

## improvement board

agenda

**Tuesday 20 July 2010**

**11.00am**

Rooms 7.1 & 7.2  
Local Government House  
Smith Square  
London SW1P 3HZ

To: Members of LGA improvement board

cc: Named officers for briefing purposes

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

## Guidance notes for visitors

Local Government House, Smith Square, London SW1P 3HZ

### Welcome!

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

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DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

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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 LG Association website at [www.local.gov.uk](http://www.local.gov.uk)

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

## Improvement Board

20 July 2010

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There will be a meeting of the **Improvement Board at 11.00am on Tuesday 20 July 2010** in Rooms 7.1 & 7.2, 7<sup>th</sup> floor, Local Government House, Smith Square, London SW1P 3HZ.

### 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.

### Apologies

**Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting**, so that a substitute can be arranged and catering numbers adjusted, if necessary.

<b>Labour:</b>	Aicha Less:	020 7664 3263	email: <a href="mailto:aicha.less@lga.gov.uk">aicha.less@lga.gov.uk</a>
<b>Conservative:</b>	Angela Page:	020 7664 3264	email: <a href="mailto:angela.page@lga.gov.uk">angela.page@lga.gov.uk</a>
<b>Liberal Democrat:</b>	Evelyn Mark:	020 7664 3235	email: <a href="mailto:libdem@lga.gov.uk">libdem@lga.gov.uk</a>
<b>Independent:</b>	Group Office:	020 7664 3224	email: <a href="mailto:independent.group@lga.gov.uk">independent.group@lga.gov.uk</a>

### Location

A map showing the location of Local Government House is printed on the back cover.

### LGA Contact:

Jenny Day, Member Support Officer: Tel: 020 7664 3139 Fax: 020 7664 3232; e-mail: [jenny.day@lga.gov.uk](mailto:jenny.day@lga.gov.uk)

**Carers' Allowance:** As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £5.73 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.



## Improvement Board

Date: 11.08.09

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### Improvement Board - Membership 2009/2010

Councillor	Authority
<b>Conservative (6)</b>	
David Parsons CBE[Chairman]	Leicestershire CC
Peter Fleming	Sevenoaks DC
Peter Goldsworthy	Chorley BC
Jonathan Owen	East Riding of Yorkshire Council
Richard Stay	Central Bedfordshire Council
Andrew Povey	Surrey CC
<b>Substitutes:</b>	
Philip Atkins	Staffordshire CC
Peter Thompson	Hounslow LB
<b>Labour (4)</b>	
Christine Bowden	Newham LB
Ann Lucas [Deputy Chair]	Coventry City
Tony McDermott	Halton BC
Ian Swithenbank CBE [ex-officio]	Northumberland CC
<b>Substitutes:</b>	
Tim Cheetham	Barnsley MBC
Russell Roberts	Rhondda Cynon Taff CBC
<b>Liberal Democrat (3)</b>	
Jill Shortland [Vice-Chair]	Somerset CC
Sir David Williams CBE	Richmond upon Thames LB
Edward Lord JP	Corporation of London
<b>Substitute:</b>	
John Commons	Manchester City
<b>Independent (1)</b>	
Geoff Knight [Deputy Chair]	Lancaster City



## LGA Improvement Board Attendance 2009-2010

Councillors	10/09/09	24/11/09	19/1/10	23/3/10	19/5/10	20/7/10
<b>Conservative Group</b>					CANX	
David Parsons CBE	Yes	Yes	Yes	Yes		
Peter Fleming	Yes	Yes	Yes	Yes		
Peter Goldsworthy	Yes	Yes	Yes	Yes		
Jonathan Owen	Yes	Yes	No	Yes		
Richard Stay	Yes	Yes	No	Yes		
Andrew Povey	Yes	Yes	Yes	No		
<b>Labour Group</b>						
Ian Swithenbank CBE	No	Yes	Yes	No		
Christine Bowden	Yes	Yes	Yes	Yes	n/a	n/a
Ann Lucas	Yes	Yes	No	No		
Tony McDermott	Yes	Yes	Yes	Yes		
<b>Lib Dem Group</b>						
Jill Shortland	Yes	Yes	Yes	No		
Edward Lord JP	Yes	Yes	Yes	Yes		
Sir David Williams CBE	Yes	Yes	Yes	Yes		
<b>Independent</b>						
Geoff Knight	Yes	Yes	Yes	Yes		
<b>Substitutes</b>						
John Commons		Yes		Yes		
Peter Thompson			Yes	Yes		
Tim Cheetham			Yes			





## Agenda

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### Improvement Board

20 July 2010

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**Date of Next Meeting: 09 September 2010**



## **Improvement, Productivity and Localism**

### **Summary**

This report sets out the context for the discussion on improvement, productivity and localism - including activity in hand to take forward the LG Group offer to the new coalition government. It supports a presentation to be made by Rob Whiteman, Managing Director, Local Government Improvement and Development on opportunities and next steps for the LG Group.

### **Recommendations**

The Board is asked to note the report as background for further discussion.

### **Action**

To be agreed as a result of members' discussion.

Contact Officer: Dennis Skinner  
Phone No: 020 7296 6531  
Email: [Dennis.Skinner@idea.gov.uk](mailto:Dennis.Skinner@idea.gov.uk)

## Improvement, Productivity and Localism

### Local Government Group 'Offer'

1. Within the first few days of the new government, the LG Group offered sweeping proposals to streamline the state, cut public spending and devolve power to local people.

Our offer includes:

- Specific proposals for cuts to central bureaucracy and red tape worth £4.5 billion a year, or up to £22.5 billion over the five-year Parliament.
  - Giving elected councils control over local spending through local “place-based budgets” – reporting direct to Parliament - cutting out costly quangos, funding agencies, ring fenced budgets and excessive reporting requirements.
  - A national productivity programme to identify further efficiencies in local government through greater sharing of functions, running joint services and workforce modernisation.
  - A tough new system of self-regulation for councils, to ensure that high-performing town hall experts can step in to help any authority in difficulty and guarantee world class standards of services.
2. This offer has been well received by the government. The proposals build on the Improvement Board’s “Freedom to Lead” campaign and the work the Board has led on Total Place. The swift abolition of Comprehensive Area Assessment (CAA) by the new government and the commitment to further cuts to local government inspection are a significant victory for the campaign.
  3. The Improvement Board will have an important strategic role to play in driving forward key elements of this agenda.
  4. **Council self-improvement:** The Improvement Board’s “Freedom to Lead” campaign proposals on the future of assessment and inspection informed the Group ‘offer’ to the new government and have been pursued in subsequent post-election discussions with Ministers. Key elements include:
    - Stronger accountability to the public through greater transparency. More use will be made of the information councils already use for managing their own performance. Performance data will be made publicly available and agreed standards and definitions will be developed for the most commonly collected data – to provide a basis for making comparisons;
    - Self awareness. Councils and local partners will develop stronger arrangements at local level for monitoring and assessing their own performance through regular self evaluation and peer challenge. The local government sector will also collaborate to support councils to meet

- challenges through sharing best practice, peer review and support, benchmarking, etc
- Reducing the burden of assessment and inspection.
    - the current plethora of data returns and information requirements would be scaled back (councils spend as much responding to Government requests for data as they do responding to inspection);
    - further reductions in the burden of inspection and assessment of councils should be made. The LG Group have called for the annual assessments by OFSTED and Care Quality Commission to be stopped. Inspection should only to be triggered once the sector has had the opportunity to support areas facing performance challenges;
    - statutory financial audit to continue – addressing financial resilience, value for money, probity and the reliability of local data.
  - Providing early warning of the risk of failure. The LG Group and its performance partners will work with the inspection and regulatory bodies to draw on data to provide “early warning” of potential major financial, governance or performance failure.
5. The Coalition Agreement said Government would cut local government inspection and abolish the Comprehensive Area Assessment (CAA).
  6. Rt Hon Eric Pickles MP Secretary of State for Communities and Local Government wrote to council leaders on 24 June confirming that:
    - Inspectorate activity on CAA would come to an immediate end – this includes both the area assessment and the organisational assessment for councils and fire authorities;
    - Ofsted’s annual assessment of children’s services will continue for the time being, but its longer term future is being reviewed;
    - He has asked Greg Clark, Minister for Decentralisation to lead proposals to further reduce local government inspection.
  7. This is being pursued through the development of a new self regulation and self improvement offer and in discussions with Government and the Inspectorates.
  8. **National Productivity and Efficiency Programme:** The LG Group launched a National Productivity & Efficiency Programme, on 24 June at an event attended by Secretary of State for Communities and Local Government, Rt Hon Eric Pickles MP, and Baroness Hanham. Work has begun with partners to take forward a programme that will support councils in finding their own way to better productivity according to local circumstances.
  9. The aim is to identify productivity gains to deliver, by this Autumn, a robust evidence base for longer term transformational change. A number of productivity champions from the sector will be appointed to lead on work streams and the programme overall. Each workstream will include political representation. The Chairman of the Improvement Board wrote to all Council Leaders on 2 July pointing out the importance of this programme. Where

changes are identified that need government action to change regulations/legislation to drive greater productivity these will be raised with government by the LGA on behalf of the sector.

10. **Localism:** The Coalition Agreement which was published on 20 May set out policy priorities for the new coalition government. The Agreement includes a commitment to promote decentralisation and democratic engagement giving new powers to local councils (including a general power of competence), communities, neighbourhoods and individuals.
11. A Decentralisation and Localism Bill will be introduced after the summer recess. This will devolve greater powers to councils and local communities, specifically to give communities much more control over housing and planning decisions. See Appendix A **attached** for further details.
12. **Place-based budgets:** The LGA Executive has endorsed proposals for radically reshaping the state through devolved place-based budgets which have now been published. (<http://www.lga.gov.uk/lga/publications>). Commissioning responsibility and enabling choice-based models for local services would rest with a locally accountable governance body (based on a council or councils working together). The local body would be fully accountable for the budgets it holds: where the budget is funded by local taxpayers, it need only account locally to electors; where the budget is funded by national taxation voted by Parliament, the body should be able to account both to its local electors for outcomes, and directly to Parliament for that money, rather than needing to be regulated and performance managed by the current plethora of intermediary bodies.
13. We expect that, as well as holding a placed-based budget, the local body will be responsible for ensuring the conditions are in place locally to make sure choice-based models work effectively (so, for example, addressing constraints that prevent providers entering the market, helping people make an informed choice and encouraging the growth of the voluntary sector).
14. Whilst the Coalition Agreement made it clear that the deficit reduction programme would take precedence over any of the other measures in the agreement, proposals for place based budgets are being pursued through the Spending Review process. The Spending Review framework confirmed that:

*“The Government has set out its intention to promote the radical devolution of power and greater financial autonomy to local government. It will use the Spending Review to progress this, in particular through simplifying funding to local government and reducing the burden of centrally driven reporting requirements. The Government will ensure that the Spending Review process considers the needs of local government holistically, and takes account of the opportunities for frontline bodies to work together across traditional boundaries.”*

15. In order to take this forward the LG Group Chairman, Dame Margaret Eaton, agreed with the Secretary of State for Communities and Local Government that CLG officials and LGA officers would develop a programme of work on place-based budgeting to inform the government's spending review.

