

# Improvement and Innovation Board

## Agenda

Thursday, 24 May 2018  
11.00 am

Smith Square 3&4, Ground Floor, 18 Smith  
Square, London, SW1P 3HZ

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

## **Guidance notes for members and visitors**

### **18 Smith Square, London SW1P 3HZ**

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

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#### **Security**

All visitors (who do not have an LGA ID badge), are requested to report to the Reception desk where they will be asked to sign in and will be given a visitor's badge to be worn at all times whilst in the building.

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**Please don't forget to sign out at reception and return your security pass when you depart.**

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The LGA also offers the Govroam network, a Wi-Fi network which gives Members seamless roaming internet access across multiple public-sector locations if you have also signed up for this service. This network is enabled throughout our Westminster building and allows Members and staff from other authorities who are part of the Govroam network to seamlessly connect to our Wi-Fi.

**Further help**

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

Improvement & Innovation Board  
24 May 2018

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 24 May 2018** Smith Square 3&4, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available at 1.00 pm

**Attendance Sheet:**

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

**Political Group meetings:**

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

**Apologies:**

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

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

**Location:**

A map showing the location of 18 Smith Square is printed on the back cover.

**LGA Contact:**

Alexander Saul  
0207 664 3232 / [Alexander.Saul@local.gov.uk](mailto:Alexander.Saul@local.gov.uk)

**Carers' Allowance**

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.83 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

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

The twitter hashtag for this meeting is #lgaib

## Improvement & Innovation Board – Membership 2017/2018

Councillor	Authority
<b>Conservative ( 9 )</b>	
Cllr Paul Bettison OBE (Chairman)	Bracknell Forest Borough Council
Cllr Janet Blake	Aylesbury Vale District Council
Cllr Peter Fleming OBE	Sevenoaks District Council
Cllr Angelique Foster	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
<b>Substitutes</b>	
Cllr Thomas Garrod	Norfolk County Council
Cllr Ian McCord	South Northamptonshire District Council
Cllr Linda Robinson	Wychavon District Council
<b>Labour ( 7 )</b>	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Phil Davies	Wirral Metropolitan Borough Council
Cllr Joy Allen	Durham County Council
Cllr Tudor Evans OBE	Plymouth City Council
Cllr Abdul Jabbar MBE	Oldham Metropolitan Borough Council
Cllr Sue Woodward	Staffordshire County Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
<b>Substitutes</b>	
Cllr Nicole Meardon	Cheshire West and Chester Council
Cllr Colin Glover	Carlisle City Council
Cllr Amy Cross	Blackpool Council
<b>Liberal Democrat ( 3 )</b>	
Mayor Dave Hodgson MBE (Vice-Chair)	Bedford Borough Council
Cllr Liz Green	Kingston upon Thames Royal Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Cherry Beath	Bath & North East Somerset Council
<b>Independent ( 2 )</b>	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council

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

## LGA Improvement & Innovation Board Attendance 2017-2018

Councillors	1/11/17	30/1/18	22/3/18
<b>Conservative Group</b>			
Paul Bettison OBE	Yes	Yes	Yes
Janet Blake	Yes	Yes	Yes
Peter Fleming OBE	Yes	Yes	Yes
Angelique Foster	No	Yes	Yes
James Jamieson	No	Yes	Yes
Catherine Rankin	Yes	Yes	Yes
Barry Wood	Yes	Yes	Yes
Laura Miller	Yes	Yes	Yes
<b>Labour Group</b>			
Judi Billing MBE	Yes	Yes	Yes
Bob Price	No	Yes	No
Phil Davies	Yes	Yes	No
Joy Allen	Yes	Yes	Yes
Tudor Evans OBE	Yes	No	Yes
Abdul Jabbar MBE	Yes	Yes	Yes
Sue Woodward	Yes	Yes	No
<b>Independent</b>			
Ron Woodley	Yes	Yes	Yes
<b>Lib Dem Group</b>			
Mayor Dave Hodgson MBE	No	Yes	Yes
Liz Green	Yes	Yes	Yes
<b>Substitutes / Observers</b>			
Ian McCord	Yes		
Linda Robinson	Yes		
Nicole Meardon	Yes		
Amy Cross		Yes	
<b>Observers</b>			
Philip Sellwood	Yes	Yes	No
Richard Priestman	Yes	Yes	Yes
<b>Lead Peers</b>			
Mike Haines	Yes	Yes	Yes
Glen Sanderson	No	Yes	Yes
Stephen Houghton CBE	No	Yes	No
Phelim MacCafferty	Yes	No	Yes
Alan Connet	Yes	Yes	Yes
Shirley Pannell	Yes		

## Agenda

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### **Improvement & Innovation Board**

Thursday 24 May 2018

11.00 am

Smith Square 3&4, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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There will be a presentation by Paul Maltby the Digital Director for MHCLG on the proposed Digital Declaration.

**Date of Next Meeting:** Monday, 16 July 2018, 11.00 am, Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ



24 May 2018

## **LGA Perceptions Survey 2017/2018: Sector Led Improvement Questions**

### **Purpose of report**

For discussion.

### **Summary**

This report provides members with a summary of the responses to the sector led improvement questions in the LGA's annual perceptions survey of our membership.

The results of the full survey have been reported to the LGA Leadership Board, which oversees this work and the follow-up action plan (which can be found as **Appendix A** to this paper).

### **Recommendation**

That Members of the Improvement and Innovation Board considers the responses to the sector led improvement questions in the latest perceptions survey and agrees any actions.

### **Action**

As directed by Members.

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<b>Position:</b>	Research and Information Manager	Senior Analyst
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## **LGA Perceptions Survey 2017/2018: Sector Led Improvement Questions**

### **Background**

1. This is the sixth consecutive year the LGA has undertaken a perceptions survey of our membership. This comprehensive, cross-cutting research provides us with a benchmark to inform future work and gives us a good understanding of the current views of member authorities. In addition, it helps us to better understand their views on the benefits of membership, their support needs, sector-led improvement, how well informed they feel about our work and areas for improvement.
2. A total of 1,004 interviews were undertaken with a sample of representatives from councils across all the English regions (including chief executives, directors, leaders, chairs of scrutiny, portfolio holders, frontline councillors, and, for the first time in 2017, leaders of the opposition).
3. The results of the survey were reported to the LGA Leadership Board on 11 April. The Leadership Board oversees an action plan (which can be found as an annex to this paper) to help support some of the key findings, in particular, work to help improve the overall awareness of the LGA, sector-led improvement and our work amongst frontline councillors.
4. The action plan includes actions such as offering to provide feedback to full council/frontline councillors, from peer review work in councils, as well as continuing with initiatives such as free places for frontline councillors at the LGA annual conference, allocated through the group offices.

### **Summary of results**

#### Views on the LGA

5. Overall, the 2017/18 results are positive, and broadly consistent with last year. The results show that respondents have a high level of awareness of the LGA and the work we undertake on their behalf; there are high levels of advocacy (those who would speak positively about the LGA) and satisfaction with the work of the LGA remains high.
6. Table 1 and Figure 1 below show how key results have changed since 2012.<sup>1</sup> All of the categories in Table 1 have seen a significant increase since the first wave of the survey in 2012. Most notably, there has been a 19 percentage point increase in the proportion who think that sector-led improvement is the right approach in the current context, and a 16 percentage point increase in the proportion saying that the LGA demonstrates value for money.

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<sup>1</sup> Changes from previous years are only mentioned in the text if they are statistically significant.

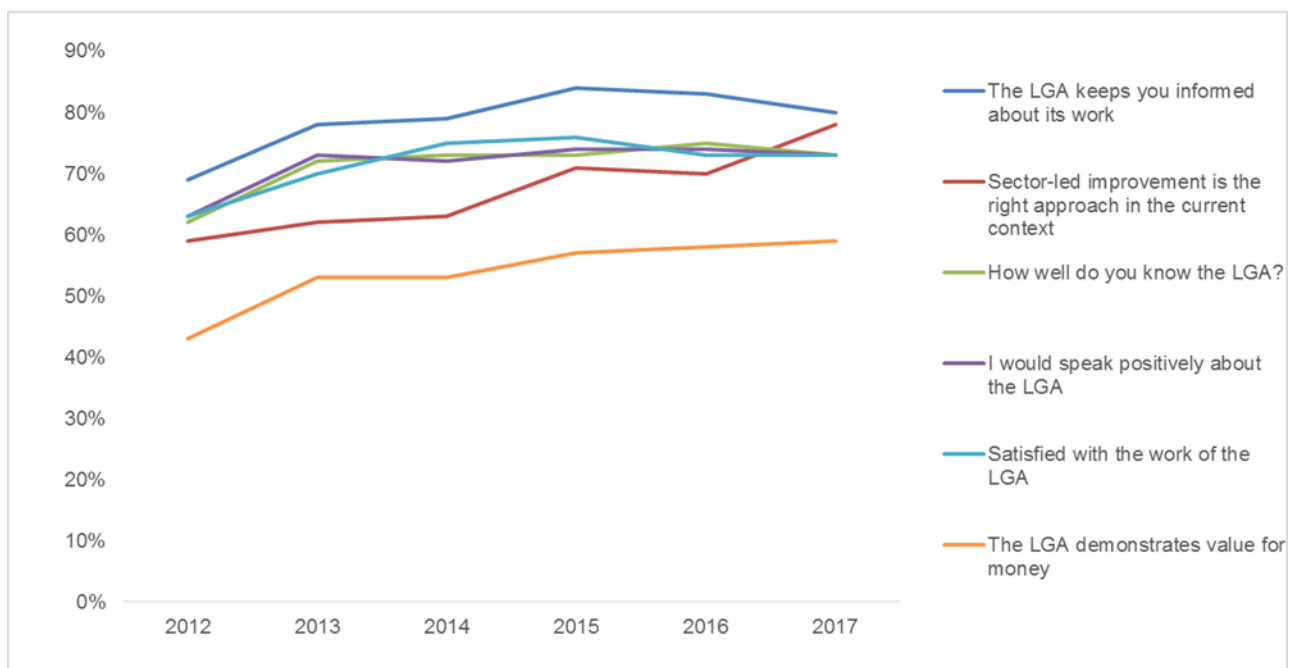
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**Table 1: Summary of positive responses given for key measures**

Question	2012	2013	2014	2015	2016	2017	Change from 2016
How well do you know the LGA?	62%	72%	73%	73%	75%	73%	-2
I would speak positively about the LGA	63%	73%	72%	74%	74%	73%	-1
Satisfied with the work of the LGA	63%	70%	75%	76%	73%	73%	0
The LGA keeps you informed about its work	69%	78%	79%	84%	83%	80%	-3
Sector-led improvement is the right approach in the current context	59%	62%	63%	71%	70%	78%	+8
The LGA demonstrates value for money	43%	53%	53%	57%	N/A	59%	+2*

\*change from 2015

**Figure 1: Summary of positive responses given for key measures**



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Sector-led improvement

**7. Respondents were asked to what extent they agree or disagree that sector-led improvement is the right approach in the current context.**

7.1. There was an eight percentage point increase since 2016, in the proportion who said that a sector-led improvement approach is right in the current context (**78 per cent**). Directors (**90 per cent**), chief executives (**88 per cent**) and leaders (**86 per cent**) are strong drivers of this.

7.2. Since 2012, there has been a 19 percentage point increase in the proportion saying that sector-led improvement is the right approach.

**8. Respondents were asked how useful elements of the LGAs improvement support offer are for councils.**

8.1. Access to good practice to help authorities learn from others was seen as the most useful aspect of the LGA's improvement support offer for councils (**87 per cent**), followed by peer challenges to provide an external view on performance (**83 per cent**) and training for councillors (**79 per cent**).

**9. Respondents were asked, overall, thinking about the improvement support to what extent they thought that this has had a positive impact on their authority.**

9.1. Overall **87 per cent** said that LGA improvement support has had a positive impact on their authority (an increase from **83 per cent** in 2016).

9.2. This increases to **95 per cent** among chief executives and **96 per cent** among leaders.

**10. Respondents were asked whether they thought the LGA should continue to provide support in a number of areas.** Ongoing support from the LGA is valued in all of the areas outlined in the survey:

10.1. **93 per cent** said the LGA should continue to provide practical support to help councils make efficiency savings, transform services and generate income.

10.2. **93 per cent** said the LGA should continue to provide peer challenge and peer support (up from **90 per cent** in 2016).

10.3. **91 per cent** said the LGA should continue to provide training for councillors.

10.4. **87 per cent** said the LGA should continue to provide support for developing a flexible and productive workforce, including training for officers.

10.5. **79 per cent** said the LGA should continue to provide support for economic growth and devolution.

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10.6. **75 per cent** said the LGA should continue to provide support for increasing housing supply.

**11. Finally, respondents were asked what new areas of support they would like to see provided by the LGA:**

11.1. **70 per cent** agreed that they would like to see support provided for emergency planning and resilience.

11.2. **62 per cent** agreed that they would like to see specific support for children's improvement.

**Differences by role**

12. As with previous years there are some variations by role. On the whole, chief executives, directors and leaders have a greater knowledge of and satisfaction with the LGA and more strongly positive views of sector-led improvement compared to frontline councillors. The issue of engaging frontline councillors remains a challenge for us and continues to be addressed in our action plan for the year ahead.

**Conclusions**

13. Overall, this year's results are positive, and broadly consistent with last year. Respondents have a high level of awareness of the LGA and the work we undertake on their behalf, and satisfaction with the work of the LGA remains high.

14. The issue of engaging frontline councillors remains a challenge for us and is addressed in the action plan for the year ahead.

15. Our sector-led improvement offer remains well regarded, with an increase in the proportion who think that a sector-led improvement approach is right in the current context, and in the proportion saying that LGA improvement support has had a positive impact on their authority.

**Implications for Wales**

16. There are no implications for Wales.

**Financial Implications**

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

**Appendices**

18. **Appendix A** - Perceptions survey 2016/17 - Action plan

**Next steps**

19. The LGA Leadership Board is overseeing next steps.



## Appendix A: Perceptions survey 2016/17 - Action plan

Recommendation	Actions	Timescale	Owner
<b>A. Improve council understanding of the LGA, our work and our support offer</b>			
<b>1. Visits to councils</b> – Face-to-face contact with councillors and officers is highly valued	Continue to develop our programme of visits to councils	Ongoing	SMT/Group Offices/ Principal Advisers
	Ensure during council visits front-line councillors are involved wherever possible	Ongoing	SMT/Group Offices/ Principal Advisers
	Offer to provide feedback to full council/front-line councillors from peer review work in councils	Ongoing	SMT/Group Offices/PAs/Improvement Team
	Continue to offer regional induction events for new councillors	Ongoing	Principal Advisers/Group Offices
	More widely promote our collective action/legal work on behalf of member councils.	Ongoing	Legal/Communications
	Target communications to raised awareness of key areas of our work, as raised in the survey.	Ongoing	Policy/Finance/Communications

**B. Improve access to information for all councillors**

2. <b>First magazine</b> – Maximise First as this is the main channel front-line councillors prefer for receiving information from the LGA	Repeat last year's initiative for a personal letter to go out to all councillors with July edition of First from the LGA Chairman. This will help encourage front-line councillors to contribute and will promote letters page.	July 2018	Communications
	Undertake comprehensive review of first	September 2018	Communications
	Launch new First microsite and develop mobile device version	October 2018	Communications
4. <b>Membership packs</b>	Continue to work to improve bespoke membership packs for all councillors	By February 2018	Corporate Services/Executive Office/Group Offices/Communications
5. <b>Member bulletins</b>	Keep all bulletins under review, including group bulletins to ensure they are relevant and useful to target audiences.	October 2018	Communications
	Undertake data cleaning of all distribution lists (ahead of GDPR legislation)	May 2018	Communications
6. <b>LGA website</b>	Continue promotion of new, improved tailored website	Ongoing	Communications



<b>7. Engagement</b> – Further develop opportunities for engagement with the LGA	More personal communication with front-line councillors to involve them more in initiatives such as #OurDay and Local Democracy Week.	Ongoing	Communications/Group Offices
<b>C. Develop an events' programme that is relevant for all councillors</b>			
<b>8. Ensure events programme continues to reflect members' interests</b>	<p>Ensure we deliver target of 60 per cent free events for LGA members and promote as a member benefit.</p> <p>Further promote our annual conference offer to front-line councillors of five free places per group.</p> <p>Further develop our regional events programme and highlight to member councils.</p> <p>Ensure LGA attendance at external events such as party conferences promotes the work of the LGA and member benefits</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Communications</p> <p>Communications</p> <p>Communications</p> <p>Communications/Group Offices</p>

**D. Demonstrate the value of the LGA's Parliamentary work**

9. Highlight the LGA's influence, including 'wins' for local government through our Parliamentary work	Send all councillors our annual 'LGA in Parliament' report.		June 2018	Communications
	Further promote our parliamentary bulletin to a wider range of councillors and officers – explore costs of sending a copy to all Leaders, CEXs, and front-line councillors.		Ongoing	Communications
	Further promote and expand the LGA's local public services communications and public affairs network		Ongoing	Communications

**E. Demonstrate the value of the LGA's media work**

10. Highlight the LGA's media activity to demonstrate the importance of the LGA speaking with 'one voice' for local government	Continue to promote our media and parliamentary work on behalf of councils.		Ongoing	Communications
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**F. Clearly communicate the LGA's improvement offer to councils**

11. Communicate a clear menu of improvement support available	Continue our sector led improvement campaign to demonstrate the value of the programme to councils.		Ongoing	Improvement Team/Communications
	Promote the newly created 'Our Support' and best practice case studies sections on the new LGA website		Ongoing	Communications



## **LGA Cyber Security Funded Programme**

### **Purpose of report**

For discussion.

