

# Improvement and Innovation Board

## Agenda

Tuesday, 29 October 2019  
11.00 am

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

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

## **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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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  
29 October 2019

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Tuesday, 29 October 2019** Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available at 1.00pm

**Attendance Sheet:**

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

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

This will take place from Thursday, 30 January 2020 on Time Not Specified in Smith Square Rooms 3&4 (Ground Floor).

**Political Group meetings:**

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

**Apologies:**

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

<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Labour:</b>	Group Office: 020 7664 3263	email: <a href="mailto:Martha.Lauchlan@local.gov.uk">Martha.Lauchlan@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:**

Benn Cain  
07554 334 900 / 020 7072 7420 / benn.cain@local.gov.uk

**Carers' Allowance**

As part of the LGA Members' Allowances Scheme a Carer's Allowance of £9.00 per hour or £10.55 if receiving London living wage 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 twitter hashtag for this meeting is #lgaib

## Improvement & Innovation Board – Membership 2018/2019

Councillor	Authority
<b>Conservative ( 8)</b>	
Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Nigel Ashton	North Somerset Council
Cllr Philip Broadhead	Bournemouth Borough Council
Cllr Carl Les	North Yorkshire County Council
Cllr Laura Miller	Dorset County Council
Cllr Damian White	Havering London Borough Council
Cllr Phil North	Test Valley Borough Council
Lord Gary Porter CBE (Observer)	South Holland District Council
<b>Substitutes</b>	
Cllr Kelham Cooke	South Kesteven District Council
Cllr Rory Love OBE	Kent County Council
Cllr Phil Murphy	Monmouthshire County Council
<b>Labour ( 8)</b>	
Cllr Judi Billing MBE (Deputy Chair)	Hertfordshire County Council
Cllr Alice Perry	Islington Council
Cllr Joy Allen	Durham County Council
Cllr Asma Begum	Tower Hamlets Council
Cllr Vince Maple	Medway Council
Cllr Rebecca Lury	Southwark Council
Cllr Andrew Western	Trafford Metropolitan Borough Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
<b>Substitutes</b>	
Cllr Miranda Williams	Royal Borough of Greenwich
Cllr Oliver Ryan	Tameside Metropolitan Borough Council
Cllr Tom Coole	Gloucester City Council
<b>Liberal Democrat ( 3)</b>	
Cllr Liz Green (Vice-Chair)	Kingston upon Thames Royal Borough Council
Mayor Dave Hodgson MBE	Bedford Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Caroline Leaver	North Devon Council
<b>Independent ( 3)</b>	
Cllr Neil Prior (Deputy Chair)	Pembrokeshire County Council
Cllr Wayne Davies	Redcar & Cleveland Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Alex Coley	Epsom & Ewell Council
Cllr Jo Beavis	Braintree District Council

## Agenda

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### Improvement & Innovation Board

Tuesday 29 October 2019

11.00 am

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

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**Date of Next Board Meeting:** Thursday, 30 January 2020, 11.00 am, Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ

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## **Membership and terms of reference for 2019/20**

### **Purpose**

For discussion and decision.

### **Summary**

For members to note the membership and agree the Terms of Reference of the Board for 2019/20.

### **Recommendation**

That the Improvement and Innovation Board:

1. note its membership;
2. agree its Terms of Reference.

### **Action**

Officers to respond accordingly to members' direction.

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## Improvement & Innovation Board – Membership 2019/20

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Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Philip Broadhead	Bournemouth, Christchurch and Poole Council
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Cllr Laura Miller	Dorset County Council
Cllr Damian White	Havering London Borough Council
Cllr Phil North	Test Valley Borough Council
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<b>Substitutes</b>	
Cllr Alex Coley	Epsom & Ewell Council
Cllr Jo Beavis	Braintree District Council

<b>Observers</b>	
Mr Richard Priestman	Local Government Improvement and Development (Improvement and Development Agency Company Board)
Mr Philip Sellwood	Energy Saving Trust (Improvement and Development Agency Company Board)

## Improvement and Innovation Board: Terms of Reference 2019/20

1. The purpose of the Improvement and Innovation Board is to provide strategic oversight of all the Local Government Association's (LGA) policy and improvement activity in relation to councils improving their performance and productivity - in line with the LGA priorities and the Memorandum of Understanding with MHCLG regarding MHCLG funding for sector led improvement. The IDeA Board is formally accountable to MHCLG for the use of the grant funding.
2. In doing so, it will work closely with the LGA Boards on the performance of the sector in their subject areas and the arrangements they are putting in place to provide improvement support. The Board will provide an overarching framework for the sector's work on sector-led improvement. It will maintain strategic oversight of improvement support provided by LGA Boards and other sector owned bodies (for example successor bodies to the regional improvement and efficiency partnerships (RIEPs) and Boards set up for specific services) and provide guidance and advice as new support offers are developed.
3. Boards should seek to involve councillors in supporting the delivery of these priorities. This can be through task groups, special interest groups (SIGs), regional networks and other means of wider engagement. They are operating essentially as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.
4. The Improvement and Innovation Board will be responsible for:
  - 4.1 Developing a thorough understanding of council priorities and performance across the width of councils' responsibilities, using strong networks and robust information.
  - 4.2 Helping to shape the LGA Business plan by ensuring the priorities of the sector are fed into the process.
  - 4.3 Overseeing a programme of work to deliver the strategic priorities set by the LGA Executive, covering campaigns, research and/or policy, good practice, improvement support and events - as specified in the business plan and in the Memorandum of Understanding with MHCLG - and taking into account linkages with other policy boards where appropriate. The programme of work focuses around the following priority areas agreed by the Improvement and Innovation Board: Leadership; Improvement (challenge and support from peers); Accountability and Transparency/sharing practice; Productivity and Efficiency; Innovation.
  - 4.4 Representational activities on behalf of the LGA and responsibility for the promulgation of activity through public statements in its areas of responsibility. MHCLG grant funding for improvement will only be used for the purpose set out

in the MoU and will not be used to lobby parliament, government or political parties.

4.5 Building and maintaining effective relationships with key stakeholders.

5. The Improvement and Innovation Board may:

5.1 Appoint members to relevant Outside Bodies in accordance with guidance in the Political Conventions.

5.2 Appoint member 'champions' where appropriate (who must be a current member of the Board) on key issues, with responsibility for liaising with lead members on key issues that require rapid response and contact with councils.

