

Improvement and Innovation Board

Agenda

Tuesday 16 July 2013
11.00am

Westminster Suite (8th Floor)
Local Government House
Smith Square
LONDON
SW1P 3HZ

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

www.local.gov.uk

This meeting is



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 16th July 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.

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.

Social Media

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

The twitter hashtags for this meeting are #lgaimprove and #lgainnovate

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	19.03.13		
Conservative Group						
Peter Fleming	Yes	Yes	Yes	Yes		
Rod Bluh	Yes	No	Yes	No		
Michael White	No	No	N/a	N/a		
Richard Stay	Yes	Yes	Yes	Yes		
William Nunn	Yes	No	N/a	N/a		
Teresa O'Neill	Yes	Yes	Yes	No		
Tony Jackson	Yes	Yes	Yes	Yes		
Glen Miller	Yes	Yes	Yes	Yes		
Chris Hayward	N/a	N/a	Yes	No		
David Mackintosh	N/a	N/a	Yes	Yes		
Labour Group						
Ruth Cadbury	Yes	Yes	Yes	Yes		
Tony McDermott MBE	Yes	Yes	Yes	Yes		
Tim Cheetham	Yes	Yes	Yes	Yes		
Helen Holland	Yes	Yes	No	No		
Judith Blake	No	No	N/a	N/a		
Rory Palmer	Yes	Yes	Yes	No		
Kate Hollern	N/a	N/a	Yes	Yes		
Lib Dem Group						
Jill Shortland OBE	Yes	Yes	Yes	No		
Edward Lord OBE JP	Yes	No	Yes	No		
Sir David Williams CBE	Yes	Yes	Yes	Yes		
Independent						
Jeremy Webb	Yes	Yes	No	Yes		
Substitutes						
David Mackintosh	Yes					
Chris Hayward		Yes				
Barry Wood		Yes		Yes		
Alan Melton				Yes		
Angela Lawrence				Yes		

Improvement and Innovation Board Agenda

16 July 2013

11.00am

Westminster Suite Floor 8, Local Government House

Item	Page
1. Declaration of Interest	
Opportunity for Members to declare any personal or prejudicial interests.	
INNOVATION	
2. Rotherham Creative Councils: presentation by Cllr Paul Lakin, Portfolio Holder for Children and Young Peoples Services, Martin Kimber CEX and Catherine Brentnall, MD of Ready Unlimited.	3
IMPROVEMENT	
3. Local Partnerships: presentation by Judith Armit, CEX LP	19
4. Analysis of Peer Challenges	25
TRANSPARENCY	
5. Local Transparency and Breakthrough Funding	33
6. LG Inform: a demonstration	41
<u>For Information</u>	
LEADERSHIP	
7. Leadership and Localism Update Report	45
PRODUCTIVITY	
8. Productivity Programme Update	51
9. Local Audit and Accountability Bill	59
10. End of year Review 2012/13	65
11. Notes of the last meeting	71
12. Date of next meeting - 19 September at LG House at 11.00 am	

Rotherham Creative Council

Purpose of Report?

For discussion and direction.

Summary

This report updates the Board on progress made by Rotherham Metropolitan Borough Council with their Creative Councils project and raises discussion points for consideration by members. Cllr Paul Lakin, Portfolio Holder for Children and Young Peoples Services, CE Martin Kimber and Catherine Brentnall, Managing Director of Ready Unlimited company will present Rotherham's project.

Recommendation

Members are invited to comment on the project update and to discuss points arising from the presentations to be made by Rotherham Metropolitan Borough Council.

Action

Officers to reflect Members' suggestions in the design and delivery of future support to councils, communications and lobbying activity derived from the Creative Councils programme.

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

Creative Councils

Background

1. The Creative Councils programme is a joint programme between NESTA and the LGA. The ambition is to work with a small group of creative, pioneering councils and their partners throughout England and Wales in developing, implementing and spreading transformational new approaches to meeting some of the biggest medium and long-term challenges facing communities and local services.

