

Improvement and Innovation Board

Agenda

Tuesday 19 March 2013
11.00am

Smith Square 3&4 (Ground Floor)
Local Government House
Smith Square
LONDON
SW1P 3HZ

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

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.

Security

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

Fire instructions

In the event of the fire alarm sounding, vacate the building immediately following the green Fire Exit signs. Go straight to the assembly point in Tufton Street via Dean Trench Street (off Smith Square).

DO NOT USE THE LIFTS.

DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.

Members' facilities on the 7th floor

The Terrace Lounge (Members' Room) has refreshments available and also access to the roof terrace, which Members are welcome to use. Work facilities for members, providing workstations, telephone and Internet access, fax and photocopying facilities and staff support are also available.

Open Council

"Open Council", on the 1st floor of LG House, provides informal meeting and business facilities with refreshments, for local authority members/officers who are in London.



Toilets

Toilets for people with disabilities are situated on the Basement, Ground, 2nd, 4th, 6th and 7th floors. Female toilets are situated on the basement, ground, 1st, 3rd, 5th, and 7th floors. Male toilets are available on the basement, ground, 2nd, 4th, 6th and 8th floors.

Accessibility

Every effort has been made to make the building as accessible as possible for people with disabilities. Induction loop systems have been installed in all the larger meeting rooms and at the main reception. There is a parking space for blue badge holders outside the Smith Square entrance and two more blue badge holders' spaces in Dean Stanley Street to the side of the building. There is also a wheelchair lift at the main entrance. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

Further help

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

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

Improvement and Innovation Board

19 March 2013

The **Improvement and Innovation Board** will be held on **Tuesday 19 March** at **11.00am**, in Smith Square 3&4 (Ground Floor), Local Government House, LONDON, SW1P 3HZ.

A sandwich lunch will be available after the meeting at 1.00pm.

The **IDeA Company Board** will be held at **1:30pm** in Smith Square 3&4 (Ground Floor)

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.

Labour: Aicha Less: 020 7664 3263 email: aicha.less@local.gov.uk
Conservative: Luke Taylor: 020 7664 3264 email: luke.taylor@local.gov.uk
Liberal Democrat: Group Office: 020 7664 3235 email: libdem@local.gov.uk
Independent: Group Office: 020 7664 3224 email: independent.group@local.gov.uk

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.

Location

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

Contact

Verity Sinclair (Tel: 020 7664 3173) email: verity.sinclair@local.gov.uk

Guest WiFi in Local Government House

This is available in Local Government House for visitors. It can be accessed by enabling "Wireless Network Connection" on your computer and connecting to LGH-guest, the password is Welcome2010LG.

Carers' Allowance

As part of the LGA Members' Allowances Scheme, a Carers' Allowance of up to £6.08 per hour is available to cover the cost of dependents (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

Improvement and Innovation Board - Membership 2012/2013

| Councillor | Authority |
|--------------------------------------|----------------------------------|
| Conservative (8) | |
| Peter Fleming [Chair] | Sevenoaks DC |
| Rod Bluh | Swindon BC |
| Richard Stay | Central Bedfordshire Council |
| Teresa O'Neill | Bexley LB |
| Tony Jackson | East Herts Council |
| Glen Miller | Bradford City |
| Chris Hayward | Three Rivers DC |
| David Mackintosh | Northampton BC |
| Substitutes: | |
| Peter Jackson | Northumberland Council |
| Barry Wood | Cherwell DC |
| Alan Melton | Fenland District Council |
| Alistair Auty | Wokingham Borough Council |
| Labour (6) | |
| Ruth Cadbury [Deputy Chair] | Hounslow LB |
| Tony McDermott MBE | Halton BC |
| Tim Cheetham | Barnsley MBC |
| Helen Holland | Bristol City |
| Kate Hollern | Blackburn with Darwen BC |
| Rory Palmer | Leicester City |
| Substitutes: | |
| Theo Blackwell | Camden LB |
| Liberal Democrat (3) | |
| Jill Shortland OBE [Vice Chair] | Somerset CC |
| Edward Lord OBE JP | City of London Corporation |
| Sir David Williams CBE | Richmond upon Thames LB |
| Substitute: | |
| Theresa Higgins | Essex County Council |
| Independent (1) | |
| Jeremy Webb [Deputy Chair] | East Lindsey DC |
| Substitute | |
| Angela Lawrence | Vale of White Horse DC |
| Observers | |
| Philip Selwood, Energy Savings Trust | Private Sector |
| Richard Priestman, Lombard | Financial/Productivity Expertise |

LGA Improvement & Innovation Board Attendance 2012-2013

| Councillors | 17.09.12 | 2.11.12 | 15.01.13 | | | |
|---------------------------|----------|---------|----------|--|--|--|
| Conservative Group | | | | | | |
| Peter Fleming | Yes | Yes | Yes | | | |
| Rod Bluh | Yes | No | Yes | | | |
| Michael White | No | No | N/a | | | |
| Richard Stay | Yes | Yes | Yes | | | |
| William Nunn | Yes | No | N/a | | | |
| Teresa O'Neill | Yes | Yes | Yes | | | |
| Tony Jackson | Yes | Yes | Yes | | | |
| Glen Miller | Yes | Yes | Yes | | | |
| Chris Hayward | N/a | N/a | Yes | | | |
| David Mackintosh | N/a | N/a | Yes | | | |
| Labour Group | | | | | | |
| Ruth Cadbury | Yes | Yes | Yes | | | |
| Tony McDermott MBE | Yes | Yes | Yes | | | |
| Tim Cheetham | Yes | Yes | Yes | | | |
| Helen Holland | Yes | Yes | No | | | |
| Judith Blake | No | No | N/a | | | |
| Rory Palmer | Yes | Yes | Yes | | | |
| Kate Hollern | N/a | N/a | Yes | | | |
| Lib Dem Group | | | | | | |
| Jill Shortland OBE | Yes | Yes | Yes | | | |
| Edward Lord OBE JP | Yes | No | Yes | | | |
| Sir David Williams CBE | Yes | Yes | Yes | | | |
| Independent | | | | | | |
| Jeremy Webb | Yes | Yes | No | | | |
| Substitutes | | | | | | |
| David Mackintosh | Yes | | | | | |
| Chris Hayward | | Yes | | | | |
| Barry Wood | | Yes | | | | |
| | | | | | | |
| | | | | | | |

Improvement and Innovation Board Agenda

19 March 2013

11.00am

Smith Square 3&4, Ground Floor, Local Government House

| Item | Page |
|--|-----------|
| 1. Declaration of Interest | |
| Opportunity for Members to declare any personal or prejudicial interests. | |
| PRODUCTIVITY | |
| 2. Productivity Programme Update | 3 |
| TRANSPARENCY | |
| 3. Update on LG Inform | 9 |
| 4. Update on Transparency | 13 |
| LEADERSHIP | |
| 5. Leadership Programmes | 21 |
| INNOVATION | |
| 6. Innovation Programme Plan | 39 |
| IMPROVEMENT | |
| 7. Sector-led Improvement | 47 |
| 8. Update on the Audit Bill- CONFIDENTIAL | 53 |
| 9. Notes of the last meeting | 59 |
| 10. Date of next meeting- Tuesday 14 th May at Local Government House, London at 11.00am | |

Productivity Programme Update

Purpose of report

This report updates the Board on the progress being made in the Productivity Programme, and reports on the CAP Programme, the LGA Shared Services Map, the Housing Tenancy Fraud Pilot and the National Procurement Strategy.

Recommendations

1. To update the Board on the Capital and Assets Programme (CAP) programme.
2. Note the launch of the Commissioning Academy.
3. Note the launch of the LGA Shared Services Map annual refresh.
4. To confirm the councils selected for the LGA Housing Tenancy Fraud Pilot.
5. To update the Board on Procurement around the NPS and recent changes to EU procurement rules.
6. To note the position of the Productivity Programme in the Improvement and Innovation Board e-bulletin statistics.

Action

Officers to progress as appropriate.

Contact officer: Kate Anderson
Position: Productivity Programme
Phone no: 0207 664 3107
E-mail: Kate.anderson@local.gov.uk

Item 2

Productivity Programme Update

Background

1. The Board have previously approved the Productivity Programme to develop and operate a range of programmes to improve productivity and efficiency in councils. This report provides an update on selected areas of the programme.

Cabinet Office/Local Government - Capital & Asset Programme

2. The Cabinet Office will be launching a “capital & assets” programme in the Budget on March 20th; formally it is in response to Rec 58 of Lord Heseltine’s growth review: No Stone Unturned.
3. The LGA have been commissioned to run this project on behalf of the Cabinet Office, based upon our successful three previous waves of a similar capital and asset programme (CAP).
4. The intention is that councils will take the lead in the development and rationalisation of surplus public sector land and property in their area. It is intended that there will be some small scale benefits to participating councils: for example, a small % of capital receipts from Government property that can be retained locally, and some as yet unspecified flexibility around business rates.
5. A National Steering Committee has been formed to ensure sufficient profile within Whitehall Departments, and by implication, ensure compliance.
 - 5.1 In addition this group may need to take some difficult policy decisions. For example, whether to extract NHS property for this programme from NHS Property Services Ltd which will be established in April; or to formally declare MoD estate surplus; etc.
 - 5.2 The Steering Committee will meet quarterly; and below this there will be an officer/civil servant group that will meet monthly in order to progress chase.
6. A budget of around £700,000 from the Cabinet Office has been requested for 2013/14; of this, around half will cover the cost of ‘secondees’ in each of the anticipated 12 or so councils selected to participate.

Commissioning Academy

7. The Commissioning Academy was launched at an event chaired by Sir Merrick Cockell and including contributions from Francis Maude MP and Nick Hurd MP at Local Government House in January. The Academy is now open for applications from senior level commissioners and will begin formally in April 2013.

Item 2

8. The Commissioning Academy brings together senior commissioners from across the public sector to learn from the example of the most successful commissioning organisations, developing a cadre of professionals that are progressive in their outlook on how the public sector delivers outcomes to local communities.
9. It will focus on practical peer-led learning covering key commissioning issues, such as outcome based commissioning, working with the voluntary and community sector, market engagement and development, joint commissioning across organisational boundaries and new models of delivery such as mutual and joint venture companies.

Shared Services Map

10. The Board will recall that in 2011 the LGA launched the Shared Services Map and Compendium which showed that at least 220 councils were in 170 shared service arrangements, making £165 million efficiency savings.
11. The annual refresh of the Shared Services Map has been completed and the map was re-launched in January 2013 with increased figures showing that; at least 337 councils across the country are engaged in 325 shared service arrangements resulting in £278 million of efficiency savings.
12. The map reflects the number and detail of local authority shared service arrangements, and acts as a 'tool' for councils to learn from good practice examples and find arrangements in their region.
13. This figure shows that at least 95 per cent of all English councils are sharing services and gives examples of how councils are developing more innovative approaches to service delivery and making efficiency savings.
14. The presentation and design of the map has been improved to make it more 'user friendly.' The map also gives a regional breakdown of shared service arrangements and a search by 'shared service category' option is available.
15. Councils have responded positively to the map and there have been a large number of requests for additional shared service arrangements to be added to the map following the launch.