### **Quorum**

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

### **Political Composition**

7. The Political composition of the Improvement and Innovation Board is as follows (including political observers);

7.1	Conservative group:	8 members
7.2	Labour group:	8 members
7.3	Liberal Democrat group:	3 members
7.4	Independent group:	3 members

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

### **Frequency per year**

9. Meetings to be held five times per annum.

### **Reporting Accountabilities**

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







## Priorities and work programme

### Purpose of report

For discussion and direction.

### Summary

This report invites members to agree the Board priorities for 2019/20, to note the implementation of the improvement programme last year and progress to date in delivering the improvement programme for 2019/20 and to offer thoughts about the potential shape of the improvement programme for 2020/21.

### Recommendations

Improvement and Innovation Board members are asked to:

1. Agree the Board priorities for 2019/20 and confirm member leads ;
2. Comment on the potential shape of the improvement programme for 2020/21.

### Action

As directed by members.

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Head of Improvement Co-ordination  
and Strategy

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## Priorities and work programme

### Background

1. All LGA Boards are asked to consider their priorities for the coming year at the first Board meeting of the new cycle. For the Improvement and Innovation Board (IIB) the work programme is in effect the improvement programme set out in the Memorandum of Understanding (MoU) with the Ministry of Housing, Communities and Local Government (MHCLG). This report also updates members on delivery of the improvement programme and invites members' views on the shape of the programme for 2020/21, to inform discussions with MHCLG.
2. The LGA's Boards seek to lead the agenda for local government on the key challenges and issues within their remit, and support the overall objectives of the organisation, as set out in the LGA's Business Plan.
3. The IIB leads the Supporting Councils theme of the LGAs business plan; providing a strategic framework within which other LGA Boards provide improvement support in relation to the other Business Plan priorities and contributes to the cross-organisational work on Britain's exit from the EU, primarily through its work on Procurement. The Supporting Councils theme sets out an effective programme of support developed in line with the overall approach to sector led improvement and consistent with the MoU with MHCLG.
4. The *programme* of sector led improvement support comprises a number of **core building blocks**, based on what we have learnt works for improvement. They are:
  - 4.1. Peer challenge;
  - 4.2. Leadership development programmes;
  - 4.3. Efficiency and productivity support;
  - 4.4. Tools to share comparative performance data; and
  - 4.5. Sharing good and innovative practice.
5. The Government (MHCLG) supports this approach to sector led improvement and provides grant funding set out in a detailed MoU agreed between the Improvement and Development Agency (IDeA)/LGA and MHCLG. Up until 2016/17, the improvement work of the LGA was funded through a top-slice of the revenue support grant allocated to local authorities. 2016/17 marked a change from top-slice to MHCLG grant funding. The MoU agreed with MHCLG is for one year only and amounts to £19.2 million in 2019/20. The main improvement grant has reduced by over 60 per cent in real terms since 2010/11. MHCLG received a 4.45 per cent cash terms increase in its budget in 2020/21 and our negotiations with MHCLG will set out the cost pressures facing the existing SLI offer and MoU
6. The IIB oversees delivery of a large part of the work of the LGA funded by the MHCLG grant. The MoU sets out what the funding can and cannot be used for and includes a detailed list of outcomes and outputs. The IDeA Board has overall formal responsibility for all the work funded by the MHCLG grant. A link to the Memorandum of Understanding for 2019/20 can be found [here](#)

## Board priorities

7. Historically the Board has organised its work around the following core areas, each of which has been led by lead members. These have been slightly updated to reflect changing priorities following discussions with lead members.

### 7.1. **Improvement (including peer challenge) and Innovation: Cllr Peter Fleming**

This is the theme under which the vast majority of our peer support and peer challenge work is covered. We are due to deliver 110 peer challenges, including 70 corporate peer challenges, this financial year and put in place peer based support in over 150 councils. We have developed a tiered approach to the peer based model, recognising that whilst most support offers will be universal, some councils will sometimes face more significant challenges and will require more bespoke support. Our work to support innovation in councils includes work with the Design Council to explore design techniques to transform services and manage demand and also with the Behavioural Insights Unit, plus the Innovation Zone at the LGA Annual Conference.

### 7.2. **Leadership: Cllr Judi Billing**

The LGA's political leadership programmes provide direct support to improve the skills of councillors and senior managers across local government. The programme includes our Leadership Academy and Leadership Essentials programmes which provide development opportunities for approx 800 councillors. Also included in this area are our Next Generation and "Be a Councillor" programmes, plus the national graduate development programme (ngdp). In the light of feedback from the sector, the programme also includes support for managerial leadership development, delivered in partnership with SOLACE.

### 7.3. **Efficiency and productivity: Cllr Neil Prior**

Our efficiency and productivity programme provides a range of support to help councils achieve this which focuses on three broad areas, It supports the transformation of services either to make them more efficient and less wasteful The programme also focuses on smarter sourcing, commissioning and buying goods, works and services that contribute to local outcomes more efficiently and effectively managing the resulting contracts to optimise value from them. Finally there is a focus on generating income, including 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. This portfolio will also promote open data standards and the on-going development of LG Inform and the Transformation and Innovation Exchange (TIEX), our on-line comparative data, benchmarking services helping councils to continuously improve.

### 7.4. **Sharing best practice and Climate change: Cllr Liz Green**

This work will support the ongoing development of our climate change improvement offer to councils which is set out in more detail in the separate climate change paper. The portfolio will also consider best practice and how best to share this best practice in all SLI deliverables

8. The IIB and lead members will also consider the development and implementation of a communications plan in relation to SLI as a priority this year and will have the opportunity to feed into the external review of SLI commissioned by the LGA (which is scheduled to take place from January-May) and the development of the LGA response to it in the summer. The IIB will also take forward a campaign around the costs and effectiveness of public notices in local newspapers.
9. Wider research issues will align with the priorities the specific issue relates to with cross cutting issues being considered by lead members and the improvement and Innovation Board as appropriate
10. The Board is invited to re-affirm these priorities and the member leads outlined above. It would also be helpful for Board members to express a preference around their involvement in these themes. This will allow us to target board members to take part in theme working groups that might occur.
11. **Board members** have a valuable contribution to make to this work:
  - 11.1. Providing oversight of the improvement programme as a whole;
  - 11.2. Advising on the shape of the offer, ensuring that it addresses the changing needs of councils;
  - 11.3. Providing feedback on the effectiveness of the offer, either as a result of take up in their own council or by neighbouring councils; and
  - 11.4. Promoting visibility and take up of the offer within their areas. Members can keep up to date with developments by signing up to the Board bulletin here: <http://local.gov.uk/ebulletins>.
  - 11.5. Communicating and advocating the SLI approach
12. **Member Peer Conference:** The sector led approach to improvement is effective because it is a peer-based model. Peers contribute challenge, advice and support based on the practical knowledge and experience gained by working in the sector and dealing with the challenges it faces. Member and officer peers are integral to its success .
13. On 13 November the LGA is hosting an annual Conference for Member Peers in Milton Keynes. The conference will be a key occasion to thank peers for the contribution they make to the success of sector led improvement and provide an important opportunity to engage peers on the key issues facing the sector, helping to inform the LGA's improvement work going forward.