### **Summary**

This report advises that funding for the Cyber Security programme has been confirmed by Cabinet Office and HM Treasury. It updates the Board on the status of the programme and progress made to date. It also advises about the next steps and timescales in relation to the stocktake.

### **Recommendations**

That Members of the Improvement and Innovation Board:

1. Note the current position with regard to the funding and the progress made to date.
2. Actively support and encourage all councils to support and complete the stocktake.

### **Action**

Subject to members' views, officers to pursue the activities outlined at paragraph 12 onwards.

<b>Lead Member:</b>	Cllr Ron Woodley
<b>Contact officer:</b>	Susan Attard
<b>Position:</b>	Head of Productivity
<b>Phone no:</b>	07825 530528
<b>Email:</b>	susan.attard@local.gov.uk

## **LGA Cyber Security Funded Programme**

### **Background**

1. The National Cyber Security Programme is overseen by Cabinet Office and supports and funds work to deliver the National Cyber Security Strategy. Last autumn, Cabinet Office invited the LGA, via the Local Government Cyber Security Stakeholder Group, to submit a bid on behalf of the sector for funding to the Cyber Security Programme (NCSP). The LGA worked with a number of partners including: Socitm, Solace, and Cipfa, and sought input from the WARPs (Warning Advice Reporting Points), the Technical Advisory Group and the Local CIO Council to put a bid together on behalf of the sector.

### **Outline of the funded programme**

2. The LGA has been informed by Cabinet Office that the bid has been successful subject to final sign off by the Treasury. Formal notification of the funding was provided by Treasury on 27 April 2018. The funding is for one year, (with a recommendation to bid for further funding in the autumn), to undertake a comprehensive stocktake and analysis of the current cyber security arrangements across all principal councils in England. This aims to:
  - 2.1. Capture existing cyber security arrangements.
  - 2.2. Identify good practice - and those councils delivering it.
  - 2.3. Identify risks - and those councils at potential risk.
3. The findings and analysis from this work will be used to inform and implement a plan of support for the sector.

### **Preparation for the stocktake exercise**

4. A high-level outline for the stocktake into council's cyber security arrangements has been drafted. This will capture the cyber security arrangements across a range of disciplines, currently in place in councils. This breaks down into several work areas including:
  - 4.1. Leadership i.e. the role of senior officers and elected members.
  - 4.2. Governance i.e. board oversight, emergency planning, contingency and risk planning.
  - 4.3. Information and technology i.e. robust IT tools and data processes.
  - 4.4. Staff and elected member, training and awareness raising;

- 4.5. Engagement with the wider sector around cyber security i.e. WARP, NCSC and CISP.
5. This will be a stocktake of both the prevention measures in place to mitigate the risk of cyber-attack and the arrangements in place to respond to such an incident if and when one takes place.
6. We will be commissioning an external provider to deliver the stocktake. A supplier briefing session was held in March to help inform how best to do the stocktake and to achieve the outcomes we want to deliver. We commenced the procurement process to commission a research partner at the end of April. The provider will be ready to commence the stocktake in June 2018.

### **Support and improvement**

7. The purpose of the stocktake is to help make every council as safe and secure as possible. We will help councils to understand their strengths and weaknesses. We will target support quickly to those councils identified as potentially being most at risk. We will identify good practice across the sector and recruit and fund peers from these councils to deliver support. We will implement a grant funding scheme, targeting funds at those councils and WARP with an agreed project/activity for them to carry out, to improve their cyber resilience.
8. The stocktake exercise is likely to be carried out as an online questionnaire.
9. In order to develop a clear view of where the strengths and weaknesses lie across our sector and deliver the support needed it will be essential that we secure a 100 per cent response rate i.e. all councils. We would be grateful if members would ensure the stocktake is completed in their council and if members could also encourage their neighbouring councils to take part.

### **Implications for Wales**

10. There are no implications for Wales. Improvement work is provided directly by the WLGA.

### **Financial Implications**

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

### **Timeline and Next steps**

12. April - May 2018: Procurement exercise to commission a research partner.
13. June - August 2018: Councils will be asked to complete their online stocktake questionnaire.

14. September 2018: Early findings from stocktake will help us to identify strengths and weaknesses across the sector.
15. September - October 2018: We will work with those councils potentially most at risk.
16. September - March 2019: We will recruit and allocate sector peers.
17. October - March 2019: We will implement a grant funding scheme.
18. October 2018: We will submit a bid for future funding to address longer term issues raised by the stocktake and help build sustainable cyber resilience.

## **Productivity Programme**

### **Purpose**

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

### **Recommendations**

That Members of the Improvement and Innovation Board note the recommendations for the Board in May, which are as follows:

1. Note the updates and progress on the Productivity Programme for the fourth quarter.
2. Provide such guidance as the Board considers necessary to ensure that the programme meets its objectives.
3. Recommend Councillors who are leading the commercial activities at their councils, who might be interested in undertaking the member peer facilitator role at future commercial skills masterclasses (paragraph 17.6).

### **Action**

Officers to contact interested members who are leading the commercial activities at their councils and to pursue the activities outlined in the light of members' guidance.

<b>Lead Member:</b>	Councillor Ron Woodley
<b>Contact officer:</b>	Susan Attard
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## **Productivity Programme**

### **Background**

1. The Productivity Programme comprises a range of projects to help improve productivity and efficiency in councils through delivering savings, generating income and making better use of assets. The programme is devised by reference to the Memorandum of Understanding agreed with the Ministry of Housing, Communities and Local Government.
2. Local authorities can reduce their financial dependence on government and their call on local taxpayers in three ways;
  - 2.1 **Transforming services** either to make them more efficient and less wasteful or to find more effective ways of delivering to local people's needs.
  - 2.2 **Smarter sourcing** commissioning and buying the goods, works and services (with a combined value of £55 billion) that contribute to local outcomes more efficiently and effectively. Managing the resulting contracts to optimise value from them.
  - 2.3 **Generating income**, which involves generating a greater proportion of funding locally, such as by commercialising the authority's existing skills, assets or commodities or investing to grow the local economy to generate wealth for the area.
3. The productivity programme contains work that will support local authorities in each of these three areas and several of our projects cut across more than one. Our programme complements and supplements the work of other agencies we work with such as the Cabinet Office, Crown Commercial Services and Local Partnerships.

### **Programme Highlights Quarter 4 January – March 2018**

#### **Transforming Services**

#### **4. Digital work-stream**

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

#### **5. Programme activities 2017/18**

<b>Objective</b>	<b>Achieved</b>
Continue to develop resources and good practice (including case studies) from our digital expert and digital and data programmes and cascade across local and combined authorities.	In February 2017, the LGA awarded funding to 23 council led projects to support work on 'channel shift' – using digital tools and solutions to get more services online and to help more local residents and businesses carry out their business with their council online.



	<p>16 projects are live, with three projects due to go live in June and a further two later in the summer. Two councils have returned their funding as they were unable to proceed.</p> <p>We are also working with those projects we funded under the Digital Transformation Programme in March 2016, who are now in a position to have their case studies captured. Six case studies will be published in June, with a further four mini-case studies showcasing lessons learned, to be published later in the summer.</p> <p>The LGA is exploring the reuse of forms developed by a group of district councils in Kent, under the digital transformation programme. The forms will be piloted with a select group of five councils who have high demand in homelessness and on their housing lists. The five councils have now been funded and the programme commenced with a workshop on 2 May. The pilot will enable us to test the reusability of these forms and if successful we can then look to mainstream these across the country.</p>
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## 6. Next steps

6.1 We will continue to work with the funded projects to help them capture their learning and good practice (including case studies) and share these widely with councils. We are very excited about the pilot to test the reusability of the forms developed by the group of Kent district councils, if this proves to be successful, we can then look to share more widely and to mainstream across the country. The pilot is due to be implemented by the end of September.

## 7. Cyber Security:

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

**8. Programme Activities 2017/18**

Objective	Achieved
Proactively support the widening of digital and cyber resilience awareness across local authorities and their active participation in the national Cyber-Security Information Sharing Partnership (CiSP).	<p>The LGA continues to host and run various sector boards to help councils understand and manage the risk of cyber security.</p> <p>In the last quarter the LG Cyber Security Stakeholder Group took place. The aim of this group is to get cyber security on the agenda at a strategic level in councils.</p> <p>We were advised by the Cabinet Office that our bid for funding to the National Cyber Security Programme on behalf of the sector had been successful, however it was subject to final sign off by HM Treasury. We received formal confirmation on Friday 27 April.</p> <p>In order to progress the programme which includes a stocktake of councils' existing cyber security arrangements, meetings have taken place with the regional WARP's (Warning, Advice and Reporting Point) and potential suppliers.</p> <p>The stock-take is the subject of a further report on this Agenda.</p>

**9. Next steps**

9.1 Cabinet Office advised the LGA that the bid to the National Cyber Security Programme on behalf of the sector had been successful, however it was subject to final sign off by HM Treasury. Final confirmation regarding the successful bid and grant allocation of £1.5 million was received on Friday 27 April.

9.2 On the advice of Cabinet Office, the LGA has progressed the work necessary to prepare for the stock-take. This research and analysis will highlight the sector's current capabilities and the measures in place to prevent a cyber-attack as well as respond to an incident if/when it happens. We will be able to identify the risks and those councils potentially at risk. A key output will be to develop and implement an improvement plan to support the sector so that it is better able to prevent and respond to cyber-attacks.

## 10. Shared Services and Collaboration

### 10.1 Programme activities 2017/18

- 10.1.1 We are currently in the process of refreshing the [Shared Service Map](#) for 2018. Councils are being asked for their most up to date information and to provide savings figures wherever possible so that we can continue to evidence local government's role at the forefront of efficient service delivery.

Objective	Achieved
Increase the efficiency savings councils make through sharing services, by continuing to support councils to share services and refreshing the annual national shared services map.	The data collection exercise last year found £657 million of efficiency savings in 486 partnerships.
Shared Services Matchmaking and Shared Service Expert programme in place to help and assist councils interested in sharing services or expanding existing shared service arrangements.	The Shared Service Expert programme received a number of enquiries towards the end of the last quarter and experts are due to be placed to successful applicants. Building on the work delivered to the councils of the Liverpool City Region we are looking to offer assistance and support to Combined Authorities as their service delivery vehicles begin to evolve.

### 10.2 Next steps

- 10.2.1 The procurement exercise to refresh the map and capture the efficiency savings and identify collaborations within the sector and its partners for 2018 is under way. We are due to complete this exercise and publish the refreshed map in July.

## 11. Behavioural Insights Programme

### 11.1 Programme activities 2017/18

- 11.1.1 A total of 10 councils have been supported to undertake Behavioural Insights projects this year. The latest phase of the programme has seen support put in place for the following seven organisations: East Sussex Fire and Rescue Service, Hartlepool Borough Council, Knowsley Metropolitan Borough Council, London Borough of Croydon, North East Lincolnshire Council, Warrington Borough Council and Worcestershire County Council. We have produced a behavioural insights webpage which contains examples of council activity in this area, guidance and tools and also the reports and outputs from the LGA Behavioural Insights Programme phase one projects. On-site work continues in the three behavioural insights projects supported in phase two of this programme.
- 11.1.2 In March 2018, the LGA hosted 100 council officers and members at an event entitled Using Behavioural Insights in Local Government. The main objective of the day was for Officers and Members to hear how behavioural insights

have been practically applied to council services and to explain the lessons learnt. Councillor Peter Fleming chaired the event and launched the LGA and Behavioural Insights Team's [top five recommendations](#) for using behavioural insights to increase council tax revenue. The event feedback showed that 93.8 per cent of delegates were either very or fairly satisfied with comments including that "the speakers were without exception very informative." To enable learning for those that could not attend, a selection of the speakers were filmed. Presentations from Sue Cummings and Carl Arnold from Liverpool and Leeds City Councils respectively can be found on the [LGA Behavioural Insights webpage](#).

## **11.2 Next steps**

11.2.1 The LGA and the organisations undertaking the work with the councils will continue to share the learning and results as and when they come in for others to benefit from.

11.2.2 More information on the LGA's Behavioural Insights Programme can be found here <https://www.local.gov.uk/our-support/efficiency-and-income-generation/behavioural-insights>.

## **12. Design in the Public Sector**

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

12.1.1 Over the past 12 months seven councils have completed the London cohort of the Design in the Public Sector programme helping councils to redesign the following services: young care leavers, customer services in planning, homecare services, engagement with private landlords and gang prevention services.

12.1.2 In addition 13 councils have been supported to apply design processes and methods to tackle their public health challenges with a focus on prevention. Particular highlights from the northern cohort of the programme have included: Barnsley Council - working to reduce the rate of teenage pregnancy, Calderdale Metropolitan Borough Council - to improve the health of patients prior to elective surgery, City of Bradford Metropolitan District Council - harnessing the built environment to support wellbeing across their communities for the future, North Tyneside Council to encourage the local over 55 population into physical activity.

12.1.3 Particular highlights from the southern cohort include Epping District Council - reducing the A&E admissions from the over 75 population locally, West Sussex working to reduce the rate of teenage pregnancy amongst the local care leaver population by 10 per cent, LB Southwark increasing the take up of health-checks, and Huntingdonshire District Council using design methods to reduce the rate of obesity in Ramsey.

12.1.4 We are currently working with the Design Council to plan the programme for 2018/19 which due to the positive response and feedback from the sector will once again be on the theme of public health and early prevention.

**12.2 Next steps**

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

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

13.1 The National Advisory Group for Local Government Procurement (NAG) continue to work on the implementation of the National Procurement Strategy (NPS) 2014 and the service specific category strategies and are in the process of compiling a new NPS for 2018.

13.2 Following regional consultation with council procurement officers and with our public sector buying organisations, Federation of Small Businesses (FSB), National Association of Voluntary and Community Action (NAVCA) and Business Services Association BSA, NPS2018 is now in its formal consultation period. A report regarding NPS2018 was presented at the last meeting of the Improvement and Innovation Board and the strategy will be launched at the LGA Conference in July. Informally councils have told us that they like the 'maturity index' approach and recommendations being focussed on working across the public sector and with providers, not simply within their own councils. They believe that the ongoing communications and narrative about how councils can be more strategic with their collective £55 billion external spend are constructive.