Programme Progress to date

2. Six Creative Councils from an initial pool of seventeen in Phase 1 were selected to go forward under Phase 2 of the programme and these are receiving financial and non-financial support to help them progress their work. Rotherham are attending to present their progress and raise discussion points for consideration by members.
 - 2.1 **Rotherham** have recently spun out 'Ready Unlimited', an independent not-for-profit social enterprise that provides professional development to educators who work with young people from 4-19, to embed enterprise and entrepreneurship across the curriculum. Ready Unlimited has a strong, on-going relationship with Rotherham MBC and is currently piloting an innovative approach to holistic, community based enterprise in the town – Ready Hubs.
3. **Monmouthshire** and **Cornwall** attended the Improvement and Innovation Board on 17th September 2012
 - 3.1 Monmouthshire is implementing 'Your County Your Way', a cultural transformation programme within the council to listen and respond more creatively to the needs of its communities. Central to this approach is an internal training programme, the Intrapreneurship School, which seeks to introduce council employees to the concept of innovation and what it means for service delivery.
 - 3.2 Cornwall is implementing 'Shaped by Us', a technology platform and open innovation approach which makes it easier for local communities to put forward creative ideas to solve the county's biggest challenges, a number of which will be co-produced with the council.

4. **Derbyshire** attended the Children and Young Persons Board on 21st January 2013
 - 4.1 Derbyshire are developing 'Uni-fi' a bespoke package of support aimed at developing aspiration amongst young people in care. This will include a guaranteed entitlement to financial support on leaving care to be spent on the pursuit of self-selected goals, which might include further education or training.
5. **Wigan** attended the Community and Well Being Board on 8th May 2013
 - 5.1 Wigan are creating a new economic model for social care to meet their service and financial challenges, by harnessing underutilised and untapped resources within the local community through volunteering and the development of micro-enterprises.
6. **Stoke** are to attend a future such meeting tbc
 - 6.1 Stoke are developing their goal to become an energy sufficient 'Great Working City', pushing the boundaries of energy regulation and localism by moving towards local ownership of energy supply and re-imagining the role of the council as a strategic broker of resources.

Rotherham Creative Council Project

7. Rapid globalisation and shifts in technology, the economy and employment mean that young people face increasingly complex and unpredictable working lives. The transformation of the economy, from one based on manufacturing and industry, to one based on knowledge, creativity and enterprise has significant economic implications. Now, much low and medium skilled work is being outsourced or automated, and the competition for highly skilled work is on a global scale.
8. The global economic crisis and recession have compounded these problems and, as unemployment has spread across the UK, many young people have been disproportionately hit. There are twice as many young people unemployed as any other group. Nationally, one in five 16-24 year olds is not in education, employment or training. Unemployment, low aspiration and underachievement are a financial burden to councils and create a bitter legacy for people and communities.
9. Rotherham's belief is that councils have a key role to play in ensuring that the education young people experience connects them with the world of work and business and prepares them to apply their talents and energy to developing resilient communities with sustainable economies. The approach has been to tackle some of these issues downstream by focusing on developing an enterprise entitlement for

young people from 4-19, and most recently, co-designed and co-produced community enterprise provision through the Ready Hub model.

10. Ready Unlimited works nationally and harnesses the unique opportunity teachers have to impact on young people's skills and perceptions by providing training to educators in order to develop more enterprising and entrepreneurial curricula, and connect learning to the world of work and business. Rotherham has some of the most deprived wards in the country, but working with teachers in this way has engaged children, improved behavior, motivation and attainment. It has also increased parental engagement in schools and highlighted the opportunities young people can take or make for themselves when they leave education.
11. The impact of these developments was recognised when Rotherham was acknowledged as 'The Most Enterprising Place in Britain' in 2010, for its work to create a culture of enterprise in education.
12. Following the success of Rotherham's flagship programme 'Rotherham Ready', new 'Ready' programmes were developed in other areas; Hull, Scarborough, North Lincolnshire and Calderdale. However, the sustainability and impact of these programmes has varied, depending on where councils have made cuts to their budgets. Nationally, many enterprise education programmes and initiatives have been reduced as part of austerity measures and this includes many council's School Improvement Services.
13. Building on Rotherham's experience of developing enterprise culture in schools and colleges the council's Creative Councils programme has two main aims:
 - 13.1 To catalyse measurable change in young people's and the community's perceptions of and involvement in enterprise and entrepreneurship.