**Improvement programme -**

14. The MoU provides for regular reporting about the progress of delivering the improvement programme and its impact. The annual report for 2018/19, provided as part of the fourth quarter monitoring meeting in August 2019, can be accessed here <https://local.gov.uk/sector-led-improvement-201819> .Overall (48 of 50 targets) set in the

MoU were either met or exceeded, with a further one (national workforce strategy) launched in April 2019 following mutual agreement.

15. The report sets out a positive assessment of the delivery and effectiveness of the support programme:
  - 15.1 145 peer challenges delivered to a wide range of local authorities, a 20 per cent increase from last year. Seventy-one of those councils having a Corporate/Finance Peer Challenge.
  - 15.2 842 councillors developed through participation in our various leadership programmes.
  - 15.3 Over £42.6 million saved by helping councils through the deployment of our productivity experts in 42 councils over four years.
  - 15.4 14 councils supported through the 'Design in public sector' programme to provide them with design skills to address public health challenges.
  - 15.5 120 graduates recruited and trained for the sector through our National Graduate Development Programme (ngdp).
  - 15.6 60 councils supported on 42 specific housing projects
16. A detailed performance report for the first six months to end September is being prepared at the time of report writing and will be submitted to Lead Members, the IDeA Board and circulated to Board members as soon as it is available. However progress is good with 58 peer challenges having been delivered in the first half of the year and over 980 councillors already signed up to our leadership programmes.

#### **Improvement programme - priorities for 20/21 onwards**

17. Discussions with MHCLG will soon begin about the shape of the improvement programme for the remainder of 19/20 and for 20/21. It is important that the LGA is able to enter these discussions with a clear understanding of the sector's support needs and the LGA has embarked on a process of engaging the sector to capture what the improvement priorities should be in future years. Whilst much of councils improvement needs will be reflected in the current Memorandum of Understanding, it is important to identify any new and emerging priorities for councils as part of the sector led process of improvement.
18. To date this has included discussions that the LGA's Principal Advisors and National/Regional Member Peers have with members and senior officers on a regular basis alongside engagement through our productivity, research and leadership activity. We are also currently surveying councils about priorities. The views of members of the Improvement and Innovation Board are an important part of this process and we will also invite feedback and contributions from member peers at the forthcoming Member Peer Conference in November.

19. Feedback so far from the sector continues to be very positive. Peer challenge and support; the leadership work developing councillors together with specific support to help councils to deliver savings are all still highly thought of and considered to be at the core of any improvement offer going forward.
20. In terms of developing the programme for 2020/21 it has been suggested that the following additional areas should be included:
  - 20.1 Climate change, including strengthening communications, best/good practice, leadership support, and practical/strategic advice on taking immediate action (this is set out in more detail in the climate change paper).
  - 20.2 The use of digital tools/solutions and development of innovative artificial intelligence programmes to support a productive workforce.
  - 20.3 Inclusive Leadership tools resources to help councils, councillors and officers create diverse and inclusive cultures and encourage greater civility in public life.
  - 20.4 Building and maintaining local resilience.
21. We would welcome members' contributions on these issues and further suggestions to help develop and shape the improvement programme for 2020/21.
22. In terms of next steps we will continue to work with the sector to develop a clear sense of improvement priorities for 2020/21 and expect to engage MHCLG later this year with a view to agreeing grant funding for 2020/21 as soon as possible.
23. Progress reports will be brought to the Board and IDeA Board in January.

### **Implications for Wales**

24. MHCLG grant is for England only. In Wales improvement work is provided directly by the WLGA. However some of the priorities (such as communication and public notices) will relate to Wales.

### **Financial Implications**

25. There may be additional financial implications arising as a result of this report.

### **Next steps**

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



## Improvement Support to Councils on Climate Change

### Purpose:

For direction.

### Summary

Following the LGA's declaration of a climate emergency at the annual conference in July and councils requesting support in this area, the Leadership Board set up a Climate Emergency Sounding Board. Over the summer, the board has met to address the challenges that councils are facing, to share good practice and to discuss how the LGA can provide support through lobbying and improvement. This paper sets out the recommendations for the future improvement approach to climate emergency work.

### Recommendation

That the board supports the recommendations in this report to address the LGA's response to Climate Emergency issues.

### Actions

1. Set up a Member climate change improvement working group to guide this work.
2. Officers to continue developing a pilot climate change improvement offer.

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## Improvement Support to Councils on Climate Change

### Background

1. In July 2019, the LGA General Assembly passed a motion calling upon the government to explore the domestic implementation of the Sustainable Development Goals (SDGs) through funded partnership roles with local authority areas, encouraging councils to continue to link local priorities with the overall ambitions of the SDGs and declaring a climate emergency.
2. The above motion was discussed at the last Improvement and Innovation Board meeting in July 2019, including the need for sector-led improvement support to help councils tackle the issue of climate change. While the LGA already provides support and advice relating to the environment, climate change, energy and waste, set out below, there was a recognition that further support is needed in light of recent developments.
3. In order to take forward the LGA's work over the summer, the LGA Leadership Board set up a Climate Emergency Sounding Board. The Sounding Board met twice to identify the climate emergency challenge that councils are facing, good practice in addressing these and how the LGA can provide support through lobbying and improvement.
4. While local councils have placed great importance on tackling this issue, there is a recognition that the role of councils is not to do this in isolation, but to work cross sector, developing strategic partnerships through their leadership of place and to empower, as well as challenge, other sectors to work together on taking this forward.

### Recommendations from the Sounding Board

5. The Sounding Board was aware of increasing demands from councils for support in developing their local work. The Board agreed that there was a need to develop a wide-ranging improvement offer to support councils in addressing the issue of climate change. Below is a set of long term and short term recommendations for the Improvement and Innovation Board's consideration, to help shape the LGA's future improvement approach to climate emergency work:
  - 5.1. Leadership support, by incorporating climate change issues into programmes for councillors and officers (for example a number of councillors have requested a leadership essentials course on taking responsibility as a leader/portfolio holder after declaring a climate emergency).
  - 5.2. Support for long term action-planning and setting strategic objectives, for example through the deployment of 'climate experts'.
  - 5.3. Accelerated learning pilots in partnership with experts in the field, including leading academics and institutions, to offer practical suggestions to the sector.