**14. Programme activities 2017/18**

<b>Objective</b>	<b>Achieved</b>
Develop opportunities for local authorities to enter collaborative procurement opportunities.	<p>We continue to host and run the National Advisory Group for Local Government Procurement (NAG) to advise and provide governance for the work on procurement. During the fourth quarter we have:</p> <ul style="list-style-type: none"> <li>a) Continued regional consultation of the draft NPS for 2018.</li> <li>b) Engaged with our public sector buying organisations, BSA, NAVCA and FSB as wider stakeholders on the NPS.</li> <li>c) Facilitated a second workshop on commissioning of children's services, discussing how we can join together on a national sufficiency plan.</li> <li>d) Continued to work across government with councils on</li> </ul>

	<p>issues relating to the high profile collapse of Carillion. (Our fifth annual construction conference in February was very well attended by councils who were keen to share their experience of managing contractors/suppliers)</p> <p>e) Started to engage with councils on high level contingency planning in relation to other key suppliers to local government.</p> <p>f) Published the annual benchmarking study on provision and refurbishment of schools which we hope will encourage greater collaboration between councils. The study compares costs on 660 projects, involving 237,000 school places with a combined capital value of £3.77 billion.</p> <p>g) Negotiated council access to London Universities Consortium and Greenwich University's e-learning resources on Modern Slavery. Included is a stand-alone module for councils wishing to develop their Transparency in the Supply Chain (TISC) reports. Councils are not currently required by law to register statements but research shows that up to 50 councils have already voluntarily submitted theirs and we are actively encouraging and providing support for councils wishing to do this.</p>
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## 15. Next Steps

- 15.1 We will continue to consult on the NPS2018 which will be launched at the LGA Conference in July.
- 15.2 We will continue to liaise and support councils following the liquidation of Carillion. We are also starting to engage with councils on high level contingency planning in relation to key suppliers to local government.
16. **Generating income**, which involves generating a greater proportion of funding locally, such as commercialising the authority's existing skills, assets or commodities or investing to grow the local economy to generate wealth for the area.

## **17. Commercialisation**

- 17.1. Commercial experts have been commissioned to work with five councils so far this year and are contributing towards an estimated £9.3 million in additional income for these councils. At the LGA conference in July we hosted a workshop on council commercial activities at which the updated LGA Enterprising Councils guidance was launched. Speakers from Essex County Council and Nottingham City Council shared the learning from their commercial work so far.
- 17.2. The first four cohorts of the LGA/IOD Commercial Skills Training have been delivered to officers from 35 councils across the country. Due to high demand for this offer we are running a waiting list of interested officers for next year.
- 17.3. The [commercial page](#) of the LGA website has been updated to include an interactive map of council commercial good practice and links to the LGA's commercial skills support offers. We continue to organise and host the quarterly meetings of the LGA Advanced Commercial Group comprising of 25 councils.
- 17.4. In February and March of 2018 we designed and delivered two commercial skills masterclasses for elected members. The session covered the following subjects:
  - 17.4.1. The concept of commercialisation and the councillor's role
  - 17.4.2. Finance and Strategy
  - 17.4.3. Contracts – including a case study from Rushcliffe Borough Council.
  - 17.4.4. Risk Management.
  - 17.4.5. Commercial compliance.
- 17.5. For the February masterclass Cllr Kevin Bentley from Essex County Council carried out the member peer facilitation role sharing with delegates his experience of the importance of a commercially minded councillor in a commercially minded council. At the March session Cllr Graham Chapman of Nottingham City Council shared the culture change in leadership required to become a commercial council.
- 17.6. The LGA is open to suggestions of councillors who are leading the commercial activities of their councils who would be interested in undertaking the member peer facilitator role at future commercial skills masterclasses.
- 17.7. 40 councillors attended the two sessions and 100 per cent of attendees rated their satisfaction with the training as either "good" or "excellent." Feedback comments included the following:
  - 17.7.1. "Both facilitators were extremely knowledgeable of their respective subject material"
  - 17.7.2. "Excellent course. Well done LGA!"

17.7.3. “Useful to share experiences and candid case studies, sharing ideas and challenges with other councillors”.

18. Due to the excellent feedback and high demand we are planning on holding a further three commercial skills masterclasses for elected members in 2018/19. We will come back to the board with further details once the dates are finalised.

## **19. One Public Estate**

19.1. As members were advised at the March meeting, One Public Estate (OPE) is in the process of securing an additional £15 million of funding from the Ministry of Housing, Communities and Local Government (MHCLG) to run a further phase of OPE in 2018/19. Programme leads from the LGA and Cabinet Office are working with MHCLG to develop a HM Treasury compliant business case to secure the funding. We expect to reach agreement for the business case by early summer 2018. Funding has been sourced from MHCLG’s housing allocation, as such it is anticipated that the next phase of OPE will place a greater prominence on housing delivery.

19.2. With OPE increasing its prominence in housing delivery the programme has agreed to support the Chartered Institute for Housing (CIOH) and Inside Housing at the CIOH Annual Conference, held 26 – 28 June in Manchester. This will include direct support of the conferences ‘Offsite village’ which provides delegates the opportunity to explore developments in off-site and other modern methods of construction, which look to support Government ambitions for delivering 300,000 new homes per year. More widely the programme is also upskilling councils in modern methods of construction through tours of modular factories, housing focused regional workshops, as well as sponsoring research into the sector delivered by the University of Liverpool.

## **20. Next Steps**

20.1. As advised at the March board meeting OPE has commissioned an external evaluation of the programme to review its performance to date as we approach our fifth year of delivery. The final report is expected to be completed by the end of May 2018 and a full update will be provided to at the July Improvement and Innovation Board meeting.

## **21. Cross-cutting offers**

## **22. Productivity Experts**

### **22.1. Programme activities 2017/18**

<b>Objective</b>	<b>Achieved</b>
Productivity experts to work with at least 25 local authorities, saving the councils in total at least £25m	In the last quarter we provided grant funding to four councils – London Borough of Croydon; West Sussex CC; East Riding of Yorkshire and London Borough of Waltham Forest,



	<p>together they are producing savings/income generation of nearly £9million.</p> <p>During 2017/18 Productivity Experts have worked with 25 councils contributing towards efficiency savings and/or income generation of nearly £40 million.</p>
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**22.2. Next steps**

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

**23. Financial Support to Councils****23.1. Programme activities 2017/18**

<b>Objective</b>	<b>Achieved</b>
Provide expert financial advice and assistance to 40 councils	We have directly supported 40 authorities with their financial issues during 2017/18, meeting the target set for the year.
Public sector audit procurement	Following the procurement exercise, fees for all councils opting in to the national scheme have fallen by 23 per cent for next year. The quality of audit will be maintained through the new contracts let by PSAA, responding to a very strong steer from the sector promoting that outcome. These reductions mean that a county council will, on average, save £25,000, a district council will save £12,000, a London borough £38,000 and a metropolitan district £35,000.
Help Councils to be more pro-active with dealing with Fraud	An LGA commissioned review of the DCLG Counter Fraud Funding programme is complete and a report including good practice examples from a range of authorities is nearing completion and will be published shortly.



**Improvement and Innovation Board**

24 May 2018

**Next steps**

24. The report to the Improvement and Innovation Board in July will set out the main achievements of 2017/18 and set out our business plan for 2018/19 in line with the LGA Business Plan and Memorandum of Understanding with MHCLG.

**Appendices**

25. **Appendix A** - Summary of key outputs as at March 2018.

**Financial Implications**

26. The Productivity Programme for 2017/18 was funded from grant provided by MHCLG under our Memorandum of Understanding with the Department.

**Implications for Wales**

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

## Appendix A

### Summary of key outputs as at March 2018

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

Project/ programme	Outputs as at March 2018	On target (RAG)	Report reference for further detail
Digital	16 of the 23 'channel shift' projects are live. A further five will be live later in the summer. Two councils have returned their funding.	Amber	Para 4
Cyber security	The bid submitted by the LGA under the National Cyber Security Programme to Cabinet Office on behalf of the sector has been successful, we received final confirmation from the Treasury on 27 April.	Green	Para 7
Shared services and collaboration	Launched the 2017 Shared Services Map, demonstrating £657 million in savings since 2012.	Green	Para 10
Behavioural insights	Funded 10 council led projects running in 2017/18. Launched the LGA and Behavioural Insights Team's top five insights to increase council tax revenue in March.	Amber	Para 11
Design in Public Services	Seven London councils have completed their training in design skills from the Design Council. In addition, 13 councils have been supported to apply design processes and methods to tackle public health challenges with a focus on prevention.	Amber	Para 12
Procurement	The NPS2018 is now in its formal consultation period. The LGA has continued to work across government with councils on issues	Green  Green	Para 13

	relating to the high profile collapse of Carillion. This has included providing evidence to the Public Administration and Constitutional Affairs Committee.		
Commercialisation	Commercial experts have been commissioned to work with five councils so far this year and are contributing towards an estimated £9.3 million in additional income for these councils. In February and March we designed and delivered two commercial skills masterclasses for elected members. Both Masterclasses received very favourable feedback.	Green	Para 17
One Public Estate	OPE has distributed over £40 million to deliver 500 projects and now covers 90 per cent of the country with 319 councils involved; discussion with HMT and MHCLG around future funding are on-going.	Green	Para 19
Productivity Experts	Worked with 25 councils in 2017/18 to deliver savings of nearly £40 million.	Green	Para 22
Finance	Supported 40 councils to improve their financial management and plan for financial sustainability.	Amber	Para 23

## **Performance Report and Memorandum of Understanding for 18/19**

### **Purpose**

For discussion

### **Summary**

The report presents an update of performance against the Memorandum of Understanding (MoU) the LGA/IDeA have with the Ministry of Housing, Communities and Local Government (MHCLG) about the use of grant for 2017/18 and the finalised MoU agreed with DCLG for 2018/19.

### **Recommendation**

That Members of the Improvement and Innovation Board consider the report and agree any follow-up actions.

### **Actions**

Officers to initiate any required action.

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## Performance Report and Memorandum of Understanding for 18/19

### Background

1. This report presents an update on performance against the key deliverables set out in the Memorandum of Understanding (MoU) that is in place between the LGA and MHCLG about use of the grant allocated for 2016/17.
2. It also informs members about the MoU agreed covering 2018/19.

### Performance Summary for 2017/18

3. The table below summarises the position on the deliverables contained in the MoU as at the end of the financial year.

	Total	Green	Amber	Red
Deliverables	60	56	4	0

4. Overall 56 out of the 60 key targets were achieved by the end of the year, leaving just 4 partially achieved. The **attached** spreadsheet sets out information about each deliverable.
5. Key highlights include:
  - 5.1. almost 800 councillors attended our leadership courses. A record number since the IDeA first started running leadership programmes at the turn of the century;
  - 5.2. 115 peer challenges delivered which was slightly more than the target of 110. 64 of the challenges were corporate or finance peer challenges against a target of 70;
  - 5.3. tailored peer support through the use of member or officer peers provided for a total of 77 councils;
  - 5.4. provided support to 41 councils as part of the new housing experts programme;
  - 5.5. productivity experts deployed in 25 councils, helping them to save almost £40 million;
  - 5.6. re-launched the shared services map which identifies efficiency savings in excess of £640 million;
  - 5.7. LG Inform received its 1 millionth hit;
  - 5.8. provided support to 40 councils to improve the way they engage and communicate with their communities;
  - 5.9. supported over 30 councils with help to get more of their services online, provided over 100 officers with access to free training on Digital Academy courses;

- 5.10. held a very successful Innovation Zone at the LGA conference;
  - 5.11. launched a series of new officer development programmes in conjunction with SOLACE which included 23 chief executives on a new programme – IGNITE;
  - 5.12. supported 10 councils with a managing demand programme;
  - 5.13. provided financial advice to 40 councils through our Finance Advisers and other means;
  - 5.14. placed 130 graduates as part of cohort 19 of the NGDP;
  - 5.15. run a very successful apprenticeship campaign including supporting 18 network events and 7 roadshows; and
  - 5.16. supported 89 councils to help them prepare for the workforce opportunities and challenges arising from their transformation activities.
6. An earlier report on the agenda sets out the results of the perception survey which demonstrates the programme overall is having a significant impact and continues to be relevant to councils' needs.
7. A comprehensive end of year report is being prepared and will be circulated to board members, councils and MHCLG in due course.

### **Financial Performance**

8. The grant agreed for 2017/18 totalled £21 million. The provisional outturn figures show spend at £20.986 million, an underspend of £14,000 or just 0.067 per cent.

### **MoU for 2018/19**

9. At previous meetings members have been updated on the discussions taking place with the government about the grant agreement for 2018/19 and this was finally agreed at the end of March for a total of £20 million.
10. The small reduction in grant has resulted in some minor scaling back on the overall work programme, including a reduction in support to the devolution area given that the pipeline of combined authorities has paused to some degree. In addition, efficiency savings have continued to be made in back office and support services. In particular the LGA's overall accommodation strategy and success in obtaining improvement grants for other areas such as Care Health and Improvement Programme, the DfE funded children's improvement work and the work on cyber security helps to spread the overhead costs across a larger base benefitting all the programmes.
11. The programme of sector improvement support agreed as part of the MoU is attached as **Appendix B**.