Objectives:

 - 13.1.1 Develop a replicable holistic community based enterprise model in three prototype 'Ready Hubs'
 - 13.1.2 Develop methodologies that capture community perceptions and involvement in enterprise and entrepreneurship
 - 13.1.3 To work with business and the wider community to develop and test new models for funding and delivery of enterprise provision.
 - 13.2 To generate a movement towards enterprise in education by scaling the work originated in Rotherham with other local authorities and school clusters nationally, through a council backed social enterprise, 'Ready Unlimited.'

Objectives:

- 13.2.1 To create a resilient and sustainable business model for the social enterprise
- 13.2.2 To develop and implement a plan for replication and growth nationally
- 13.2.3 Create an organisational structure and all necessary resources for scaling effect
- 13.2.4 To advocate for the social and economic impact and benefits of enterprise culture in schools and communities to councils, educators, and policy makers.

- 14. A key element of this vision is to develop a new model for holistic, community based enterprise provision, co-produced with young people, business and the community. Whilst the council still views schools as the physical and emotional hub which will help catalyse this work, it also wants to develop a greater role for young people, the community and business in this model.
- 15. The aim is to enable young people and the community to shape and lead enterprise provision. The vision is that the responsibility for this is shared and owned through a community enterprise co-operative which serves the needs of students and the wider community, and benefits those who take part.
- 16. A key shift in this approach is from the council designing, leading and delivering enterprise provision, to schools, young people, business and communities co-designing and co-producing enterprise provision.
- 17. Rotherham is prototyping this new model in three pilot learning communities. Ready Unlimited will also replicate the original schools based approach and develop a robust business and scaling strategy that will have national significance.
- 18. Key outcomes will include:
 - 18.1 Developing the enterprise skills, attitudes and aspirations of young people and the community.
 - 18.2 Engaging young people, business, schools and the community in the development of a community enterprise co-operative.
 - 18.3 Building capacity and resources (outside of schools/colleges, for example university students, the unemployed, 3rd sector) that enables young people and communities to learn about and through enterprise.
 - 18.4 Developing a community based enterprise provision model that can be replicated nationally.
 - 18.5 Generating research that captures the impact of enterprise and the programme on those involved and advocating these approaches nationally.

- 18.6 Creating a robust not-for-profit social enterprise that has a resilient business model and will generate a movement towards enterprise in education.

Conclusion

19. This is an exciting and interesting programme that offers many lessons for the local government sector in how best to innovate.

Appendix A

Further details of the Rotherham Project are contained within their 'Achievements and Impact' report.



ready
UNLIMITED

*transforming lives
through enterprise*

Impact report

www.readyunlimited.com

“There’s more to an enterprising education than getting children to bake buns and wash cars. We support teachers to enhance their existing activities and develop stimulating and innovative curricula that is appropriate for their students and settings. We don’t provide a curriculum in a box – instead we encourage and inspire educators to produce their own solutions. Our results show that’s more motivating and successful for teachers and students.”

Catherine Brentnall, Managing Director, Ready Unlimited

key milestones:

2005 – Rotherham Metropolitan Borough Council launched Rotherham Ready, an acclaimed school improvement programme to introduce enterprise and entrepreneurship into schools’ curriculum.

2008 – given growing profile of Rotherham Ready asked to deliver programmes around UK.

2010 – Rotherham named ‘Most enterprising place in Britain’ for developing an Enterprise Pathway for young people in the town.

2011 – established Are You Ready? in recognition of our national appeal and reach.

2013 – launched Ready Unlimited as an independent social enterprise to fulfil our ambition to create a culture of enterprise in education across the UK.

Ready Unlimited exists to transform the life and work chances of young people, by enabling educators to provide teaching and learning that is relevant to the opportunities and challenges of the twenty first century.

As a leading professional development and training service we support schools, colleges and further and higher education institutions to embed enterprise and entrepreneurship across the curriculum. We focus on developing teachers’ skills, capabilities and imagination and on facilitating effective collaborations to design learning and curricula that challenges and motivates young people to succeed by providing:

- In-service training
- Consultancy
- Teaching tools
- Impact evaluation and monitoring tools
- Engagement models for working with businesses
- Pathways towards the National Standard for Enterprise Education

Our programmes support schools to:

- Ensure children and young people are receiving an inspiring and purposeful educational experience that is connected to enabling them to achieve fulfilling lives and rewarding work.
- Build teachers’ capacity to develop their own tailored enterprise curriculum.
- Identify and link with other like-minded educational establishments and partners to build sustainable community-wide partnership approaches to learning.

ready unlimited in...