- 5.4. Support for communications approaches including engaging with residents and local activist groups and managing expectations.
- 5.5. Support to the sector in understanding best practice and most effective actions at the local level, for example through a bank of case studies.
- 5.6. Support through 'Don't be left in the dark' guidance and more detailed toolkits to help councils to take immediate action.
- 5.7. Workshops and events to help councils develop a better understanding of climate change issues and how these can be tackled.
- 5.8. Working with the LGA's research and information team to explore the possibility of conducting a climate change survey to follow up on the survey commissioned in 2010.
- 5.9. Continue engaging with the sector about the support they need to help inform the offer and conversations with central government.

#### **Current Improvement offer**

6. The LGA's improvement programme is set out in our Memorandum of Understanding (MoU) with the Ministry of Housing Communities and Local Government (MHCLG). While there is currently no specific deliverable that relates to climate change, we have been supporting councils to address issues relating to the environment, climate change, energy and waste through our main improvement offer and policy advice. This includes:
  - 6.1. A number of our productivity programmes have enabled councils to address both efficiency and climate change issues. For example, councils have used design concepts to tackle harmful air pollution through our Design in the Public Sector programme, applied nudge theory to improve recycling through our Behavioural Insights programme, and used our productivity experts to invest in renewable energy and improve energy efficiency.
  - 6.2. We published an 'Acting on climate change' councillor workbook in 2017 to help Councillors think about the roles, opportunities and drivers for council-led action on changing climate, both to reduce local carbon emissions and to build resilience to extreme weather.
  - 6.3. Our website contains advice and guidance including on climate change and adaption, waste, litter and fly-tipping, electric vehicle charging infrastructure, severe weather and numerous other topics.
  - 6.4. Over the past few years we have gathered numerous case studies and best practice examples, including those showcased in the Innovation Zone.

- 6.5. This year, we developed a Leadership Essentials programme on taking responsibility as a leader/portfolio holder after declaring a climate emergency, which will take place in November and is now fully booked.
- 6.6. Earlier this year, we published the New Conversation 2.0 comprehensive guide to engaging, enabling better dialogue with residents at every level, from consultation through to people's everyday interactions with the local authority, including on issues of climate change.
- 6.7. Local Partnerships, funded through our SLI grant, has been running the Re:fit programme helping councils implement energy efficiency and local energy generation measures to their buildings or their estate, to reduce carbon emissions and achieve savings.

### **Proposed programme of improvement activity in 2019/20**

7. During the financial year of 2019/20 it is proposed that the board approves the proposals to take forward the following options from the main recommendations:
  - 7.1 Develop an online hub to be hosted on the LGA website, which will bring together all the published guidance, support and information relating to climate change.
  - 7.2 Incorporate climate change issues into our leadership programmes for Councillors and officers.
  - 7.3 Explore the potential for the development of a self-assessment tool or maturity index to help councils with long term action-planning and setting strategic objectives.
  - 7.4 Publish further information such as 'Don't be left in the dark' guidance and more detailed toolkits to help councils take immediate action.
  - 7.5 Host a national event and regional workshops to help councils develop a better understanding of climate change issues and how these can be tackled.
  - 7.6 Explore the option of developing a forward-looking climate focused 'peer challenge'-style support to help councils with their action planning on climate change.
8. We will be looking to develop this offer further during 2020/21 and look to include a climate change deliverable in the 2020/21 MoU with MHCLG. We propose that this work should be directed by a member-led Climate Change task and finish group. This offer will also be informed through our engagement with councils, leading organisations and experts in the field to help ensure it is fit for purpose.
9. Separately, the Environment, Energy, Housing and Transport board has been taking forward work on lobbying and colleagues have put forward a number of asks from government.



### **Implications for Wales**

10. We have already engaged with our WLGA colleagues and will be looking to share learning and work collaboratively on any common issues.

### **Financial Implications**

11. The Memorandum of Understanding (MoU) for 2019/20, which helps shape the improvement programme, has been agreed with MHCLG and does not currently include deliverables relating to climate change. Some of the programme can be adapted under the current arrangement however, more substantial changes would require agreement from MHCLG or funding from elsewhere. Consideration should also be given to MoU negotiations with MHCLG for 2020/21 to ensure that climate change is included in the deliverables.

### **Next steps**

12. Set up a Member climate change improvement working group to guide this work.
13. Officers to continue developing a pilot climate change improvement offer.





## Innovation Zone 2020

### Purpose:

For direction.

### Summary

This report invites Members' views on the strategic organisation of the 2020 Innovation Zone at the LGA Annual Conference. The report includes background details about the Zone, ideas for the development of the 2020 Zone and opportunities for Member involvement.

### Recommendation

That the members note the report and discuss the ideas for the format of the 2020 Zone. The Board advises on the issues outlined in paragraph four to assist the Zone's development for 2020.

### Actions

1. Subject to Members' comments, officers to progress the Zone.
2. Innovation Working Group to provide advice and guidance where necessary.

**Contact officer:** Lusi Manukyan  
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## **Innovation Zone update**

### **Background**

1. In addition to specific support offers such as the Behavioural Insights and Design in the Public Sector programmes, the LGA's innovation programme includes sharing examples of local government and wider public sector good practice. This helps equip councils with tools and confidence to use innovative approaches to solve their challenges.
2. The innovation programme includes our three-day Innovation Zone, which is a vibrant, creative space and programme within the LGA's Annual Conference and Exhibition, taking place from 30 June – 2 July 2020 in Harrogate.
3. The Innovation Zone features examples of innovative practice which are relevant and interesting to local councils. This includes examples from both public and private sectors, as well as other organisations from across the UK and the rest of the world.

### **Improvement and Innovation Board input**

4. There is an opportunity for members of the Improvement and Innovation Board to be involved in the design and delivery of the Innovation Zone.
5. A member-led Innovation working group is currently being set up and all members should have received communication regarding this. The group will meet regularly outside the usual board meeting to discuss how the Innovation Zone should progress.
6. In addition, board members have the opportunity to be involved with the Innovation Zone if they are already attending the LGA annual conference, by making announcements to promote the Innovation Zone, encouraging delegates to take part, as well as getting involved with the main programme.

### **Innovation Zone 2020**

7. We are currently developing a number of ideas for the 2020 Innovation Zone, including the following:
  - 7.1 developing the idea of the open mic sessions to allow the conversations to continue.
  - 7.2 exploring whether some of the Innovation Zone sessions could be incorporated into the main conference programme.