**Financial Implications**

12. The programme of improvement support for 2018/19 will be met by MHCLG grant.

**Implications for Wales**

13. The MoU only covers English authorities.

**Appendices**

14. **Appendix A** - Q4 KPI performance report
15. **Appendix B** - Programme of sector improvement support agreed as part of the MoU

**Next Steps**

16. Members of the Improvement and Innovation Board to consider the report and agree any follow-up actions.



Sector-led support, improvement and innovation: Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities			
	Target	What have we delivered by end of March 2018	Has the target been achieved?
<b>Enabling Improvement in Local Authorities - Peer Support</b>			
E1	Deliver at least <b>110</b> peer challenges over a range of subjects including: corporate peer challenges, finance reviews, fire peer challenges, service specific peer challenges and place based peer challenges (at least 70 challenges to be corporate or finance peer reviews.	We have delivered <b>115</b> peer challenges by the end of March 2018. These include corporate, finance, communications and a range of service specific reviews and challenges. Of these 64 have been Corporate or Finance Peer Challenges. .	<b>Amber</b>
E2	Continue to proactively market peer challenge to those councils with zero/low take up. Share the analysis of those areas that have not engaged with sector led support as part of the end of year monitoring report.	Of the 64 Corporate or Finance Peer challenges delivered this year, 38 were from councils who were undertaking one for the first time. Peer challenge continues to be proactively promoted by Principal Advisers and regional peers – particularly corporate or finance peer challenges. Councils that have not yet had, or signed up for, a corporate or finance peer challenge are regularly monitored by the Programme Manager and Principal Advisers, and shared with the Political Group Offices so engagement can be targeted. This has helped reduce the numbers of councils yet to take up the offer.	<b>Green</b>
E3	Provide tailored member/officer support to at least <b>75</b> councils e.g. one to one support for individual councillors.	We provided this support to 77 councils by the end of March 2018 including 15 in the last quarter. This work is a key part of the LGA's core offer brokered through our Principal Advisers.	<b>Green</b>
E4	Provide change of control support to <b>20</b> councils.	25 councils received this support by the end of March 2018 including 5 in the last quarter. Following the May local government elections, a meeting was held immediately with the National Member Peers, Heads of Political Group Offices and Principal Advisers to identify councils where there was going to be or likely to be a change of control or change in leader, and steps were taken to contact all the relevant councils. As a result of this meeting and other local political changes since, peer and other forms of support have been put in place.	<b>Green</b>
E5	Provide support to at least <b>10</b> councils to manage and resolve issues between the political and managerial leadership.	This type of support was provided to 14 councils by the end of March 2018.	<b>Green</b>
E6	Provide top team development support to at least <b>10</b> councils	We delivered this support to 16 councils by the end of March 2018 including 6 in the last quarter.	<b>Green</b>
E7	Provide service based or subject support to at least <b>45</b> councils	We provided this support to 45 councils by the end of March 2018 including 11 in the last quarter.	<b>Green</b>
E8	Through CfPS provide a range of support for scrutiny, to include; continuing national support, <b>50</b> days direct support to individual authorities and options around guidance and advice on finance scrutiny.	CfPS continue to provide a range of scrutiny support to councils. CfPS have provided 50 days of direct bespoke support for scrutiny development and improvement in councils during 17/18, with a total of 15 days support in Q4. Councils which have received more concentrated support include a scrutiny review at Uttlesford DC, support for the LGR in Dorset, finance scrutiny support in Northampton and training support for N.Kesteven. In addition CfPS provides access to a helpdesk telephone and email service, which permits officers and councillors to contact CfPS to ask advice on issues relating to governance and scrutiny. 52 councils received support through this service during 17/18, providing advice and responding to queries. This support ranges from signposting and basic advice on common scrutiny practice to providing complex and ongoing advice to scrutiny officers on a wide range of issues.	<b>Green</b>
E9	Hold Regular meetings between LGA Principal Advisors (PA's) and all councils to discuss challenges and support.	Principal Advisers and their staff, often supported by national and regional member peers, meet regularly with senior politicians and officers in all councils.	<b>Green</b>
E10	Deliver a safeguarding adults programme to support councils in their lead roles and deliver a programme of support for children's social care.	Children: We have delivered three Children's Leadership Essentials courses in September and November of 2017 and in January 2018. They were attended by 58 Lead Members, their deputies and Chair's of Children's scrutiny. We have also delivered a bespoke one-day course for Lead Members in Children's Services in the West Midlands region and are planning a second for summer 2018. We launched two resource packs for councillors focusing on corporate parenting and support for care leavers. These outline the legislative and policy context that councils should be working in, highlight key lines of enquiry to support councillors in the oversight, scrutiny and development of services, and collate examples of best practice. During the year we have engaged in extensive discussions with Solace, ADCS and the DfE to develop an effective local, regional and national system to support sector-led improvement in children's services. Adults: We delivered a successful induction event for 13 new adult social care lead members from 8 regions in July followed by a Leadership Essentials course in November for adult social care lead members, attended by 19 members from 7 regions. A bespoke event on key issues was held in January for lead members in the North East and Yorkshire & Humberside, with regional lead member networks operating in four other regions. Our promotional material outlining all the current offers for local leaders was regularly updated throughout the year and a 'must know' on adult social care lead members' role in prevention was published in October. We published updated 'must knows' for new lead members of adult social care on integration, use of resources and performance and a new "must know" on Sustainability and Transformation Plans (STPs). The 'must knows' are a long-standing source of information and support that focus on the key issues facing portfolio holders, reviewed on a rolling basis. A guide for local authorities supporting Syrian refugees looking at the local authorities role in long term resettlement was published in November, focusing on key issues that support integration. Lead members with responsibility for adult social care report challenges around working with health and with reduced resources but the also the importance of sharing practice examples and experiences with other lead members in meeting these challenges	<b>Green</b>

E11	Provide bespoke support for at least <b>10</b> councils with the most severe performance challenges.	We provided this support to <b>14</b> local authorities by the end of March 2018 including 3 in the last quarter.	<b>Green</b>
E12	Provide support to fire and rescue authorities, as required through a tailored peer challenge process which aligns with and complements the new independent inspection regime for fire and rescue services being introduced in Autumn 2017.	We delivered 4 OpA & Fire Peer Challenges in 2017/18. We also undertook a lot of work to engage the sector in the further development of the of a sector-led support offer but due to significant delays in rolling out the fire & rescue service inspection programme, development of a complementary sector led support and peer challenge programme was paused.	<b>Green</b>
E13	Provide support to at least <b>20</b> councils to improve the way they engage with their communities and establish a clear vision based on their residents' concerns about the priorities for the council.	We have provided support over <b>40</b> councils in 2017/18 plus support to both the West of England Combined Authority and West Midlands Combined Authority with media training and a comms review respectively during this year. We have delivered 6 three day communications reviews, 12 one day communication health checks, plus a range of more bespoke support to 23 councils including facilitating media training, providing on site strategy and crisis communications support, offering social media and place branding advice, and connecting councils with available online resources. In addition we delivered a free place branding event in London (attended by more than 100 delegates), and published the results of our latest heads of comms survey. We have continued to build our communications improvement best practice case study library.	<b>Green</b>
<b>Efficiency and Productivity</b>			
EP1	Develop opportunities for local authorities to enter more strategic procurement arrangements, saving councils at least £10m pa. To include: *Refreshing category strategies and/or support councils in implementing good practice in high spend areas, *Support <b>9</b> experts to strategically manage relationships with key suppliers on a national basis, *support councils to encourage innovation in local government procurement practice.	We have continued to provide support to councils on procurement in line with the Local Government Procurement Strategy. This has included publishing refreshed category strategies on Energy, ICT and Construction. We conducted research into the benefits, savings and developments in approaches to procurement that councils have achieved resulting from the national procurement strategy. We talked in-depth to eight councils of which four had identified savings of around £40m since 2014 as well as identifying additional social value and better outcomes from good procurement practice. We also commenced a process to refresh the national procurement strategy. Over 60% of councils responded to the diagnostic phase, providing a good understanding of key issues and challenges. Our publication Encouraging Innovation in Local Government Procurement has been extremely popular both in print and in download versions and there was huge interest in the publication at the LG procurement expo. We have been invited to join a cross government working group on this subject. We have started work on Phase 2 of the project. We organised a "procurement showcase" event in September with over 100 heads of procurement. We have engaged councils on a number of specific areas e.g. with Children's Services commissioners and procurement officers considering how we can work together on market sufficiency statements; learning the lessons from an annual benchmarking study on the provision and refurbishment of schools, where the current benchmark spend is £3.6bn combined capital value; etc. The collapse of Carillion in the final quarter of this year has helped to underpin our messages about strategic supplier relationship management and the importance of good contingency planning and sharing performance information. We started to engage with councils to identify contracts and strategic level issues for high-spend key suppliers and we have been working on high level contingency planning in relation to other key suppliers to local government particularly where financial and/or performance risks have been highlighted. Our fifth annual construction conference in February was very well attended by councils who were keen to share their experience of managing contractors/suppliers	<b>Green</b>
EP2	Oversee the sector-led body established to put in place national contracts for provision of external audit service to councils.	Contracts with six audit firms are now in place. These contracts provide external audit services to over 98% of eligible bodies and will deliver savings of approx. £8m in 2018/19, with a 23% reduction in audit fees to all councils opting in to the national scheme, with the quality of audit being maintained.	<b>Green</b>
EP3	Provide productivity and income generation experts to work with at least <b>25</b> councils, saving the councils or generating income of at least <b>£25m</b> .	This year experts have worked with 25 councils contributing towards efficiency savings and/or income generation of <b>£39.9m</b> . Councils have deployed experts on a range of projects including market shaping in adult social care, economic growth, contract re-negotiation, etc. During the year we produced a video to promote the programme and spread the learning from the most successful projects across the sector. Wolverhampton City Council won the 2017 MJ Award for Governance following their use of the Productivity Experts Programme.	<b>Green</b>
EP4	Help councils become more commercial and achieve savings or generate additional income of <b>£10m</b> . This includes advice, case studies, a commercial skills training offer and access to commercial expertise.	Commercial experts were commissioned to work with 5 councils this year, contributing towards an estimated <b>£9.3m</b> in additional income for these councils. The first four cohorts of the LGA/IOD Commercial Skills Training have been delivered. Officers from 35 councils have attended the LGA's commercial skills training offer which is assisting councils to run and develop commercial ventures worth <b>£11.75m</b> . Due to high demand for this offer we are running a waiting list of interested officers for next year. We have also designed and delivered a commercial skills masterclass for elected members and have delivered two of these sessions. We have updated the commercial page of the LGA website to include an interactive map of council commercial good practice and links to the LGA's commercial skills support offers. We launched updated LGA Enterprising Councils guidance at the LGA conference in July, hosting a workshop on council commercial activities at which speakers from Essex County Council and Nottingham City Council shared the learning from their commercial work so far. We continue to organise and host the quarterly meetings of the Advanced Commercial Group comprising of 25 councils.	<b>Green</b>



EP5	Increase the efficiency savings councils make through sharing services by continuing to support councils to share services, refreshing the annual national shared services map and continuing to run a matchmaking service.	The annual refresh of the Shared Service map was launched in June. It evidenced an increase in efficiency savings of over <b>£150m</b> (£657m) and identified an additional 190 (486) extra collaborations from the previous year. The match-making service and shared service expert programme provided information and support to over 20 councils, five councils are in the application process and two shared service expert placements were made at Blackpool (currently on hold) and the councils of the Liverpool City Region Combined Authority. A number of the larger, well established service delivery partnerships have shown an interest in expansion and bespoke support packages have been offered.	<b>Green</b>
EP6	Support <b>8</b> councils to manage demand for services by understanding the behaviour of their customers and staff and develop "top tips" guide to use of behavioural insights to manage demand.	A total of 10 councils have been supported to undertake Behavioural Insights projects this year. The latest phase of the programme has seen support put in place for the following 7 organisations: East Sussex Fire and Rescue Service, Hartlepool Borough Council, Knowsley Metropolitan Borough Council, London Borough of Croydon, North East Lincolnshire Council, Warrington Borough Council and Worcestershire County Council. On-site work continues in the three behavioural insights projects supported in phase 2 of this programme. We have produced a behavioural insights webpage which contains examples of council activity in this area, guidance and tools and also the reports and outputs from the LGA Behavioural Insights Programme phase 1 projects. In March 2018, the LGA hosted 100 council officers and members at an event entitled Using Behavioural Insights in Local Government. The main objective of the day was for Officers and Members to hear how behavioural insights has been applied to council services step by step, and to explain their lessons learnt. The event feedback showed that 93.8% of delegates were either very or fairly satisfied with the event. At the event we also launched the joint LGA/BIT guidance document providing practical "top tips" for how councils can use Behavioural Insights techniques to increase council revenue collection.	<b>Green</b>
EP7	Provide expert financial advice and assistance to <b>40</b> councils (as distinct from finance peer reviews) to help them address specific issues.	We have supported 40 councils through a combination of our Financial Improvement & Sustainability Advisers (FISAs), who are former finance directors charged with providing high level bespoke support to councils, and through various other means. This is in addition to the Finance Peer Reviews that have taken place during the year and further enhancement of analytical tools available free to councils on our LGInform data platform	<b>Green</b>
EP8	Working with FFL, CIPFA and others, help councils to be more proactive in dealing with fraud, to include supporting counter fraud initiatives in local government and researching and publicising learning from the DCLG Counter fraud pilots run in 2014/15 and 2015/16.	We have supported CIPFA in developing counter fraud guidance for local authorities. A contract was awarded to the Counter Fraud Centre to assess the impact of the Counter Fraud Fund. A draft report is currently being reviewed by the programme board (including MHCLG rep). The report includes 9-10 stand alone case studies of distinct areas of counter fraud initiatives, significant savings, innovative projects and good practice that can be replicated and shared across the sector.	<b>Amber</b>
EP9	Equip <b>10</b> councils to use design techniques to transform services and/or manage future demand including making use of digital or other opportunities.	We have worked with <b>20</b> councils this year. Over the past 12 months 7 councils have completed the London cohort of the DiPs programme helping councils to redesign the following services: young care leavers, customer services in planning, homecare services, engagement with private landlords and gang prevention services. In addition 13 councils (in two cohorts: northern and southern) have been supported to apply design processes and methods to tackle their public health challenges with a focus on prevention. Particular highlights from the northern cohort of the programme have included: Barnsley Council - working to reduce the rate of teenage pregnancy; Calderdale Metropolitan Borough Council - to improve health of patients prior to elective surgery; City of Bradford Metropolitan District Council - harnessing the built environment to support wellbeing across their communities for the future; North Tyneside Council to encourage the local over 55 population into physical activity. Particular highlights from the southern cohort include Epping District Council - reducing the A&E admissions from the over 75 population locally; West Sussex working to reduce the rate of teenage pregnancy amongst the local care leaver population by 10%; LB Southwark increasing the take up of healthchecks; and Huntingdonshire District Council using design methods to reduce the rate of obesity in Ramsey.	<b>Green</b>
EP10	Maintain and improve LG Inform, including: *ensuring that key financial data from the Audit Commission VfM profiles is made available to councils, *produce at least <b>6</b> ready-made reports for councils, on a range of subject areas including; housing/homelessness and economy *explore with DCLG the possibility of creating community cohesion bespoke reports * provide DCLG with free access to LG Inform and LG Inform Plus.	Over the course of the year we continued to maintain and improve LG Inform, and have delivered the following: * the new LG Inform VfM tool, which replaces the Audit Commission VfM Profiles - this was successfully delivered on time and a large amount of financial data has already been updated * a total of six ready-made reports for councils - these were on sexual health, reproductive health, local demographics, fly-tipping, fire benchmarking and children in need and care; one on housing/homelessness is nearing completion and will be launched before the end of April 2018 * a community cohesion report - this was created in partnership with MHCLG, and they have indicated they would like us to launch it in June/July 2018 after the end of their consultation on the Integration Strategy * access to LG Inform and LG Inform Plus for MHCLG staff - this was provided and training for staff was also delivered.  New data has been added throughout the year, with the database now containing over 8,500 metrics in total. We continue to support authorities to use the data, and have run a series of free training events in London and around the country, plus a series of webinars.	<b>Green</b>

