Council	Cornwall Council	£100,000
Devon and Torbay OPE Partnership	Devon County Council	Devon County Council Torbay Council East Devon District Council East Devon District Council Exeter City Council Mid Devon District Council North Devon District Council South Hams District Council Teignbridge District Council West Devon District Council	£175,000
Essex	Essex County Council	Essex County Council Braintree District Council Epping Forest District Council Maldon District Council Rochford District Council Tendring District Council Uttlesford District Council	£193,500
One Gloucestershire	Gloucestershire County Council	Gloucestershire County Council Cheltenham Borough Council Cotswold District Council Forest of Dean District Council Gloucester City Council Stroud District Council Tewkesbury Borough Council	£25,000
Greater Brighton Partnership	Brighton and Hove City Council	Brighton and Hove City Council Worthing Borough Council Adur District Council Mid Sussex District Council Lewes District Council	£180,000
Greater Lincolnshire One		West Lindsey District Council East Lindsey District Council	£87,271

Public Estate		City of Lincoln Council South Holland District Council Boston Borough Council North Kesteven District Council South Kesteven District Council North East Lincolnshire Council North Lincolnshire Council Lincolnshire County Council	
Greater Manchester Combined Authority	Greater Manchester Combined Authority	Oldham Metropolitan Borough Council Rochdale Metropolitan Borough Council Bolton Metropolitan Borough Council Trafford Metropolitan Borough Council Wigan Metropolitan Borough Council Manchester City Council Salford City Council Stockport Metropolitan Borough Council Bury Metropolitan Borough Council	£66,670
Kent Estates Partnership	Kent County Council	Kent County Council Tunbridge Wells Borough Council Swale Borough Council Shepway District Council Ashford Borough Council Medway Council* Thanet District Council Canterbury City Council Dartford Borough Council Dover District Council Gravesham Borough Council Maidstone Borough Council Sevenoaks Borough Council Tonbridge & Malling Borough Council	£145,000
Lancashire Combined Authority	Blackburn with Darwen Borough Council	Blackburn with Darwen Borough Council Blackpool Council Burnley Borough Council Chorley Council Fylde Borough Council Lancashire County Council Lancaster City Council Pendle Borough Council Preston City Council Rossendale Borough Council South Ribble Borough Council	£186,000

		West Lancashire Borough Council	
London Borough of Barnet	London Borough of Barnet	London Borough of Barnet London Borough of Brent* London Borough of Harrow	£60,000
London Borough of Bexley	London Borough of Bexley	London Borough of Bexley London Borough of Lewisham*	£50,000
London Borough of Brent	London Borough of Brent	London Borough of Brent*	£60,000
London Borough of Lewisham	London Borough of Lewisham	London Borough of Lewisham	£80,000
London Borough of Richmond upon Thames	London Borough of Richmond upon Thames	London Borough of Richmond upon Thames	£130,000
London Borough of Waltham Forest	London Borough of Waltham Forest	London Borough of Waltham Forest	£200,000
Leicestershire Partnership	Leicester City Council	Leicester City Council Oadby and Wigston Borough Council North West Leicestershire Council Hinckley & Bosworth Council Harborough District Council Charnwood Borough Council	£50,000
Liverpool City Region	Liverpool City Council	Liverpool City Council Halton Borough Council Knowsley Borough Council St Helens Borough Council Sefton Borough Council Wirral Borough Council	£85,000
Luton One Public Estate Partnership	Luton Borough Council	Luton Borough Council	£50,000
Medway Partnership	Medway Council	Medway Council Kent County Council*	£50,000
Norfolk Partnership	Norfolk County Council	Breckland District Council Broadland District Council Great Yarmouth Borough Council King's Lynn and West Norfolk Borough Council Norfolk County Council North Norfolk District Council Norwich City Council South Norfolk District Council	£160,000
North East One Public Estate Partnership	Newcastle City Council	Newcastle City Council Gateshead Council Northumberland County Council North Tyneside Council Durham County Council	£96,000