7.3 considering options for sharing learning from the Innovation Zone further, for example through podcasts, videos and visualisation.

7.4 working with designers to creatively adapt the Innovation Zone space to showcase different aspects of the support that councils provide to residents.

7.5 using the Innovation Zone as an opportunity to increase awareness and understanding of the LGA's sector-led improvement offer.

7.6 ensuring that the audience has the opportunity to explore technology, for example through a hands-on area.

8. Comments are welcome on all these and any other aspects, including any suggestions of innovations we could feature in the Zone.

9. Meanwhile, the LGA-wide officer Zone group is progressing next year's event, having already considered and taken account of delegate and staff feedback.

#### **Implications for Wales**

10. Councils from Wales are welcome to take part in the Innovation Zone, as we feature examples of innovation from across the UK, as well as the rest of the world.

#### **Financial Implications**

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

#### **Next steps**

12. Members to encourage attendance at the Innovation Zone and get involved during the Conference.

13. Innovation Working Group to provide advice and guidance where necessary.







## **LGA Boards' improvement activity**

### **Purpose of report**

For information.

### **Summary**

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

### **Recommendation**

That Members note the report.

### **Action**

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

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## **LGA Boards' improvement activity**

## 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 in May 2019 is set out below.

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

4. The [Care and Health Improvement Programme](#) (CHIP) is the sector-led improvement programme for adult social care funded mainly by the Department of Health and Social Care (DHSC).
5. **Care and Health Systems Leadership:** We have held a number of successful leadership events in West Midlands for leading health and wellbeing chairs and non-executives in partnership with NHSE/I and NHS Confederation. The events explored leadership roles at neighbourhood, place and system level, with learning shared on Greater Manchester Health and Social Care Partnership and the Wigan Deal. Opportunities for similar networks to develop in East Midlands, North East and Yorkshire & Humber are in progress.
6. **Adult social care use of resources:** Following extensive engagement with councils, elected members, government departments and consultancies, a new approach to looking at the use of resources to ensure value for money in adult social care has been developed. The aim of the approach is to allow benchmarking at a national, regional and local level to support sector-led improvement. The use of resources approach was made available to Directors of Adult Social Services via LG Inform in August following feedback from a series of data consistency workshops. The approach was taken up by 14 councils in the first week and is gathering wide support.



7. **Public health risk awareness:** With the Association of Directors of Public Health (ADPH) support has been delivered within 3 ADPH regions on use of the public health risk awareness tool which was only launched in Q1. We continue to support ADPH more widely such as on sector-led improvement planning.
8. **Suicide Prevention:** The government pledged funding in 2019/20 for the suicide prevention sector-led improvement programme. With ADPH, Public Health England and the Department of Health and Social Care have jointly developed a public mental health support offer, starting with suicide prevention. This followed extensive engagement by Members to secure Ministerial support for a locally-driven approach to further strengthening local suicide prevention plans. The programme includes:
  - 8.1 A series of national tools, products and events designed to provide wider and easier access to the good practice, learning and existing resources;
  - 8.2 Regional funding to support regional suicide prevention SLI activity; and
  - 8.3 Local bespoke expert support for up to twelve local authorities and partners who self-identified as facing delivery challenges around suicide prevention
9. **Shaping Places for Healthier Lives:** With the Health Foundation, an endowment charity, we have been developing a programme to launch in the autumn. The three-year grant award programme for local areas, led by their council, will explore the innovative approaches that mobilise action on the wider determinants of health. The emphasis will be on projects that will make a sustainable change to local systems with a focus in the following areas:
  - 9.1 Early years and education;
  - 9.2 Work and income;
  - 9.3 Housing and place; and
  - 9.4 Strengthening communities.

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

10. **Regional Improvement Alliance (RIA):** We hosted a RIA summit for all RIA Lead Members on the 16<sup>th</sup> October. This event brought together members from all nine regions to share their experiences of the work of RIAs to date, what had worked well, where more could be done and what more the LGA could do to support those members involved in RIAs.
11. **Children's Leadership Essentials:** We have already held two Children's Leadership Essentials courses for lead members, which were attended by 38 Lead Members, their deputies and members involved in children's scrutiny. Two further courses are scheduled for November and January 2020.

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

12. The LGA's work to support devolution and local industrial strategies is led by the City Regions, and People and Places Boards and has continued throughout this period.

13. **Devolution:** We facilitated a meeting of the Combined Authorities chief executives' network and meetings of the employment and skills, governance and scrutiny, HR, communications and finance officer groups. On behalf of the CA Governance Network, the Centre for Public Scrutiny have produced two short research reports. The first focuses on [management of freedom of information by combined authorities](#) while the second focuses on [combined authorities' governance relationship with Local Enterprise Partnerships](#). The Centre for Public Scrutiny are in the process of scoping a new research project on behalf of the network for the current financial year.
14. **Local Industrial Strategies:** The LGA's online hub is now complete, hosting two reports 'Developing Successful Local Industrial Strategies' and 'The role of councils in developing Local Industrial Strategies' alongside videos and other guidance. Further work examining the lessons learned from the Local Industrial Strategy Trailblazers has been commissioned and is expected in early December.

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

15. **Library and Culture Peer Challenges:** Since the last board we have now completed this round of library and culture peer challenges funded by our contract with Arts Council England. Three Culture peer challenges and nine Library Services peer challenges took place between March – July 2019. Feedback from the challenges has been positive with some senior managers from participating councils going on to become peer officers on other LGA challenges.
16. We are pleased to confirm that Arts Council England have agreed to fund a further three culture peer challenges and seven library peer challenges in 2019/20. The application process for these has recently closed and the challenges are due to start towards the end of 2019.
17. **Leadership Essentials Courses:** In partnership with Sport England, we continue to deliver Sports and Physical Activities Leadership Essentials courses for councillors and officers. These courses continue to be well received gaining positive feedback. We have commissioned a further two courses for councillors and three courses for officers in 2019/20. We continue to work with Arts Council England to design and deliver the Cultural Services Leadership Essentials courses with [two events arranged for 2019/20](#).
18. **Deep Dive Events for Officers:** In partnership with Sport England, we will be running three deep dive events for officers. The events build on the learning from the Sports and Physical Activities Leadership Essentials programmes and provide an in-depth look at a key topic over 1.5 days. The events will take place between October and December 2019.

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

19. **Housing Advisers Programme (HAP):** We launched the 2019/20 programme and are funding 14 projects, supporting more than 70 councils to meet their local housing need via direct grant funding through which councils can secure specialist expertise. The projects are diverse and wide ranging, covering our key themes of housing supply, housing strategy, homelessness and planning. We also ran an event to embed and share learning from previously funded projects.