EP11a	Coordinate and promote open data standards. Develop at least 12 senior councillors through continuation of the data and digital leadership programme.	<p>We have successfully delivered a programme of work to promote open data standards and better use of data.</p> <p>In relation to open data, we have supported a number of workshops and delivered several online tools and publishing aids for priority open data standards identified by MHCLG, DCMS and Cabinet Office - these were data standards for elections, library services, brownfield land and land plans.</p> <p>Following the pilot training event on data and digital leadership that we ran in April 2017, we have developed it further and now have a proposed approach and agenda for a councillor data and digital training event to be run in early 2018-19.</p> <p>Other work we have conducted to support the sector in making better use of data includes:</p> <ul style="list-style-type: none"> <li>* Development of an online data maturity self-assessment tool to help councils think about how they might improve their use of data - we created a specification by working with groups of authorities, and have now commissioned the tool which is available in draft pilot form.</li> <li>* Development of an online knowledge sharing resource to bring together resources that will help councils use information intelligently for more informed, evidence-led decision making (stage one) - we commissioned work to gather the content, and an external scrutiny and planning workshop was held to develop the specification</li> <li>* Continued support for the sector preparing for GDPR - we ran a highly active Knowledge Hub group of 920 registered users from nearly 200 councils. We also ran three comprehensive briefing days involving sector and information governance experts, which were attended by 300 delegates. In addition, we released a podcast for every session and workshop of the local government GDPR briefing event held in London for those unable to attend in person.</li> <li>* Review of the data experts programme - we developed and published a number of case studies describing the data projects funded under last year's programme and the challenges and benefits accrued, in order to help other authorities learn from them.</li> </ul>	Green
EP11b	<p>Ensure councils are well prepared to make effective, efficient use of digital technology and play a full part in digital aspects of various government strategies including:</p> <ul style="list-style-type: none"> <li>*continue to develop resources and good practice</li> <li>* work with the sector to build capacity in digital transformation of local authorities,</li> <li>*provide tailored support to councils promoting ambitious use of digital to provide efficient public services and local economic growth,</li> <li>*support the delivery of the National Cyber Security Strategy by widening digital and cyber resilience awareness across local authorities; hosting cyber security stakeholder group and developing by <b>31 July</b> and coordinating the delivery, with others, of a plan to support cyber security work.</li> </ul>	<p>We have continued to work with and support those councils that received funding under the Digital Transformation Programme (15 council led projects to use digital tools and approaches to support their work on national programmes of transformation including; Troubled Families, the integration of health and social care and welfare reform) and the Digital Channel Shift programme (21 projects using digital technology to ensure that residents who choose to can access council services more quickly and easily). This included hosting a series of workshops to bring together projects to help share learning and to tackle common issues and working with some individual councils on bespoke digital projects. In addition we are helping the sector meet the challenges of the new homelessness legislation - using the digital assets and learning developed by the Kent councils (led by Tunbridge Wells) to create a funded programme to pilot these online forms in 2018/19.</p> <p>We continue to capture and publish detailed case studies and reusable assets from those projects completing their work - this will include case studies from the Digital Transformation programme. In addition we secured 106 places for officers on the GDS Digital Academy - these courses provide officers with an opportunity to learn about Agile project and programme management techniques helping them deliver digital projects in their own councils.</p> <p>We continued to support the delivery of the National Cyber Security Strategy. We produced and agreed a plan to increase awareness of the importance of cyber resilience to councils. This included the LGA's ongoing hosting of the LG Cyber Security Stakeholder Group, workshops at the LGA Annual Conference and our annual member Peer Conference, presentation to members on the Improvement &amp; innovation Board, the creation of a webpage with case studies and links to existing resources (NCSC, CiSPs, etc.).</p> <p>We continued to host quarterly meetings of LGDC, the LG Cyber Security Stakeholder Group and the LG PSN Programme Board - all bringing together officers from councils to share good practice, lobby and influence government on issues that impact on councils. We also helped the sector respond to the WannaCry cyber security ransomware attack - this included getting advice and guidance out to councils, signposting councils to the NCSC and CiSPs.</p> <p>We prepared and submitted a successful bid to Cabinet Office for funding for a cyber security programme for 2018/19 - this funding will be used to map out existing cyber security arrangements in all English councils and then provide support to help those councils that need it.</p>	Green
EP12	Update and further develop the on-line searchable database of innovation and other notable practice.	<p>We continue to update the database of good practice with examples that are identified as a result of our improvement work with councils, particularly peer challenges. The database includes approx 1,000 examples. The examples of innovation featured in the innovation zone at the LGA annual conference in July have been added to the database. In the past 12 months the database has attracted the following: Total visits: 24,226, Page views: 71,336, Unique visitors: 19, 217 (of the 24,226 total visits) and Returning visitors: 2,160</p>	Green
EP13	Run the Innovation Zone at the LGA Annual Conference, showcasing over <b>25</b> examples of innovative practice relevant to local authorities.	<p>We successfully ran the Innovation Zone in July 2017, with 25 councils and 18 other organisations presenting their innovative practice directly, with other councils' and organisations' innovations referred to. Informal feedback from delegates and LGA colleagues suggests that this was our best Zone yet, and we are already looking at ways to better the Zone this year. In Quarter 4, we assessed the 117 entries to participate in the Zone for the coming year.</p>	Green



EP14	Work with the Cabinet Office to extend the One Public Estate programme until 2020 and with a sustainable funding model thereafter, with the aim of covering 95% of the country.	<p>OPE has undertaken a major expansion on 2017/18 through two funded rounds. The expansion has seen the programme grow to include 318 councils/ 90% of councils. As part of efforts to develop a sustainable funding model for post 2020 the programme delivered a Sustainable Pilot Grant programme as part of its sixth phase. This saw c.£1.8m of funding issued to OPE partnerships on a repayable basis.</p> <p>An additional £4.7m of funding was sourced for the programme in February 2018 which enabled additional funding to be distributed to OPE partnerships, funding additional OPE projects and increasing outputs to be delivered. The additional funding also enabled the programme to work with the Department of Health to establish a pilot to support the delivery for homes for NHS staff on NHS land. The pilot was in response to an announcement by the Sec. of State for Health and Social Care who stated an ambition to delivery 3,000 new affordable homes for NHS staff its NHS Trust Land.</p> <p>Discussions are underway with HMCLG over a potential 7th phase of the programme which will have a greater focus on housing delivery.</p>	Green
EP15	Jointly deliver, with the Cabinet Office, the Commissioning Academy Leadership Essentials courses attracting at least <b>20</b> councillors.	20 councillors attended the Commissioning Academy for Elected Members in October. We made arrangements to film the session and plan to make the content available through an e-learning package to reach more councillors.	Green
EP16	Work with Local Partnerships to help councils deliver efficiency savings, to include: 1. up to <b>10</b> councils receive help to arrange re-financing of their current PFI contracts and help realise up to <b>£10m</b> of annual saving, 2. help up to <b>15</b> councils achieve savings on the soft service elements of their PFI contracts with a target saving of <b>£3-5m</b> , 3. help up to <b>10</b> councils achieve guaranteed savings on current spend with a target saving of <b>£5m</b> , 4. work with <b>2/3</b> groups of Councils interested in considering new forms of governance etc. and/or achieve significant financial savings, 5. training officers in up to <b>5</b> Councils on effective project and programme management	<p>Working with Local partnerships we have:</p> <p>1) reached financial close on the refinancing of 2 PFI projects in Q4 saving £3.3m. We continue to support 9 councils through the refinancing of their PFI contract. During the 2017/18 financial year we reached financial close on 6 refinancing projects, saving in excess of <b>£11.5m</b>.</p> <p>2) supported 5 councils achieve savings in excess of <b>£2m</b> relating to the calculation of PFI insurance premium risk share. This is an issue impacting a significant number of projects across the PFI sector, and therefore was the focus of the team replacing the savings in relation to soft services elements of PFI projects which is specific to each contract.</p> <p>3) are currently working with 15 councils and are in early discussions with a further 32 on energy efficiency and renewable generation programmes. Likely savings/income identified with the 15 councils are circa <b>£3.24m</b> per annum</p> <p>4) undertook an assurance review of two councils' transformation proposals (estimated savings <b>£1m</b> pa) and delivered, for a unitary council, a Business Case for strategic partnerships with neighbouring councils (estimated savings of <b>£2.5m</b> pa)</p> <p>5) provided PFI contract management training to 15 officers; developed a second PFI training course (on lifecycle issues and contract expiry) which we will run in the 2018/19 financial year.</p>	Green
<b>LEADERSHIP AND CAPACITY</b>			
<b>Effective joint political and senior officer leadership:</b>			
LC1	Provide training and support for at least <b>30</b> leaders and chief executives to develop their leadership roles	<b>57</b> Leaders and Chief Executives have been developed through our programmes.	Green
LC2	Provide top team development support to at least <b>10</b> councils	See E6	Green
<b>Strong Political leadership:</b>			
LC3	Provide development opportunities for at least <b>700</b> councillors with leadership roles in their councils through a refreshed suite of leadership programmes.	<b>798</b> councillors have participated on our political leadership programmes in 2017/18. This is another record year in terms of attendance figures.	Green
LC4	Support at least <b>60</b> ambitious and talented councillors with the potential to progress in their political careers through the Next Generation programme.	<b>65</b> councillors have now completed the Next Generation programme for 2017/18. Applications for Cohort 13 in 2018/19 open at the LGA Annual Conference.	Green
LC5	Support and facilitate bespoke "Be a Councillor" programme with at least <b>20</b> councils and create a "toolkit" and diverse set of resources which councils could use to create their own local bespoke programmes to help attract new talent to stand for election	<p>We are working with over <b>20</b> councils through the "Be a Councillor" programme, ranging from initial conversations to developing local bespoke campaigns, and in some cases working in partnership with councils and organisations which have a focus on under-represented groups. A toolkit has been created to support councils in their local bespoke programmes.</p> <p>We have developed partnerships with Parliamentary Outreach and organisations with a focus on under-represented groups such as women and young people. Further resources are in development and build on good practice from councils as well as organisations with a focus on under-represented groups.</p>	Green

LC6	Review and provide new e-learning opportunities for all councillors - Ensure current offer reflects the needs of councillors. This includes a review of existing political leadership content for development into modules, identification of new material to be developed into blended learning and adaptation of modules from other providers.	- During the year the suite of councillor workbooks, which lead onto e-learning modules where content is appropriate, has undergone thorough review. New modules on Data Protection, Anti Bribery and Fraud Prevention, Stress Management, Dealing with Residents with Difficult Issues and an introduction to Housing have been produced this financial year. A new GDPR module will be finalised shortly. A new workbook has been delivered on local government finance and the workbook on working with town and parish councillors has been revised. A workbook on commissioning of council services is in final format awaiting final signoff from Cabinet Office with a view to publication April 2018. We are considering whether the Commissioning workbook should be turned into an e learning module. Currently over 8250 "sign ups" access the material.	<b>Green</b>
<b>Strong senior leadership and effective officer development:</b>			
LC8	Continue to develop and support the cross public sector leadership development programme delivered in conjunction with SOLACE and central government and recruit at least <b>20</b> additional chief executives to the programme.	Over the course of the year we have delivered 2 full IGNITE programmes with a total of <b>23</b> CEXs taking part.	<b>Green</b>
LC9	Develop and introduce programmes to support the leadership development of managers in councils in partnership with SOLACE, including: *a programme for senior managers who aspire to be CEX's *a programme that recognises and develops rising talent *a management development programme aimed at "middle" managers	We have worked in partnership with SOLACE to develop three programmes to support the leadership development of managers in councils: - the Total Leadership programme for aspiring CEXs is ongoing with 12 delegates taking part. - the Springboard programme for rising talent, has taken the maximum of 20 delegates. - the Transform programme, for middle managers, has 11 delegates and is dealing with real life transformational projects in participants' own local authorities.	<b>Green</b>
<b>Graduate Recruitment:</b>			
LC10	Recruit at least <b>100</b> high calibre graduates in to local government	<b>130</b> graduates recruited through Cohort 19 were appointed and started their positions in councils by the end of December. Recruitment is well underway for cohort 20, with around the same number of places applied for and a record number of applications	<b>Green</b>
LC11	Develop opportunities to create a trial interchange programme between NGDP and the Civil Service Fast Stream, with at least <b>5</b> graduates spending up to 6 months on each exchange.	There have been 5 secondments involving NGDP and the Civil Service Fast Stream. There has been feedback from councils that it is often not desirable for their trainees to leave the council for 6 months as part of an interchange programme. Clearer messaging to host authorities about the benefits of the interchange programme have been put in place but interest in an interchange from councils remains relatively low. We are introducing more options for councils to do interchanges/secondments between councils for 2018/19.	<b>Green</b>
LC12	Support a programme of trial secondments opportunities between central and local government, including less formal exchanges. The aim is to take forward at least 20 such opportunities by March 2018.	Progress on this deliverable stalled as a result of the Cabinet office withdrawing support for this as a priority. Further discussions have subsequently been held with MHCLG and at 31 March 18 we were awaiting a response. Nevertheless, there have been at least 13 such secondment opportunities in place in the current year.	<b>Amber</b>

LC13	<p>Help councils meet their public sector apprenticeships target:</p> <ul style="list-style-type: none"> <li>* running the Apprenticeship Campaign;</li> <li>* running the Apprenticeships Levy Khub, sharing learning and practice;</li> <li>* publishing an initial guide on apprenticeships standards for local government by July 2017,</li> <li>* work with key partners to assist the development of new standard where needed and update the guide by March 2018,</li> <li>* providing a guide on apprenticeship procurement frameworks by October 2017 and support councils,</li> <li>* Support councils with workforce planning; delivering 4 cohorts of training offering 60 places to councils by March 2018; provide support to help match existing apprenticeship standards/frameworks to skills and job roles required in local government; work with relevant partner agencies to monitor the number of apprenticeships delivered.</li> </ul>	<ul style="list-style-type: none"> <li>* We supported 18 network events working with councils on shared procurement, workforce planning/skills mapping and sharing best practice approaches to increase take up. We have supported two-rounds of 7 national large employer roadshows in Qs3&amp;4. We also delivered two national apprenticeship events in January in London and Manchester and had over 70 councils attending.</li> <li>* We have focused on supporting councils through the on-line knowledge platform KHUB where we now have nearly 250 active members. We have also launched a new 6-weekly newsletter providing information and updates to our KHub members.</li> <li>* We developed the best practice guide and published knowledge bites of practice and progress on the KHUB. We have continued to support standards development and mapped the progress of trailblazers and shared on the KHUB. We have worked with SOLACE on a leadership training programme for middle manager apprenticeships at level 5. As IfA have developed an on-line standards guide and update service we have not continued to produce a specific guide for councils but we now encourage through skills audits the sharing of practice around the use of standards and the identification of the gaps (actual standards themselves and local provision).</li> <li>* The procurement guide was produced in draft form in August and finalised in October and circulated to all councils.</li> <li>* We have continued to support councils with workforce planning and work with partners to monitor delivery.</li> <li>a. We have mapped progress of 85% of large local authorities and identified barriers and blockages and are working with ESFA to provide additional targeted support. A second survey was launched in February/March 2018 to obtain more up-to-date figures on apprenticeship starts, including a breakdown of schools starts. Almost 60% of councils have responded so far and this work is ongoing in April/May.</li> <li>b. We have rolled out a self assessment tool "apprenticeship maturity model" to help councils to identify how they can make positive changes internally to increase apprenticeship take up and have had over 60 councils completed it.</li> <li>c. We have developed a bespoke consultancy offer to compliment the maturity model with ESFA which will help those councils who have the greatest need. We are awaiting additional funding to deliver this support.</li> <li>d. We have helped South West Councils become a regional End Point Assessment organisation for local authorities in the South West through funding the development of their online portal, with a view to potentially replicating this approach in other regions.</li> </ul>	Green
<b>Workforce:</b>			
LC14	Support <b>80</b> councils to transform their workforce and modernise the way they are managed through a range of HR/OD initiatives	<p>The LGA Workforce team has provided a range of support to <b>89</b> councils in the year to help them prepare for the workforce opportunities and challenges arising from their transformation activities.</p> <p>Our work also supported councils on technical developments (e.g. IR35, gender pay gap guidance linked to equalities and inclusion), organisational development using organisational design to support high performing teams (DMA), effective behavioural competencies (PACE), reviewing layers and spans of management, job evaluation, investigations, etc. We have also provided advice and analysis on future workforce trends and practices including the workforce opportunities and challenges arising from the digitisation of services and automation (robotics) of jobs and on Brexit.</p> <p>We have also provided a range of support to HR professionals to ensure their effectiveness to support and deliver organisational transformation (Aprire programme for HR Business Partners, Peer into the Future programme for future HR Directors).</p>	Green
LC15	Directly negotiate a pay agreement for local government that addresses the challenge of the National Living Wage.	<p>A pay agreement has been agreed covering the period April 2018 to March 2020. The key events stages were:</p> <ul style="list-style-type: none"> <li>- Joint technical work to model options ( June 2016 to June 2017; unions submitted pay claim (June 2017);</li> <li>- Employer consultation meetings (June-August 2017);</li> <li>- Employers' offer made (December 2017; and union consultation (Jan to March 2018).</li> </ul> <p>Agreement was subsequently reached in early April.</p> <p>The learning from the whole process was that unlike 'typical' pay awards, the challenge of the NLW meant that the direct workforce costs for individual councils will vary to a greater degree as a result structure of the organisation, including the type of services that continue to be delivered in-house.</p>	Green
LC16	Provide sector specific advice on a range of employee relations and pensions issues.	<p>We have provided advice to local authorities on specific queries on a wide range of issues and employment law developments such as the definition of on-call time under the Working Time Directive and trade union facility time reporting. This advice service has involved producing employment law update advisory bulletins with tailored commentary for local authorities, including on the Taylor report on employment law reforms and it's outcome, as well as podcasts, for example on gender pay gap reporting. We have continued to support councils on the implications of the changes in case law with regard to sleep-ins and the NMW and have held, and presented at, our annual employment law update. We have also supported the local authority Health and Safety Practitioners Panel, facilitated its quarterly meetings and cascaded HSE consultations and safety alerts. We have provided information on proposed consultations on exit payments.</p>	Green