		South Tyneside Council	
North Midlands	Derbyshire County Council	Derbyshire County Council Derby County Council Amber Valley Borough Council Erewash Borough Council Bolsover District Council Chesterfield Borough Council North East Derbyshire Council High Peak Borough Council Derbyshire Dales District Council High Peak Borough Council South Derbyshire District Council Nottinghamshire County Council Nottingham City Council Rushcliffe Borough Council Mansfield District Council Ashfield District Council Broxtowe Borough Council Newark and Sherwood District Council Gedling Borough Council Bassetlaw District Council	£125,000
North Yorkshire Authorities Property Partnership	North Yorkshire County Council	Ryedale District Council Richmondshire District Council Scarborough Borough Council North Yorkshire County Council Hambleton Borough Council Harrogate Borough Council Craven District Council Selby District Council	£105,000
Oxfordshire	Oxfordshire County Council	Oxfordshire County Council Cherwell District Council Oxford City Council South Oxfordshire District Council Vale of White Horse District Council West Oxfordshire District Council	£105,000
Portsmouth Harbour Partnership	Portsmouth City Council	Portsmouth City Council Gosport Borough Council	£127,500
Royal Borough of Kensington and Chelsea	Royal Borough of Kensington and Chelsea	Royal Borough of Kensington and Chelsea	£100,000
Rutland One Public Estate (ROPE)	Rutland County/Unitary Council	Rutland County/Unitary Council	£75,000
Sheffield City Region	Sheffield City Council	Sheffield City Council Rotherham Metropolitan Borough Council	£80,000

		Doncaster Metropolitan Borough Council Barnsley Metropolitan Borough Council Bolsover District Council Bassetlaw District Council Derbyshire Dales District North East Derbyshire District Council	
Southampton One Public Estate Board	Southampton City Council	Southampton City Council	£150,000
SPACES – East Sussex	East Sussex County Council	East Sussex County Council Brighton & Hove City Council Eastbourne and Lewes Council Hastings Borough Council Rother District Council Wealdon District Council	£75,000
Surrey Public Estate Partnership	Surrey Heath Borough Council	Surrey County Council Surrey Heath Borough Council Tandridge District Council Waverley Borough Council Elmbridge Borough Council Spelthorne Borough Council Woking Borough Council Runneymede Borough Council Mole Valley Borough Council Guildford Borough Council Epsom & Ewell Borough Council Reigate and Banstead Borough Council	£79,000
Tees Valley Community health and wellbeing integration	Tees Valley Combined Authority	Hartlepool Borough Council Middlesbrough Borough Council Darlington Borough Council Stockton Borough Council Redcar and Cleveland Borough Council	£60,000
Connecting Warwickshire	Warwickshire County Council	Warwickshire County Council North Warwickshire Borough Council Nuneaton & Bedworth Borough Council Rugby Borough Council Stratford Upon Avon District Council Warwick District Council	£100,000
West London OPE Partnership	London Borough of Harrow	London Borough of Harrow* London Borough of Ealing London Borough of Hammersmith & Fulham London Borough of Hounslow	£364,778

		London Borough of Barnet* London Borough of Brent*	
West Midlands Combined Authority	Sandwell Metropolitan Borough Council	Birmingham City Council Cannock Chase District Council* Coventry City Council Dudley Metropolitan Borough Council Sandwell Metropolitan Borough Council Solihull Metropolitan Borough Council Walsall Council City of Wolverhampton Council	£57,000
West of England OPE Partnership	Bath & North East Somerset Council	Bath & North East Somerset Council North Somerset Council South Gloucestershire Council Bristol City Council	£225,000
West Sussex One Public Estate Partnership	West Sussex County Council	West Sussex County Council Chichester District Council Adur District Council Arun District Council Mid Sussex District Council Horsham District Council Worthing Borough Council Crawley Borough Council	£140,000
West Yorkshire Combined Authority	Calderdale and Kirklees	City of Bradford Metropolitan District Council Calderdale Metropolitan Borough Council Craven District Council Harrogate Borough Council Kirklees Council Leeds City Council Selby District Council City of Wakefield Metropolitan District Council	£130,000
Worcestershire One Public Estate Partnership	Worcestershire County Council	Worcestershire County Council Wyre Forest District Council Bromsgrove & Redditch Councils Wychavon District Council Malvern Hills District Council Worcester City Council	£120,000