20. **Housing Springboard programme:** We are launching a programme of masterclass events to support a group of 16 councils to investigate their different options for enabling housebuilding. It brings councils together with industry experts to provide business, technical and leadership support relevant to their needs.
21. **Leadership Essentials Courses:** We have commissioned two [Leadership Essentials](#) courses for councillors on homelessness and housing which will be running in December 2019 and January 2020 respectively.
22. **Compulsory Purchase Orders masterclass:** We have commissioned a technical masterclass for councillors and officers to provide an overview of the compulsory purchase and compensation process. This is taking place [on 5 November](#).
23. **Councils and housing associations working in partnership:** We have worked with the National Housing Federation to develop and [publish a series of case studies](#) demonstrating good practice in partnership working between councils and housing associations in developing new housing supply and tackling homelessness.
24. **Understanding local housing markets:** We published [advice and guidance for councils](#) wanting to use data in ways to best inform their decisions for intervening in the local housing market.

#### **Brighton and Hove City Council: Homelessness Reduction Act Trailblazer**

Brighton and Hove City Council was one of twenty-eight councils to be awarded Trailblazer funding in 2017 to pilot new approaches to preventing homelessness. As part of their trailblazer work, Brighton and Hove Council established an Early Intervention service; making home visits to at-risk households, offering them help with current housing problems and showing them how to plan for future housing need amid the challenges of the Brighton & Hove housing market. The council has encouraged landlords, including its housing association partners, to make referrals into the service, and has carried out engagement work with partners to facilitate this. Where people have been eligible and involved with support available, the outcome is successful in 89 per cent of cases (229 households have been prevented from becoming homeless). As opposed to office based processes, the approach of an officer meeting an applicant at their home can encourage a much more meaningful disclosure as part of the assessment and planning process, leading to positive engagement, and finding a solution to their current housing need.

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

25. **Tackling serious violence and county lines:** At the LGA Annual Conference, Cllr Simon Blackburn chaired a workshop session on 'taking a public health approach to tackling serious violent crime and county lines'. We had some excellent speakers from the Children's Society, the National County Lines Co-ordination Centre and the Violence and Vulnerability Unit. The panel discussed the importance of strong multi-agency partnerships to tackle

serious violent crime and highlighted the valuable role that councils play in tackling this important issue.

26. **New legal duty to tackle serious violence:** In July, the Government published its [response](#) to its recent consultation, announcing that it is creating a new legal duty to support multi-agency action to tackle serious violence. The LGA's [response](#) noted that we support a public health approach to tackling serious violence crime, but emphasised the need to ensure key services including youth services, youth offending teams and public health, are properly funded to support this.
27. **Government response to the Draft Domestic Abuse Bill consultation:** In June, the Joint Committee on the Draft Domestic Abuse Bill published its [final report](#). The committee supported the LGA's calls for a greater focus on prevention and early intervention work to tackle the root causes of domestic abuse, including help from teachers and healthcare professionals. The committee has asked the Government to provide clarity on how non-accommodation based support services will be provided and funded, which Cllr Simon Blackburn called for in his [oral evidence](#) to the committee.
28. **[Taking a public health approach to tackling serious violent crime - conference:](#)**  
We are organising a conference at 18 Smith Square for councils to share best practice and good examples of how local government has adopted a multi-agency public health approach to tackling serious violent crime locally. This will be held on Wednesday 13<sup>th</sup> November and free to member councils.  
**Speakers included so far:**
- 28.1 Chair of the LGA's Safer and Stronger Communities Board, Cllr Simon Blackburn (Chairing);
  - 28.2 Home Office (tbc);
  - 28.3 Sophie Linden, Deputy Mayor for Policing and Crime (to discuss London's plans to reduce violent crime and the importance of strong multi-agency partnership working.);
  - 28.4 Anna Crispe, Director of Public Health, Suffolk Council (to discuss information sharing across public health/comm safety/ education/ safeguarding – to respond to SV locally). Anna spoke at the Home Office' SV engagement event and gave a really useful presentation on using data.
  - 28.5 Local government colleagues from Waltham Forest, Croydon and Surrey also due to speak.
29. **Modern slavery:** We have published two new documents to support councils in their work to tackle modern slavery. Our new [councillor guide](#) focuses specifically on the role that councillors can play on this agenda, while our council [case studies document](#) highlights good practice from councils up and down the country.
30. **LGA Leadership essentials courses - Prevent, counter-extremism and cohesion:**  
Following last year's highly regarded [leadership essentials programmes](#), and in recognition of the vital role of local leaders in this work, we are now developing five further courses for



councillors on Prevent, counter-extremism and cohesion over the coming months. The programmes will explore emerging challenges and threats, councils' role in delivery, and effective leadership around sensitive issues.

31. Prevent/counter-extremism courses will have a regional focus and will be held in Blackpool (14-15 Nov); London (29 Nov); and Leeds (4-5 Feb). National cohesion and integration courses will take place in Loughborough (3-4 Dec) and Coventry (10-11 Mar). Places are still available on all programmes; for further details, please contact [Grace.Collins@local.gov.uk](mailto:Grace.Collins@local.gov.uk)
32. **Special Interest Group on Countering Extremism:** We are continuing to work closely with the [Special Interest Group on Countering Extremism](#) (SIGCE), a local authority led network co-chaired by Leeds and Luton councils to support the sector around countering extremism. This has included supporting the delivery of a recent seminar on Islamist extremism, and a forthcoming event on women and extremism scheduled for November.
33. We are also supporting Leeds Council to develop a conference on [Bridging Northern Communities](#) on 4-5 November, which will look at councils' role in responding to the threats and challenges from radicalisation, extremism and integration, in recognition of some of the common issues facing communities across the North of England.
34. **Leadership Essentials for fire and rescue:** We delivered programme 12 and 13 which ran in June and September respectively. They were attended by a variety of elected members including a Police, Fire and Crime Commissioner. The programmes covered a range of topics relating to fire and rescue authorities and focused on inspection, culture and inclusion, and governance. Feedback from programme 13 was particularly positive and comments from attendees will inform the next programme which will take place in February.
35. **Leading the fire sector:** We have launched a new series of member development resources and events under the title 'Leading the fire sector' which will cater to fire and rescue authority members. This will include a Good Governance guide which will be published shortly, two Good Governance [events](#) in November and two Culture, diversity and inclusion events in January.