### **Financial Implications**

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

### **Implications for Wales**

17. There are no specific implications for Wales.

Contact Officer: Dennis Skinner  
Phone No: 020 7296 6531  
Email: [Dennis.Skinner@idea.gov.uk](mailto:Dennis.Skinner@idea.gov.uk)

**Likely key elements of the proposed Localism and Decentralisation Bill**

A Decentralisation and Localism Bill will be introduced after summer recess. This will devolve greater powers to councils and local communities, specifically to give communities much more control over housing and planning decisions.

Specific measures include:

- Give councils a power of general competence.
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20 July 2010

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## New Governance Arrangements and the Improvement Programme Plan 2010-11

### Summary

As part of the *Getting Closer* programme, changes are being made to strengthen the political governance of the LGA Group. This report outlines these changes as they affect the Improvement Board – similar reports are being submitted to other Boards. These changes will formally come into effect from September when the Board will become the Programme Board for Improvement. The report also presents an LGA Group Improvement Programme Plan for 2010-11, **attached** at Appendix B.

### Recommendations

Members are asked to:

- Note the report and the LG Group Programme Plan for Improvement
- Consider inviting Directors appointed to the IDeA Company Board to attend the Improvement Board as advisory members
- Consider the remit and ways of working for the new LGA Group Improvement Board; and
- Confirm those aspects of the Programme Plan they wish to consider at Board meetings during 2010/11

### Action

- Officers to incorporate Members' views into their work on the Improvement Programme plan.

Contact Officers: Dennis Skinner  
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## New Governance Arrangements and the Improvement Programme Plan 2010-11

### Getting Closer – Governance

#### Background

1. *Getting Closer* is a major change programme across the LG Group, which aims to ensure that the Group is effective, delivers greater value for money and enhances the reputation of local government, by being more focused on councils and more integrated.
2. Effective political governance is absolutely crucial to this. The LGA Executive has therefore agreed to a number of specific changes to strengthen the LG Group governance arrangements to give councils more influence and ensure stronger political direction of the Group and better coordination. Specifically, members agreed:
  - to strengthen the Executive to become the new governing body that sets the strategic direction and priorities for the Group, with expanded membership to include regional representatives, the three special interest groups representing district, county and metropolitan councils, and the chairs of the central body boards;
  - to establish a governing body for the LGA, in place of Office Holders.
  - to replace Strategy & Finance Policy Review Group with a new member briefing, as a more effective means of holding the LGA Group to account;
  - to maintain the Rural and Urban Commissions and Fire Services Forum and Management Committee;
  - to create nine Group programme boards, (including an Improvement Programme Board), in place of the LGA policy boards, to deliver the business plan priorities through more active engagement with councils and to strengthen the link between improvement and policy/lobbying (through common membership with central body boards where relevant – see below);
  - to clarify the central body board roles and change the Local Government Improvement and Development Company Board membership to 5 members (one from each group plus Welsh LGA) and 3 other directors (plus a CLG representative);
  - that the lead members on the Improvement Programme Board would also be the LGA appointed members of the Local Government Improvement and Development Board. The LG Improvement and Development Board also includes Directors that are not LGA appointed councillors but are notable figures from the public and private sectors. It is suggested that they attend the Improvement Programme Board in a non-voting capacity.

3. In light of these governance changes, the LGA Constitution, standing orders and political conventions have been significantly amended and agreed by the July General Assembly. For further details, see the March 2010 Executive Agenda: <http://www.lga.gov.uk/lga/aio/9556709>.

## Operation of the new governance arrangements

4. From September 2010 the LGA Improvement Board will become the LG Group Improvement Programme Board. The purpose of the new Board is to provide strategic oversight of all the LG Group's policy and improvement activity in relation to improvement in line with the LG Group priorities. A copy of the generic Terms of Reference for Programme Boards is **attached** at Appendix A.

### How is this different?

5. The Boards will have **responsibility for more than just policy**. They will provide oversight of all the activity across the Group in relation to improvement. This will require the Boards to have a thorough understanding of council priorities and performance in their areas of responsibility, using strong networks and robust information. For the Improvement Board it means that the Board will need to consider how best to relate to other Boards with specific improvement responsibilities.
6. The **business plan will determine what the Boards do in a much more explicit way** than before. The Board will have clear responsibility for overseeing a programme of work to deliver the strategic priorities set by the LG Group Executive. That also means the Board will have a responsibility to shape the LG Group Business Plan by ensuring the priorities of the sector are fed into the process.
7. There is a much **stronger emphasis on being more outward focused and connected to councils** (through task groups, Commissions, Special Interest Groups, regional networks and other means of wider engagement). Boards are encouraged to find their own most effective way of working and not be restricted by formal meetings in London on a set timescale (but with a guide of 4 formal meetings a year);
8. The new **Group Executive will be much more representative of local government**, with regional and special interest group representatives. This provides an excellent forum for programme boards to seek views from across the sector on key issues for which the board is responsible.

### Issues for members to consider

9. Members might wish to consider the following questions to help prepare for the transition to the new way of operating:

- How will members ensure they develop an evidence-based understanding of the performance issues, improvement needs and priorities of the sector?
- How can the board ensure stronger connections to councils? e.g. regional groupings, portfolio holders, use of task and finish groups,
- What might be the most effective way of working for the new board? e.g. board meetings outside London, presentations from councils or stakeholders, use of technology to improve communications,
- How should the Improvement Board develop working relationships with other Boards that now have specific improvement responsibilities?
- What subject areas lie within the board's responsibility? Are there areas of overlap/duplication that need to be resolved?

## Improvement Programme Plan 2010-2011

10. Building on the first LGA Group Business Plan for 2009-2010, the Business Plan for 2010-2011 has provided further opportunities to plan work across the Group. The Group Business Plan provides a context in which to do this, identifying five core priorities:
  - reputation - building the reputation of councils;
  - the economy;
  - innovation and value for money - supporting councils to deliver value for money;
  - local democracy - ensuring local decision-making is at the centre of debate;
  - customer service - having an Local Government Group fit for service.
11. These priorities were discussed at a Lead Member away day, which then informed the Group Business Plan which was agreed by the LGA Executive in January 2010.
12. The Board's work features in the Reputation, Innovation and Value for Money, Local Democracy and Customer Services priorities of the Group Business Plan.
13. Since the Group Business Plan has been finalised, draft programme plans for each board have been drawn up setting out how the range of activity for each board during 2010/11 supports the themes in the LG Group Business Plan. This provides, for the first time, a comprehensive picture of related activity in all parts of the Group. The draft programme plan for Improvement for 2010-11 is **attached at Appendix B**.
14. Members are invited to identify a small number of key issues over which they are particularly keen to consider and influence through discussions at the Board – this might, for example, include
  - The national productivity programme
  - Sector led regulation and improvement – including data

- Localism – feeding views through to the LGA Executive
15. The Programme Plan will also inform the development of a programme of one day Conferences and seminars.
  16. Priorities will need to be kept under review in light of the new government's policies to ensure that any commitments of relevance to local authorities are factored into the Board's work if necessary.
  17. The Board will receive regular updates from officers across the LG Group on progress against the Programme Plan, and alongside the routine reporting of key campaigning, lobbying and policy issues to the Board this will ensure the Board is kept informed of any developments around the delivery of the Plan.

### **Financial Implications**

18. The new governance arrangements are not expected to have any significant financial implications.

### **Implications for Wales**

19. The proposals outlined above would strengthen recognition and involvement of the WLGA through a new LGA Constitution, with a seat on the LGA Group Executive whilst retaining its membership of the central body company boards.

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## **LGA Improvement Programme Board Remit and Terms of Reference**

### **Remit**

The purpose of the Improvement Programme Board is to provide strategic oversight of all the LG Group's policy and improvement activity in relation to councils improving their performance and productivity and in relation to localism – in line with the LG Group priorities.

In doing so it will work closely with the LG Group Programme Boards on the performance of the sector in their subject areas and the arrangements they are putting in place to provide improvement support and will provide strategic direction to the sector's own improvement architecture (e.g Regional Improvement and Efficiency partnerships and the RIEP Member Forum) and receive progress reports from them.

### **Terms of Reference**

Programme Boards should seek to involve councillors in supporting the delivery of these priorities (through task groups, Rural and Urban Commissions, Special Interest Groups (SIGs), regional networks and other means of wider engagement); essentially operating as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.

The Improvement Programme Board will be responsible for:

1. Developing a thorough understanding of council priorities and performance across the width of councils' responsibilities, using strong networks and robust information.
2. Helping to shape the LGA Group Business Plan by ensuring the priorities of the sector are fed into the process.
3. Overseeing a programme of work to deliver the strategic priorities set by the LG Group Executive, covering lobbying/campaigns, research/policy, good practice, improvement support and events – as specified in the business plan, taking into account linkages with other policy boards where appropriate.
4. Representational and lobbying activities on behalf of the LG Group and responsibility for the promulgation of activity through public statements in its areas of responsibility.

5. Building and maintaining effective relationships with key stakeholders.

The Improvement Programme Board may:

- Appoint members to relevant outside bodies in accordance with guidance in the Political Conventions.
- Appoint member champions where appropriate (who must be a current member of the Board) on key issues, with responsibility for liaising with portfolio holders on key issues that require rapid response/contact with councils.

Priority & Lead	What we are looking to achieve	Outputs	Who	When
<b>REPUTATION</b>	<b>Support on key reputational issues</b>			
Service support	<p>To provide support to councils that need it to increase their capacity and capability in specific service areas on key reputational issues including:</p> <ul style="list-style-type: none"> <li>• children and young people</li> <li>• adult social care</li> <li>• cultural services</li> <li>• equalities</li> <li>• safer communities</li> <li>• cohesion</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing and development of good practice through our online and other national networks</li> <li>• Publication of good practice benchmarks and case studies</li> <li>• Direct support to councils that need it delivered by member and officer peers, including peer challenge and review</li> <li>• Direct support to councils with specific performance issues</li> <li>• Additional direct support to councils from councillor and officer peers, and specialist advisers as appropriate</li> </ul>	LG Improvement and Development	Up to March 2011
Help build councils' capacity and support improvement on specific service issues related to Regulatory Services.	<p>Support and promote the Regulatory Excellence Framework and its use in councils self assessment and peer challenge.</p> <p>Increase capacity in councils regarding 'streetscene' regulation and consider the enhancement of current support mechanisms</p> <p>Increase capacity in councils regarding the delivery of 'taxi licensing services by sharing best practice and driving innovation in these services</p>	<ul style="list-style-type: none"> <li>• Promote use with councils, building on the recommendations of the independent evaluation report on the current LACORS' regulatory services 'peer challenge' pilot programme.</li> <li>• Deliver against detailed work plan reflecting councils priorities.</li> </ul>	LG Regulation	On-going
<b>INNOVATION AND VALUE FOR MONEY</b>	<b>Innovation and Efficiency</b>			