Housing Tenancy Fraud Pilot

16. From April 2011 issues relating to fraud report to the Finance Task Group, though some members of the Improvement Board have remained active in supporting LGA counter fraud activity.
17. The Board will recall from the January Board report that the bids for the LGA Housing Tenancy Fraud Pilot were being reviewed; these have now been selected:
 - 17.1 Stroud District Council & Gloucester City Council;
 - 17.2 Three Rivers District Council & Watford Borough Council; and

Item 2

17.3 Huntingdonshire District Council, Fenland District Council & Peterborough City Council.

18. Initial meetings have already been held with the successful applicants and the Board will be updated at future meetings.

Procurement

National Procurement Strategy

19. Members will recall that we have agreed to take forward a number of recommendations made by officers on the sector led National Advisory for LG Procurement (NAG4LGP), to help councils collaborate more in the purchase of goods and services in some of the big spend categories.

20. These recommendations stem from the Deloitte report commissioned by Andrew Smith at Hampshire CC on behalf of the LGA which looked at current procurement arrangements and put forward a 'case for change'.

21. The following councils and procurement organisations to carry out a 'deep dive' to better understand the potential for collaboration include:

- 21.1 Gloucestershire CC to look at Energy
- 21.2 Lincolnshire Procurement partnership for Construction
- 21.3 LB Camden for ICT

22. The objective is for each of these to engage other councils through the NAG4LGP representatives, SOPO, the existing procurement partnerships, and the buying organisations to establish details for planned future spend in each of these categories to then explore how to support/encourage greater collaboration.

23. We have also agreed to work with the sector to look at Contract Management as this is also an important area to help councils manage their spend and make financial savings.

24. We are working with the Audit Commission who had started a research project to look at councils contract management arrangements. They have now agreed to work with us to adapt their approach to help us identify and capture examples of good practice, and develop a 'model' to help other councils improve how they manage their contracts and renegotiate existing contracts to make savings.

EU reform of procurement rules

25. Following a year of discussions, the new procurement regime is scheduled to be agreed at EU level in September 2013 with up to 24 months for Government to transpose the Directive into UK law.

26. A positive development following LGA and Cabinet Office lobbying is an agreement between national governments to allow the restriction of competitions to mutuals only. This will assure former council employees that they will be awarded a services contract

Item 2

which can last up to three years. Without this provision a mutual could be formed but would have no service contract to deliver without competing on the open market.

27. Other developments include:

- 27.1 a new negotiated procedure giving councils a greater ability to negotiate with # suppliers
- 27.2 Councils will be able to accept self-declarations from suppliers as to their credentials, rather than having to check documents for every supplier tendering. Councils will only have to check the documents of the winning bidder; and
- 27.3. Removal of the EU proposal to create a new national oversight body to police the procurement rules.

28. Following a recent meeting between officers and Cabinet Office officials it was agreed to give joint consideration to implementing the Directive. In particular there will be a need to provide councils with the appropriate training and support to adapt to the new regime once it is agreed. A meeting between the LGA and the Cabinet Office to discuss implementation is scheduled for the summer 2013.

Improvement and Innovation Board e-bulletin statistics

- 29. The 'Improvement and Innovation Board e-bulletin Statistics' spreadsheet shows data on the number and percentage of views of the Improvement Board e-bulletin URLs.
- 30. The data shows that the 'Top URL' (most viewed link) for the past five Improvement Board e-bulletins have been to the Productivity Programme pages.

Financial Implications

- 31. The draft business plans for 2012/13 includes resources to develop the productivity programme to support councils improve productivity. Capacity to support the programme has also been built into the LGA budgets and business plan.
- 32. The proposed Productivity Programme for 2013/14 is subject to formal approval of resources.

19 March 2013

Item 3

Update on LG Inform

Purpose of report

To update the Improvement and Innovation Board on progress with the new version of LG Inform.

Summary

Progress is being made on the build of new LG Inform, and the launch remains on track for the revised timeline of Spring 2013.

Recommendations

That the Board should:

1. note the progress of the new version of LG Inform; and
2. note the timing of launch of LG Inform.

Action

Officers to progress as appropriate.

Contact officer: Juliet Whitworth
Position: Research and Information Manager
Phone no: 020 76643287
E-mail: juliet.whitworth@local.gov.uk

19 March 2013

Item 3

Update on LG Inform

Background

1. LG Inform is the on-line data and benchmarking service developed by the LGA, as part of its support for councils. This free, online service allows anyone in councils and fire and rescue services to access and compare both contextual and performance data for their local area, covering around 1,800 individual items. Users can view data or pre-written reports, and create their own reports, using the most up to date published information.
2. The prototype was launched in Summer 2011, with a view to testing the principles of such a service, and getting feedback from councils about desired design and functions. In Spring 2012, the LGA commissioned Reading Room to develop the new version of LG Inform, taking on board the views and comments we had received from users of the prototype.

Update on LG Inform

3. At present, more than 90 per cent of councils have someone registered to access the LG Inform prototype, with a total of more than 1,800 users. However, we anticipate usage increasing rapidly once the new version of LG Inform is launched in the spring, which will be a better looking and better performing tool.
4. Progress is being made on the build of new LG Inform, and the launch remains on track for Spring 2013. It has been a complicated IT project and the developers have missed some milestone dates. We are currently in the final stage of user testing which has revealed a number of bugs and issues. This is always expected with IT projects of this type. Extra resources have been allocated by the developers at no extra cost to the LGA in order to minimise any delays. We are currently planning on a launch in May.
5. Alongside work on LG Inform, we have developed a communications plan to market the new version of LG Inform through the first seven months of 2013. This is intended to promote corporate adoption of the tool through support from chief executives, senior officers and councillors, as well as widespread use of the tool and the benchmarking amongst performance officers. We will make use of existing regional meetings of these audiences to demonstrate the tool to them, and will be using a range of communications tactics to target each audience group on its own terms. An important element of the communication objectives is to explain the implications of making LG Inform open to the public in the Summer.

19 March 2013

Item 3

6. The Board is asked to note the progress of the new version of LG Inform, which will have been launched by the time of the next Improvement and Innovation Board meeting, and comment where appropriate.

Financial Implications

7. There are no financial implications, over and above the contract cost of delivering LG Inform.

Item 4

Update on Transparency

Purpose of report

For discussion and direction.

Summary

This report gives an update on recent developments and ongoing work related to the transparency programme and proposes the transparency work plan for 2013/14.

The Board's attention in particular is drawn to the fact that BIS through the Data Strategy Board has issued a government wide funding programme to help overcome technical barriers in opening up data to foster community engagement, transformation of services and to stimulate social and economic growth. BIS is planning to grant the Local Government Association £1 million for a year to manage the local government breakthrough grants and fund local authorities projects over the financial year 2013/14.

Recommendation

1. Note the progress made and ongoing work of the transparency programme, and comment where appropriate. Please note in particular.
2. £1 million grant funding to local government for 2013/14 to support the opening up of data.
3. Proposed commencement to the changes of the Freedom of Information Act extending the right of access to the release of datasets in reusable form.
4. Comment and approve the transparency work plan for 2013/14.

Action

The Research and Information Team will continue to develop the programme in the light of the Board's views.

Contact officers: Dr Gesche Schmid
Position: Programme Manager – Transparency
Phone no: 020 76643290
E-mail: gesche.schmid@local.gov.uk

Item 4

Update on Transparency: March 2013

1. The Transparency agenda sets out to open up government and public services, to help them be more accountable, to engage and empower citizens and communities, foster improvement and efficiencies and drive social and economic growth. This report gives an update on data transparency and policy developments since the Improvement and Innovation Board in November 2012, and outlines key work undertaken by the Research and Information Team over the last few months. The report also proposes the transparency work plan for 2013/14 overseen by Cllr Tim Cheetham, lead for transparency on the Improvement and Innovation board.
2. This paper advises about:
 - 2.1. Current position on the code for local government on transparency.
 - 2.2. Proposed changes to the Freedom of Information Act and a new code on releasing datasets for reuse.
 - 2.3. Public Sector Information Review (Shakespeare review) being carried out by BIS.
 - 2.4. Recent government announcement of breakthrough funding to overcome the barriers to publishing open data.
 - 2.5. Various transparency programme updates.
 - 2.6. Future work plan of the local transparency programme to support councils in local transparency and making use of open data.

Improving local transparency

3. The Department of Communities and Local Government consulted on regulating the code of practice for local government on transparency and making the code mandatory. The code sets out a range of datasets to be published as open data including data related to spending, contracts and tenders, senior salaries, public sector building and land and property assets.
4. The LGA responded to the consultation with the view that local transparency should not be driven by central control and that a regulatory code is unnecessary for the following reasons:
 - 4.1. Local transparency should encourage a meaningful approach to open data based on local needs and demands. Local authorities already embrace transparency locally and publish spending data, salaries and a variety of other datasets.
 - 4.2. Making the code mandatory may be in conflict with other mandatory codes such as the recently announced dataset code for making data reusable under the revised Freedom of Information Act.
 - 4.3. Centrally mandated datasets may be irrelevant to some local settings and their creation and publication in open formats carries a cost. The current proposal lacks a clear business case and impact assessment to warrant such an approach.

Item 4

5. Instead of a mandatory code the LGA proposes an alternative voluntary approach for encouraging local transparency which is meaningful to local citizens and communities and local business. We will support local authorities through engagement, collaboration, guidance, promotion of good practice and development of common standards and platforms such as LG Inform to make data open and placing them into meaningful context. The local transparency programme will reflect this approach.
6. The full LGA response is available on http://www.local.gov.uk/web/guest/local-transparency/-/journal_content/56/10171/3825810/ARTICLE-TEMPLATE. DCLG has received over 200 responses to the consultation and will report back in late spring/early summer.

Consultation on publishing spending to the Voluntary, Community and Social Enterprise Sector

7. The current '[Recommended Code of Practice on Transparency for Local Government](#)' published by the Department for Communities and Local Government encourages local authorities to publish grants to the voluntary, community and social enterprise sector (VCS), amongst other datasets.
8. Following the development of a practitioner's guide to publishing local spending data, the LGA has worked with local authorities and the voluntary sector to extend it to include information on VCS expenditure. The LGA has consulted on guidance on how to publish VCS spending data in a way that:
 - 8.1. promotes local accountability by demonstrating to residents and the VCS how local councils spend their money.
 - 8.2. is consistent and comparable between authorities.
 - 8.3. proposes a practical solution to publishing the data that is cost-effective and does not create a new and unnecessary burden on councils.
9. The overall response indicates that local authorities are in favour of further guidance but that it should be light touch and voluntary to minimise any potential burden. In response to the consultation, the LGA will
 - 9.1. review our spending guidance to incorporate feedback from the survey.
 - 9.2. continue the discussion with central government on clearer definition of social enterprises and extending definition of VCS to help define VCS.
 - 9.3. promote good practice on transparency as a way to proactively engage with the VCS.

Amendments to the Freedom of Information Act: New Dataset Code of Practice

10. The Protection of Freedoms Act 2012 will alter the Freedom of Information Act 2000, changing the right of access to information to a right of reuse. This will imply that any dataset that is not exempt under the FOI Act (such as personal, security or commercially

Item 4

sensitive data) has to be made available as open data for reuse if requested. Cabinet Office consulted early this year on a code of recommended practice detailing the changes to the Act which are likely to come into force in April 2013.