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 January 2018:

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.
3. 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 (CAs), and capturing and sharing best practice. Recent activity has included:
 - 3.1 providing generic and bespoke support to CAs and CA mayors, including:
 - 3.1.1 delivering a Mayoral Forum event attended by five of the CA mayors and senior civil servants to discuss how priorities and challenges shared by CAs can be progressed with Whitehall. Future Mayoral Forum events are currently being planned.
 - 3.1.2 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.
 - 3.1.3 arranging the next CA chief executives' network due to take place in March as well as the next meetings of the thematic groups for senior CA officers covering: housing and planning, employment and skills, and finance.
 - 3.1.4 progressing discussions with a number of CAs on the roll-out of the LGA's self-evaluation diagnostic tool.
 - 3.1.5 funding the Centre for Public Scrutiny to deliver an event on combined authority scrutiny which was well attended by participants from established and aspirant CAs.
 - 3.1.6 facilitating the sharing of best practice among CAs through established networks of CA officers, peer-to-peer exchanges between CAs and research commissioned on behalf of CAs.

- 3.2 working with Universities UK and the Higher Education Funding Council for England to:
 - 3.2.1 support the delivery of the second phase of the Leading Places programme across 15 areas.
 - 3.2.2 deliver a major event on 28 March in partnership with the Higher Education Funding Council for England, Universities UK and the NHS Confederation. The event will be attended by around 200 delegates and will mark the conclusion of Leading Places Phase 2 and the end of the first phase of the Local Growth Academy.
 - 3.2.3 plan the next stages for collaboration with national higher education partners.
- 3.3 continuing to develop and deliver our bespoke support offer to areas in the process of developing their devolution arrangements, including: leadership support, overview and scrutiny support, policy development, communications and other technical support. This has included continuing engagement with the North of Tyne authorities following the announcement of the North of Tyne devolution deal in the Autumn Budget.

Community Wellbeing Board

Suicide prevention

4. The LGA and the Association of Directors of Public Health met Jackie Doyle Price MP, the Mental Health and Inequalities Minister, on 8 February to discuss a sector-led improvement approach to further developing local suicide prevention plans. According to the latest Public Health England Audit, every area will have a plan in place by the end of May. The meeting was positive and we await further feedback from civil servants.

Armed Forces Covenant

5. The LGA continues to discuss local monitoring of the Armed Forces Covenant with the Ministry of Defence. The LGA worked with Forces in Mind Trust to update 'Our Community - Our Covenant' in summer 2017, which suggests a core infrastructure for councils to adopt when seeking to implement the Covenant locally, good practice case studies and a self-assessment toolkit. We are keen to build upon this positive and collaborative approach and will be updating Community Wellbeing Lead Members on 28 March.

Care and Health Improvement Programme (CHIP)

6. [CHIP](#) is the sector-led improvement programme for adult social care and health delivered jointly with the Association of Directors of Adult Social Care (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.