Whole Area	<p>Work with councils and the Government to demonstrate how a 'whole area' approach can lead to better services at less cost by delivering a new place-based model of public services, which is responsive to citizens by supporting the development and dissemination of new and innovative practice</p>	<p>Lobbying on place based budgets to promote radical decentralisation.</p> <p>Work with pilot councils on the key areas in which local public services will need to be integrated:</p> <ul style="list-style-type: none"> <li>• governance and accountability</li> <li>• leadership</li> <li>• resources</li> <li>• information</li> <li>• business planning and performance management</li> <li>• commissioning for place and prevention</li> <li>• service design</li> </ul>	LG Group LG Improvement and Development	April 2010 onwards July 2010 onwards
	National Productivity programme	<p>Lead on behalf of the sector the National Productivity Programme</p> <ul style="list-style-type: none"> <li>• Agree workstreams and leads</li> <li>• Initial reports</li> </ul>	LG Improvement and Development	By end of July Autumn 2010
	<p>Total Capital – place based pilot property alliance, which will provide the basis for wider roll-out of property alliance based on programmes of efficiency</p> <p>Improved commercial and leadership skills across the local public sector generally and in particular in order to support place based initiatives and services</p>	<p>Experience, know-how and toolkit available for sector to assist delivery of successful place-based asset management</p> <p>Organisational and personal capacity and capability development</p>	Local Partnerships Local Partnerships	By March 2011 On-going
Innovation (to be brought together with the productivity programme)	Working with NESTA's Public Services Innovation Lab and other partners, to trial innovative solutions aiming to demonstrate how public services can be transformed by establishing experiments to solve critical social problems	Specific projects through NESTA to redesign services for : <ul style="list-style-type: none"> <li>• resilient families;</li> <li>• young offenders.</li> </ul>	LG Improvement and Development	By March 2011

Local Innovation Awards	To demonstrate that councils are best placed to find imaginative, innovative and cost-effective solutions to seemingly intractable social issues and public delivery challenges in local areas	Incubation of "next practice" working with the award winners for this year's themes: Economic Resilience; Taking Control of Care; Keeping our Children and Young People Safe; Safer Communities; Achieving more through Partnership	LG Improvement and Development	On-going
Transformational Government –	To demonstrate how councils can deliver local public services more effectively and efficiently	<p>Total Place Customer Insight review</p> <ul style="list-style-type: none"> <li>• Support programme for pilot councils, to help implement Customer Insight and Social Media tool and techniques</li> <li>• National and regional events to highlight and share best practice on customer insight, social media, shared services and efficiency savings</li> <li>• Co-ordinated local government engagement with key national programmes including Tell Us Once, Gov Connect and Total Place</li> </ul>	LG Improvement and Development	On-going
Value for Money Managing through the spending squeeze –	To support councils in delivering a new place- based model of public services, which is responsive to citizens but with significantly reduced costs, including management and overhead costs	<p>Work with pilot councils on the key areas in which local public services will need to be integrated to achieve significantly reduced costs:</p> <ul style="list-style-type: none"> <li>• management and workforce</li> <li>• property assets and infrastructure</li> <li>• ICT investment</li> <li>• procurement</li> <li>• support services</li> </ul>	LG Improvement and Development	By March 2011
Improving Organizational productivity	To support councils with organizational transformation, helping them tackle workforce and cultural challenges with their partners, to improve productivity and customer satisfaction, by supporting the development of innovative practice.	<p>Work with pilot councils and partnerships</p> <ul style="list-style-type: none"> <li>• Communities of Practice on workforce issues</li> <li>• Web resources including good practice guidance and tools</li> <li>• Productivity and workforce improvement peer challenges</li> <li>• National and regional events</li> </ul>	LG Improvement and Development	Up to March 2011
Support council's regulatory services in learning and sharing good practice to deliver more efficient services	<ul style="list-style-type: none"> <li>• Councils learning from other examples of good practice and innovation.</li> <li>• Promote and support partnership working within council regulatory services to increase efficiency and improve service design and delivery.</li> <li>• Councils briefed and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Examples of good practice and innovation promoted on website/emails/events</li> <li>▪ Set up Shared Services COP. (Communities of Practice)</li> <li>▪ Advise BIS on their proposals for reorganisation</li> <li>▪ Provide heads of service and practitioner with timely specialist e-bulletins, briefing documents and guidance to all councils across the UK</li> </ul>	LG Regulation	On-going

	equipped on implementing new legislation				
<b>LOCAL DEMOCRACY</b>					
Accountability and governance	To promote and gain support for Freedom to lead, trust to deliver, leading to a new accountability framework with far less inspection and regulation.	A campaign for new accountability framework for local government and local public services.		LG Improvement and Development	On-going
	<b>Strengthening Local Democracy</b>				
Leadership of Place	Jointly with the other improvement agencies, to develop new models of leadership development both place-based and national to help build capability for managerial leaders to lead across organisational boundaries	A Leadership Development Community of Practice to support better commissioning in local government <ul style="list-style-type: none"> <li>• Good practice advice on commissioning leading edge development activities</li> </ul>		LG Improvement and Development	By January 2011
RIEP support	To support the RIEPs to ensure that national and regional improvement support to councils is coordinated	National co-ordination of the RIEPs through support to network meetings and other national-level activity. <ul style="list-style-type: none"> <li>• Servicing of meetings of RIEP, CETG and IEAN</li> <li>• Various publications on work of RIEP's</li> </ul>		LG Improvement and Development	On-going
	<b>Promoting and supporting local councillors</b>				
Councillor Development Programmes	To ensure that all councillors are better able to fulfill their roles as leaders of their local communities. Councillors represent their communities in terms of equality and diversity	A range of Leadership programmes to develop the personal leadership skills of leading councillors and help them become effective strategic and community leaders: IDEA's Leadership Academy; Leadership Centre's "Civic Pride; '21 <sup>st</sup> Century Councillor"; Be a Councillor"; Leeds Castle and Next Generation programmes. <ul style="list-style-type: none"> <li>• Promotion of the Member Development Charter and Charter Plus</li> <li>• Support for the officers in councils and RIEPs responsible for member development including a Community of Practice</li> <li>• Good practice advice on councillor recruitment to ensure they are representative of their communities</li> </ul>	LG Improvement and Development and Leadership Centre	By end of March 2011	
<b>ECONOMY</b>	<b>Regeneration and Growth</b>				
Better Regulation Principles	Explore a proposition to more effectively and efficiently use the	A proposition for consideration by the LGA Group and-central		LG Regulation	By end of March 2011

	current resources in local and central government to drive improvement and embed the principles of Better Regulation in council Regulatory Services	government that secures greater efficiency and effectiveness.		
<b>CUSTOMER SERVICE</b>	<b>Communications</b>			
	Improve communications with member councils and enhance the LGA Group brand through successful one day events and residential conference	One day event – November 2010 Residential event- March 2011	LG Group	On-going



20 July 2010

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## Data and digital policy

### Summary

1. This paper proposes an agenda for Local Government Group activity on data and digital policy and practice, and a formal programme managed approach with political oversight and guidance.
2. The rapidly developing world of data and digital policy and practice has wide implications for local government and offers new opportunities. The use of robust data and digital technology will be key features in a new approach to self regulation and in councils' work to significantly reduce costs. Citizens will increasingly use data and other information to hold local government and other partner bodies to account, and expect action in response to problems and issues that they identify.
3. The Local Government Group is well placed to help shape this agenda and to exploit these opportunities. This paper outlines the benefits and proposed next steps.

### Recommendations

Board consideration and agreement is sought for:

- The key objectives and activity for the Local Government Group outlined in paragraphs 3 and 4.
- The proposal to create a Task Group of the Improvement Board to have oversight of this work and the terms of reference **attached** at Appendix 1.

### Action

If agreed, we will proceed as set out in paragraphs 4, and 6 with a first meeting of the Group in early autumn.

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## Data and digital policy

### Background

1. Good quality data and information underpin effective policy and practice. The pace of change in data use and information technology is accelerating. Councils are looking to exploit the opportunities whilst guarding reputation in managing risks, for example in handling personal data. This matters to the Local Government Group because:
  - There is an opportunity to reduce the resources tied up in expensive and complex data collection and reporting systems to central government. The aim should be to offer local data in ways that allows anyone (government, citizens or other interested parties) to draw data without imposing additional burdens. To achieve this requires some transitional design work to make it a reality.
  - In a period of public sector resource constraint, councils need to exploit all avenues to improve effectiveness and reduce cost. For example, shifting to web enabled and increasingly 'shared' services, better identifying and understanding individual needs, and enabling cross organisational working (as demonstrated in Total Place).
  - Improving data and analytic capacity is a key component of the local government National Productivity Programme.
  - The thrust of policy is for accessible and user friendly data to achieve transparency;
  - Realising sector-led improvement requires data to trigger offers of early support and avert government intervention.
2. There is much excellent sector practice and innovation in councils, however good practice is not embedded or universal so there is scope to further exploit new approaches and uses of data and information. Also, the sector needs stronger national and regional leadership and co-ordination: our institutions are fragmented. We suggest the following **key objectives** for Local Government Group sector support:
  - a) Ensuring that councils can harness advances in technology and approaches to data and the use of the internet.



- b) Creating stronger and corporate sector capacity to collect, access and best use data: the sector is striving to achieve this, but there is scope to help develop cost effective and widely accessible means to achieve this.
- c) Improving accountability and transparency to deliver genuine benefit: government is driving this; we need to affordably and sensibly achieve this in ways that add real value for business and citizen.
- d) Developing opportunities to help people and businesses help themselves, web enabled services are typically cheaper and available 24 hours a day, (reflecting Amazon or internet banking) and have wide application, whilst recognising that some have no internet access or a bank account.
- e) Developing cost effective ways for local government and partners to collect share and use data: a technical matter but something that local government needs to take a stronger lead.
- f) Freeing up data sharing, for example, for place based initiatives whilst protecting personal data and managing access to such personal data when needed. This is complex with unconnected policies and initiatives spanning data protection and the Information Commissioner; identity 'management'; 'Tell us once' (a single citizen 'log in' to public services); guidelines, and new developments in secure IT for transmission and exchange of data across the public services.
- g) Getting the best out of national policy: through lobbying and representation, for example in the recent move to revise the Ordnance Survey business model.

### **Current Local Government Group Activity in Response**

- 3. Our current activity that includes:
  - a) Improving data and the capability to analyse it is a key component of the local government sector National Productivity Programme.
  - b) A potential post CAA sector owned performance and efficiency data base in partnership with CIPFA that would be available free of charge, and therefore help avoid a proliferation of sector solutions and consequent duplication.
  - c) Support for better local information systems, and an interactive knowledge hub to encourage innovation and creative exchange of ideas.
  - d) Support for councils in meeting data protection requirements and secure personal data exchange measures with other parts of the public sector.

- e) A programme to identify and develop practical and affordable support to councils and their partners to better share local data with citizens in ways that add public value.
- f) Securing what national sources of data (e.g. Census 2011) local government needs, and to minimise burdens from central government initiatives.
- g) An emerging coalition of sector activity and organizations in this area.