<http://data.gov.uk/consultation>. The LGA response to the consultation is available on http://www.local.gov.uk/web/quest/local-transparency/-/journal_content/56/10171/3841473/ARTICLE-TEMPLATE.

11. The changes to the code will have implications to local authorities making it mandatory to release datasets as far as reasonably practical. Where the dataset is released under FOIA and it is a “relevant copyright work”, the public authority must provide it under a “specified licence” for re-use. The default is the Open Government Licence. Cabinet Office is drafting new regulations on fees for re-use. The new regulation is likely to increase a demand for datasets.
12. The Information Commissioners Office (ICO) is developing further guidelines about the code which they plan to issue at the beginning of April. The LGA is working with the ICO to raise awareness of the proposed changes and to support local authorities meeting the legislative changes.

Public Sector Information review

13. Open data and transparency is a new and challenging policy introduced by government in 2010. As with many new and innovative initiatives, initially there is little evidence available on the take-up, benefits and value of open data. Since then there has been a flurry of activities to identify benefits and build an evidence base for open data and public sector information use.
14. BIS through the Data Strategy Board is carrying out an independent review of public sector information and its marketplace also known as the Shakespeare review. BIS is inviting local authorities to provide evidence on public sector use cases.
<http://news.bis.gov.uk/Press-Releases/Review-of-open-data-to-explore-growth-opportunities-68203.aspx>
15. As part of the open data agenda, the Open Data User Group is lobbying for the release of open data and in particular for the release of a national address dataset. Address data form the key core national dataset for administering services and delivering business. The group calls for the address data to be released for free. The DSB is currently carrying out a review of the feasibility for an open national address dataset. Changes to the national address data could have implications to local authorities and GeoPlace, a limited company jointly owned by Ordnance Survey and the LGA. GeoPlace collates address data from local authorities, Royal Mail, Ordnance Survey and other organisations and compiles them into a national dataset. Ordnance Survey is distributing the data for onward use to public authorities for free at point of use and other organisations under commercial licensing terms.

Item 4

Breakthrough Funding

16. The Department for Business, Innovation and Skills (BIS) has earmarked breakthrough funding to assist open data proposals where government departments, government agencies and local authorities have identified constraints on data release. The fund is to support the Data Strategy Board's agenda in enabling open data release and ease of access to open data supporting growth and innovation, contributing to local engagement with citizens, communities and business, and providing seed funding to create action. The call for funding is published on <https://www.gov.uk/data-strategy-board#faqs-on-the-three-new-complementary-investments> .
17. BIS is planning to grant the Local Government Association £1 million for a year to manage the local government breakthrough grant and fund local authorities projects over the financial year 2013/14. This LGA fund will form part of a wider overarching breakthrough fund. The other part of the fund which will be grant funding to central government departments will be managed by BIS. BIS and LGA will work together to ensure consistency across the two parts of the fund so that it runs as an overarching programme.
18. The breakthrough funding will support the LGA's strategic objective of sector led improvement as most of the funding will be spent directly at local authority level or in support of local authorities improving and innovating the way data is made openly available and can be used. The fund is to be used to help councils overcome particular technical barriers in opening up data so that the data can be more easily used in onward applications, tools and services. The LGA will add their knowledge, expertise and networks to assist BIS to channel the funding to authorities according to the criteria set out by the BIS breakthrough fund panel. The LGA will manage the grant funding to local authorities and is in the process of setting up a review panel to review the first funding applications. Cllr Tim Cheetham will be chairing the review panel. Funding will be granted on an ongoing basis and will be reviewed on a regular basis.

Sharing good practice

19. Work is progressing on promoting and raising awareness of transparency across local authorities. After responding to the various consultations and setting a policy direction, the next year will focus on supporting authorities in releasing data and making better use of it. The LGA is currently running roadshows across the country (London, Bristol, Leeds) entitled "Making transparency work for you". The roadshows raise awareness and inform about the policy and technical elements of transparency and open data but more importantly encourage the sharing of good practice in publishing and making use of open data to the benefit of transforming services, engaging with citizens, communities and business and fostering innovative uses and driving social and economic growth.
20. Local authority examples include: use of open data in apps for checking the validity of taxi licences in Surrey, comparing obesity and its factors in Lambeth, sharing data by default in Redbridge. In Bristol we will hear about the use of open data in future cities and

Item 4

in community projects while in Leeds, Sheffield, Trafford and Manchester will give an insight into engagement with local developers and users through open data interest groups. We propose to collate and share the case studies as part of the sector led improvement programme.

Single Data List

21. The single data list is the list of all data returns that local authorities must make to central government. The current list contains 156 data returns across the range of central government departments.
22. The LGA in conjunction with DCLG has set-up a gateway system to govern the process for reviewing and adding data collections to the single data list with the aim of reducing the data burden on local authorities.

Proposed transparency work plan 2013/14

23. The LGA is supporting councils through the transparency programme to open up data to meet local needs and demands and to make better use of the data. The programme will support local authorities towards:
 - 23.1. promoting a greater understanding and responsibility for the opening up of data within local authorities. This requires a transition to be led by senior members of local authorities to foster a culture change to move from a compliance to an open culture.
 - 23.2. building skills and capabilities to publish and make better use of open data.
 - 23.3. identifying good practice in publishing and using the data in services and business applications and encouraging uses in the community.
 - 23.4. supporting the sector with guidance and development of data standards
 - 23.5. fostering a collaborative approach to help authorities reduce costs in publishing their data.
 - 23.6. promoting the better use of data through existing and new online applications, tools and services (including Knowledge Hub, esd toolkit and LG Inform).
 - 23.7. advocate the opening up of key government datasets, in the interest of local authorities and local communities.
 - 23.8. continue to lobby for ways to cover costs for collating, maintaining and publishing data to given standards where it is seen as an additional or new burden across] the sector and where the publishing of the data adds further value.

Item 4

24. To support councils to meet the local transparency agenda, we propose to deliver the following transparency work plan in the year 2013/14 which largely continues the work started last year. The programme will
- 24.1. Coordinate a local transparency task and finish group under the lead of Cllr Tim Cheetham to engage with councils and lead on developing a local transparency strategy and overseeing the implementation of the transparency programme.
 - 24.2. Consider whether to develop a local transparency strategy to promote the understanding and impact of transparency on local policies, service delivery and social and economic growth and to support councils in implementing it. The strategy would be based on previous responses to consultations and emerging government policies, engagement with councils and stakeholders and direction from the task and finish group.
 - 24.3. Support councils in improving the understanding and capabilities in opening up data through collaboration with the Open Data Institute and their online training material, guidance, regional workshops and sharing of knowledge and good practice through online learning networks.
 - 24.4. Engage with stakeholders and government departments, to promote local transparency, lobby for wider access to data, while minimising the burden to local authorities.
 - 24.5. Challenge the data burden on local government through the single data list gateway group.
 - 24.6. Collaborate with the LGA online offer tools and services to promote meaningful use of open data.
 - 24.7. Develop and manage the 'Breakthrough Fund' project, which will provide grants to local authorities for removing barriers to opening up data.
 - 24.8. Continue work with Defra to implement 'location data publishing services' to support local authorities in meeting INSPIRE regulation requirements.

Financial implications

25. The transparency programme will be funded as part of the ongoing financial commitment within the LGA. Resourcing the management of the breakthrough fund and supporting councils through a learning network at an estimated cost of £118 K will be funded from the breakthrough fund pending final approval by BIS.

Leadership programmes

Purpose

For discussion and direction.

Summary

The last meeting of the Improvement and Innovation Board asked that a report be brought to the Board on the future leadership programmes. This report summarises the leadership programmes of the LGA; suggests some changes for the 13/14 programme and seeks the views of the Board as part of an on-going review of the programme.

Recommendation

Members are invited to note the proposed leadership activity for 13/14 and provide views on other changes they would wish to be considered as part of a wider on-going review of the programme.

Action

Officers to take on board the decisions agreed by the Board.

Contact officer:

Dennis Skinner / Pascoe Sawyers

Position:

Head of Leadership and Productivity / Principle advisor (leadership)

Phone no:

020 7664 3017 / 020 7664 3053

E-mail:

dennis.skinner@local.gov.uk / pascoe.sawyers@local.gov.uk

Leadership Programmes

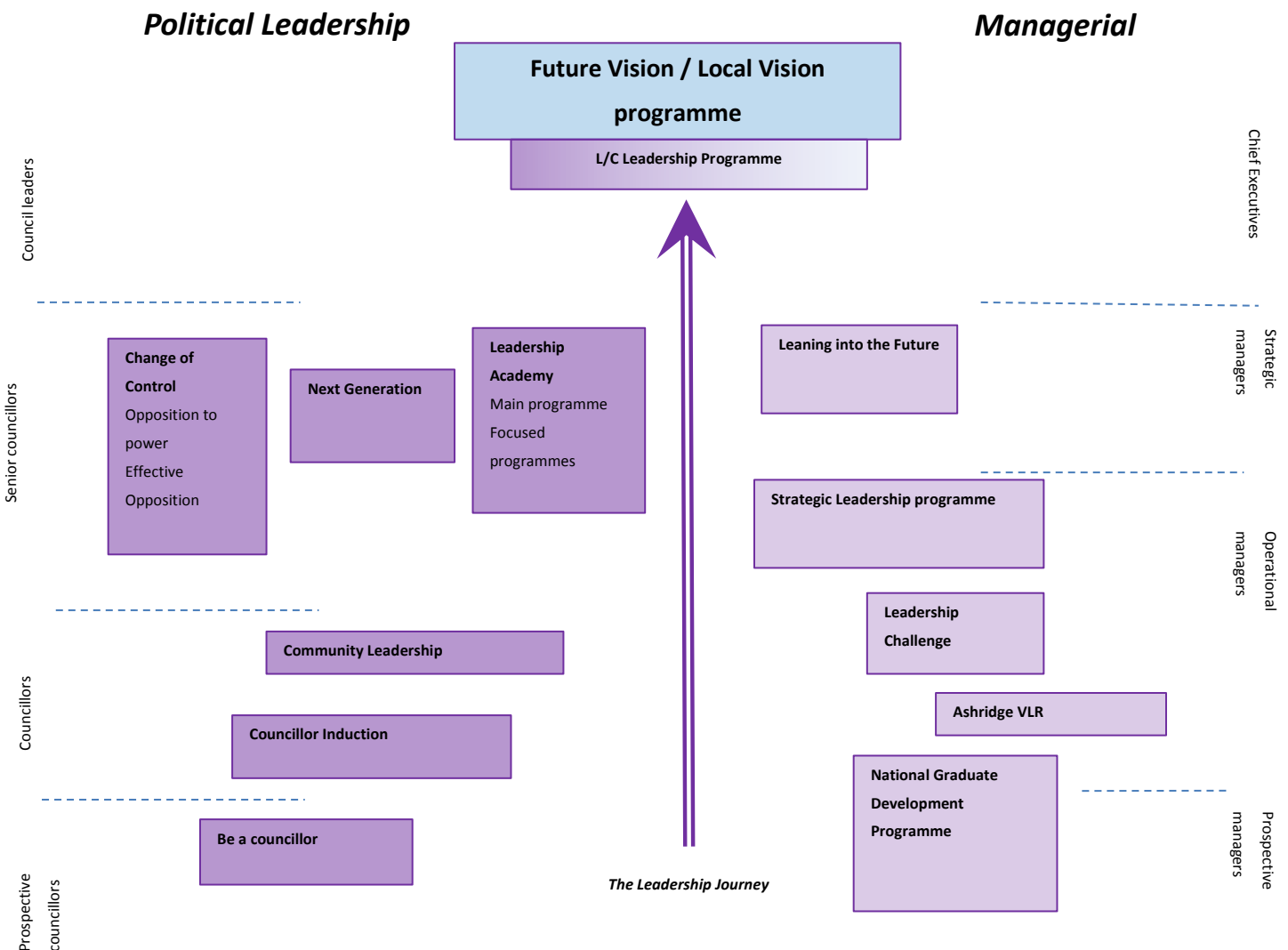
Introduction

1. Support for leadership development, particularly for members, has been a key area of support that has been provided over the years by the IDeA and now the LGA. The importance of good political (and managerial leadership) to help drive improvement in councils has long been recognized.
2. Research has shown that Councils who participated in the LGA/IDeA's political leadership programmes experienced an 81% greater than average improvement than those councils that did not attend these programmes. Participants on the courses are very positive about the programmes they take part in. Satisfaction rates are generally of the order of around 85% to 90%. Indeed 99% of participants on the Leadership Academy agree that the programme provided a basis for improvement and 100% would recommend the LGA as a result of doing it. With leadership support being a key part of our overall offer on sector led improvement it is being evaluated as part of the evaluation that is underway of sector led improvement.
3. The focus has always been primarily on investing in political leadership with the resources we have as there is a limited market of external suppliers in this area compared with the vast array of programmes that are available to support managerial leadership.
4. In negotiating the top-slice for the LGA/IDeA in 2010, the Secretary of State for CLG emphasized the importance that he attached to continuing to invest in member development.
5. As part of, Taking the Lead, our programme of sector led improvement, we committed to continuing to support Councils by making available free or subsidised places on one or more of our key leadership programmes including the Leadership Academy, Next Generation or "Leeds Castle" as it was then known.
6. While our leadership proposition and 'offer' has been incrementally refined and modified over the years, the environment in which Councils, their political leaders and senior managers operate in is very different now, compared to even a few years ago. The activities that senior leaders are required to engage in while at one level are the same, have also changed in a number of important respects. This has a bearing on the behaviours, competencies, skills and attitudes that are likely to be most effective.
7. Other developments are also impacting on the Leadership offer, notably:
 - 7.1 Emerging local government priorities (e.g. promoting growth, financial challenges and the need for more innovative practice).
 - 7.2 The changing role of leadership and an increasing emphasis on relationships and partnerships.
 - 7.3 The development of the Future Vision and Local Vision programmes through the Leadership Centre.

- 7.4 A growing awareness that we should be doing more on managerial leadership.
 - 7.5 A recent survey of all Solace members has highlighted that 'political understanding and management' is the most important characteristic of a modern chief executive, both now and for the future; 68% of members agree it is a key skill, making it the most widely selected option in the poll.
8. For these reasons we are reviewing the whole Leadership offer with the aim of ensuring a more coherent offer around both Political and Managerial Leadership during 2013/14.

The current programme

Table 1: The LGA leadership offer



Item 5

9. The current offer, as set out in Table 1 above, shows how we seek to address leadership development needs at various stages of an individual's leadership career whether as a councillor or as an officer. The overall objective is to improve the leadership capacity of individual councils and of local government as a whole to enable it to face current and future challenges.
10. As an individual reaches the upper end of their own ladder, there is also an emerging opportunity, through work led by the Leadership Centre, to explore cross-boundary working with other parts of the public sector and with the community and private sectors.

Leadership Journey Stages

11. If the intention of the offer is to address leadership development needs at all levels or stages it is important to understand the target audiences and their needs. The target audiences split into four broad bands of leaders: new entrants; those leading at an operational level; those leading their organisations or communities at a strategic level; those leading at a higher strategic level - regional or national levels giving a lead to the sector as a whole rather than their own communities and organisations.
12. However, within or between these are other identifiable groups: those with the interest, drive and potential to develop to the next level up. Although in the early stages the development needs of councillors and managers are quite distinct, their needs begin to merge as they move up to the more strategic levels. Furthermore there may be the need to fast-track the development of the more capable leaders to enable them to move to the strategic levels more quickly.
13. The intention is to review our current offer against the leadership journey set in **Appendix 1, Appendix 2 and 3** outline the current Political and Managerial programmes. An initial analysis has been carried out to date which suggests the following:
 - 13.1 the political leadership offer is fairly comprehensive with programmes at all levels except the established regional/sector leader level.
 - 13.2 the political leadership offer is more developed than the managerial. The reason is historical: in the past the LGA and, until 2011 the other central bodies, took the view that managerial leadership development was adequately covered by commercial and academic providers. Political leadership in comparison was a much more restricted market and the central bodies were much better placed to provide it.
 - 13.3 there is no single development route, nor one programme that can meet all needs at any one level. This is particularly true for councillors who will need party-based development, to enable them to fully understand leadership within the party setting, and cross-party development to enable them to lead in the wider community and sector setting.

Item 5

14. We have revisited the issue of managerial leadership and commissioned a review which was carried out through a combination of internal resources and support from Andy Holder and Associates. This review suggests:

- 14.1 the need for political awareness/sensitivity development for managers which could also be addressed through the revised programmes and by specific short courses.
- 14.2 Given the number of other players in managerial leadership and the numbers involved, the LGA focus could be on operational managers aspiring to become strategic managers and strategic managers aspiring to become chief executives. This would fit with the overall objective of increasing the leadership capacity of local government but also require close working with SOLACE.
- 14.3 The content of managerial leadership programmes delivered by external providers may have got out of kilter with the needs of the sector in the last couple of years. The LGA should seek to address this.

15. Recent or proposed changes for 13/14 include the following:

Leadership Academy

16. As part of the retendering process for the Leadership Academy programme the module focus and content has already been revised and realigned to reflect the changing priorities and role of senior councillors. The three modules now focus as follows:

- 16.1 Module 1: Leading relationships.
- 16.2 Module 2: Leading innovation and change.
- 16.3 Module 3: Leadership of place and community.

17. Officers will work more closely with the political group offices to target key councillors. In the last year, the percentage of participants who were Leaders, Deputy Leaders, Cabinet Member or Chair has increased to 80%.

18. Officers will also explore the possibility of running more focussed programmes for specific portfolio holders including Finance Portfolio holders.

Induction for new councillors

19. In the last year induction for new councillors consisted of a series of regional events held on a cross-party basis. These events were perhaps not as well as attended as hoped for. Some of the political groups offices are keen that we explore holding 24hour events that would be held on a party basis and the participants are targeted more effectively. Therefore officers are exploring making changes to this area. The Councillors Guide which is sent to all new councillors and is very popular is being updated and will be re-issued.

LC programme

20. The environment in which leaders now operate has changed and therefore it is timely to review the content and design of the programme. This is reinforced by views from the current cohort who really value the programme but feel that there may need to be some changes to content and design. This will also allow us also to consider the programme in light of the introduction of the new programmes of Future Vision and Local Vision. It should be noted that there is a growing list of people wanting to attend the LC programme.

Leaders programme/network

21. There is no programme currently which focuses just on the needs of Group Leaders in a party setting and we will explore with the Political Group offices establishing a programme(s) or network(s) in this area.

Other issues

22. We will consider as part of the next stage of the review whether we need a more coherent approach to charging for programmes. This could also include whether we should seek sponsorship for any of the programmes. This issue would need to be considered corporately given the wider implications for the LGA of going down such a route. Officers would also need to have regard to the Commercial Partnership policy of the LGA which sets out a process for considering such matters. Some programmes set a fee to cover accommodation costs; others make no charge at all. Much of this has come about because of the perceived need for the programme and a desire not to discourage audiences from participating.

Conclusion

23. The leadership programmes provided by the LGA and extremely valued by the sector. They are a key part of the LGA offer around sector led improvement. Research has shown that Councils who participated in the LGA/IDeA's political leadership programmes experienced an 81% greater than average improvement than those councils that did not attend these programmes. This reports sets out the current set of offers and seeks the Board's views and comments as part of the on-going review.
24. The Board will recall that a Leadership Reference Panel chaired by Councillor Richard Stay was established as one of a number of small groups to look more closely at key themes of the Improvement and Innovation Board. The Board may wish for that panel to consider these issues before a further report is brought back to the main Board.

Financial Implications

25. The staffing budget for the Leadership and Localism team is £744,000 in 2012/13 and the non-pay budget for the leadership programmes is a further £928,000. This represents a reduction of around 40% since 2010/2011.

Stages in the Leadership Journey

Appendix 1

| Levels of the leadership journey | Councillors (Political Leadership) | | Officers (Managerial Leadership) | |
|---|---|--|---|--|
| | Audience | Development Needs | Audience | Development Needs |
| 8. Regional/ Sector leaders | Members of LGA Boards Regional Chairs | Introduction to wider networks Deeper understanding of national and international scene Ability to work across sector boundaries | Leading Chief Executives Members of SOLACE management board Chairs of SOLACE groups | Introduction to wider networks Deeper understanding of national and international scene Ability to work across sector boundaries |
| 7. New and experienced top strategic leaders with potential to become regional/sector leaders | Council Leaders with the potential to play a wider role | Introduction to wider networks Deeper understanding of national and international scene Ability to work across sector boundaries | Chief Executives with the potential to play a wider role | Introduction to wider networks Deeper understanding of national and international scene Ability to work across sector boundaries |
| 6. Top strategic leaders | Council Leaders | Corporate cross-sector / boundary working | Chief Executives | Corporate cross-sector / boundary working |

| Levels of the leadership journey | Councillors (Political Leadership) | | Officers (Managerial Leadership) | |
|---|--|---|---|--|
| | Audience | Development Needs | Audience | Development Needs |
| 5. Strategic leaders | <p>Party Group leaders and deputy leaders.</p> <p>Cabinet members and portfolio holders.</p> <p>Committee Chairs</p> | <p>Wider community leadership</p> <p>Partnership and cross-boundary working</p> <p>Close understanding of the key issues and options to address</p> | <p>Directors and Asst Directors</p> <p>Management Team members</p> | <p>Strategic leadership and leading change</p> <p>Close understanding of the key issues and options to address</p> <p>Partnership and Cross-boundary working</p> <p>Well-developed political awareness</p> |
| 4. Experienced and new operational leaders with potential | <p>Back-benchers with the ambition and potential to move up to senior positions in Group or on Council</p> | <p>A deeper understanding of leadership styles and approaches</p> <p>Vision setting and leading change</p> | <p>Operational managers with the potential to move up to strategic management positions</p> | <p>A deeper understanding of leadership styles and approaches</p> <p>Vision setting and leading change.</p> <p>Ability to manage within political context</p> |

| Levels of the leadership journey | Councillors (Political Leadership) | | Officers (Managerial Leadership) | |
|------------------------------------|---|---|---|---|
| | Audience | Development Needs | Audience | Development Needs |
| 3. Experienced Operational leaders | Back-bench councillors | Leadership and communication skills etc to enable them to provide leadership to the communities within their wards | Operational managers | Leadership skills to enable them to lead and manage their teams and to deliver the services they are responsible for |
| 2. New Leaders | Newly elected councillors | <p>Understanding:</p> <ul style="list-style-type: none"> • How their council operates (protocols, procedures etc) • Local government and key issues • The role of the LGA <p>Some basic leadership skills and communication skills to establish themselves in role</p> | Newly appointed managers and graduates appointed to trainee schemes | <p>Understanding:</p> <ul style="list-style-type: none"> • How their council operates (protocols, procedures etc) • Local government and key issues • The role of the LGA <p>Some basic leadership and management skills to establish themselves as managers</p> |
| 1. Potential leaders | People active in their Community, local Party members, Interested individuals | Need to be convinced that becoming a councillor is a worthwhile way of contributing to their local community and addressing the issues that concern them. | Graduates and others entering the job market. | Need to be convinced that local government offers a real career route and leadership opportunities. |