<b>LC17</b>	Build on the success of the "21st Century public servant" e-book "Walk tall" and support councils to take the work forward.	<p>We have worked with eight cross public sector organisations to promote take up of the 21st Century Public Servant principles across services and organisations.</p> <p>A successful roundtable attended by senior representatives across NHS, Social Care, Police, Fire, Civil Service and local government was held in October 2017 on supporting further collaboration cross public services. This led to production of a range of case studies which are now on the website and promotion through a national "21st Century Public Service" event in March 2018 attended by 77 delegates across 50 Councils, with representatives from NHS, Police and MH&amp;LG. Evaluation was overwhelmingly positive with 100% satisfaction from respondents.</p> <p>We are currently evaluating the impact of the work and resources available, capturing the new learning in order to design the next phase of work in supporting increased productivity at a local level across public services.</p>	<b>Green</b>
<b>LC18</b>	Support <b>20</b> councils through the "Creating performing organisations" programme.	The "Creating performing organisations" programme has supported <b>21</b> councils in the use of the PACE toolkit in 2017-18. A further manager workshop was delivered in March 2018 to 43 managers and another workshop is planned for 2018-19. The PACE toolkit will be further developed in 2018-19 to improve access and widen participation.	<b>Green</b>
<b>LC19</b>	Promote flexible working to councils as a way of recruiting and retaining skills and knowledge.	We have continued to promote flexible working and flexible hiring to councils as a way of recruiting to hard to fill roles and improving retention. A tool has been developed for managers to assess the roles they have vacant for more flexible ways of operating in an attempt to improve recruitment of people with disabilities. This tool was promoted at an event which the LGA ran on Flexibility and Disability.	<b>Green</b>
<b>LC20</b>	Roll out the "Return to Social Work campaign" with an ambition to facilitate the retaining of <b>100</b> social workers to return to the profession.	The Return to Social Work Programme has now completed. The Campaign was successful in attracting over 300 applications for the Programme. Whilst not all had the level of experience we were looking for, we were able to recruit 61 onto the scheme. Candidates have finished their training and placements and are currently being matched for interviews with councils. Many candidates have already taken up job offers and the Programme is now being evaluated.	<b>Amber</b>
<b>LC21</b>	Work with Central Government and National Partners to advise and support councils in addressing the workforce changes associated with public sector reform.	<p>We have worked with a range of Govt Depts. and national partners over the year including MHCLG, DHSC, PHE, NHSE, HEE, Skills for Care, regional employers etc. The LGA has been closely involved in the development of Social Work England and we have joined the NHS Social Partnership Forum.</p> <p>During the year:</p> <ul style="list-style-type: none"> <li>- an online consultation on the refreshed national workforce strategy has been launched and is active; the Employer Standards for Public Health have been finalised and published on the LGA website and the LGA is currently involved in the governance and drafting of the national health and care workforce strategy;</li> <li>- We published a guide to workforce challenges in integration with NHS Employers and Skills for Care. A report on comparisons of market pay levels in the private sector with comparable local government jobs has been prepared. A report on social worker pay levels has been prepared in partnership with the Epaycheck pay database.</li> <li>- The LGA has contributed to working parties on the sexual health workforce and a capability framework for people working with frailty. The LGA has contributed to development of a report on the economic value of social care work.</li> </ul>	<b>Green</b>



SC1	<p>Support areas with the development of their devolution bids as well as helping those areas where devolution deals have been agreed, capturing and sharing good practice, to include:</p> <ul style="list-style-type: none"> <li>* holding at least <b>4</b> meetings of the network of combined authorities and devolution areas,</li> <li>* providing tailored capacity support in up at least <b>6</b> combined authorities,</li> <li>* developing as part of our suite of peer challenges a self-evaluation diagnostic and trialling this in at least <b>3</b> areas,</li> <li>* producing a range of tools and web content to increase councils' understanding of and ability to successfully manage devolution,</li> <li>* provide bespoke support to new Mayors to ensure they are able to govern effectively,</li> <li>* work with NALC to identify principles and good practice for how principal authorities can work with local councils and jointly host a launch and workshop to present the outcomes and resulting guidance and/or recommendations by March 2018,</li> <li>* Deliver the second phase of the Leading Places programmes, supporting up to 5 partnerships to build and transfer best practice.</li> </ul>	<ul style="list-style-type: none"> <li>* The CA CEX network has met four times and future work programmes are in place to support this network on a quarterly basis. At its request we have also established three new thematic networks to share and support learning and improvement between CAs on finance, housing and planning and skills and employment and we are exploring the creation of further networks on Communications, Governance/Scrutiny and Economic Development.</li> <li>* The LGA continues to provide tailored capacity to support to 7 combined authorities: the West of England, Greater Manchester, the West Midlands, Cambridgeshire and Peterborough, Sheffield City Region, Liverpool City Region and the Tees Valley. This includes, for example, political leadership support, communications support and grant improvement support for projects and capacity for the elections. The LGA has also provided support to aspiring CA areas.</li> <li>* A decision was taken by the CA CEX network to update the self-evaluation diagnostic tool so that there are options for both established and aspiring CAs. The LGA is also working with the CAs to create a peer led improvement offer to complement the diagnostic. This peer led offer should be ready for late 2018/19.</li> <li>* The online Devolution Hub continues to attract approx. 2,000 visits a month. It is updated with the latest information on devolution and tools, including an updated register of the powers secured through devolution deals to date, a devolution area map, and the contact details of all combined authorities including websites and twitter handles. Linked to the Hub, the LGA sends out a devolution email bulletin with news as well as links to tools and events. It has a cohort of over 1500 subscribers that are part of 'The Devolution Network'.</li> <li>* The LGA has continued to deliver its mayoral offer. The Mayoral Forum has had two meetings - both of which were well attended by the Mayors and government departments. There are plans to continue these meetings, aiming for quarterly, with the addition of Ministers in 2018/19. We have procured research into combined authority financial freedoms and fiscal devolution on behalf of the CA CEX Network, which is currently underway.</li> <li>* A joint LGA and NALC guide titled "One Community - Supporting effective partnership working between parish and town councils and principal authorities" was completed by March 2018. It will be officially launched on 16th May at a joint event which, at the time of writing, has 83 attendees from a mixture of principal and town and parish councils signed up to attend.</li> <li>* Phase 2 of the Leading Places programme supported fifteen local partnerships across England to develop collaborative responses to shared challenges through a framework of action learning, external facilitation and national events. It concluded with a national event in March attended by two hundred delegates from across a range of sectors. An evaluation of Leading Places Phase 2 was carried out by Dr Peter O'Brien (available at: <a href="http://local.gov.uk/leading-places">local.gov.uk/leading-places</a>) and the programme provider is also developing a</li> </ul>	Green
SC2	<p>Develop an improvement offer based on the LGA Housing Commission's key findings to help councils put housing at the centre of solutions to wider public service challenges. Work alongside DCLG to support councils to take a strategic approach to homelessness prevention and the implementation of the Homelessness Reduction Bill.</p>	<p>We worked with councils supporting 41 projects through the Housing Advisers Programme, including support to increase housing delivery, to plan for particular populations (such as older people and students), and to prevent homelessness and source temporary accommodation.</p> <p>We completed a good practice project looking at how councils can ensure the timely build out of sites with planning permission - working with 10 councils.</p> <p>We completed a project looking at innovations by councils in delivering homes through Housing Revenue Accounts, working with 8 councils.</p>	Green
SC3	<p>Work with Local Partnerships to work with <b>3/4</b> Councils unsuccessful in the current bidding round and support them to achieve accelerated housing delivery in their area and publish a best practice guide.</p>	<p>We supported a number of local authorities in pulling together and submitting HIF bids in Q3 2017. This led to a number of successful HIF bids, with all of the bidding authorities supported by Local Partnerships securing successful outcomes in a very competitive bidding round.</p> <p>We also undertook a range of other work to support housing delivery, including:</p> <ul style="list-style-type: none"> <li>• We provided a methodology for generating a Growth Board led Housing Deal, together with early consensus building between the eight councils in a County, on shared objectives.</li> <li>• We provided capacity and capability to enable the delivery of housing development schemes, together with detailing mapping of capacity deficits for GMCA and its constituent councils.</li> <li>• We defined a blended package of 10 council owned brownfield sites, undertook soft market engagement and advised on routes to market for a Met Council.</li> <li>• We have provided capacity and technical expertise to support a Metropolitan council currently undertaking direct development of house building identifying estimated savings/ revenue in the range of £8-12m over the next 4 years.</li> <li>• We have updated the housing delivery toolkit launched at the LGA conference - 175 councils have now downloaded the toolkit</li> </ul>	Green
SC4	<p>Work with Local Partnerships to work with <b>2</b> waste consortia with a particular focus on Combined Authorities. Hold best practice regional network events and aim to save <b>£4m</b> per consortia</p>	<p>We have worked with the East Midlands Waste consortium involving 38 councils in the region. The EM regional efficiencies report is finished and signed off internally and by the authorities. It has identified <b>£8</b> million in savings p.a., derived from 19 authority case studies. The report will be launched in May.</p> <p>During the year preparatory work was undertaken to develop a second consortia which will figure in our 2018/19 spend.</p> <p>A successful Chartered Institute of Waste Management (CIWM) launch event to promote the previous six regional waste efficiency report was held in November.</p>	Green

SC5	Support officers and members to strengthen councils' licensing and regulatory functions.	During the year we worked with the Gambling Commission to ensure councils are supported in updating their gambling statements. We updated our councillor handbook on gambling licensing ahead of councils' updating their statements of principles. We continued to develop the new national register of taxi/PHV refusals and revocations and to contribute to a DfT taxi/PHV Ministerial working group. During the year officers attended a number of regional workshops to update councillors and officers on licensing issues and delivered a successful annual licensing Conference in February. Officers have also supported councils with a range of ad-hoc issues relating to regulatory issues	<b>Green</b>
SC6	Provide support to councils to assist them in tackling modern slavery	In December we published a comprehensive guide for councillors on modern slavery, produced with the Independent Anti Slavery Commissioner and with input from an Expert reference group. The aim of the guide is to help councils recognise modern slavery in their area, refer it appropriately, support victims and work in partnership on the issue. After publishing the guide we held five regional events in London, Newcastle, Manchester, Bristol and Nottingham to promote the work. We engaged with approximately 300 attendees from around 100 councils. We are now considering how we can capture the learning coming out of these events.	<b>Green</b>
SC7	Ensure that councils are making an effective contribution to the public health system.	This year we have developed a series of best practice publications, showcasing the best in public health activity with over 230 local authorities featured. Case studies include: childhood obesity, digital public health, working with developers to create healthy communities, social prescribing and tackling drug related deaths and suicide prevention. The LGA launched its fifth annual public health report in March, a description of the opportunities and challenges 5 years since public health transferred to local government from the NHS. The LGA held its annual public health conference and exhibition in March. Over 250 delegates and speakers were in attendance, with key speakers and local authorities presenting on how they are addressing the key public health challenges in their areas.	<b>GREEN</b>
SC8	Develop a programme to support councils to strengthen community cohesion and counter extremism, to include: * developing a leadership offer for councillors * bespoke training for councils * refreshed guidance around community cohesion and integration * identification and sharing of good practice * advice to support effective scrutiny	We have delivered a programme of work to help councils on community cohesion and counter extremism • A session was held at the LGA conference on councils' leadership role in building community cohesion. Five leadership essentials courses ran between September and March in Leeds, Coventry and Crewe; two on counter extremism and three on Prevent. A new masterclass on emergency planning and civil resilience was launched in March. A peer Champions Network of elected members has been set up to provide councillors with support around Prevent and counter-terrorism work. • A successful pilot community cohesion event for council officers took place in Birmingham in September. • Updated community cohesion guidance is being finalised in the light of the publication of the Integration Strategy Green Paper. • We have worked closely with Leeds and Luton Councils to support the development of the Special Interest Group on Countering Extremism, which will facilitate sharing of good practice amongst local authorities, including via setting up and hosting the online Knowledge Hub • Scrutiny guidance on Prevent and counter-extremism will be finalised with the anticipated imminent publication of the revised Contest strategy.	<b>Green</b>
SC9	Strengthen fire and rescue authorities ability to drive up efficiency, increase collaboration with other emergency and the health services.	We have undertaken a range of activities to support FRsAs, including: • Launched our vision for the fire and rescue service setting out ambitions for the service, including greater collaboration. We contributed to the Fire Health Co-ordination Committee which seeks to support collaboration between fire and health. • We held our Annual Fire Conference showcasing examples of collaboration, both with other FRs and other partners. There were also sessions on how greater collaboration could be achieved. We also published a series of case studies on inclusion and diversity • We have held two fire leadership essentials courses that were very well received and a masterclass for FRA members on equality and diversity issues • We will shortly be holding a summit with the other signatories of the MoU on equality, diversity, behaviours and organisational culture in the Fire Service that we produced last year. This will help us to determine what's happened since the MoU was signed as well as further develop our work on this issue and what other support FRAs may need to help embed diversity and inclusion further. • We have provided bespoke support for Avon Fire and Rescue Authority, which includes a training package for FRA members and has been in discussion with South Yorkshire FRA about delivering a training session for their members.	<b>Green</b>
SC10	Work with DCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early help services. Explore with DCLG the possibility of developing a peer led methodology to self assess progress.	We have worked with colleagues in DCLG to advise on the development a peer-led Action Learning approach. Troubled Families peers have been offered access to LGA-led training, with an understanding these peers may then be available for LGA peer reviews. We have participated in the advisory group for the Evaluation of the TF programme. With the knowledge and involvement of TF colleagues we held a conference in January on 'Improving Children's Lives' which looked across all early help services and their impact on children and young people, building on work that early Intervention Foundation have done with both DCLG and DWP. Work is also underway on a joint project with the Centre for Responsible Credit on 'reshaping financial support'. The final report is in draft format to be finalised at the CfRC conference on the 25th April. Pilot work with 8-10 councils will contribute to a pathfinder programme in 2018/19. This work is of interest to both TF and DWP's 'children, families and disadvantage' teams, as well as DfES work on improving social mobility, and contributes to aspirations set out in the Government's publications on 'improving lives'.	<b>Green</b>

SC11	<p>Increase opportunities for the business community to work with local government at various levels, including:</p> <ul style="list-style-type: none"><li>* establishing a forum for the CBI and other leading business organisations to meet with representatives,</li><li>* establish a Town Centre Regeneration Network and promote examples of good practice.</li></ul>	<p>Discussions have taken place with business organisations including CBI and BCC on matters of common interest with councils, including on topics such as closer collaboration on skills and also Low Emission Zones.</p> <p>The first town centre event took place on 29th November with approximately 25 councils taking part. Participants sought further support through online toolkit and guidance for elected members. There appeared to be little appetite for ongoing formal forum or network. A good practice handbook and complementary online resources have been commissioned. The materials are currently being finalised and expected to launch at a national LGA town centre conference on 14th May. We promoted good practice around town centre regeneration at the LGA Annual Conference Innovation Zone.</p> <p>Joint LGA study visit with BPF and development industry took place at Derby City Council on 23rd November to provide independent reflection on the city's plans for the town centre. We will continue to have dialogue with BPF on further visits and exploration of further good practice advice on commercial development.</p>	Green
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**Appendix B****Programme of sector improvement support for 2018/19****PEER CHALLENGE AND SUPPORT**

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

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

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

For those councils identified by the LGA and the Department as having the most severe performance challenges and at risk of intervention or in intervention a programme of support, developed with the local authority, will be delivered to help it overcome severe challenges. Councils deemed to require this level of support will have access to a rapid response team of senior members/officers with the appropriate mix of specialist skills and experience to help them respond to the

challenges being faced. Beyond this IDeA will package together a combination of the support offers outlined in the four core work-streams set out in this Annex.