7. Insight and activity for quarter 4, January to March 2018, includes the following:
 - 7.1 National partners remain focused on current hospital to home transfer data (delayed transfer of care (DTC)). The latest transfer figures are positive and clearly show that councils have done all they can to prioritise reductions through a challenging winter period. However, this success has often required a diversion of local resources from local priorities addressing commissioning, market fragility and initiatives to avoid hospital admissions and keep people well and independent at home. Addressing councils' concerns about the quality of the data, CHIP has led on the creation of weekly data sharing arrangements to support national and winter discussions. We also set up a task and finish group co-chaired with NHS England to implement recommendations from the transfers of care counting workshop series, which we ran with national partners throughout 2017/18 to improve the consistency of data collection and reporting.
 - 7.2 At every opportunity, we continue to stress to national partners that delays to transfers of care are symptomatic of system pressures and share our growing evidence base. We have now been commissioned by the Delayed Discharge Programme Board to lead an evaluation of support on hospital to home transfers to local care and health systems by all national partners. This will conclude in spring and look at whether system behaviours and relationships have improved as a result of both universal and/or bespoke support, and to inform decisions about investment in support during 2018/19 and beyond.
 - 7.3 In the meantime, to support the management of transfers of care, mindful of learning we can share and use to inform the further development of the offer:
 - 7.3.1 We published a [new web resource giving examples of work being undertaken across the country](#). It references a range of initiatives where there is already evidence of impact, points to examples of emerging practice that are starting to make a difference, and includes links to published guidance, and further information.
 - 7.3.2 As lead national partner, we are working with the supplier to fully scope an enhanced support offer to work with the most challenged systems. Funding has been secured to extend this work as part of our 2018/19 programme.
 - 7.4 Given the messages around transfers of care, we continue to engage with councils to better understand the complexities of commissioning and markets, share emerging practice and potential solutions and identify how we can provide a practical and meaningful support offer into 2018/19. This is being facilitated in part by a series of market shaping events with Think Local Act.

- 7.5 Personal (TLAP) – [‘constructive conversations’](#). These are workshops for local care and health leaders and providers to understand and appreciate different perspectives, promote ways forward and develop stronger and more effective partnerships. These events have been heavily oversubscribed with over 100 delegates attending both dates so far and will continue into 2018/19. Not surprisingly, the main messages emerging surround market fragility and funding but also some consensus between providers and commissioners on the need for early dialogue on commissioning plans and market position statements, procurement processes and contract management.
- 7.6 Also for 2018/19, our framework for integrated commissioning for better outcomes will be presented at the [ADASS Spring Conference](#) in April. Feedback indicates potential usage across sustainability and transformation plan footprints as well as supporting CHIP integration and leadership support offers.
- 7.7 Following the recent publication of the latest [LGA efficiency project report](#) we have commissioned a scoping exercise to inform the focus of the work for 2018/19. This will involve scoping for the development of an evidence base of how councils are developing more sustainable approaches and informing support on a geographical as well as a thematic basis to develop new practice in services that are struggling.
- 7.8 One continuing and significant risk for councils concerns potential government sanctions on those councils that do not achieve the targets around reducing transfer of care delays set as a requirement of Better Care Fund (BCF) plans submitted last November. Despite continuing pressure for a response and ongoing representation of concerns about agreements to spend the integrated BCF, the overall process and local tensions arising, there is no decision on this or BCF graduation.
- 7.9 Locally, our tailored [BCF work](#) through the peer-led Better Care Advisers/Multidisciplinary Consultants Support Programme is ongoing. This has included conclusion of support around escalation/assurance with all local systems achieving a complaint plan. A further seven areas received support on integration and BCF delivery. Common themes include supporting scheme evaluations/performance management approaches and planning for and implementing activity to improve DTOC performance.
- 7.10 Testing of a new integration support offer is underway including piloting of a workshop module on developing the care model, developing an offer around ‘sizing the prize and challenge’ to identify and agreeing the benefits of and next steps for integration locally and identifying ‘what good looks like’ when commissioning for integration.