### Where next?

- 4. We recommend developing the work identified above around:
  - **A sector agreed data and digital policy framework** to drive activity; and
  - **A ‘standards applied at source’ approach:** the current data revolution begins to offer flexible formats to enable multiple uses at low cost. If the sector adopted such standards collectively and for web presentation for all relevant public data, it would meet requirements for transparency, accountability and freedom of information.

### Governance

- 5. Currently sector (not just Group) governance for this is complex:
  - a) Internally, we have a senior officer oversight of Group activity and ensuring alignment with Business Plan priorities.
  - b) Local Government Improvement and Development support the Local Government Delivery Council which combines senior officer representation from the sector with similar from central government;
  - c) Various IT oriented specialist ‘councils’ that mirror central government arrangements with good relations with central government but poor visibility or accountability within the sector.
  - d) A similarly fragmented structure of specialist data and information groups - including a moribund Central Local Information Partnership, and a Location Council that has cross public sector oversight of geographic information services, but again little real influence; and
  - e) Little political accountability, oversight or visibility.

6. We propose:
- a) Stronger Local Government Group political oversight, supported by senior officers, through a Task Group of the Improvement Board, and involvement of Local Government Improvement and Development member peers with expertise/interest in this area of work.
  - b) A stronger advisory role for the Local Government Delivery Council;
  - c) A shared service approach to bring the local government information technology and data communities into closer partnership with the Group.

### **Financial Implications**

7. For 2010/11, this work will be delivered through existing resources. After that, agreed activity will be designed to reflect decisions on the overall structure and resources available to the LG Group. We are not committing resources beyond March 2011 at this stage. However, we suggest that future uncertainties should not block essential work in responding to the rapidly emerging agenda during 2010/11.

### **Implications for Wales**

8. We work closely with Welsh colleagues on aspects of this agenda and are in conversation about the extent to which they would like to further develop that joint approach.

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## Appendix 1

### **Terms of Reference for an Improvement Board Task Group for Data and Digital Policy and Practice**

The Task Group will report to the Improvement Board but lead on:

1. Local Government Group data and digital policy to ensure appropriate sector leadership and get the best from national policy in the interests of local government.
2. The Local Government Group 'offer' to the sector on digital and data development as a component of improvement activity, to include support for:
  - a. Building stronger and corporate sector capacity to handle and use data, and to boost sector analytic skills and capacity in this area.
  - b. Establishing sector performance data needs in a post CAA era and establishing how best to provide the data.
  - c. Improving accountability and transparency in ways that deliver genuine benefit.
  - d. Exploiting opportunities and savings through digital services.
  - e. Developing cost effective ways for local government and partners to collect share and use data.
  - f. Guarding sector reputation in collecting and using personal data.



20 July 2010

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## **Update report**

### **Summary**

This report is designed to provide the Board with a regular update on key aspects of its work. It is intended that the report would normally cover:

- Council performance;
- Regional Improvement and Efficiency Partnerships (RIEPs);
- LG Group performance and progress against the business plan.

### **Recommendations**

- The Board is asked to note the report and to comment on the format and nature of future update reports
- Members' views are invited on the type of information about council performance they would find most useful in helping them understand sector performance and the improvement challenges the sector faces

### **Action**

- Revise the format of future update reports in the light of members' comments
- Update reports to contain performance information requested by members.

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## Update report

### Background

1. As the move to local government taking responsibility for its own performance gathers pace the Board will want to be reassured about council performance and the support provided by the sector's improvement architecture.
2. It is therefore proposed that the Board should receive regular update reports covering:
  - Council performance;
  - The work of the Regional Improvement and Efficiency Partnerships in providing sector support;
  - The progress being made by the LG Group in providing the sector support agreed through the Group Business Plan and set out in the Improvement Programme plan.

### Council Performance:

3. We have been able to rely for a number of years on the evidence of council performance provided by external assessments carried out by the Audit Commission and other inspectorates for the Comprehensive Performance Assessment (CPA) and latterly the Comprehensive Area Assessment (CAA) and the National Indicator Set (NIS). **Appendix A** to this report provides an analysis of the current data available from that source.
4. However, the CAA data will have a relatively short shelf life and the future of the NIS is unclear. A new approach to performance data is needed that makes more use of the data that councils and partners already use to manage their own performance. A separate item on Data and Digital Policy on the agenda addresses the need to drive improvement in data quality. In due course this should provide an easily accessible resource enabling the sector to monitor its performance across a range of locally important and selected indicators.
5. In the meantime the Board's Performance Support Panel, with the Political Group Improvement Boards, will continue to oversee support provided to those councils facing particular difficulties.
6. Members are invited to offer views and suggestions about the type of performance information they would find helpful in monitoring performance across the sector.



### **Regional Improvement and Efficiency Partnerships**

7. The Regional Improvement and Efficiency Partnerships have provided regular reports to the Improvement Board as part of the strong governance and leadership for the RIEP Programme provided by the Board and it is proposed that this should continue. The current update is provided at **Appendix B** to this report.

### **LG Group Performance against the Improvement programme plan**

8. It is proposed that at future meetings, the Improvement Board should receive progress reports against key elements of the Group Improvement programme plan, so that members can satisfy themselves that progress is being made in delivering the improvement support contained in the plan.

### **Financial Implications**

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

### **Implications for Wales**

10. There are no specific implications for Wales.

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# Sector performance:

Inspectorate Scores and the National Indicator Set

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## Introduction

For many years local government's performance has been judged nationally by central government via Comprehensive Performance Assessment (CPA) and Best Value Performance Indicators (BVPIs) and more recently via Comprehensive Area Assessment (CAA) and the National Indicator Set (NIS). Alongside this the sector has been subject to a multitude of other inspection frameworks, most notably Care Quality Commission's assessment of social care services for adults and Ofsted's assessment of children's services.

Following the new government's announcement in May to abolish CAA and the uncertainty around the other national collections, and therefore the availability of data in the longer term, this report takes the opportunity to summarise current sector performance *and asks the question 'if this information is no longer available what proportionate replacement does the sector need in order to manage its own performance?'*

## Comprehensive area assessment

Under CAA local partnerships' performance was assessed against local priorities agreed in the local area agreement. The assessment covered areas such as health, economic prospects, improving outcomes for children and young people and community safety but unlike previous frameworks there was no overall score for each of the 152 areas. Instead there was a narrative bringing together the judgments of the inspectorates and a series of red and green flags were awarded denoting areas of significant concern and of notable achievement or innovation.

### Red and green flags

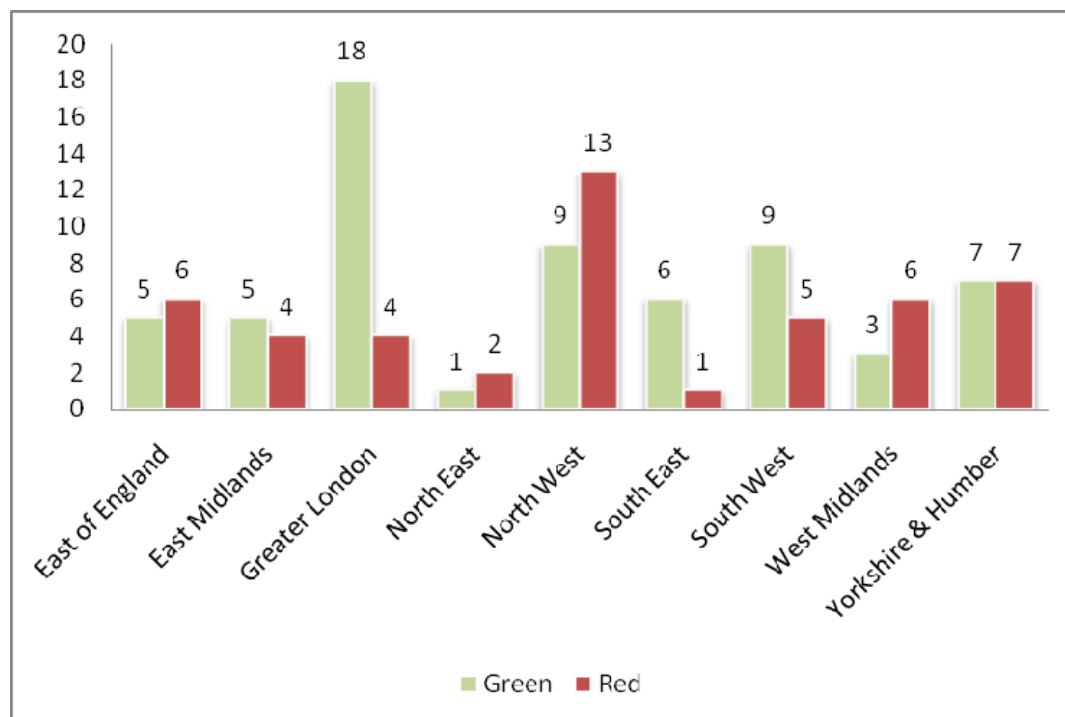
As part of the 2009 area assessment, 89 of the 152 local area agreement areas received green or red flags:

- 74 green flags awarded across 63 areas
- 62 red flags awarded across 48 areas
- 22 areas have both red and green flags.

Ten of the 152 areas have more than one green flag and 13 areas have two or more red flags.

There is some regional variation in the distribution of flags. In the North West and East of England over 50 per cent of all areas received a red flag, compared to 12 per cent in London and 5 per cent in the South East. There was less variation in the distribution of green flags although the North East and the West Midlands were the exceptions with only 8 per cent and 21 per cent of areas receiving a green flag.

**Figure 1: Number of areas receiving green or red flags**



## Organisational assessment

As part of the 2009 assessment all local authorities were subject to an organisational assessment. Organisational assessments combine an assessment of an organisation's service performance with an assessment of value for money in how it uses its resources.