**Outcome:** A resilient and self-aware local government sector that is receptive of challenge and support from peers and committed to the collective ownership of performance and improvement.

**Objective 1:** our ambition is that every council will have received a corporate or finance peer challenge, between 2017 and March 2022 and acted on the resulting recommendations to improve their performance

Deliverables to include:

- 1.1 Deliver at least 110 peer challenges, of all types (including fire and rescue), of which 70 are corporate or finance peer challenges.
- 1.2 Reducing the number of councils that have not had a corporate peer challenge since 2012 by 50 per cent in 2018/19.

**Objective 2:** LGA acts as a focal point for the facilitation of effective peer to peer support, demand for which can often arise from the findings of a peer challenge

Deliverables to include:

- 2.1 Change of control support to 15 councils. A change of council control or political Leader/Mayor can be a vulnerable time for councils.
- 2.2 Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership
- 2.3 Tailored member/officer peer support to at least 60 councils. For example one to one mentoring support for individual councillors or Chief Executives
- 2.4 Support to at least 20 councils to improve the way they engage with their communities and establish a clear vision based on their residents' concerns about the priorities for the council
- 2.5 Support fire and rescue authorities as required and in a way that aligns with the new inspection regime.

**Objective 3:** Scrutiny makes an effective and positive contribution to organisational effectiveness and support takes account of the Government's response to the Communities and Local Government Commons Select Committee report on Overview and Scrutiny.

Deliverables to include:

- 3.1 With CfPS, a range of support for scrutiny, accountability and good governance including promotion of good practice



3.2 Training for at least 20 councillors on a Leadership Essentials Scrutiny course

3.3 Maintain and improve LG Inform, the on-line data and benchmarking service, enabling the comparison and analysis of performance and thereby supporting efficient service delivery and enhancing local accountability

**Objective 4:** To work with the most challenged councils to minimise the risk of formal intervention by MHCLG

Deliverables to include:

4.1 Bespoke packages of support for up to 10 councils identified by the LGA and the Ministry as having the most severe performance challenges and at risk of intervention or in intervention.

**Measures**

- 90 per cent of Chief Executives of authorities that had received a peer challenge say their confidence about their council delivering its priorities had increased as a result
- 80 per cent of respondents from councils receiving a corporate peer challenge a year earlier report it had a positive impact on their council's performance and delivery of their priorities
- The number of councils to have not received a corporate peer challenge since 2012 is reduced by 50 per cent
- 85 per cent of councils receiving peer support state that it has had a positive impact
- 50 per cent of councils receiving peer support provide a member or officer peer as a result to support another council by 2020.

## LEADERSHIP AND CAPACITY

### Background:

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

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

These leaders need to be capable of building strong working relationships, both across their communities and across central and local government. These leaders should also reflect the diversity and richness of the communities they serve. As part of our leadership offer this year we will include; strategic digital and cyber leadership; integration and cohesion; and preparing for emergencies and providing effective community leadership through response and into recovery. Unconscious bias training for councillors is included in parts of some of our programmes.

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

Individual councils themselves invest considerably in developing the workforce skills and managerial capacity of their senior managers. We are currently consulting on a new local government workforce strategy called “Growing Places” and this will drive our work over the next few years. It will take into account the potential workforce issues that may arise from Brexit. In consultation with councils and relevant stakeholders we have identified five key areas which we believe will shape the development of the local government workforce for the foreseeable future:

- organisational development
- skills development
- leadership
- recruitment and retention
- pay and rewards.

<b>Outcome:</b> Councils provide strong, accountable local leadership that sets the direction for place shaping, growth and effective local partnerships
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**Objective 5:** Councillors and officers are provided with the support and development opportunities they require to become strong, capable and effective leaders who



understand the needs of their areas, lead and manage their organisations and are able to work effectively with partners to improve outcomes for citizens and communities.

Deliverables to include:

5.1 Provide development opportunities for at least 680 councillors with leadership roles in their councils

5.2 Promote good standards in public life in appropriate leadership courses and through the sharing of good practice and information

5.3 In partnership with SOLACE:

- The Ignite leadership development programme for at least 10 chief executives
- A programme for senior managers who aspire to be CEXs
- A programme that recognises and develops rising talent
- A management development programme aimed at “middle” managers

5.4 In partnership with CIPFA enhance the programme of leadership support for s.151 officers

5.5 Training and support for at least 75 council leaders or other senior politicians and chief executives and senior officers to develop their leadership roles through top team development and other programmes including digital leadership

**Objective 6:** The supply of talented political and officer leaders is continually refreshed

Deliverables to include:

6.1 At least 20 councils are supported to deliver bespoke “Be A Councillor” programmes to enable them to promote democracy and attract a wider pool of diverse talent to stand for election

6.2 60 ambitious and talented councillors are supported to progress their political careers through the Next Generation programme

6.3 The national graduate development programme (a two year management development programme) recruits at least 100 high calibre graduates in to local government

6.4 An apprenticeship programme (of encouragement and practical support) designed to help councils increase the number of apprentices and maximise their levy investment

**Measures:**

- over 90 per cent of participants agree that the political leadership programme has helped them improve the way they carry out their role
- over 90 per cent of members in our political leadership programme agree that as a result they feel more confident in their ability to carry out their role.

- over 90 per cent of participants in our officer leadership programmes agree that as a result they feel more confident in their ability to carry out their role.
- At least 50 per cent of participants in the Next Generation programme go on to be cabinet members, committee chairs or leaders within the following 5 years.
- At least 50 per cent of participants in the national graduate development programme for 2018 go on to managerial positions by 2022.
- At least 75 per cent of senior members and officers attending our senior leadership courses go on to provide peer or mentoring support to others by 2020.

**Outcome:** Councils recruit, develop, reward and deploy their workforce to best meet their objectives.

**Objective 7:** Councils are supported to address future workforce changes associated with public sector reform, the practical implementation of current employment legislation etc and to modernise and transform the way they work, developing workplace cultures that motivate and value staff at all levels

Deliverables to include:

7.1 Publish a new pay and workforce strategy by September 2018

7.2 Support over 75 councils to transform their workforces and modernise the way they are managed through a range of HR/OD initiatives and in line with the new pay and workforce strategy

7.3 Develop further campaigns to retain and attract staff in hard to recruit professions.

**Objective 8:** Pay settlements are agreed and workforce disruption minimised

Deliverables to include:

8.1 To maintain the national negotiating machinery on pay and workforce issues, facilitating the negotiation of a pay agreement for local government that addresses the challenge of the National Living Wage and delivers pay agreements for a range of other occupational groups, to avoid the duplication of single employer negotiations.

**Measures**

- Over 90 per cent of councils provided with bespoke support agree that it has had a positive impact on their authority
- Councils reporting significant difficulties in recruiting to key jobs falls by 10 per cent by end of 2020.



## **EFFICIENCY AND PRODUCTIVITY**

Providing value for money and improving the efficiency and effectiveness of councils is as important today as it's ever been. Over the last five years councils have made great strides to reduce costs whilst maintaining the quality of service delivery.

The efficiency and productivity programme is designed to ensure that local government continues to be the most efficient part of the public sector and comprises a range of initiatives and support to help councils continue to improve their productivity and efficiency - including the development of common solutions or the facilitation of collaborative approaches where appropriate.

More so than ever before local authorities need to look at how they now go beyond efficiency savings to how they can transform their services making use of digital and other opportunities.

Local government has a track record of working with other bodies: public sector (including central government), voluntary sector and the business community to help to transform the lives of their residents and communities for the better. It is by working together collaboratively in a place that added value can be achieved and councils are at the forefront of this way of working.

The LGA welcomes the government's recognition of local government's partnership role as set out in the common strategic agenda outlined in the UK Digital Strategy, the Government Transformation Strategy and the National Cyber Security Strategy. These set out an ambitious agenda which impacts directly on local communities, business and public services and emphasise the importance of collaborative work, as highlighted in the recent local government family's joint local digital leadership statement.

In the digital age it is more important than ever that councils are at the heart of developing a cross cutting culture of collaborative local digital leadership. It is vital that local leaders are on board with this agenda if it is to succeed. The LGA together with other key local government membership bodies will promote and build the local digital leadership required to maximise the benefits of digital transformation for local citizens, communities and businesses.

Our refreshed programme will support this area of work.

Strands involve:

- Transforming services: to make them more efficient, managing demand and finding more effective ways of delivering local people's needs - including digital tools and solutions to improve online transactional services through to new innovative ways of delivery;

- Smarter sourcing: commissioning and procuring services, goods and works more efficiently;
- Generating income; for example through commercialisation, better use of assets or investing to grow the local economy.

**Outcome:** Councils undertake their functions in an efficient, effective and resilient manner, responding to and taking advantage of new technologies in order to improve continuously and provide value for money for citizens.

**Objective 9:** Help councils become more efficient in the way they procure and deliver services and to assist them in managing risks including having in place sound contingency arrangements for contracts that have been outsourced.

Deliverables to include:

9.1 Revise the Local Government National Procurement strategy and set out a programme of work by October 2018 to help councils improve their procurement arrangements

9.2 Collaboration with Local Partnerships to provide practical support to help councils deliver efficiency savings and/or improve performance in areas such as waste and recycling, re-financing PFI contracts, undertaking major contract/fundamental spend reviews, etc.

9.3 Annual refresh of the national shared services map and a matchmaking service for councils in order to help increase the efficiency savings councils make through sharing services

9.4 Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty

9.5 Work with MHCLG to synthesise data to develop a better understanding of the characteristics of intelligent and efficient councils

**Objective 10:** Help councils protect their financial resilience, including exploring new sources of revenue, fighting fraud locally and understanding and responding to local financial challenges

Deliverables to include:

10.1 Productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25 million

10.2 Help councils become more commercial through a series of courses, events and sharing good practice.

10.3 Provide expert financial advice and assistance to 40 councils to help them address specific issues

10.4 Help councils to be more pro-active in dealing with fraud by supporting Fighting Fraud Locally with CIPFA and others; supporting the Fighting Fraud Locally Board to review the 2016 strategy; and working with MHCLG in support of the Procurement Fraud Review.

**Objective 11:** Innovation and good practice in service design and delivery is encouraged and shared across the sector, including responding to the implications and opportunities of new technologies and digital transformation

Deliverables to include:

11.1 Through the “Design in public sector” work with the Design Council equip 10 councils to use design techniques to transform services and/or manage future demand and disseminate the learning across the sector

11.2 Work with the Behavioural Insights Team to help 8 councils better understand the behaviour of customers in order to better manage demand for services

11.3 Support to help councils maximise the opportunities that digital tools and solutions create to get more services online and help local residents and businesses carry out their business with their council online and to play a full part in digital aspects of various government strategies, including the UK’s industrial strategy

11.4 A programme of work to proactively support widening of the use of digital tools and solutions across local authorities and on-going work to highlight the importance of cyber security to senior officers and leaders in local authorities to promote their active participation in the national Cyber-Security Programme and membership of the online Cyber Security Information Partnership (CISP).

11.5 Showcase innovation and good practice through the Innovation Zone, on-line searchable database, publications and events.

**Measures:**

- councils continue to improve performance as evidenced by a basket of performance indicators used by councils across a wide range of services (as a proxy to measuring how our support has had an impact);
- the sector continues to transform services, utilising opportunities presented by new technologies, to become more efficient and effective in its use of resources - for every £1 of MHCLG grant invested in this part of the programme of sector led improvement we will help councils save £10.
- Leaders and Chief Executives in councils value the improvement support the LGA is making available as demonstrated by 90 per cent saying it has had a positive impact on their authority.

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

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

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

We want to help councils put housing at the centre of solutions to wider public service challenges by developing an improvement offer based on the LGA Housing Commission's key findings. The offer will support councils to meet the ambitions of the Housing White Paper, Fixing our Broken Housing Market by focusing on delivering homes, generating revenue or finding savings, and preventing and relieving homelessness. We will look to expand the reach of our housing adviser programme.

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

<p><b>Outcome:</b> Councils that support the creation of strong local communities, working with partners to support healthy communities and strong local economies, and provide services that meet the needs of the citizens and communities to whom they are accountable.</p>
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**Objective 12:** Councils are provided with the support they need to work effectively with partners to deliver excellent public services that support the creation of strong communities

Deliverables to include:

12.1 Implement the Housing Advisers programme, providing practical bespoke support to help at least 20 councils deal with the housing, planning and homelessness challenges they are facing in their areas and draw out the lessons for wider dissemination within the sector. Work with MHCLG on a series of national sector-wide projects supporting councils to meet common challenges in housing delivery, planning and homelessness prevention.

12.2 A mixture of generic and bespoke support for newly elected mayors and assistance to those areas in the process of developing their devolution arrangements, capturing and sharing good practice

12.3 In association with NALC, continue to promote effective collaboration between principal authorities and town and parish councils and support for mutually beneficial areas of work.

12.4 Support councils on the local growth agenda, including working with councils and their partners on developing Local Industrial Strategies through a programme of events and capturing good practice.

12.5 Support for officers and members to strengthen councils' licensing and regulatory functions, including issues arising from the Hackitt review of Building Regulations and Fire Safety

12.6 Assist councils to tackle modern slavery, including identifying and supporting victims, through the dissemination of guidance, sharing best practice and raising awareness

12.7 Help councils make an effective contribution to the public health system, by addressing the issues of health inequalities and examining the links between economic growth, employment and health

12.8 A programme of support for councils to help secure integrated communities, taking account of the Government's Integrated Communities Strategy, and including leadership support to handle the complexities of the agenda

12.9 A programme of support for councils to help counter extremism, taking account of the Government's Counter-Extremism Strategy

12.10 Strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership

12.11 Work with MHCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early Help Services



12.12 Support councils to prepare for EU Exit by sharing best practice from within the sector on EU Exit planning including capturing and sharing evidence of the differing, local impacts of Brexit through engaging with the sector and local seminars

12.13 Support councils to strengthen their resilience and emergency planning, focussing on community leadership in civil emergencies, through a series of training events and other materials

12.14 Through the One Public Estate, support the delivery of the Land Release Fund.

**Measures:**

- Council residents maintain high levels of trust and satisfaction in local government
- Over 85 per cent of those authorities provided with support report that it has had an impact
- Officer and Member peers come forward to support others from at least 50 councils as a result of the support provided



## **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 Members note the report.

#### **Actions**

Subject to members' comments, officers will develop the LGA's improvement offer as part of its on-going work.

<b>Contact officer:</b>	Vicki Goddard
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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. Significant improvement activity led by other LGA Boards since this was last reported is set out below.

### **Community Wellbeing Board**

4. A bespoke event on key issues for lead members with responsibility for adult social care in the North East and Yorkshire & Humberside was held in January jointly with the CHIP programme, in response to the lower take up in that region of leadership development events earlier in the year. Our promotional material outlining all the current offers for local leaders around care and health was updated in advance of LGA Annual Conference and the local elections.

### **Community Wellbeing Board; Care and Health Improvement Programme (CHIP)**

5. [CHIP](#) is the sector-led improvement programme for adult social care and health delivered jointly with ADASS, 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 fund CHIP until March 2020 based on priorities around risk and resilience, effective care and health systems and our contribution to Transforming Care.
  - 5.1. Delayed transfers of care (DTC) national enhanced support offer - work is underway to provide enhanced diagnostic and sustainability support to the first of nine areas identified by national partners as those facing significant challenges in managing patient discharge from hospital. The work has been commissioned by NHS England, NHS Improvement, ADASS and the LGA, coordinated by CHIP and funded by an additional £1.2 million grant from the DHSC.