- 7.11 We have also reached conclusion of delivery of the vanguard dissemination programme including a one-day conference on developing accountable care, briefings on workforce and improving outcomes for service users.
- 7.12 On a practical level, we ran two [facilitated integration tool workshops](#) with the NHS Confederation to help areas assess their readiness for the integration of care and health services (making nine events to 10 areas across the year). We delivered a second pilot of a potential finance module.
- 7.13 Our support to Health and Wellbeing Boards (HWBs) continues with a further eight bespoke projects delivered – 22 in total for 2017/18. This year's programme of development and networking events culminated in the annual [HWB Chair and Vice Chair Summit](#) on 14 March. Co-branded and co-chaired with NHS Clinical Commissioners, it targeted political and clinical leaders in health and care and attracted over 60 delegates.
- 7.14 Progress continues with development and delivery of our new range of prevention offers, the level of interest from councils reflecting their local priorities in this area. We continue to work with 15 Prevention at Scale sites to finalise support plans (11 completed to date). We also delivered eight [Prevention Matters workshops](#) making a total of 22. Scoping for Health in all Policies workshops is also underway with engagement with the Association of Directors of Public Health. Full details of this new programme are available from the prospectus '[Public Health, Prevention and Early intervention Sector-Led Improvement Prospectus](#)'.
- 7.15 A further system health and care peer challenge was delivered making a total of four for the year.
- 7.16 We have embedded our digital and information work across the programme as we try to better engage with senior officers to persuade them of the considerable benefits of new technology to social care and efficiencies. To support this aim and build on the success of last year's event, we are delivering a [national strategic summit with NHS Clinical Commissioners on delivering health and care in a digital age](#) on 27 March.

Children and Young People's Board

8. The LGA has been approached by the Department for Education to discuss the design of an early years peer review model, and these conversations are on-going.

Culture, Tourism and Sport (CTS) Board

9. We piloted a Leadership Essentials Sport event aimed at officers, in partnership with Sport England. This explores the feasibility of using the existing councillor model to

train senior officers who had sport added to their portfolio and needed an accelerated induction, as well as aspiring future leaders. Feedback was generally positive and Sport England are considering a rollout of the programme.

Environment, Economy, Housing and Transport (EEHT) Board

Housing Advisers Programme (HAP)

10. HAP is designed to support local authorities to deliver projects that helps meet the housing needs of their local area. The programme covers the broad areas of housing supply, planning and homelessness. The 40 projects that make up the programme are expected to be completed by April 2018, with almost all projects being near to completion. A further six expansion grants have been awarded to local authorities to develop their projects. The grants include projects such as develop a business plan for a development vehicle to build more homes to developing a specification for a service to support individuals into long term private rented sector accommodation. Further work is being done on the evaluation and communications of the HAP as well as the development of lesson sharing events.

Potholes and road investment

11. The LGA hosted a daylong conference on developments on road investment and maintenance. The conference focused on all levels of the issue with presentations and discussion of high level reforms proposed through the Government's Major Road Network and the emergence of Mayoral combined authorities and their impact. There was also sessions on the importance of collaboration across different local authorities and how new technologies are helping councils deliver more for less. Case studies on effective collaboration were shared with all delegates drawing out the key principles behind how authorities can work together. Presentations from the event can be accessed [here](#).

Town Centres

12. Work on developing our town centre toolkit and good practice guidance is continuing. The new resources will be launched at a national LGA town centre conference on 14 May at 18 Smith Square. Speakers include Jake Berry MP, Minister for Housing, Communities and Local Government, and we will also feature case studies from North East Lincolnshire and Bassetlaw councils as well as input from parking, retail

Good practice - North East Lincolnshire Council is adopting a public/private collaborative approach to regenerating their town centre, which featured in the Government's Industrial Strategy. Bassetlaw District Council has reviewed its approach to tackling the future prospects of its town centre, ensuring that it is more strategic and less focused on tackling individual issues.

and town centre experts.

Safer and Stronger Communities Board

Fire leadership essentials

13. We ran the ninth fire leadership essentials course in Warwick in February, to support councillors' understanding of their responsibilities. The course was attended by eight councillors from a range of fire authorities.