332 (94 per cent) of the 353 local authorities in England were rated as performing adequately or above:

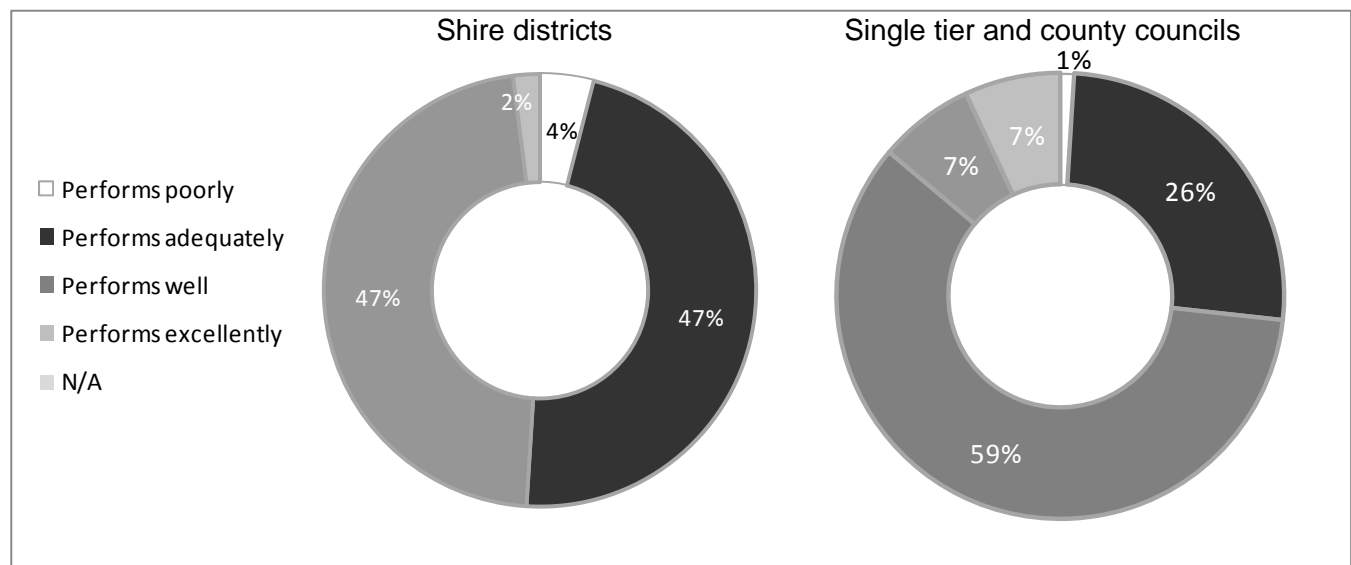
- 14 were rated as performing excellently
- 185 were rated as performing well
- 133 were rated as performing adequately.

Eleven authorities were rated as performing poorly and ten were not rated at that time.

There was some variation in performance across authority type and region. 67 per cent of single tier and county councils were rated as performing well or excellently compared to 49 per cent of shire districts. London boroughs and counties were the highest performing with 91 per cent and 85 per cent performing well or excellently.

Regionally less than half of all authorities in the West Midlands, Yorkshire and Humber and the East Midlands were rated as performing well or excellently (39 per cent, 41 per cent and 42 per cent).

**Figure 2: Organisational Assessment scores by authority tier**



## Managing performance

Another element of the organisational assessment is managing performance. This looks at how well the organisation manages and improves its services to improve the lives of local people.

As part of the 2009 assessment 337 (96 per cent) of the 353 local authorities in England were rated as performing adequately or above in terms of managing performance:

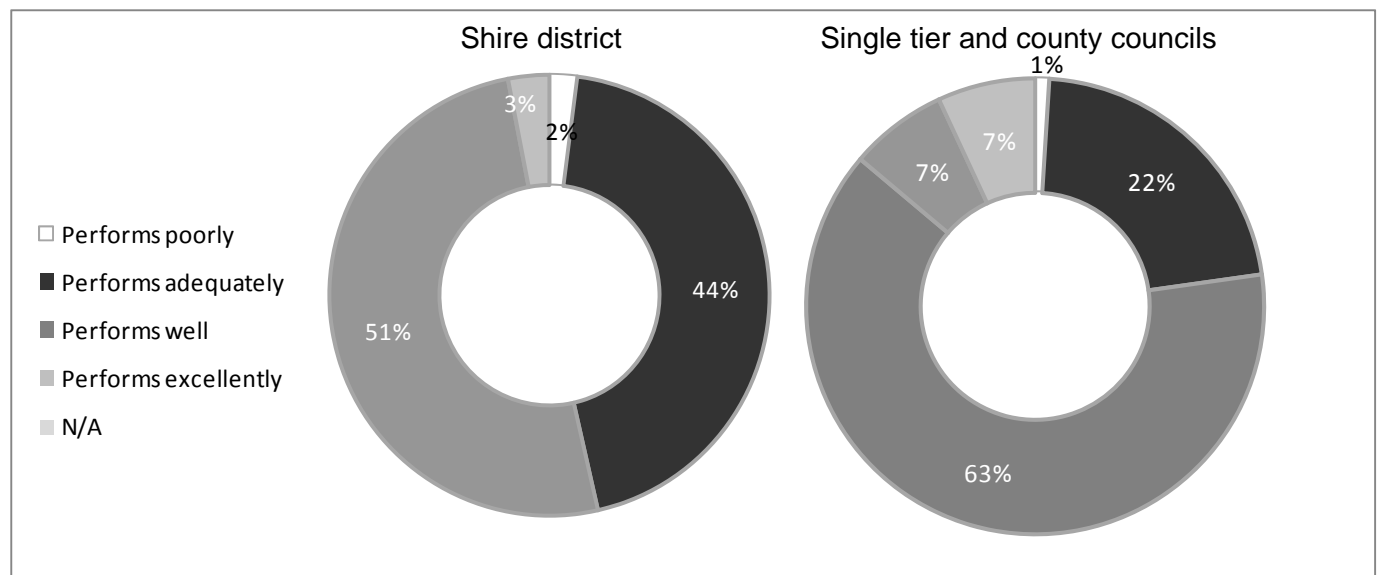
- 17 were rated as performing excellently
- 198 were rated as performing well
- 122 were rated as performing adequately.

Only six authorities were rated as performing poorly and ten were not rated at that time.

There was some variation in performance across authority type and region. 71 per cent of single tier and county councils were rated as performing well or excellently compared to 53 per cent of shire districts. London boroughs and counties were the highest performing with 94 per cent and 85 per cent performing well or excellently.

Regionally less than half of all authorities in the East and West Midlands were rated as performing well or excellently (45 per cent and 47 per cent).

**Figure 3: Managing performance scores by authority tier**



## Use of resources

Use of resources is an Audit Commission assessment of how well organisations are managing and using taxpayers' money and other resources to deliver value for money and better outcomes for local people.

As part of the 2009 assessment 340 (96 per cent) of the 353 local authorities in England were rated as performing adequately or above in terms of managing performance. Despite this higher figure fewer authorities were performing in the top two categories:

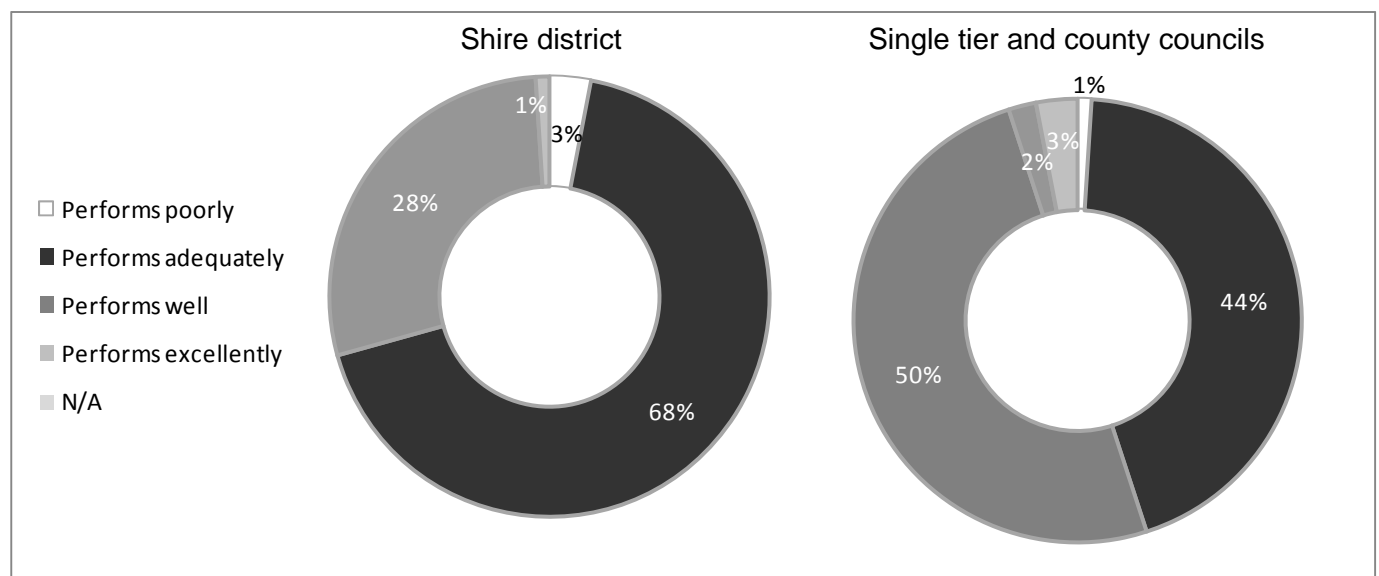
- 5 were rated as performing excellently
- 133 were rated as performing well
- 202 were rated as performing adequately.

Only eight authorities were rated as performing poorly and five were not rated at that time.

There was some variation in performance across authority type and region. 52 per cent of single tier and county councils were rated as performing well or excellently compared to 29 per cent of shire districts. Unlike the organisational and the managing performance assessments it was counties that were the highest performing followed by London boroughs, with 78 per cent and 70 per cent performing well or excellently.

With the exception of London and the North East all regions had less than half of their authorities rated as performing well or excellently. The lowest performing regions were the East Midlands and the South West (14 per cent and 24 per cent).

**Figure 4: Use of resources scores by authority tier**





## Ofsted's assessment of children's services

In 2009, Ofsted introduced a new annual rating of local authority children's services, which replaces the Annual Performance Assessment. The annual rating is derived from a performance profile of the quality of services and outcomes for children and young people in each local authority area.

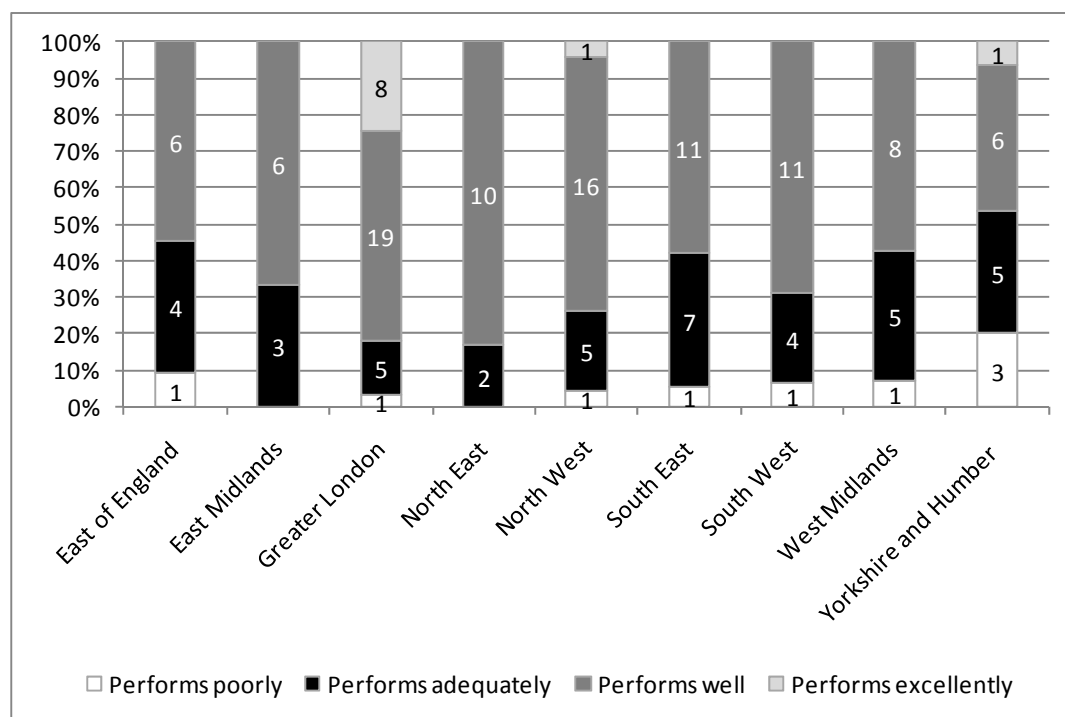
143 (94 per cent) of the 152 local authorities Ofsted assessed were rated as performing adequately or above:

- 10 were rated as performing excellently
- 93 were rated as performing well
- 40 were rated as performing adequately.