Since establishing our first programme in Rotherham in 2006, we have grown a movement for enterprise in education. We have launched programmes or trained teachers in Barnsley, Calderdale, Doncaster, Hull, Lincolnshire, Liverpool, North Lincolnshire, London, Norfolk, Nottinghamshire, Scarborough, Sheffield and Warrington.

- 1,695 teachers trained
- 692 trainee teachers trained
- 94 businesses involved



“Too many people leave school thinking they are stupid. They’re not stupid, they simply never got a chance to find out what they were good at.”

Sir Ken Robinson

“The world has, and is continuing to change rapidly, and young people need to be better prepared for the opportunities and challenges they are going to face once they leave school. As a businessman I know what it takes to be successful; children need the chance to develop lateral thinking, partnership working, risk-taking and creativity.”

Carl Hopkins, Entrepreneur and Channel 4 ‘The Secret Millionaire’

Research compiled by Global Entrepreneurship Monitor² has found that people who have started businesses are more likely to have experienced enterprise education or training.

why?

Rapid globalisation and shifts in technology, the economy and employment patterns mean that young people face increasingly complex and unpredictable working lives.

The transformation of the economy, from one based on manufacturing and industry to one based on knowledge, creativity and enterprise has significant economic implications.



Now, much low and medium skilled work is being outsourced or automated and the competition for highly skilled work is on an international scale. The global economic crisis and recession have compounded these problems and, as unemployment has spread across the UK, young people have been disproportionately hit. There are twice as many young people unemployed as any other group.

1 in 5 young people aged 16-24 are unemployed¹.

The vast majority of businesses in the UK’s private sector employ less than 10 people and many are sole traders. This trend is expected to increase further in the future. In many areas the biggest employer has traditionally been the public sector but austerity measures mean that jobs have been shed and further contractions are likely.

The truth for most young people coming through education now, is that if they want to have a job in the future, they will have to demonstrate skill, ingenuity and flexibility. This applies whether they want to establish their own business, work for a private company that is increasingly having to compete globally, in the rapidly changing public services or ever evolving not-for-profit sector.

The problem is, that whilst the world and the economy has transformed beyond recognition, education has stayed the same.

Ready Unlimited is on a mission to change that.

¹ Office for National Statistics (May 2013)

² Global Entrepreneurship Monitor (2010), ‘A Global Perspective on Entrepreneurship Education and Training.’

“Staff and children have been really inspired with the enterprise work because it gives context and purpose to the learning. There has been a positive impact on the whole school and particularly in the confidence, motivation and enjoyment of teaching.”

Denise Popplewell, Tealby School, Lincolnshire

“We feel now we are quite far through the enterprise journey and it is so integrated in what we do that it is second nature rather than ‘doing enterprise’.”

Simon Witham, Thorpe Park Primary, Hull

“All our teachers have been trained so they understand what it means to be enterprising and why that is important. Our school culture is about supporting students to develop into purposeful, positive young people who have confidence and aspirations – and enterprise is a perfect vehicle for achieving that.”

Lesley Homer, Wingfield Business and Enterprise College, Rotherham

school improvement

Embedding an enterprising education is an excellent vehicle for school improvement. The schools that Ready Unlimited have worked with tell us it has delivered:

- More engaged and motivated teachers
- Higher quality teaching
- Improvements in pupils’ attendance and behaviour
- Increases in pupils’ achievement and attainment
- More meaningful relationships between the school, parents and the wider community
- High value return for allocated Pupil Premium funding
- Effective collaborations within and between schools



Teachers involved in our programmes have gone on to develop original Masters level research projects to evidence the benefits of enterprise, demonstrating how their enterprising approaches have raised standards in literacy and maths and improved performance across other curriculum areas.

This trend is supported by the findings of research undertaken by Hoshin³ into the persistent educational underachievement in Yorkshire and the Humber. Researchers found that young people’s perceptions of the labour market were a critical factor in educational underachievement. Not knowing what’s ‘out there’, and not being able to connect learning

to economic success, is detrimental to young people’s academic achievement. Ready Unlimited’s approach seeks to address exactly these issues by supporting teachers to enhance learning through enterprise.