Diversity in the fire service

14. We published a series of recruitment case studies at the fire conference in March, promoting best practice around the recruitment of a more diverse firefighter workforce.

Modern Slavery workshops

15. We have run five regional modern slavery workshops since the start of 2018, reaching 300 attendees from approximately 100 councils.

Prevent leadership essentials

16. We ran our third Prevent leadership essentials course in Warwick in March to support councillors' understanding of national and local terrorism threats, radicalisation, effective safeguarding and community engagement. The course was attended by 18 councillors from a range of local authorities.

Special Interest Group on Countering Extremism

17. Following the launch of the local authority led Special Interest Group on Countering Extremism (SIGCE) last year, the SIGCE held its first seminar for councils in February. The SIGCE's programme of work to share learning and experience, and promote good practice on countering extremism will continue to develop over the next two years, with the outcomes disseminated through its dedicated online Knowledge Hub.

Resources Board

Finance

18. This quarter saw the final Local Government Finance Settlement for 2018/19 debated and approved by Parliament. Our briefing for Parliamentarians for this debate, which was based on our response to the provisional settlement, was extensively quoted by Parliamentarians.
19. We are continuing our work on business rates retention in conjunction with MHCLG. Cllr David Simmonds gave evidence to the Ministry of Housing,

Communities & Local Government (MHCLG) Select Committee on Business Rates Retention and the Fair Funding Review. We held six regional MHCLG and LGA events in the North East, North West, Midlands, East of England, South West and London and the South East from 19 February to 20 March 2018 on the latest consultation on the Fair Funding Review. The LGA submitted its own response to the consultation which was cleared by Resources Board lead members, Leadership Board and Executive.

20. The LGA's member level Business Rates Retention and the Fair Funding Review Task and Finish Group met in March to discuss a range of issues including updating the data in the 2013/14 funding formula, and we have appointed consultants to undertake some modelling work on needs formulae and taking council tax into account as part of our Fair Funding Review work programme.
21. Officers continued to attend regular meetings of the county council, district council, municipal and unitary authorities' treasurers' societies to provide them with updates on various local government finance developments to aid with financial planning and share knowledge.

Workforce

Disability and Flexibility

22. Over seven million people (nearly 20 per cent) of the working age population in the UK are disabled or have a long term health condition. Whilst many organisations are good at supporting their current employees with health issues, very few are trying to attract and retain this group. The LGA is therefore supporting councils to become Disability Confident employers who actively seek out and hire skilled disabled people.

Good practice - the LGA is also supporting the London Borough of Hackney's work to support managers to create more flexible roles for people with disabilities, in turn helping to positively change attitudes, behaviours and cultures, not just within the organisation but amongst networks, supply chains, and communities.

Standards for Employers of social workers

23. The LGA hosts the Standards for Employers of Social Workers, which were last refreshed in 2012. Councils use the Standards to review and improve working practices and provide support for social workers across the public, voluntary and independent sectors. The Department for Health and Social Care and other stakeholders are in agreement that the Standards should be refreshed to take into account the recent changes in social work practice and will be reviewing the Standards to ensure that they are updated and fit for practice.

Good practice - employment issues - another successful employment law conference attracted 60 paying delegates despite the adverse weather including:

- on-going complex casework
- increased use of our senior manager job evaluation scheme specifically by large councils such as Durham
- working closely with both of the newly announced unitary councils in Dorset, attending local meetings and liaising regularly with officers. Specifically advising on recruitment of senior managers and transfers of other staff.

Strategic workforce priorities

24. As mentioned in our previous update, 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 has been held which gave useful endorsement for the consultation. A final set of work priorities will be announced later in the year, following the consultation. The workforce team proposes to work in detail with groups of councils on their key issues to develop shared practice.

Document is Restricted

LGA location map

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Tel: 020 7664 3131
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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

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

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