Only nine authorities were rated as performing poorly.

There was little variation in performance across authority type with around three-fifths of authorities performing well or excellently across all types of authority, increasing to four-fifths for London boroughs. Regionally there was a little more variation. Less than half the authorities in Yorkshire and Humber were rated as performing well or excellently, increasing to just under three-fifths of authorities in East of England, West Midlands and the South East and jumping to around four-fifths for London and the North East.

**Figure 5: Children's services scores by region**



## Care Quality Commission’s assessment of social care services for adults

In 2009, the Care Quality Commission became responsible for regulating adult social care and their assessments look at how well local councils arrange adult social care services and deliver outcomes for the people who use them.

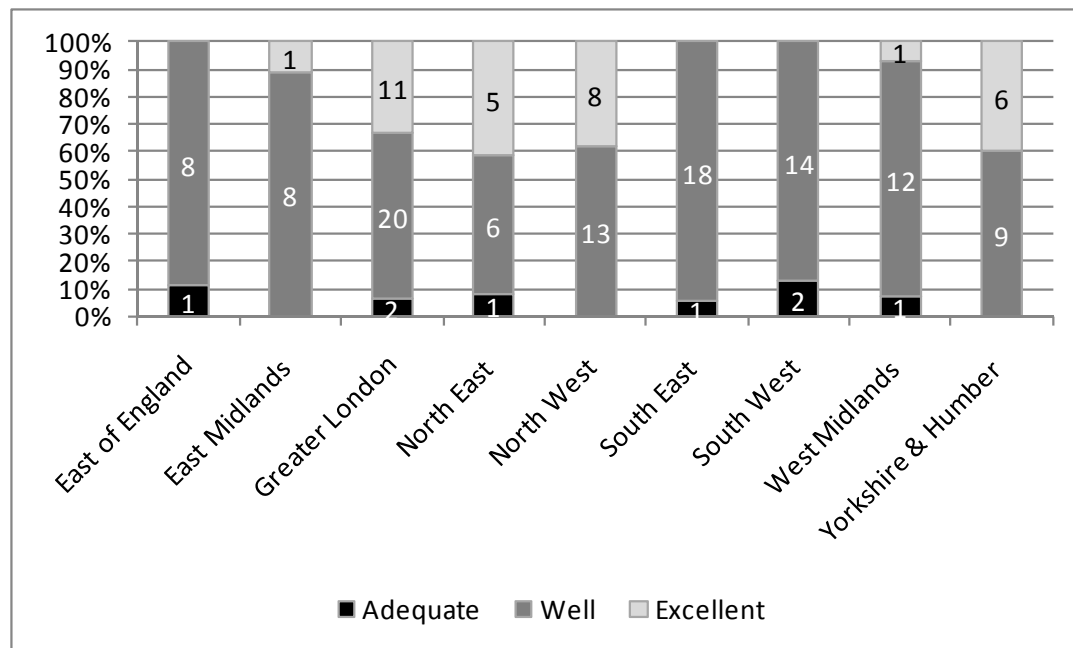
In 2009 140 (94 per cent) of the 148 local authorities CQC assessed were rated as performing well or excellently:

- 32 were rated as performing excellently
- 108 were rated as performing well
- 8 were rated as performing adequately.

No authorities were rated as performing poorly.

The pattern of performance was broadly similar across all authority types. ‘Excellent’ ratings were concentrated in London and the three northern regions.

**Figure 6: Social care services for adults scores by region**



## National indicator set

The single set of National Indicators (NIS) came in to effect from April 2008. It covers services delivered by local authorities alone and in partnership with other organisations like health services and the police.

At the time of launch there were 198 national indicators. In February 2009 ten were deleted and in April 2010 a further 18 indicators were removed from the NIS.

Authorities were free to select indicators based on their local priorities, although there were a dozen statutory education indicators. Latest available analysis of indicator selection (May 2009) shows:

- From the non-statutory indicators authorities have selected, on average, 31 indicators each.
- The proportion of indicators selected within each theme is broadly comparable with the exception of children and young people; the statutory indicators in this theme resulted in fewer optional indicators being selected by authorities.
- Within the 11 sub-themes, the pattern of selection was more varied reflecting local priorities.

Rather than attempt to include analysis of the sector's performance against all indicators we will focus on the most frequently selected indicators. The data cover a wide variety of reporting periods which include calendar years, financial years, quarterly and monthly, so our analysis will be based on the most recently published data for each indicator.

**Table 1: Top 20 national indicators selected, May 2009**

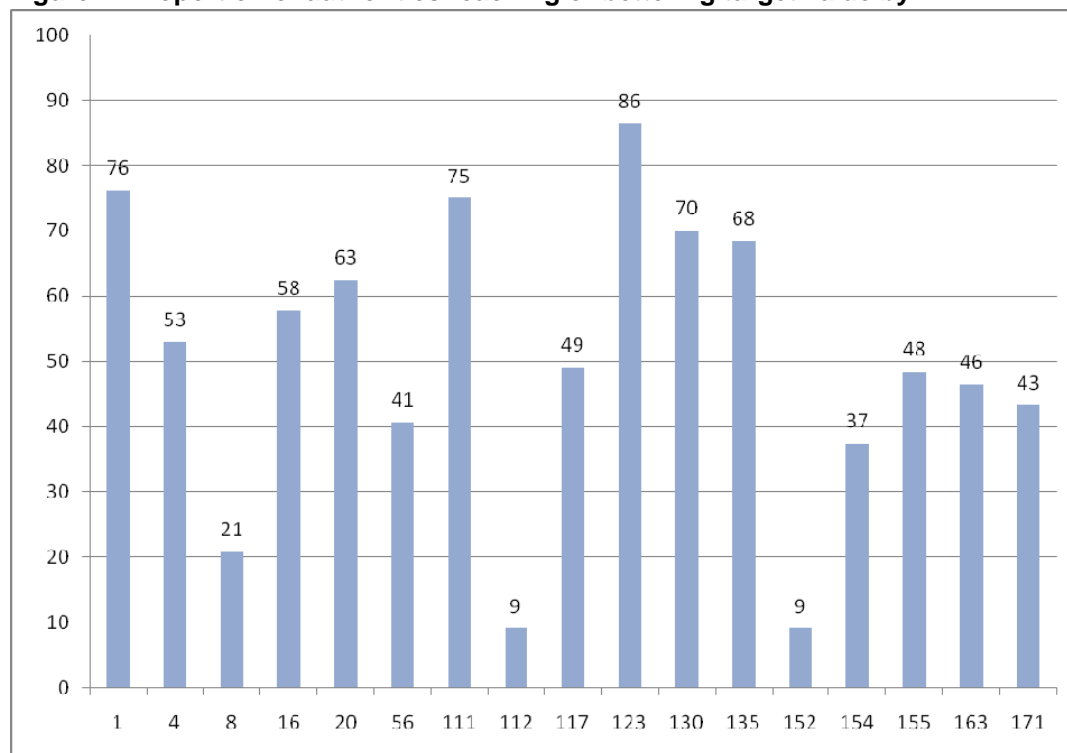
Rank	NI	Indicator
1	117	16 to 18 year olds who are not in education, employment or training (NEET)
2	112	Under 18 conception rate
2	154	Net additional homes provided
4	155	Number of affordable homes delivered (gross)
5	56	Obesity among primary school age children in Year 6
5	186	Per capita reduction in CO2 emissions in the LA area
7	16	Serious acquisitive crime rate
8	163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher
9	123	Stopping smoking
10	120	All-age all cause mortality rate
11	4	% of people who feel they can influence decisions in their locality
12	1	% of people who believe people from different backgrounds get on well together in their local area
12	30	Re-offending rate of prolific and other priority offenders
12	130	Social Care clients receiving Self Directed Support per 100,000 population
15	20	Assault with injury crime rate
16	8	Adult participation in sport and active recreation
17	135	Carers receiving needs assessment or review and a specific carer's service, or advice and information
18	32	Repeat incidents of domestic violence
19	171	New business registration rate
20	111	First time entrants to the Youth Justice System aged 10 - 17
20	152	Working age people on out of work benefits

The following section summarises the data contained in Table 2: Analysis of NIS at a local and national level (see page 13). A further breakdown of the data is available at a regional level on request.

*Locally selected analysis*

- At a individual authority level the proportion of authorities that reached or exceeded their target value varied significantly (Figure 7):
  - Over four-fifths of authorities achieved their target for NI 123 (stopping smoking)
  - Around three-quarters of authorities achieved their target for NI 1, 111, 130, 135
  - Around three-fifths of authorities achieved their target for NI 16, 20
  - Around half of authorities achieved their target for NI 4, 117, 155, 163 and 171
  - Between one-fifth and two-fifths of authorities achieved their target for NI 8, 56 and 154
  - Less than 10 per cent of authorities achieved their target for NI 112, 152 (teenage conception: out of work benefits)
- For those authorities selecting an indicator for targeting, the average achieved value bettered the average target for 11 of the 17 indicators analysed. The indicators were NI: 1, 4, 16, 20, 56, 123, 130, 135, 154, 155 and 163.