#### Resources Board – Finance

36. **2019 Spending Round / 2020 Spending Review:** Ahead of the September Spending Round we published a range of reports, research and media releases supporting the case for local government as part of our [#councilscan campaign](#). This included a [publication](#) at annual conference, a major survey of councils and the savings they have made since the last spending review (the results of this are still being analysed) and [analysis](#) of varying children's services costs between councils in order to show that these are affected by external factors. On the day of the 2019 Spending Round announcement, we issued a [briefing](#) providing a summary of the key announcements alongside our view on the proposals, and a [media statement](#) which has been widely covered.
37. With the full Spending Review now expected to be in 2020, we are continuing to prepare by building the case for local government. To do this, we are gathering evidence of how local





government is a 'good investment' by demonstrating the savings in public spending generated by councils.

38. **Fair Funding Review / Business Rates Retention:** At the same time as the Spending Round the Government announced that the implementation of further Business Rates Retention and the Fair Funding Review would be postponed by one year until 2021. We are continuing discussions with government officials, local authority officers and councillors to develop our policy on these work programmes.
39. Following the MHCLG consultation on business rates retention last year, we commissioned LG Futures to prepare an Excel based model showing how the proposed alternative system could work. The [model](#) is illustrative because it is based on currently-available data (and decisions have still to be taken on which data will be used in future) and how authorities may be rewarded under the scheme.
40. **Treasury Select Committee on the Impact of Business Rates on Business:** We gave [oral evidence](#) to the Treasury Select Committee following the LGA's [written submission](#) earlier in the year. The session covered a wide range of issues, including business rates as a source of income for local government, the impact of on-line retailing and out of town developments, the need for flexibility around reliefs, and the need to tackle the effect of appeals and business rates avoidance.
41. **Business Rates Avoidance:** We recently conducted a survey of councils in order to gather information about estimated amounts of business rates lost to avoidance. It is a repeat of a survey that was carried out in 2014. We intend to use the results of this survey to press the Government to take action on this issue along the lines of the package of measures announced by the Welsh Government (which are due to come into effect in Wales in 2021).
42. **Audit:** A number of councils have faced issues with delays to the audit of their 2018/19 accounts. Resources Board raised this with Ministers and have secured an assurance that councils affected will not be penalised by additional audit fees as a result of the delays or unfair performance reporting. We are also now seeking further assurances from Government that councils will not be penalised for delays in the audit of housing benefit claims where this is out of their control.
43. [The Secretary of State announced a review](#) of the audit framework that will look at the effectiveness of current audit arrangements, the transparency of reporting, whether auditors are making full use of reporting powers and the gap between taxpayers' expectations and what auditing delivers. The review, led by Sir Tony Redmond, is [also seeking views](#) on the quality of local authority financial reporting and external audit. We will be responding to the review. An overview report on the review is elsewhere on the IIB's agenda today.
44. The National Audit Office (NAO) is drafting a new Local Audit Code of Practice for implementation from 2020/21. We [responded](#) to the first stage of the consultation, which covered areas for improvements in the code, in May, and will also respond to the [more detailed consultation](#) on the revised draft in November.
45. **Fighting Fraud and Corruption Locally:** We continue to support the Board of Fighting Fraud and Corruption Locally. The Board has now commenced its review of [the Fighting](#)





[Fraud and Corruption Locally Strategy](#) which was published in 2016 and is planning to publish a refresh of it early in 2020.

46. **Engagement with local government:** We are continuing our engagement with the county councils, district councils, and municipal and unitary authority treasurers' societies by attending regular meetings and updating them on developments in local government finance to keep them up to date and provide information that will help with their financial planning.

#### Resources Board – Workforce

47. **Tacking recruitment and retention challenges:** We used the annual workforce survey to “identify the 5 occupations with the most significant recruitment and retention problems and target advice and support on those areas”, which was a target of the MoU. We have developed the following list: Planning; Social work; Legal; Information and Communications Technology; and Building Control
48. We have agreed a £1m plus contract with Government Equalities Office to run a series of ‘returner’ programmes targeted at getting people who have formerly worked in certain hard-to-recruit professions back into work.
49. **Apprenticeships:** The team launched the second phase of the Apprenticeships Accelerator Programme (AAP) in June. This programme provides on-site consultancy support to help councils spend their apprenticeship levy getting the best ROI. AAP is grant-funded for a second year by the Education & Skills Agency. Following an open application process there are 34 projects covering 37 councils that receive support over 2019/2020.
50. **Direct support to councils on managing issues between political and managerial leadership:** So far in 2019-20 we have supported 18 councils dealing with challenging issues with demand higher than expected after the increased number of councils that changed control in May.
51. **Workforce data improvements:** As part of a programme of improvements to availability of workforce data we have launched [an infographic document](#) with handy statistics.

#### Case studies on good practice in managing equality, diversity and inclusion:

There is a new blog from Leicestershire CC about their award-nominated work on [managing the menopause at work](#) as part of menopause awareness month.

The LGA has also created a [video case study](#) with Nick Page, Chief Executive of Solihull, about how he manages his mental health issues at work and the different things that they are doing for staff in Solihull as a result of what he has learned which has been viewed more than 3000 times since we published it in May for Mental Health Awareness week. Brent Council used it as part of their staff roadshows during Sept and Oct.



**Implications for Wales**

52. There are no implications for Wales.

**Financial Implications**

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

**Next steps**

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

## **Non-confidential Note of last Improvement & Innovation Board meeting**

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**Title:** Improvement & Innovation Board  
**Date:** Thursday 11 July 2019  
**Venue:** Smith Square 3&4, Ground 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**

#### **1 Declarations of Interest**

The Chairman welcomed members to meeting. Apologies and substitutions were noted (which can be found at **Appendix A**).

The Chairman welcomed Matthew Hamilton, who has recently been appointed as the Improvement Manager for the LGA. Matthew was previously the Director of the District Councils Network.

The following declaration of interest was made:

- Cllr Joy Allen declared an interest for item six, as they are part of the LGA's facilitation team.

Members had a brief discussion over how the decision was reached to make items confidential on the agenda. Dennis Skinner confirmed that confidential reports will be made public at the appropriate time, and suggested that this be discussed and agreed at each lead members meeting if future confidential items are on the Board meeting agenda.

#### **Decisions**

1. Members noted the declaration of interest.
2. Members agreed that lead members will discuss if an item at the Board should be confidential, during their meetings of the Improvement and Innovation Lead Members going forward.

#### **2 MHCLG grant funding and next steps (verbal update)**

Dennis Skinner introduced item two, and updated members on the grant funding from the Ministry of Housing, Communities and Local Government (MHCLG), and Memorandum of Understanding between MHCLG and the LGA.

Following this, a confidential discussion took place between members and officers.