Appendix 2 Political Leadership

| Programme | Be A Councillor | New Councillors | Community Leadership |
|---|--|--|--|
| Objective | To improve the profile of councillors to better reflect the wider community To encourage councillors to take a 'talent spotting' approach to finding new members. | To introduce new councillors to the LGA, its role and the support available and update on key issues | To develop the leadership capacity of ward councillors |
| Target Audience | Potential councillors | All new councillors | Ward councillors |
| Method | With the political group offices, political and peer input. A mix of events, individual and group support. Also work with the comms team to support the public facing campaign | Series of 5 - 8 half-day events held in regions Councillors Guide sent to all new councillors | Encourage and support in-house and self-guided development by providing a range of materials and initiatives |
| Attendance | Example of activities: Conservative: Event with Conservative Future had 50 people - mix of party members and councillors. Labour: 3 London events in Oct/Nov with audiences ranging from 20-50 | 20-40 councillors per event All new councillors receive the guide | n/a |
| Evaluation (Figures given are on a 4pt scale unless otherwise stated) | None | Overall Satisfaction rate 3.5 | Pilot modules to test materials • Overall satisfaction - 3.01 • 90.3% of respondent agreed that the event equipped them for the future Positive feedback from councils on in-house delivery |
| Cost | £80,500 | 55000 (£30K for events, £25K for Councillor Guide) | 40,000 |
| Fees | None | None | Some councils charged for direct delivery £600 ppd |
| Basis of fees | n/a | n/a | Adviser day rate |
| Net cost | £80,500 (£20,125 per party group) | £55,000 | n/a |
| Net Cost per participant | n/a | Events: £200.00 per participant | n/a |

| Programme | Leadership Academy (Main programme) | Leadership Academy (Focused programmes) | Leadership Academy (Other events) |
|---|---|---|---|
| Objective | To develop the leadership capacity of councillors in senior positions within their councils, including their ability to work across party group boundaries | To develop the leadership capacity of councillors in senior positions in relation to specific policies, priorities and/or service areas. | To develop the leadership capacity of councillors on a cross party basis in a range of specific areas |
| Target Audience | Council and Group leaders and deputy leaders Portfolio holders and Cabinet members Committee Chairs Other leading councillors | Leaders and portfolio holders of relevant service areas. | Specific groups of councillors |
| Method | Up to 9 cohorts of 12-22 councillors each attending 3 modules of 2-days each | Up to 14 Single 2-day residential events for 12-22 councillors. Content is sponsored by relevant LGA programme team which also plans and delivers the programme. | 2 x Master classes for Leadership Academy alumni Event for BAME councillors Event for Young Councillors Councillors' Summer School (All events are 2 day residential) |
| Attendance | 118 Councillors on 8 cohorts | 260 Councillors | 100 councillors |
| Evaluation (Figures given are on a 4pt scale unless otherwise stated) | Average overall satisfaction with the programmes is 3.8 99.6% agree the programme provided a basis for improvement and 100% would recommend the LGA as a result of doing it. | Average overall satisfaction with the focused programmes is 3.5 99.5% agree the programme provided a basis for improvement and 100% would recommend the LGA as a result of doing it. | Young Cllrs overall satisfaction 3.6 Summer school overall satisfaction 3.5 |
| Cost | £260,000 | £10,000 per programme (paid by sponsoring programme team) | £88,500 |
| Fees | £1,250 per participant | None - funded by relevant programme team usually using grant money | £100 - £250 per participant (varies for event) |
| Basis of fees | Accommodation costs | n/a | Cover or contribute to accommodation costs |
| Net cost | £112,500 | £0.00 | £68,000 |
| Net Cost per participant | £953.39 | nominal £500.00 | Approx. £680.00 |

| Programme | Next Generation | LC programme |
|---|---|---|
| Objective | Political development of young and new councillors with the potential to become leaders, enabling them to rise to their own current and future political challenges. Create a talent pool of future political leaders for local government | Improve leadership capacity at individual, organisational and locality level To develop the future regional and sector leadership of local government |
| Target Audience | Young and new councillors with the potential to become leaders | Council leaders and chief executives with the potential to take on a wider leadership role |
| Method | A series of 3 residential development sessions as well as ongoing support, mentoring and other tools. Tailored to each party group. | Self-designed programme with four residential elements (including the planning/design meeting). Usually involves an international visit to learn from European experience |
| Attendance | 60 councillors (20 per party group) in party group cohorts | Up to 20 participants (10 council leaders and 10 chief executives) |
| Evaluation (Figures given are on a 4pt scale unless otherwise stated) | Average satisfaction ratings for 1st weekend sessions Conservative: 3.7 Labour: 3.8 Liberal Democrat: 4.0 | Ratings regularly 4 or 5 (on a 5pt scale) |
| Cost | £115.00 | £142,000 |
| Fees | None | £40,000 |
| Basis of fees | n/a | £1,500 Participants are also recharged for their |
| Net cost | £115,000 | £102,000 |
| Net Cost per participant | £1,920 | £5,100 |

Appendix 3: Managerial Leadership

| Programme | National Graduate Development programme (NGDP) | Ashridge Virtual Learning Resource | Strategic Leadership in modern local government programme |
|--|---|---|---|
| Objective | To attract high quality graduates into local government and create a talent pool for future leadership. | Provide a development resource for managers <i>(Resource is also available to councillors as part of Community Leadership)</i> | To develop future strategic managers |
| Target Audience | Graduates | local government officers | operational managers with the potential/ambition to move up to strategic management positions |
| Method | 2 yr development programme consists of a 2-day Induction event, 4 2-day modules plus work-based projects and a final graduation event | Web-based resource for self-directed learning | 6 One-day non residential modules with action learning elements |
| Attendance | Cohort 13: 46 trainees Cohort 14: 92 trainees | n/a | 32 managers (2 cohorts of 16 participants) |
| Evaluation (On a 4pt scale unless otherwise stated) | Increase in numbers shows interest and satisfaction with the programme Sample ratings C13 M2: Event achieved its objectives – 4 C14 Induction | n/a | <ul style="list-style-type: none"> • Presentation 3.8 • Content 3.8 • Relevance 3.8 • Exercises 3.8 |
| Cost | £450,000 | £12,500 <i>(Paid as part of Community Leadership budget)</i> | n/a Programme is managed by provider (KBA Solutions) LGA badge and promote, modules held at LG House) |
| Fees | £2,000 per trainee (paid by participating councils in year of recruitment to scheme) | n/a | £2,698 plus VAT plus ILM registration |
| Basis of fees | Contribution to recruitment and development costs | n/a | Commercial cost charged by provider |
| Net cost | £310,000 | £0.00 | £0.00 |
| Net cost per participant | Estimated £2,215 per yr (incl marketing and recruitment costs) | n/a | £2,698 plus VAT plus ILM registration |

| Programme | Leaning into the Future | LC programme |
|---|---|---|
| Objective | To provide "a space for you to make sense of your challenges as a locality leader, to align your passion with your purpose, and influence the context within which local authorities interact." | Improve leadership capacity at individual, organisational and locality level To develop the future regional and sector leadership of local government |
| Target Audience | Aspiring Local Authority Chief Executive, Assistant/Deputy Chief Executive or Director | Council leaders and chief executives with the potential to take on a wider leadership role |
| Method | 2 day residential, web-based learning, action learning sets, 1 day event over 8 months | Self-designed programme with four residential elements (including the planning/design meeting). Usually involves an international visit to learn from European experience |
| Attendance | Programme has not started | Up to 20 participants (10 council leaders and 10 chief executives) |
| Evaluation (On a 4pt scale unless otherwise stated) | n/a | Ratings regularly 4 or 5 (on a 5pt scale) |
| Cost | n/a programme managed and delivered by provider (Ashridge Management School / OPM) | £142,000 |
| Fees | £3,980 plus VAT | £40,000 |
| Basis of fees | Commercial rate charged by provider | £1,500 Participants are also recharged for their accommodation costs |
| Net cost | £0.00 | £102,000 |
| Net cost per participant | £3,980 plus VAT | £5,100 |

Innovation Programme Plan

Purpose

For discussion and direction.

Summary

This report updates the Board on the planned wider innovation activities of the LGA to build upon the implementation of the Creative Councils Programme and the progress on related activities implemented to date.

Recommendation

Members are invited to note progress to date and to offer views on the outcomes of implemented activities and the direction of future planned activities

Action

Officers to take on board the decisions agreed by the Board.

Contact officers:

Mike Short

Teresa Payne

Position:

Senior Adviser

Adviser

Phone nos:

07799 038432

07879 640823

E-mail:

mike.short@local.gov.uk

teresa.payne@local.gov.uk

Innovation Programme

1. Creative Councils is the Board's flagship innovation programme and the Board has been updated regularly on the programme. However, it is also true that there is innovative practice and activity that is running through many of the LGA's programmes. At the last meeting, members heard about how Surrey was intending to make innovation a key focus of their forthcoming peer challenge. Other programmes which have innovation as a key theme include:
 - 1.1. Adult Social Care Efficiency programme
 - 1.2. Food Waste pilot
 - 1.3. Future Councils programme
 - 1.4. Capital and Assets pathfinders
 - 1.5. Whole place community budgets

2. This report proposes to bring this work together with other planned activity on innovation to produce an innovation programme. **Appendix 1** is the current Innovation Programme Plan which members are asked to comment on and endorse.

| Appendix 1 Theme | Detailed Activity | Timetable | |
|----------------------|---|--|--|
| Programme Management | <p>Overall programme management and sponsorship of the programme including:</p> <ul style="list-style-type: none"> a) Strategic oversight and agreement of the programme b) Regular reports to the Board c) Maintain good communication within LGA and with external partners, particularly NESTA and Creative Councils, on delivering innovation work d) Convene LGA 'innovation' meetings to share skills and lessons learnt from innovation and creativity work undertaken by councils | <p>On-going</p> <p>On-going At least 3 times a year</p> <p>On-going</p> <p>Quarterly</p> | |

| | | | |
|---------------------------------------|---|----------------------------------|--|
| Creative Councils | Implementation of the Creative Councils programme with NESTA including: <ul style="list-style-type: none"> a) Ensure effective use of LGA/council resources with NESTA in the accountability of the overall Creative Councils programme. b) Focus on learning from Creative Councils to be disseminated within the local government sector and ensure it adds value including attendance at camps and other events; visiting the councils and sharing good practice via Knowledge Hub. c) Review the learning from the Creative Councils programme and consider next steps. | On-going | |
| LGA Conference | Ensure a significant focus on innovation at the LGA conference including an Innovation zone with NESTA and others | By December 2013 By July 2013 | |
| Dissemination of good practice | Disseminate innovation stories to the sector including: <ul style="list-style-type: none"> a) Collect and disseminate 12 'innovation stories' b) Compile and keep updated collection of LGA stories on innovation c) Update website with 2 'original' pieces of innovation content bi-monthly | By September 2013 Bi-monthly | |
| 'Innovation master class' for members | Consider repeating Innovation masterclass for members | By July 2013 | |
| Member's role in innovation | Carry out a number of Member interviews as part of the 'Local Councils' Innovation Framework' and promote findings at LGA conference. | By July 2013 | |
| Knowledge Navigator | Make links with the Knowledge Navigator programme and ensure any findings arising from that programme on Innovative practice is shared with the sector and the Board | On-going | |

| | | | |
|-----------------------|---|----------|--|
| LGA Programme Boards | <p>Work with all the other Programme Boards to promote innovative practice including:</p> <ul style="list-style-type: none"> a) Presentations from the 6 Creative Councils to appropriate Boards b) Review LGA programme boards for examples of innovation activities c) Share examples of councils' creative practice (and creative individuals) for relevant LGA programmes of support – e.g. Peer Challenges and other programmes | On-going | |
| Evaluation and review | <p>Evaluation of 2012-2013 innovation and creativity work in line with LGA business plan objectives and targets</p> <p>Continual updating of this 2013-2014 Action Plan for creativity and innovation and seek further opportunities for wider activities.</p> | On-going | |
| | | On-going | |

Item 7

Sector-led improvement

Purpose of report

For discussion and direction.