**Figure 7: Proportion of authorities reaching or bettering target value by NI**



### National analysis

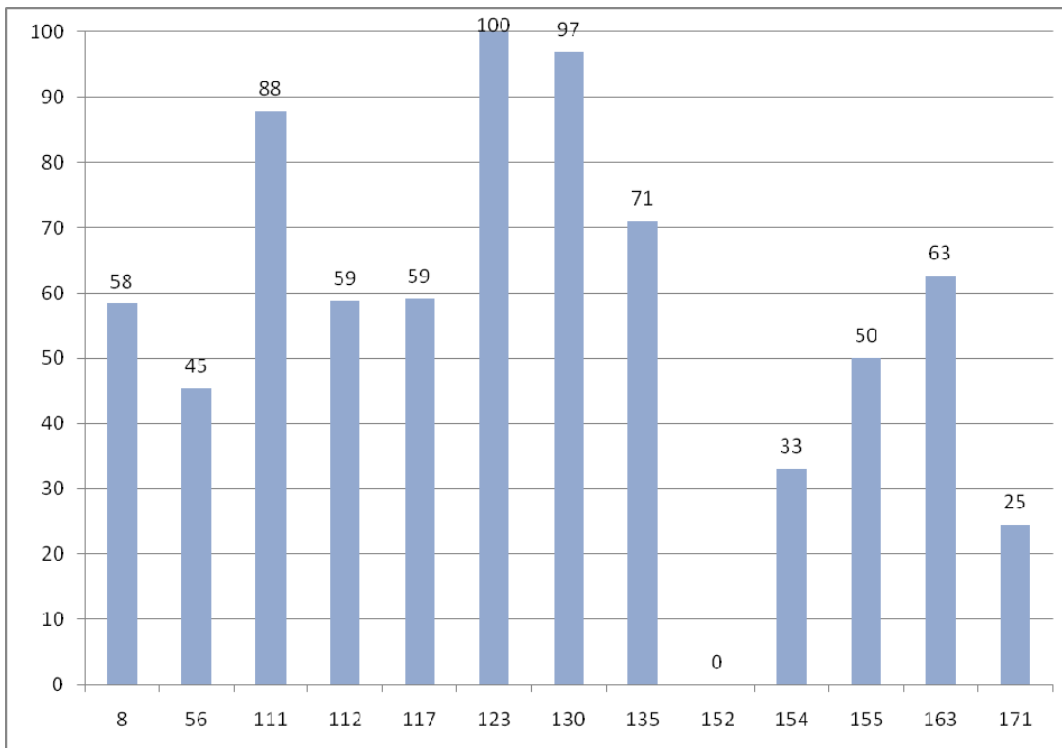
For the majority of indicators reviewed here, results are available for all authorities irrespective of whether they had selected a particular indicator. In the summary that follows, we compare average performance for all authorities against the average targets set by those authorities that selected the indicator (as these serve as the best proxies for national targets).

- Of the 17 indicators analysed, the all-authority average achieved value reached or exceeded the proxy target value for ten of the indicators. The indicators were NIs 1, 4, 16, 20, 56, 117, 123, 130, 135 and 163.
  - The difference between local selector and all-authority performance is that at all-authority level the sector would have exceeded the target for NI 117 but failed to reach the target for NI 154 and 155.

Where it was possible to look at improvement in performance across more than one reporting period there was wide variation across indicators in terms of the proportion of authorities that showed improvement:

- Less than half of authorities recorded an improvement in NI 56, 154 and 171
- Three-fifths of authorities recorded improvement in NI 8, 112, 117, 163
- Nearly all authorities recorded improvement in NI 123 and 130

**Figure 8: Proportion of authorities improving performance over the last reporting period by NI**



**Table 2: Analysis of NIS at a local and national level**

NI	Indicator	Locally selected data*					National data#		
		Base no. of LAs	Average target value^	Average achieved value^	% LAs reaching or exceeding target value	Base no. of LAs	Average achieved value	% LAs improving over the latest reporting period~	
1	% of people who believe people from different backgrounds get on well together in their local area	21	74.5	74.9	76	151	75.3		
4	% of people who feel they can influence decisions in their locality	17	29.1	30.3	53	151	29.4		
8	Adult participation in sport and active recreation	72	22.3	20.8	21	346	22.1	58	
16	Serious acquisitive crime rate	90	22.2	21.9	58	142	19.3		
20	Assault with injury crime rate	32	8.8	8.5	63	143	7.7		
56	Obesity among primary school age children in Year 6	91	19.3	19.1	41	141	18.9	45	
111	First time entrants to the Youth Justice System aged 10 - 17	56	1469	1513	75	141	1563	88	
112	Under 18 conception rate	99	-25.5	-11.1	9	148	-12.7	59	
117	16 to 18 year olds who are not in education, employment or training (NEET)	108	7.1	7.3	49	142	6.9	59	
123	Stopping smoking	81	936	1210	86	152	1131	100	
130	Social Care clients receiving Self Directed Support per 100,000 population	40	270	279	70	133	292	97	
135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	73	22.1	22.8	68	142	22.8	71	
152	Working age people on out of work benefits	66	12.5	13.9	9	142	13.7	0	
154	Net additional homes provided	99	1215	690	37	314	495	33	
155	Number of affordable homes delivered (gross)	95	337	273	48	316	165	50	
163	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	84	59.8	68.2	46	142	69.2	63	
171	New business registration rate	60	73.3	49.9	43	351	64.9	25	

- \* This analysis is based on a selection of authorities where data were available for both target values and achieved values.
- # This analysis is based on all available data irrespective of whether the authority had chosen the indicator.
- ~ Improvement is calculated where data are available for more than one reporting period and it simply shows whether there was improvement over the two periods, it does not show whether the target value was achieved in both periods.
- ^ Data cover a wide variety of reporting periods which include calendar years, financial years, quarters and months and may differ between the target period and the reporting period. Where this is the case nearest reporting periods have been used for the comparison.

## **RIEP Developments Update**

### **Background**

#### **Implications of the budget**

1. The Budget put forward a programme for reducing public sector spend by a further £30 billion by 2014/5 on top of the £44 billion pledge by the previous Government, of which £17 billion is to come from departmental budgets and the rest from reductions in the welfare bill and other areas. This amounts to a real terms cut of around 25% over the next four financial years in Government spending in areas other than the NHS and overseas aid.
2. The Coalition Government announced £6.2 billion of cuts this financial year and outlined a further £10.5 billion worth of projects that will be scrapped or suspended. In local government we are contributing to the £6.2 billion of in year cuts in with a reduction of £1.2 billion in individual grants to local authorities.
3. Further information on where reductions in spending will be made will be announced in the results of the Spending Review on 20th October. However there is no doubt the sector will need to look radically at where further efficiencies can be made and the RIEPs are prioritising efficiency generating programmes in order to support this.
4. The RIEPs are represented, alongside the LG Group on a number of working groups to inform the spending review, including proposals to develop a national productivity programme which the LG Group are leading.

#### **Confirmation of year three funding for the RIEP programme**

5. The Coalition Government had announced a review of all funding decisions since the end of the calendar year which included a review by CLG and HMT Ministers of the decision to devolve year three funding to the RIEPs.
6. We are pleased to confirm that on 24th June, CLG officials confirmed in writing to RIEP Directors that CLG and HMT Ministers have cleared the RIEPs' core year three funding of £67.5million which means no attempt will be made by government to reclaim this funding. The letter (from a CLG official) suggested that RIEPs consider whether Year 3 activities could be adapted to reflect the new Government's priorities. A number of RIEPs have already reviewed their programmes in light of the Coalition Agreement and our view is that RIEPs can tell a strong story supporting many of the new government's priorities, not least, efficiency.



7. A decision on the £9m climate change skills fund, also devolved to the RIEPs, is still outstanding and we will alert members to the outcome as soon as it is known.

### **'RIEPs: A Summary of Key Achievements – Two Years On'**

8. The RIEP Programme Office has published a summary of the RIEPs' key achievements to date. We have received a positive response so far and promoted the publication at the LGA Conference. Members were sent the weblink to the document in a recent policy update:  
<http://www.idea.gov.uk/idk/aio/20161446>. Please contact [craig.egglesstone@idea.gov.uk](mailto:craig.egglesstone@idea.gov.uk) for a hard copy.

### **Quarterly updates**

9. June's quarterly progress updates were circulated to Improvement Board Members in a recent policy update. The programme is now reporting approximately £400m of efficiency savings supported to date. Successful schemes include:
  - National collaboration on construction, asset management and highways incorporating the SE construction framework model which has saved £28m for the region to date, the WM asset management model which identified £640m savings over ten years and the Midlands Highways Alliance sponsored by the EM IEP which projects savings of £30m over 5 years
  - The NE recruitment portal projects £16m savings nationally
  - A range of successful approaches in collaborative procurement including procurement hubs which in the WM for instance save £3m annually.

### **Other activity of note included:**

- The South East Efficiency Challenge where Improvement and Efficiency South East are working closely with IDeA to share the national potential from this work
- YoHr Space is developing a database to give partners and the public access to information and learning from all its projects including reported efficiencies
- The Institute for Governance is going from strength to strength in the North East with 6 pathfinder research projects underway to address regional improvement priorities, each led by one of the region's universities and involving stakeholders from across public services
- Following a range of peer support from the South West IEP's successful and targeted programme of support on equalities, 17 authorities have reached the 'achieving' level of the equality standard
- Improvement East is reviewing its programme to focus support on those authorities at most risk and ensure that efficiency and increased productivity underpins the whole programme. Regional benchmarking information will help identify authorities with poor performance and financial instability as well as those who may have opportunities to reduce their costs. Improvement East will proactively engage with them to make best use of this intelligence,

building on key elements of the existing programme such as 'Leadership of Place'

- In addition to the extensive procurement support East Midlands IEP provides at a regional level through the Midlands Highways and Property Alliances, the RIEP has agreed funding for a regional procurement network in year 3. Sub-regional procurement networks have already delivered £10m and the regional network will build on this supporting national initiatives, e-auctions, benchmarking and sharing good practice
- In London Capital Ambition has made good progress in recent months on rolling out the Care Funding Calculator. 31 boroughs have engaged with the work and 6 authorities have been actively using the tool for over 6 months. Savings from the first phase of the project have been £2.03m and a further £11.2m are projected from the second phase of the project which will aim to further roll out the tool and develop capacity within authorities to use it
- **Improvement and Efficiency West Midlands (IEWM)** has a major Transformation programme which has already achieved savings in excess of £2.5m over the past 12 months and is on target to achieve over £30m. The programme is also delivering substantial cross-agency service improvements for customers, for example, Stratford-on-Avon DC has reduced processing times for planning applications and Stoke-on-Trent has reduced the time taken to repair defects in highways
- The Improving Procurement Delivery project led by North West IEP and Manchester City Council is improving procurement skills within 3 neighbouring authorities. Procurement expertise is being shared to identify further procurement savings and increasing skills and experience within the sector. To date around £7.8m of additional procurement savings have been identified from the sharing of contracts and good practice within these authorities. They plan to expand this project to other authorities next year.

## **RIEP Member Forum**

10. An autumn date for the next meeting of the RIEP Member Forum is currently being sought. An invitation will be extended to a CLG minister to attend. LGA Improvement Board members and members involved in the RIEPs had an opportunity to network at a reception, held jointly with South West Councils on 7<sup>th</sup> July during the LGA Conference.

## **Future of RIEP's**

11. This is last of the three years for which funding has been set aside for the RIEP's by CLG. Now is a good time to reflect on how each of the nine RIEPs are looking to operate in the future and then to use this information to establish how the LG Group can provide support and co-ordination, including through the work of the programme office.

12. Therefore, a piece of work has just be initiated with the aims of:
- getting a single clear picture of the current working arrangements of the RIEPs, including how they relate to the rest of the regional architecture, plus their plans for the future
  - how Local Government Group can support improved and more efficient joint working with RIEPs, including the work of the programme office
13. The work will include getting input from members and the Board will be kept informed of progress.

### **Financial Implications**

14. There are no direct financial implications arising from this report but the report addresses improvement and efficiency policy issues that are central to authorities' current programmes to deliver efficiency savings and improved services.