- 5.2. Integrated commissioning for better outcomes framework published - a practical tool to support councils and NHS commissioners improve commissioning outcomes, [the framework](#) covers four areas: building the foundations; taking a person-centred, place-based and outcomes-focused approach; shaping provision to support people, places and populations; and continuously raising the ambition. It was commissioned by the LGA and NHS Clinical Commissioners in consultation with the sector and input from Think local Act Personal and the Care Providers Alliance.
- 5.3. Digital engagement extended - we have secured a further three years' funding from NHS Digital to continue the [Social Care Digital Innovation Programme](#) into 2020/21. A prospectus inviting expressions of interest is available. Designed to help councils develop local digital solutions to improve social care, the first wave of the programme in 2017/18 provided up to £50,000 to the 19 successful bidders. Interim evaluation has just been published.
- 5.4. We held a national digital summit in March with NHS Clinical Commissioners and support of NHS Providers. Seventy six delegates attended 'Delivering Health and Care in a Digital Age', including representatives from 31 councils with comments including:
  - 5.4.1. "It was a great event- a good opportunity to hear from other Authorities- the 'Good Thinking' work in London and the work that has taken place in Wigan and Stockport was particularly interesting."
  - 5.4.2. "I really buy into the fact that digital technology can help as part of a multi-functional toolkit to help individuals stay more independent and have their capability increased to self-manage long term conditions."
- 5.5. Lord O'Shaughnessy, Parliamentary Under Secretary of State for Health, gave the keynote speech.
- 5.6. We are involved in the Cabinet Office's new £700,000 cyber security programme led by the Care Provider Alliance. Discovery work will take place in North Yorkshire, Greenwich and Central Bedfordshire, with providers focusing on support around data security. This will help us identify opportunities to support the sector.

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

6. The Department for Education (DfE) has [announced](#) that we will receive £2 million to improve leadership in children's social care services. We are working with the Association of Directors of Children's Services and Solace to deliver greater hands-on peer support for councils, including development activity, sharing learning and supporting regional networks for lead members and intensive political and corporate support, working alongside Partners in Practice and others with expertise in social care practice, for those councils identified as in particular need.

7. As part of Government's plans to improve social mobility through education, it has also committed £8.5 million to spread best practice on improving early language outcomes. A new peer challenge programme and support for councils is central to this offer. We are working with DfE to design the programme to be launched in autumn. Ahead of this, we want to test our approach to ensure it is a positive tool for councils. We have therefore promoted the opportunity to get involved, seeking to pilot the programme in three councils over June and July. Further details are available on our [website](#).
8. Additionally, we have commissioned the Isos Partnership to bring councils together to explore the current challenges around Special Educational Needs and Disability (SEND). The project will seek evidence from council officers with responsibility for SEND and inclusion and seek the views of representatives from the charitable sector and DfE. The findings of these discussions will help develop key, practical messages to share best practice, which will be used as the basis for discussion at regional events for councils later this year.

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

9. We have published our [research into the economic impact of Christmas markets](#) with a list of recommendations for councils considering developing a market. Many of the recommendations apply to general event planning and form part of the CTS Board's work to help councils extend their tourism season. The research has already been used for teaching by Bournemouth University's Department of Events and Leisure.
10. We have been commissioned by Sport England to deliver three councillor Leadership Essentials for Sport programmes during 2018/19, and following our successful pilot event earlier this year, to also run three officer development events. We are also in discussion about running a regionally focused event in Greater Manchester, supporting cross-boundary working between neighbouring authorities.
11. Discussions are underway with Arts Council England about our improvement offer for 2018/19. We expect this to include two councillor Leadership Essentials for culture, and a continuation of the cultural peer challenges – currently taking place in Middlesbrough, Epping Forest, and Doncaster. In 2018/19, we expect there to be a particular focus on library services and a greater number of peer challenges commissioned, as a result of funding transferring from the Libraries Taskforce to the Arts Council for work to support libraries.

**12. Good practice** - The CTS Board is developing a comprehensive conference and events plan to share best practice and highlight innovation. An Action on Parks conference is currently scheduled for 24 May, and an event on 20 September to support those councils receiving funding from The Football Association and The Department for Digital, Culture, Media & Sport to develop local football strategies. Other topics being considered for events in 2018/19 include: 1) social prescribing of culture and sport, 2) sport and physical activity, culture-led regeneration (regional workshops), and 3) tourism. We also continue to feature best practice on the [Culture Hub](#), most recently an example from Bradford on inclusion through events.

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

**13. Town centre revitalisation** - We held a seminar in November 2017 with senior officers from member councils, in line with the LGA's Memorandum of Understanding with the Ministry of Housing, Communities and Local Government on sector-led support. The seminar helped identify key common issues where councils would welcome good practice advice and what format that advice should take. Subsequently we commissioned further work resulting in a good practice handbook for council leadership and a more detailed, extensive online resource for senior practitioners and councillors who would like more information on revitalising their town centres. These were due be launched at the LGA's fully booked conference 'What next for our town centres?' on 14 May. Further support in 2018/19 is being considered.

**14. Housing** - The 2017/18 Housing Advisers programme, launched in September 2017, was a success with over 40 councils receiving support. We will continue to evaluate progress in these participating councils. The programme will run again in 2018/19 and applications for support will be sought shortly. We have commissioned work on unimplemented planning permissions, scrutiny of housing functions and HRA innovations.

**15. Good practice** - We have published a guide for councils on [planning positively through partnership](#), which includes case studies from a range of councils and partnerships.

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

**16. Counter-extremism and integration** - Proposals for the Board's offer to councils around the counter-extremism and integration agenda are currently being worked up, including further leadership essentials courses around Prevent, counter-extremism and cohesion, engaging with the pilot authorities announced in the Integration Strategy and the piloting of approaches around community engagement.

**17. Modern Slavery** - Following the successful regional workshops the Board ran last financial year, it is now considering running specific events focusing on modern slavery in adult social care and how modern slavery can be disrupted, producing a case studies document to support the guide jointly published with the Independent Anti-Slavery



Commissioner and researching how public awareness on consumer habits can support instances of modern slavery.

18. Strengthening fire and rescue authorities strategic leadership - Planning is already underway on running two fire leadership essentials courses over the next year. Consideration is also being given to how fire and rescue authorities can be supported in improving the diversity and inclusiveness of the fire and rescue service.
19. County Lines - A joint event with the Children and Young People's Board on the county lines phenomena is being planned for July to enable local authorities to share good practice in addressing this issue. County lines refers to the exploitation of vulnerable young people and adults by violent gang members in order to move and sell drugs across the country. The conference will focus on the effect of violence on vulnerable people, the importance of safeguarding and early intervention to tackle this issue, the prevalence of child criminal exploitation and how councils can assist in tackling county lines activity in their areas.

#### **Resources Board - Finance**

20. This quarter saw us continuing our work with the Government on business rates retention and the Fair Funding Review. Following the LGA's Vice Chairman's, Councillor David Simmonds', evidence to the Housing, Communities and Local Government Select Committee inquiry into business rates retention, the Committee's subsequent report backed our call for councils to be able to use extra business rates income to plug the funding gap facing local government. The Committee suggests that any new responsibilities placed on councils from further business rate retention should be linked to stimulating and promoting economic growth. The report follows the LGA's lines on business rates retention very closely.
21. The National Audit Office published its report into the Financial Sustainability of Councils, including some stark messages about the funding of local government. The LGA's Chief Executive, Mark Lloyd, gave evidence to the Public Accounts Committee inquiry into this report in early May.
22. 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 developments to aid with financial planning and share knowledge.
23. We are commencing work on preparing for the 2019 Spending Review and will be looking at the efficiency of local government in delivering services and how local government promotes a 'good investment' by generating savings elsewhere in public spending.





## Resources Board - Workforce

24. Local Government Pay - Agreement has been reached on a two-year pay deal for the majority of local government staff, which includes a redesigned national pay spine from 2019. The new spine accommodates the National Living Wage and provides significant pay increases for the lowest paid, the majority of whom are women. Advice and support on implementing the new pay spine is under development in the workforce team.
25. Gender pay gap - Working with the research team the workforce team has produced a detailed analysis of the recent published data on the gender pay gap in relation to local government. In councils, the mean pay gap is -6.8 per cent, compared with -12 per cent across the economy. The median pay gap is -5 per cent, compared with -9.7 per cent across the economy. The full report is being distributed and data made available through LG Inform as the first phase of support and advice to help councils deal with any ongoing gender pay issues.
26. Disability and Flexibility - The LGA is in the process of gaining its Leader status in Disability Confidence, which will then enable the Workforce Team to be able to support councils to become Disability Confident employers who actively seek out and hire skilled disabled people. There are over seven million people (nearly 20 per cent) of the working age population in the UK who are disabled or have a long term health condition. Under the Disability Confident scheme, councils will be able to recruit and retain more people with disabilities and also help other employers in their area to do the same.
27. Standards for Employers of social workers - The Department for Health and Social Care and other stakeholders have agreed that the Standards should be refreshed to take into account the recent changes in social work practice. Expressions of interest have now been received from stakeholders to be part of an expert task and finish group to review the Standards to ensure that they are updated and fit for practice.

28. **Good practice** - The LGA continues to promote 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.

## Implications for Wales

29. There are no implications for Wales.

## Financial Implications

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

## Next steps

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



## Note of last Improvement & Innovation Board meeting

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<b>Title:</b>	Improvement & Innovation Board
<b>Date:</b>	Thursday 22 March 2018
<b>Venue:</b>	Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ

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### Attendance

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

Item	Decisions and actions
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### 1 Welcome, Apologies and Declarations of Interest

The Chairman welcomed members and listed apologies.

Cllr Alan Connett made a declaration of interest, due to his involvement in the LGA Leadership Academy.

It was also noted that press were attending meeting.

### 2 Financial Sustainability of local authorities: 2018

Dennis Skinner, Head of Improvement, introduced the item. He advised members that the National Audit Office (NAO) had conducted a review into the financial sustainability of councils.

Dennis introduced Alex Burfitt, Senior Research Manager at the NAO. Alex outlined the review, which updated previous reports in 2013 and 2014 and spoke about the financial demands on councils - including the variations in funding for different types of authority. As well as funding reductions councils were also having to deal with growth in demand for key services. Local authorities had protected services like adult and children's social care, where they have significant statutory responsibilities, but spending on discretionary services had fallen sharply. Authorities were looking for other savings and sources of income but compared to the situation described in the 2014 report, the financial position of the sector had worsened markedly.

In response to the challenging financial environment the LGA had progressively strengthened the support offer to the sector and this was set out in the Board report.

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

- Councils had managed the funding reductions well, protecting front line services and were a victim of their own success
- potential increases in council tax are likely to hit hardest those who are less

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- able to pay it
- More could be done in terms of the transformation of adults and children's services
  - More effective procurement also provides opportunities for financial savings
  - There is an important role promoting good practice to help others, but improvement support alone will not solve the problem
  - It is important for the LGA to have mechanisms in place to spot any councils under financial stress in order to be able to offer support
  - Contextual factors including short term funding and the unintended consequences of legislation had made the situation even more complex and challenging
  - There was a need for a long term funding plan and a whole of government approach to the future funding of local authorities.

**Decision:**

1. Members **noted** the report.

**Action:**

1. It was **agreed** that slides would be circulated to members.

#### **4 Data and Transparency Programme**

Mayor Dave Hodgson, introduced the item, setting out the proposed work areas to be undertaken within the data and transparency programme in 2018-19.

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

- Members were advised that LG Inform held a lot of data on local authorities, which allows councils to compare themselves to others. It is also available to the public.
- There was a discussion around GDPR and its application and implications. It was suggested that the sector could work together on this issue, encouraging councils to share their materials.
- The Information Commissioner's Office was in the process of updating their information for councillors on GDPR.

**Decision:**

1. Members **agreed** the data and transparency projects proposed for the 2018-19 data and transparency programme.

**Action:**

1. Officers to progress the work as outlined above.

## 5 National Procurement Strategy 2018

Susan Attard, Head of Productivity, introduced the item. She advised members that the LGA had launched a national procurement strategy in 2014. The strategy was well regarded and widely implemented but much had changed since then and the LGA National Advisory Group was working on a revised and updated national procurement strategy that would be launched at the LGA conference in July. The strategy would take the form of the maturity index allowing councils to plot their improvement path through five stages of maturity. Members views were invited on the “engaging councillors and senior members” element of the strategy.

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

- There should be separate elements for engaging councillors and senior managers
- A council’s opposition needed to be included in any discussions in order to understand the issues, especially where a change of control was possible.
- It should not be assumed that councils can only be innovative if they are in a combined authority or through shared arrangements
- There was no mention of the role of scrutiny
- What advice can be given to members about their role and extent of involvement in the procurement process?

### Decision:

1. The board **noted** the report.

### Action:

1. Officers to proceed with work, taking into account the above comments, consulting the sector on the revised draft national procurement strategy.

## 6 Strategic Supplier Relationship Management

Susan Attard, Head of Productivity, introduced the item. She advised members on work that was taking place following the collapse of Carillion to support councils on strategic supplier relationship management. She also explained that there had been a suggestion from Cabinet Office that the sector consider engaging a Crown Representative on key supplies for local government.

Tina Holland, Programme Manager, outlined work on market insight, highlighting the breadth of markets local government engaged with and recent suggestions from councils that a sector led approach to strategic supplier management would be welcome.

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**Decision:**

1. Members **agreed** that a sector led approach to strategic supplier relationship management be adopted

**Action:**

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

**7 Highlighting Leadership offer: update**

Cllr Judi Billing introduced the item providing an update on the LGA's Highlighting Leadership offer. She advised members we were on track for another record figure in terms of total participant numbers and that participation had improved in terms of gender equality and diversity.

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

- How can we accelerate gender equality amongst councillors and help promote of women through the system
- The leadership offer is really good. Can we make more people aware of the offer eg through exploring direct mailing to councillors

**Decision:**

1. The board **noted** the report.

**Action:**

1. Officer to explore arranging a woman's weekend event.

**8 One Public Estate and Land Release Fund**

Craig Ecclestone, Programme Manager, introduced the item. He outlined progress on the One Public Estate Programme, advising that the new Housing Minister had announced funding awards over the next three years in 40 council areas. Officers were looking at attracting more institutional investment. The money from MHCLG meant there would be more of a focus on housing delivery within the programme. Work had been commissioned to review work on One Public Estate – the final report was due in the spring. A full update would be provided at the next board meeting.

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

- The practical difficulties engaging MoD locally
- engaging the private sector in the programme and with a suggestion this be looked at during the evaluation.

24 May 2018

**Decision:**

1. Members **noted** the update.

**Action:**

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

**9 LGA Boards' Improvement Activity**

Vicki Goddard, Improvement Support Adviser, introduced the item, advising members that the report outlined progress on improvement activity undertaken by other LGA boards. As requested at the last meeting, the report drew out areas of best practice.

**Decision:**

1. Members **noted** the report.

**Action:**

1. Officers to proceed with work as discussed.

**10 Note of the Previous Meeting**

The notes of the previous board meeting were **agreed** as an accurate summary of the discussion.

**Appendix A -Attendance**

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



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# LGA location map

## Local Government Association

18 Smith Square  
London SW1P 3HZ

Tel: 020 7664 3131

Fax: 020 7664 3030

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

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

## Public transport

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

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

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

## Bus routes – Horseferry Road

**507** Waterloo - Victoria

**C10** Canada Water - Pimlico - Victoria

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

## Bus routes – Millbank

**87** Wandsworth - Aldwych

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

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

## Cycling facilities

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

## Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

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

## Car parks

Abingdon Street Car Park (off Great College Street)

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