Summary

This report provides an update on sector-led improvement since the original publication of “Taking the Lead” in February 2011.

Recommendation

That the Improvement Board note the current position on sector-led Improvement and offer any further strategic direction.

Action

Officers to continue to support councils take advantage of the new approach to sector led improvement.

Contact officer: Dennis Skinner
Position: Head of Leadership and Productivity
Phone no: 020 7664 3017
E-mail: dennis.skinner@local.gov.uk

Sector-led Improvement

Background

1. *Taking the Lead*, which sets out the sector's approach to sector-led improvement, was published just over two years ago. The approach was developed with the sector over a lengthy period of consultation and engagement and was overwhelmingly endorsed by the majority of councils. Since then we have made good progress in developing and delivering our support offer.
2. At the same time new approaches to sector-led improvement have also been developed in children's services (through the Children's Improvement Board) and in adult social care (through the Towards Excellence in Council's Adult Social Care Board). In each case the approaches have been developed in association with relevant Government departments, the LGA and the sector's representative professional bodies. They are based on many of the core principles and practices set out in *Taking the Lead*.
3. The LGA has been advised in this work by an independent Advisory Board with membership drawn from the National Audit Office, Audit Commission, SOLACE, CIPFA, ADASS, ADCS, CfPS and Solicitors in Local Government/Association of Council Secretaries.
4. At its meeting on 17th September 2012 the Improvement Board considered the early findings from the first stage of the evaluation of sector led improvement. The "baseline" evaluation report was published on 21 February, has been circulated to members and is available on the LGA website.
5. This report draws together some key markers of progress so far and for the future.
6. **Sector Awareness:** Overall the sector is both aware and supportive of the approach, as shown by the results of the recent LGA Perceptions Survey of Leaders, Portfolio Holders, Chairs of Scrutiny, Chief Executives, Directors and back bench members.
 - 6.1. 90% of Chief Executives had heard a lot or a moderate amount about the approach and 84% agreed or strongly agreed that it was the right one
 - 6.2. 83% of respondents agreed or strongly agreed that their council was making advances in improvement
 - 6.3. 61% of respondents believe the offer will have a positive impact on their council's ability to improve and 69% believe it will have a great or moderate positive impact on the sector's ability to monitor and improve.

Item 7

7. **Local Accountability:** One of the fundamental principles underpinning sector led improvement is that councils are accountable to their local communities who both elected councillors to represent them and who provide the majority of their income.

As part of the evaluation work the LGA polled 1,000 British residents in Autumn 2012 which found that:

- 7.1. 61% trust their local council either a great or fair amount (consistent with the results from the Citizenship Survey 2010/11). We are using questions about trust in councils as our proxy measure for whether SLI has the confidence of the public;
 - 7.2. 66% felt their council kept them fairly or well informed about the services and benefits it provides;
 - 7.3. 72% say they are very or fairly satisfied with the way their local council runs things
 - 7.4. And 62% stated their council acts on the concerns of local residents (i.e. is responsive).
8. A key part of the "Taking the Lead" offer was to provide tools to support councils strengthen local accountability, including free of charge use of the YouChoose online budget simulator. A total of 135 councils have been set up to use YouChoose.
9. **Leadership:** Effective political leadership is key to sustained improvement. Our leadership programmes have supported over 1,000 councillors in the last 18 months on programmes such as Leadership Academy and Next generation.
10. **Peer Challenge:** Since April 2011 the LGA has completed 171 peer challenges across a wide range of subject areas including 50 corporate peer challenges, 43 children's safeguarding and 7 adult social care peer challenges. We are also in discussion with councils about a further 100 corporate peer challenges and 20 children's safeguarding challenges. Feedback from participating councils is very strong and the programme continues to grow at pace.
11. The interim evaluation of the Corporate Peer challenge offer was undertaken by Cardiff Business School and reported to the Board. We have recently published a set of case studies demonstrating how councils are using and benefitting from the peer challenge offer. <http://www.local.gov.uk/peer-challenge>
12. During spring/summer 2013 Cardiff Business School will revisit some authorities in order to evaluate the longer-term impact of peer challenges.
13. **Comparative performance information (LG Inform):** The prototype version of LG Inform (the on-line data and benchmarking service developed by the LGA) was launched in July 2011 and updated in November 2011.

At present, more than 90 per cent of councils have someone registered to access the LG Inform prototype, with a total of more than 1,700 users. We anticipate usage increasing rapidly once the new version of LG Inform is launched in the spring (which will be a better looking and better performing tool) and made publicly available in the Summer.

Item 7

14. **Sharing good practice:** The Knowledge Hub was launched in April 2012. It is a free web based service providing a single window to improvement in local government. It forms part of the new integrated online offer from the LGA and provides tools to help people connect, share and learn from each other.

All councils are making use of Knowledge Hub which has over 130,000 registered users and 1,400 active groups. The LGA's aim, over the course of 2012/13, is to achieve a 25 per cent increase in the number of users and the number of visits the site receives.

15. **Managing Risk:** as part of the approach to sector led improvement councils were keen for the LGA to find a light touch way of understanding where councils might be facing performance challenges so that early support could be offered. This approach has been tested by experience and positive endorsements received at the time from the appropriate DCLG Minister.
16. **Children's services:** Sector-led improvement in children's services is being taken forward through the work of the Children's Improvement Board (CIB). The CIB work programme for 2013/14 will prioritise children's social care, including a new programme to build capacity among social service team leaders (SWAP), together with a new strand of work to support councils respond to changes in Special Educational Needs and Disability. A significant part of the CIB budget will continue to be devolved to regions who will be asked to ensure that peer challenge is robust and engages all councils.
17. **Adult Social Care:** Sector-led improvement in adult social care is being taken forward by the Towards Excellence in Adult Social Care Board (TEASC). 2013/14 will be the final year of funding for TEASC. Its aim will be to work with (and for) councils to ensure that the model is fully implemented and embedded in local areas.
18. **Coordination and Communications:** As approaches have been developed in specific service areas the Improvement and Innovation Board has been keen to ensure the development of a core narrative around sector-led improvement – its underlying principles and core components – so that the sector is able to see how the different approaches are consistent and mutually reinforcing.
19. This led to the publication of the "Sector-led Improvement in Local Government" officially launched at the LGA Conference in Summer 2012 and jointly badged with SOLACE, ADASS, and ADCS – which has been welcomed by the sector.
http://www.local.gov.uk/c/document_library/get_file?uuid=f19c68ea-368d-4be9-b1c8-7d085324436e&groupId=10171
20. We will reinvigorate our efforts to raise the **awareness** of the support available and councils take up of it, making the links across the different strands of sector-led improvement. We are also seeking to collect and share examples of innovative approaches to engagement and strengthening local accountability.
21. **Evaluation:** From the outset the Improvement and Innovation Board has been keen to ensure a robust approach to evaluating sector-led improvement. The initial "baseline"

19 March 2013

Item 7

evaluation report was published in February and will be followed up by two further reports – an interim report in late Spring 2013 and a final report in early 2014.

22. Implementation of Health and Social Care Act: Implementation of the Act, with new local government responsibilities for health from April 2013 has been a priority for the sector. The last twelve months have seen intensive work across councils to establish Health and Wellbeing Boards, along with the transfer of the public health function to councils, and the commissioning of Local Healthwatch. A new sector-led support offer is being developed with funding support from Department of Health and with governance arrangements aligned across relevant programme.

23. Conclusion and next steps

Significant progress has been made in delivering our *Taking the Lead* offer and mainstreaming the approach. It is important that this work continues to be taken forward in a way that reflects councils' experience of using the support on offer and that it is communicated to the sector in a way that demonstrates how the different elements and strands are linked together and highlights the benefits of the tools through case studies.

24. Financial Implications

There are no additional financial implications arising as a result of this report.

19 March 2013

Item 8

CONFIDENTIAL

Draft Local Audit Bill

Purpose of report

For discussion and direction.

Summary

This report provides an update on the draft Local Audit Bill and seeks Members views on a number of key issues.

A verbal update will be provided on some commercially sensitive issues.

Recommendation

That the Improvement and Innovation Board note the Chairman and Group Leader's views about the current external audit contracts and a potential body to manage the contracts in the longer term.

That the Board comment on options in relation to the National Audit Office future powers in relation to a studies programme.

Action

Officers to take forward action as appropriate.

Contact officer: Dennis Skinner
Position: Head of Leadership and Productivity
Phone no: 020 7664 3017
E-mail: dennis.skinner@local.gov.uk

Draft Local Audit Bill

Background

1. One of the key remaining duties of the Audit Commission is that they are responsible for letting and management of external audit contracts for local government, police and health bodies.
2. In 2011/12 the Audit Commission carried out a procurement exercise to outsource the work of the Commission's in-house audit practice covering some 70% of the market. The remaining 30% of the market is currently covered by contracts with 5 private sector firms let in 2006 and 2007.
3. The procurement exercise delivered savings of 40% and the LGA lobbied Ministers to ensure that the final contracts let should be for 5 years rather than for 3 years to guarantee the significant savings. In addition, these contracts can be extended for a further 3 years at the same price. A verbal update on the current external audit contracts will be provided at the meeting.
4. The draft Local Audit Bill proposes that Councils in future could appoint their own auditors individually. However, currently they would need to establish an Independent Audit Appointments Panel comprising a majority of independent members and chaired by one of the independent members. It is now clear given the significant savings that the Audit Commission achieved through the recent outsourcing work that for the sector as a whole bulk purchasing of external audit will be the most efficient way of procuring audit services and it will deliver the most savings for councils. The LGA Executive agreed to explore these options at its meeting in December and the Improvement and Innovation Board agreed with this approach at its January meeting.