**Decision**

- Members noted the update.

**3 Effectively communicating sector-led improvement**

Matthew Hamilton, together with David Holdstock, Director of Communications, introduced item three.

This item focused on the opportunity for members to set the direction for a sector-led improvement (SLI) communication and campaign strategy to be agreed at a future meeting.

Following the update, a confidential discussion took place between officers and members.

**Decisions**

1. Members noted the report.
2. Members agreed to the development of a SLI communications strategy over the summer.

The following **action** was noted:

1. Officers to draw up a communications plan for consideration at the next Board meeting in October.

**4 Statutory public notices**

David Holdstock introduced item four. This item discussed councils statutory responsibilities to undertake public notices (PN's).

Following the update, a confidential discussion took place between members and officers.

**Decisions**

Decisions for this item to be kept confidential, until such time members agree for these to be made public.

**5 Productivity work programme**

Item five was introduced by Susan Attard, Head of Productivity, alongside Lead Member Cllr Ron Woodley. The report provided gave the Board the business/work plan for the productivity team for 2019/20. Susan made reference to **Appendix A** in the agenda, which provides a summary of the business/work plan for 2019/20.

Susan's update included the following information:

- Update on the grant funding digital improvement programme, which is currently supporting councils.
- Contract management – the team are still carrying out the diagnosis exercises, as

29 October 2019

- well as working with government on commercialisation functions in the sector.
- Susan thanked the Chairman for launching the transformation and innovation exchange conference this year, feedback of this was a great success.
- An update on our support for councils on cyber security.

In the discussion that followed, the following points were raised:

- Members agreed how important this work is, particularly in relation to climate change.
- The climate emergency declaration by the government and the LGA were also discussed, and how a SLI approach to tackle this would both be innovative and a great incentive for the take up within the sector.
- Discussions were had as to why the government is taxing new renewable technologies, still after declaring a climate change emergency. Members were notified that this was actually EU legislation.
- Such technologies discussed were solar panels/farms and wind farms, although it was agreed that any information on these expenses needed to be collected from the sector, as manufacturers could not be trusted.

Dennis Skinner and Matthew Hamilton concluded the conversation by updating members that improvement discussions in relation to the climate emergency had already started, including any SLI approaches. Dennis confirmed that currently, this area of policy is with the Leadership Board and discussions are still ongoing.

### **Decisions**

1. Members noted the business/work plan for the productivity team for financial year of 2019/20.
2. Members provide guidance necessary to ensure that the programme meets its objectives in 2019/20.

## **6 Highlighting Political Leadership offer: 2019/20 work update**

Helen Jenkins, Principal Adviser – Leadership, introduced item six, alongside Lead Member Cllr Judi Billing. The report provided members with a brief update of the LGA's Political Leadership and managerial leadership offers for 2019/20.

The update focused on an overview of this year's first quarter, which included 450 councillors booked on training programmes; an update on the suppliers for 2019/20; the application process of the next generation programmes; and grant funding for disabled councillors.

In the discussion that followed, the following points were raised by members:

- Discussions over the increasing number of safeguarding risks for councillors. Access to the programmes was discussed, such as clashes with the courses and child care, or members not being available over weekends. Members went on to discuss modern ways of accessing courses – such as skype, podcasts & e-learning tools.
  - o Helen fed-back that most programmes have a weekday option, as well as more interactive e-learning tools which are currently being developed. Cllr Billing also remarked that courses attended online take out the human

interaction aspect, which she commented as vital within development of leadership skills.

- Climate change, digital development, the commercialisation of councils and the role of effective backbenchers/the opposition were suggested by members as four possible new areas to look at.

### **Decisions**

1. Improvement and Innovation Board members noted the progress so far in 2019/20.
2. Members commented and highlighted possible areas of development on the Highlighting Political Leadership or managerial leadership work.

## **7 Reflections after Innovation Zone at LGA Conference 2019 (verbal update)**

Rhian Gladman, Productivity Programme Manager, introduced item seven. Rhian's update included details on very well attended seminars in the Innovation Zone:

- Lexi the dog, which aims to tackle social isolation.
- A cycling programme, which aims to help dementia patients.
- Innovation sketch boards - drawn by artists over the three days.
- The open microphone sessions; Rhian made a special thanks to the Chairman for his energy and leadership.

The Chairman in-turn, praised the staff and all those that attended, and added that it was one of the most successful years so far.

Members discussed possibly producing and recording the seminars online going forward, for those that could not make the Annual Conference. Officers took on board this idea, and the discussion was concluded by the Chairman who stated the sketch boards will be digitalised.

### **Decision**

1. Members noted the update.

## **8 Annual report of the Improvement and Innovation Board**

Matthew Hamilton introduced item eight. This report provides an overview of the activities and achievements of the Improvement and Innovation Board over the past year of 2018/19.

Discussions from members focused on the perception survey and timeframes of this from 2018/19.

### **Decision**

1. Members noted the activities and achievements for 2018/19.

**9 Note of the Previous Meeting**

Members agreed to the notes of the previous meeting of the Improvement and Innovation Board, which took place on Thursday 23 May 2019.

**10 Any Other Business**

The Chairman gave praise to Lead Member Cllr Ron Woodley, who will be stepping down due to his term ending. The Chairman made particular reference to his hard work, enthusiasm, and contributions to the Board.

**Appendix A - Attendance**

Position/Role	Councillor	Authority
Chairman	Cllr Peter Fleming OBE	Sevenoaks District 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 Paul Bettison OBE Cllr Steve Count Cllr Charlotte Haitham Taylor Cllr Donna Jones JP Cllr Laura Miller Cllr Phil North Cllr Joy Allen Cllr Tudor Evans OBE Cllr Abdul Jabbar MBE Cllr Vince Maple Cllr Alice Perry Cllr Liz Green  Cllr Glen Sanderson JP Sir Stephen Houghton CBE Cllr Alan Connett Cllr Mike Haines Mr Richard Priestman  Mr Philip Sellwood	Bracknell Forest Borough Council Cambridgeshire County Council Wokingham Borough Council  Portsmouth City Council Purbeck District Council Test Valley Borough Council Durham County Council Plymouth City Council Oldham Metropolitan Borough Council Medway Council Islington Council Kingston upon Thames Royal Borough Council Northumberland Council Barnsley Metropolitan Borough Council  Teignbridge District Council Teignbridge District Council Local Government Improvement and Development Energy Saving Trust (EST)
Apologies	Cllr Damian White	Havering London Borough Council

# LGA location map

**Local Government Association**  
 18 Smith Square  
 London SW1P 3HZ

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 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)