### **Implications for Wales**

15. The report applies to England only.

Contact Officer: Keith Beaumont  
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## Note of Meeting and Decisions Taken

### Improvement Board

23 March 2010

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#### Present:

<b>Chairman</b>	Cllr David Parsons CBE (Leicestershire CC) (Con)
<b>Deputy Chair</b>	Cllr Geoff Knight (Lancaster CC) (Independent)
<b>Conservative</b>	Cllr Peter Fleming (Sevenoaks DC); Cllr Peter Goldsworthy (Chorley BC); Cllr Jonathan Owen (East Riding of Yorkshire); Cllr Richard Stay (Central Bedfordshire)
<b>Labour</b>	Cllr Christine Bowden (Newham LB); Cllr Tony McDermott (Halton BC); Cllr Ian Swithenbank CBE (IDeA) (Northumberland CC).
<b>Liberal Democrat</b>	Cllr Edward Lord JP (Corporation of London); Cllr Sir David Williams CBE (Richmond upon Thames LB).
<b>Apologies</b>	Cllr Jill Shortland (Somerset CC); Cllr Ann Lucas (Coventry); Cllr Andrew Povey (Surrey CC).
<b>Substitute/Observer</b>	Cllr Peter Thompson (Hounslow); Cllr John Commons (Manchester City).

### 1. Freedom to Lead

Dennis Skinner, Regional Associate, National Co-ordination IDeA, and Jo Miller, Deputy Chief Executive LGA gave a presentation to update the Improvement Board on the Freedom to Lead work. This included the key messages drawn out from the consultation responses, which fall into 4 main themes – stronger accountability to local people, streamlining and reducing inspection, joined-up democratic accountability for place and place-based budgeting and financial freedoms.

Members were invited to comment on the presentation. The following points were made in discussion:

- The importance of the democratic process in ensuring proper accountability, particularly for financial freedoms, was underplayed in the proposals
- The scrutiny process was important to call partner organisations to account
- There should be a clear, well-argued pitch to the in-coming government in order to demonstrate how our proposals could deliver savings in public expenditure
- Assessments should take place every 3 years rather than annually

The next stage of this work would be to develop a proposition for early lobbying with the next government, which lead members will be invited to comment on prior to publication. The work on greater democratic accountability would be feeding in to the separate work the LGA was doing on governance.

### Decision

The Board **noted** the report and **agreed** the outline overall LGA Group position. The Board **authorised** lead members to approve the final Freedom to Lead proposition.

### Action

Officers to develop the final proposition in the light of members' comments and seek lead member approval for it.

**Dennis Skinner/Jo Miller**

## **2. CAA Update**

Nick Easton Senior Policy Consultant, presented this item and drew members' attention to a supplementary paper which set out how the Inspectorates proposed to respond to the two evaluation reports they had commissioned and their plans for CAA in Year 2.

Members were pleased to note that the proposed changes to CAA mirrored those previously proposed by the LGA but were sceptical that the Inspectorates would be able to deliver on their promises. In particular the early assessment of district councils was in conflict with how the public sector works in an area. If there was a need to stagger assessments then this should be done by geographic area rather than separating the tiers. There was also concern that the involvement of member peers was very patchy. The Board was keen to continue to monitor CAA to make sure Year 2 was being experienced in the way intended.

### Decisions

The Board **noted** the report and asked that the Audit Commission be invited to a future meeting to review the operation of CAA in year 2.

### Actions

- Invite the Audit Commission to a future meeting of the Improvement Board.

**Nick Easton**

## **3. RIEP developments - update**

Keith Beaumont, RIEP Programme Manager, introduced a report which updated members on the latest RIEP developments. RIEP funding for 2010-11 had been confirmed as detailed in the letter from local government Minister Rosie Winterton MP. The Board's support had been instrumental in securing this funding. The Chairman thanked officers for their work and indicated that he would share the 4 key points

mentioned in the letter with the RIEPS at the next RIEP member forum which would be arranged for after the General Election.

#### Decision

The Improvement Board **noted** the update on RIEP developments.

#### Actions

A meeting of the RIEP Member Forum to be arranged in late May. (Note, now arranged for 27 May)

**Keith Beaumont**

### **4. Total Place**

John Atkinson, Managing Director, Leadership Centre for Local Government and Jo Miller, Deputy Chief Executive, LGA, gave a presentation to members to update them on the Total Place initiative. The presentation detailed some of the key findings from the 13 pilot areas, all of whom have now reported back. The findings highlight the need for radical reform of the way public services are delivered and commissioned both nationally and locally to make significant financial savings, and provide better services for people. The Government was expected to publish a Total Place report to coincide with the Budget on 24 March.

Members made a number of comments, including the need to encourage alliances with partner organisations such as the health sector and the police service – and to promote the potential benefits place based working and budgeting could provide with a wider group of local authority chief executives. Members also discussed the need to publish good examples of money saving stories in the press and the need to focus some attention on the benefit of locating several different services in the same premises.

#### Decision

The Improvement Board **noted** the presentation.

#### Action

Officers to circulate presentation slides to members.

**Jenny Day**

### **5. New Local Innovation Awards Scheme**

Dame Denise Platt presented a report which updated the Board on the latest developments on the new Local Innovation and Awards Scheme to recognise, celebrate, promote and support best practice and innovation in the local government sector. The process of applying for an award has been simplified and sets higher standards, and the panel has been reconstituted to half its original size. Citizens are now being involved when their local authority is up for an award, and the Bright Ideas scheme has proved very successful. The 'Challenge' theme suggested by Improvement Board members has been particularly helpful and will continue. The Board Chairman and Cllr Peter Fleming had attended the inaugural Award Ceremony

and thanked Dame Denise Platt and Ruby Dixon for their work in ensuring that the scheme has progressed so effectively.

### Decision

Members **noted** the progress that has been made in the inaugural transition year of the new scheme and **agreed to support** the new themes suggested in paragraph 12 of the report.

### Action

Future update reports to be brought to the Board when appropriate.

**Ruby Dixon**

## **6. The Equality Framework for Local Government**

Sara Williams, Strategic Advisor IDeA, updated the Board on the progress councils have made on equalities, particularly how they have used the Equality Framework to support improvement. The Equality Framework is a development of the 'Equalities Standard' and has had a 98% take-up across all types of authorities and regions. There has also been good take up of the diversity and peer challenge which has been very successful.

The Board discussed the Framework and agreed that it was a useful tool for delivering community cohesion, and would enable members to gain a deeper understanding of their local communities in order to serve them better. The Board also agreed that it was important that such frameworks should not be published without appropriate member oversight in the future.

### Decision

Members **noted** the progress of councils against the assessment areas of the Equality Framework for Local Government and **agreed** with the IDeA's approach to supporting authorities and strengthening the Framework as a tool to do this.

## **7. Chair's Report to LGA Executive**

Members **noted** the report.

## **8. Note of the last meeting**

The Board **agreed** the note of its last meeting.

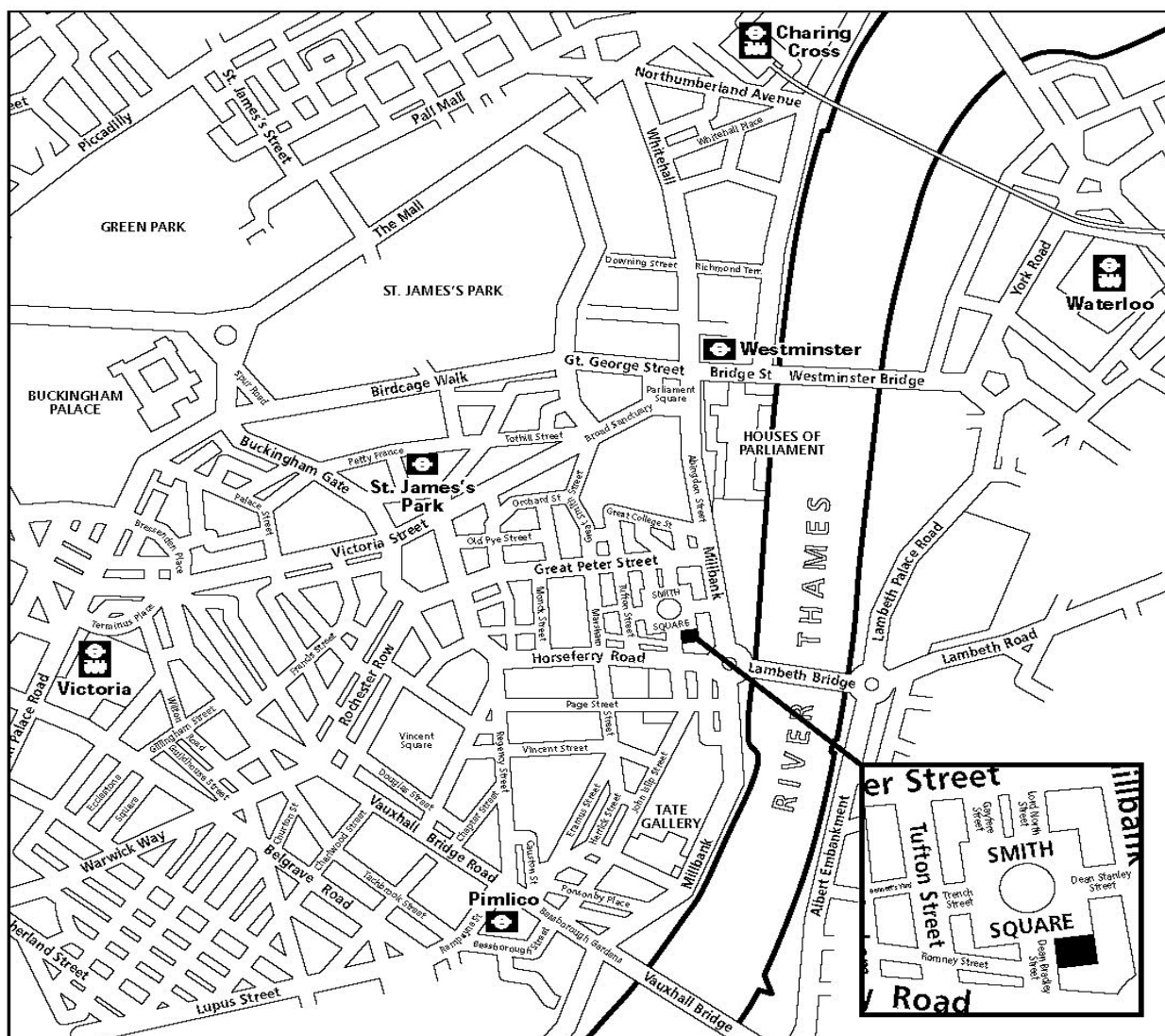
### **Any other Business**

Cllr Christine Bowden announced that this was her last meeting as she would not be standing for re-election in May. The Chairman thanked Cllr Bowden on behalf of the Board for her contribution to its work.

The Chairman also thanked Paul Roberts, Managing Director of the IDeA on behalf of the Board for his work as this was his last meeting as he would be retiring shortly

**Date of next meeting: Wednesday 19 May at 11.00am, Local Government House.**





## Local Government Association

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

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