Current Position

External Audit

5. The Government are due to respond to the recommendations from the pre-legislative scrutiny committee report on the draft Local Audit Bill later this month. The current timetable is that the Bill would then be brought to the House in the new parliamentary session with a view to becoming law by January 2014. This would mean that the Audit Commission would formally close at the end of March 2015.

Item 8

6. There are a number of possible ways of creating the sort of central procurement capacity which would have the potential to deliver the efficiencies seen with the recent contracts let by the Audit Commission. These are to:
 - 6.1. transfer the Commission's statutory functions in relation to auditor appointment and fees to a (sector-led) body, either directly or by delegation from the Secretary of State;
 - 6.2. seek an amendment to the draft Local Audit Bill to allow local public bodies to delegate their auditor appointment function to another body such as the LGA, under arrangements recognised by the Secretary of State for this purpose, which could then procure audit services on a collective basis;
 - 6.3. establish a framework agreement, under which bodies could then appoint their own auditors; and
 - 6.4. create a national Auditor Panel in accordance with the terms of the draft Local Audit Bill to make recommendations to individual bodies on the appointment of their auditors, but with bodies carrying out their own separate procurement process either individually or jointly with others.
7. The Chairman and Group Leaders discussed these options at a meeting with the Audit Commission in February and concluded that of the available options, option 1 – transferring the Commission's statutory functions in relation to auditor appointment and fees to a (sector-led) body, either directly or by delegation from the Secretary of State – offers the simplest and most certain way to maintain and secure low audit fees for the local government sector as a whole.
8. Leading members and officers have communicated this view to civil servants and Ministers and are continuing to make the case with a view to ensuring that the Bill when presented to the House of Commons does not rule out such an option.
9. There is a separate, but related question, about the novation of the Commission's current contracts when the Commission closes in 2015. One possibility is that these could be novated to a (sector-led) body, to enable it to build up the necessary knowledge and experience before it procures audit services in its own right from 2016 or 2019. However, the current contracts cover all types of principal audited body in each specified geographical location, including local government, police and health, and are indivisible. Therefore, discussions are also taking place with health and police sectors. The other main option would be for CLG (or another government department) taking on the responsibility for management of the contracts.

Item 8

10. In the longer term, if government were minded to agree that collaborative procurement of external audit through a single route was worth pursuing then options could include:

- 10.1. Establishing a body with the delegated powers from the Secretary of State which would have the necessary powers to appoint auditors and set fees for local government, health and the police sectors;
- 10.2. Establishing three separate bodies along the same lines as above but one for each of the three sectors; and
- 10.3. A central government department (perhaps the Government's Procurement Service) letting and managing external audit contracts with a reference panel made up of representatives of the sector.

11. Further work is being done on the detail of these options for consideration in due course.

Role of the National Audit Office

12. Under the changes proposed within the draft Local Audit Bill, the National Audit Office will take on a number of new roles including responsibility for the Audit Code of Practice and the duty to carry out a number of evaluation (studies) which cover local government (clause 94 of the draft Bill).

13. The Clause as currently drafted provides the NAO with the power not only to carry out examinations for the purpose of ensuring the use of resources represents vfm but also that such studies are used for "identifying improvements that may be made by all English local authorities ..."

14. The Improvement and Innovation Board have expressed concerns previously about the drafting of this clause given it encroaches on sector led improvement and officers have had "without prejudice" discussions with the NAO and CLG about a better form of words that could be used by counsel in drafting the actual Bill.

15. The current suggestion is that the wording is changed so that in effect the legislation recognises two distinct types of studies. The first is studies carried out by the NAO looking at ensuring that the resources provided by a government department to find councils represent value for money. The second is to provide commentary and general advice to the sector.

19 March 2013

Item 8

16. Officers feel that this is certainly a step in the right direction and together with a Memorandum of Understanding between the NAO and LGA that officers from both organisations have been working on provides the necessary assurance that the LGA have been looking for. LGA officers have been pressing that reference to an MOU is made in the Bill but to date civil servants have not accepted this lobbying point.
17. The draft Bill did not provide for the LGA to be consulted on any studies programme. Officers have lobbied hard on this issue and we are hopeful that this will be forthcoming in the Bill.
18. LGA officers are also seeking changes to the Bill so it explicitly makes clear that the NAO should not be carrying out comparative analysis of individual authorities in the form of league tables.
19. A draft MOU has been produced and suggests that there could be three types of studies:
 - 19.1. Studies that are about holding central government to account where significant resources are allocated to local government.
 - 19.2. Wider NAO studies – which focus on other central government activities but may be of interest to local government.
 - 19.3. Studies designed to benefit local government which local government would in effect be proposing to the NAO to carry out.
20. LGA officers are also seeking references in either the Bill or the MOU to limiting the number of studies carried out by the NAO.

Item 9

Note of decisions taken and actions required

Title: Improvement and Innovation
Date: Tuesday 15 January 2013
Venue: Smith Square 3&4, Local Government House

Attendance

| Position | Councillor | Council / Representing |
|---------------------------|----------------------------|---|
| Chairman | Peter Fleming | Sevenoaks DC |
| Vice-Chairman | Jill Shortland OBE | Somerset CC |
| Deputy-Chairman | Ruth Cadbury | Hounslow LB |
| Members | Richard Stay | Central Bedfordshire Council |
| | Tony Jackson | East Herts Council |
| | Chris Hayward | Three Rivers DC |
| | Glen Miller | Bradford City |
| | Teresa O'Neill | Bexley LB |
| | Rod Bluh | Swindon BC |
| | David Mackintosh | Northampton BC |
| | Tony McDermott MBE | Halton BC |
| | Tim Cheetham | Barnsley MBC |
| | Edward Lord OBE JP | City of London Corporation |
| | Rory Palmer | Leicester City |
| | Kate Hollern | Blackburn with Darwen |
| | Sir David Williams CBE | Richmond upon Thames |
| | Edward Lord OBE (for part) | City of London Corporation |
| Apologies | Jeremy Webb | East Lindsey DC |
| | Helen Holland | Bristol City |
| Observers/Other attendees | Cllr Paul Bettison | LGA Conservative National Lead Peer |
| | Cllr Howard Sykes | LGA Liberal Democrat National Lead Peer |
| | Philip Sellwood | Energy Savings Trust |
| | Richard Priestman | Lombard |
| | Cllr Denise Le Gal | Surrey CC |
| | Cllr Dave Wilcox | Chair of European and International Board |

Item 9

Professor Tim Allen

Local Government Knowledge Navigator

LGA Officers

Michael Coughlin, Dennis Skinner, Juliet Whitworth, David Pye, Ivor Wells, Brian Reynolds, Sarah Jennings

| Item | Decisions and actions | Action by |
|------|---|-----------|
| 1 | <p>Welcome and Introductions</p> <p>The Chairman welcomed Members, observers, guest speakers and officers to the meeting and informed the Board of those apologies that had been received.</p> | |
| 2 | <p>Local Councils' Innovation Framework</p> <p>Joan Munro, from City University London, provided a PowerPoint presentation on the 'Local Councils' Innovation Framework'. The framework sought to review whether an organisation could do more to foster innovative working across the organisation. She outlined the objectives, research methods and key findings of the project, as well as highlighted a number ways in which the LGA could encourage innovative working within the sector.</p> <p>Cllr Denise Le Gal, Cabinet Member for Change and Efficiency at Surrey County Council (SCC) provided a verbal update on the development of SCC's 'achieving systematic innovation framework', which was based on the 7 principles identified in the Joan's research. In doing so, she highlighted a number of key elements that had been critical to the success of the council's drive for innovation. These included: Member and officer 'buy-in' at all levels of the organisation; focusing on 'improving the lives of residents in Surrey'; creating a process designed to foster innovate thinking; considering the right 'time' to make changes; and taking measured risks. The 7th principle of the framework was to undertake an LGA peer challenge, which the council was due to undergo at the end of February. Cllr Le Gal suggested that gaining an external perspective by broadening the peer challenge team to include representatives from outside the sector could be beneficial to the LGA's sector-led improvement offer on innovation going forward.</p> <p>In the discussion that followed, Members made a number of comments and questions, which were responded to by officers, relating to issues including:</p> <ul style="list-style-type: none"> Members discussed the challenges of adopting more innovative | |

Item 9

approaches. These included: capacity, as a result of organisational restructure and downsizing; the difficulty of quantifying the causal relationship between innovation and outcomes; ensuring that innovative projects are outcome focused; and the tension between innovation and risk.

- For innovation to be successful, Members recognised the need for the entire organisation to ‘buy in’ to the innovative approach. In debating how to encourage this cultural shift, Members discussed how best to tackle ‘resistance’ to change and highlighted the need to encourage and support local authorities that are typically risk adverse to adopt more innovative approaches. Rewarding positive change and engaging with services users and staff were highlighted as important steps in facilitating cultural change.
- Members discussed the differences between continuous innovation (i.e. incremental improvements in existing practices) and more radical ‘break through’ solutions (i.e. changes which diverge from past practices). Serious concerns were expressed about the length of time it took for innovative changes that were fundamentally different from previous practices to be empirically proven. It was felt that the sector needed to develop, respond to, and learn from innovative changes at a faster pace. Members suggested that a greater degree of clarity around what councils of the future would look like, would support local authorities to focus their innovative practices and encourage proactive rather than reactive innovation.
- In discussing the next development phase of the Local Councils’ Innovation Framework, Members emphasised the importance of engaging with elected members.
- In terms of supporting the sector explore more innovative ways of working, the view was expressed that the LGA could help bring together and share best practice, as well as provide a safe and controlled environment in which to test taking risks.

Decisions

That the Board:

- i. **noted** the report and presentations; and
- ii. **asked** that their comments be taken into consideration in developing the LGA’s sector-led improvement and innovation offer.

Item 9

Action

Take forward in line with Members' recommendations.

Mike Short /
Teresa
Payne

3 Local Government Knowledge Navigator

David Pye (Lead Analyst LGAAR) and Professor Tim Allen presented the report which updated the Board on the appointment of a team of Local Government Knowledge Navigators, funded by the Economic and Social Research Council (ESRC). They outlined practical ways in which the programme could help the sector benefit from accessing learning from a multitude of publically funded research programmes. Members were invited to suggest areas of research which the programme could focus on, that would help local government meet short and long term challenges and to nominate a Board member to sit on the Knowledge Navigator Steering Group.

Members welcomed the opportunity to have an accessible interface between local government and the research community. They highlighted the important role of the elected member appointed to the Steering Group in helping to address the differences in working practices between the academic and the local government sectors. In particular, the accessibility of the research, both in terms of comprehension and timely results, was highlighted as a key issue for the local government sector. Cllr Tim Cheetham was nominated with the Board's unanimous support to sit on the Knowledge Navigators Steering Group. The Chairman asked Cllr Cheetham to provide regular updates to the Board as the programme progresses.

Decisions

That the Board:

- i) **nominated** Cllr Tim Cheetham to the Knowledge Navigator Steering Group; and
- ii) **asked** that their comments inform the development of the Knowledge Navigator work programme.

Action

Take forward in line with Members' recommendations.

David Pye

Item 9

4 Update on LG Inform

Juliet Whitworth (Research Information Manager) outlined the report which provided an update on the development of the new LG Inform, which was on track for launch in the Spring. Members were asked to consider whether to make LG Inform data open to the public and if so, the timescale for doing this.

In the discussion that followed, Members expressed support for LG inform data being open to the public and that data collected directly from councils into LG Inform should be published, but only after a suitable period of time to allow authorities to review the data once it has gone through quality assurance procedures. Whilst Members endorsed the proposal to do this by summer 2013, concerns were expressed regarding the risk that local authorities could be compelled by Government to publish the data without sufficient time for quality assurance procedures. Members also questioned the comparability of resident satisfaction data. Juliet Whitworth addressed these concerns by advising that the submission of local data would be entirely voluntary and that the Information Commissioner had confirmed that the LGA's plans for the timing of publishing local data was appropriate, and therefore local authorities would not be forced to publish the data at an earlier date. Additionally, she informed Members that quality assurance mechanisms were in place to ensure that the local data uploaded onto LG inform was directly comparable.

Decisions

That the Board:

1. **noted** the progress of the new version of LG Inform;
2. **agreed** that LG Inform should be made open to the public in Summer 2013; and
3. **agreed** that data collected directly from councils into LG Inform should be published by the sector but only after a restricted period of up to a year.

Item 9

Action

Take forward in line with Members' recommendations.

Juliet Whitworth

5. African Peer Review Project

Councillor Dave Wilcox, Chairman of the European and International (E&I) Board and Ivor Wells (Advisor), jointly introduced the report which provided an update on the delivery of the externally funded African Peer Review Project. They highlighted the successful completion of four out of the five planned reviews. Due to a number of logistical problems, the fifth review remained outstanding, pending confirmation from the external funders of the project as to whether the LGA would be granted an extension. Cllr Wilcox outlined the next steps which included: an external evaluation; an audit; and disseminating the learning from the project. He noted that the project had been positively received and was therefore likely to lead to further international demand of the LGA's peer review model.

In response to questions by Members regarding the LGA's wider international activities within the business plan priorities, Cllr Wilcox and Ivor Wells explained the background to the LGA's international programme. They also drew Members' attention to one of the E&I Board's current work streams around promoting local economic growth through exploring the links between international development and 'local-to-local' international trade relationships.

Decision

The Board **noted** the report.

Actions

Take forward in line with Members' recommendations.

Ivor Wells /Andy
Bates

6. Draft Local Audit Bill

The Chairman outlined the report by noting that the LGA Executive had recently agreed to explore options of establishing a sector owned approach to the procurement of external audit on behalf of local

Item 9

government when the current contract ends.

In the ensuing discussion, Members welcomed the savings achieved through the collective bargaining power of the sector and fully supported the decision to explore the options of establishing a sector owned approach to procurement. With reference to the significant saving achieved in the current external audit contracts up to 2016/17, it was suggested that this good news story be promoted.

Decision

That the Board:

- (i) **noted** the report; and
- (ii) **asked** that their comments inform the future work in this area.

Action

Take forward in line with Members' recommendations.

Nick Easton

7. Productivity Programme Update

Brian Reynolds (Productivity) introduced the report which provided an update on the progress being made in the current Productivity Programme and asked for comments on the 2013/14 programme. In particular he drew attention the fact that initial learning from the troubled families work would be available in September 2013. In relation to the National Procurement Strategy, Members were asked to approve further work on areas of energy and construction. Lastly, he also noted that Severn & Trent Water had relinquished their support for the Waste Innovation Programme due to concerns regarding the legality of Food Waste Disposers. The LGA were working with Severn & Trent Water to bring a swift conclusion to the issue.

In the discussion that followed, Members made a number of comments and questions, which were responded to by officers, relating to issues including:

- In discussing the troubled families programme, Members emphasised the need for systemic change and 'buy in' from all the relevant agencies. Questions were asked regarding the significant cost of the evaluation of the programme, the approach undertaken and the intended outcomes. The Chairman asked

Item 9

that Cllr Bluh work with the Productivity Team to bring an update to a future meeting.

- Members highlighted housing tenancy fraud as a key priority going forward. It was noted that although not mentioned in the report, South Gloucestershire was also taking part in the housing tenancy fraud pilot.
- In discussing the programme, a Member highlighted the importance of capturing learning from existing projects which generate energy from recycling waste food.

Decision

That the Board:-

- (i) **noted** progress in the Productivity Programme;
- (ii) **agreed** identified LGA funding in 2012/13 for the LGA's contribution to the evaluation of the Troubled Families Programme;
- (iii) **asked** that a further report on the troubled families project be brought to a future meeting;
- (iv) **agreed** the Productivity Programme for 2013/14; and
- (v) **agreed** to work on the development of a National Procurement Strategy and approved further work in the areas of energy and construction.

Action

Work with Cllr Bluh to bring an update to a future meeting on the Troubled Families Programme.

Brian Reynolds

8. Supporting digital and service transformation in local government

Sarah Jennings (Head of Digital Knowledge) outlined the report which set out a number of ways how the LGA could help councils prepare to meet digital transformation challenges and sought endorsement for several activities the LGA was undertaking to achieve this.

Item 9

Members welcomed the current activities being undertaken to support councils embrace digital service transformation and noted some potential areas of cross over between this work and the Transparency work stream. A number of Members expressed support for participating in the 'Digital Summit' at the LGA on 4 March 2013.

Decisions

That the Board:

- (i) **endorsed** the 'LocalGov Digital' network of practitioners;
- (ii) **supported** the development of the 'Digital Programme'; and
- (iii) **agreed** in principle that a Member of the Improvement and Innovation Board would participate in the 'Digital Summit' at the LGA on 4 March 2013.

Action

Take forward in line with Members' recommendations.

Communications /
Productivity Team

9. AOB

Leadership Programmes

Cllr Stay (Lead Member for Leadership) updated Members on the Leadership Centre's recent launch of 'Future Vision', a new flagship cross-public sector leadership programme, for both chief executives and political leaders across local public services. The programme would also have local and alumni strands. On behalf of the Board, the Chairman thanked Councillor Stay for his contribution to the work stream and asked that a report on the future Leadership programmes be brought to the next Board.

Action

Bring a report on future Leadership Programmes to the next Board.

Pascoe Sawyers

10. Notes of the last meeting and actions arising

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

Item 9

11. Date of next meeting

11.00am Tuesday 19 March 2013

Action Monitor Schedule

| | |
|---------------|--|
| Title: | Part 2: Improvement and Innovation Board |
| Date: | Tuesday 15 January 2013 |
| Venue: | Smith Square 3&4, Local Government House |

| Item | Action | Progress |
|------|---|--|
| 6. | Productivity Programme Update Work with Cllr Bluh to bring an update to a future meeting on the troubled Families Programme | Officers Progressing, to be submitted to the May board meeting |
| 8. | Leadership Programmes Bring Report on Future Leadership Programmes to next board meeting. | Report submitted to 19 th March board meeting |

LGA location map

Local Government Association

Local Government House
Smith Square
London SW1P 3HZ

Tel: 020 7664 3131

Fax: 020 7664 3030

Email: info@local.gov.uk

Website: www.local.gov.uk

Bus routes – Millbank

- 87** Wandsworth - Aldwych
- 3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at www.tfl.gov.uk

Cycling facilities

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

Public transport

Local Government House 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.

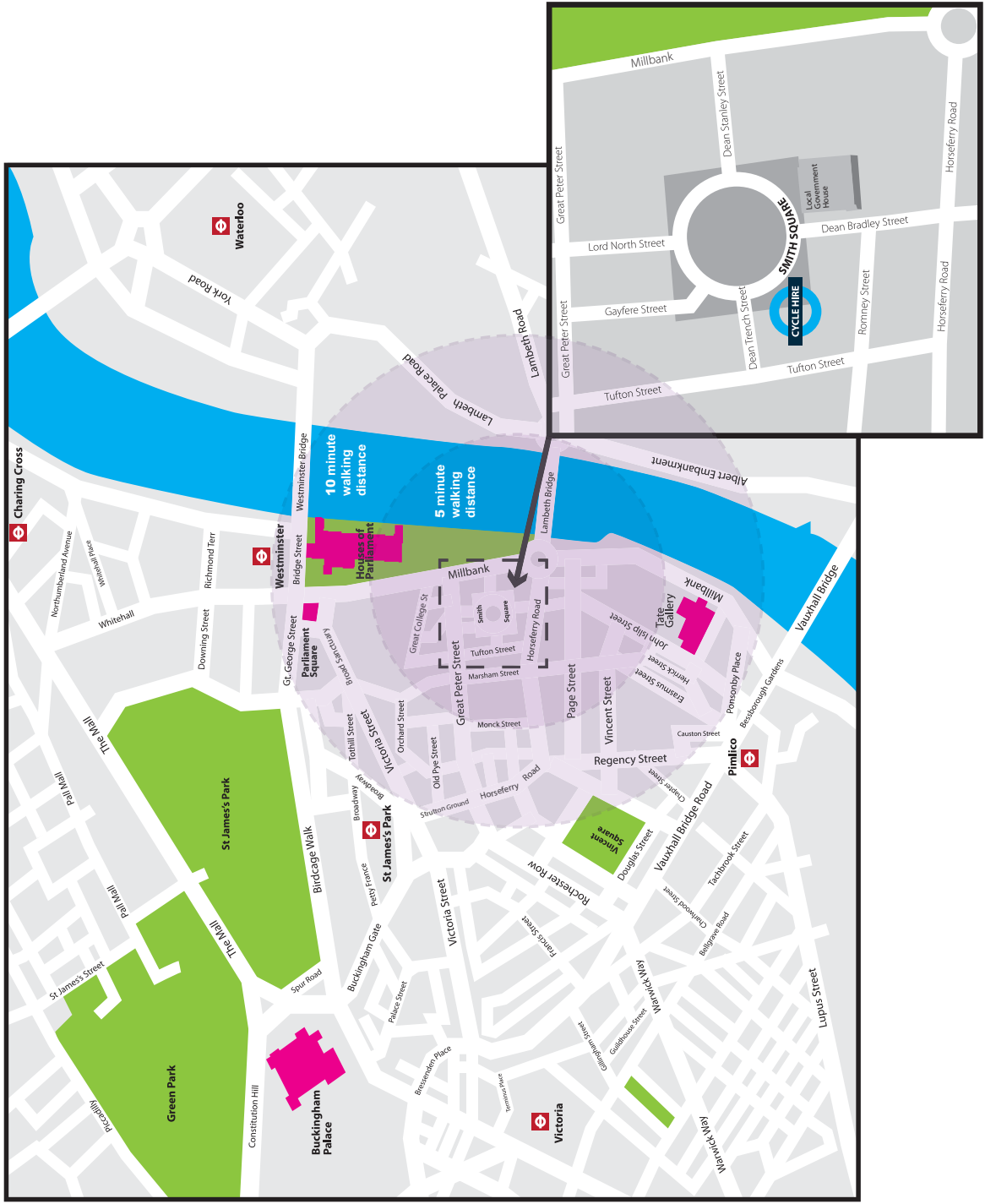
Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

Bus routes – Horseferry Road

507 Waterloo - Victoria

C10 Canada Water - Pimlico - Victoria

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



Central London Congestion Charging Zone

Local Government House is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at www.cclondon.com

Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park
Horseferry Road/Arneway Street. Visit the website at www.westminster.gov.uk/parking