School leaders also tell us how enterprise has been a powerful vehicle for engaging parents and the wider community. Previously sparsely attended family learning events have been oversubscribed with attendees when learning has had an enterprise twist.

³ Yorkshire Futures and Hoshin (2007), ‘Understanding and Addressing Key Stage 4 (GCSE) Educational Underachievement in Yorkshire and Humber.’

“The team at Ready Unlimited really understand enterprise and entrepreneurship, and they offer an excellent range of services to support schools to empower their teachers to design enterprise teaching that will inspire their pupils. The results speak for themselves.”

Carl Hopkins, Entrepreneur and Channel 4 ‘The Secret Millionaire’

“Enterprise has made us look at our curriculum and make sure that learning is rooted in the real world and that everything we do is underpinned by skills for life. We want the best quality teaching and learning, and enterprise brings a coherence to our approach that motivates teachers and students

alike.” Zena Taylor, Hilltop Special School, Rotherham.



Global Entrepreneurship Monitor estimated in 2010⁶ that only 18.4% of adults in the UK have had enterprise training. In Rotherham, through our programme of work with over 700 teachers, 43% of young people have been involved in learning about enterprise and entrepreneurship, and that number is growing.

heritage

Since 2005, and the launch of our first programme, Rotherham Ready, we have developed a reputation and proven track record for transforming practice and provision in schools and colleges.

Given our strong performance we have experienced year on year growth in uptake of our programmes and we have extended our reach with participating schools across the country.



We have won international acclaim for our work and education providers and opinion leaders from around the world regularly contact us to share our experience and approach.

An independent evaluation⁴ of the first four years of Rotherham Ready found how we were impacting on school culture and the curriculum. Using the Cabinet Office framework for ‘culture change’, evaluators found how we were successfully changing the behaviour of teachers and head teachers and hailed the programme as more of a ‘movement’ than a project.

In 2009, Ofsted evaluated Rotherham Ready⁵:

- They praised how we inspired teachers and school leaders to prioritise enterprise
- They recognised that our high quality training and resources enabled teachers to view enterprise as integral to school improvement
- They recognised the impact our work was having on young people and highlighted that good and outstanding enterprise learning in schools and colleges was leading to young people who were confident and enthused

With the launch of Ready Unlimited we are able to significantly extend the positive impact of the work that began in Rotherham eight years ago.

To enable us to learn, adapt and extend our positive impact, we work collaboratively with a range of research institutions that scrutinise our programmes, training and tools. These include Warwick University’s Centre for Education and Industry, Swansea Metropolitan University, The University of Sheffield and the University of Lappeenranta in Finland.

We support our participating schools to evaluate the impact of their own programmes of work by using our Impact Evaluation Framework. This enables schools to identify clear priorities and appropriately address areas for development.

In 2012, our work was recognised by Nesta, the UK’s innovation charity, who awarded Ready Unlimited a grant to further develop our approach and establish us as an independent not-for-profit social enterprise.

⁴ MTL (2009), ‘Rotherham Ready evaluation.’

⁵ Ofsted (2008), ‘Ofsted Survey Inspection: Evaluation of Rotherham Ready Enterprise Initiative.’

⁶ Global Entrepreneurship Monitor (2010), ‘A Global Perspective on Entrepreneurship Education and Training.’

“We want to transform the ambition and aspiration of young people through real business experience. To rebuild our economy and create new jobs, we need to inspire the next generation to seriously think about starting their own company.”

Dr Vince Cable MP, Secretary of State for Business

“As a business person I believe we should educate about self employment and support the development of crucial workplace skills. These projects are brilliant at doing that. Young people show such energy and creativity and you see them grow in confidence.”

Jacqui Saxon, The Ultimate Balloon Company

In Rotherham, since 2006 almost 100 businesses have become involved in delivering an enterprising education. Supporters include global companies like Tata Steel and Gripple Ltd, to sole traders and young emerging entrepreneurs.

backed by business

A key element of the Ready Unlimited approach is to encourage educators to secure the involvement of role models from the world of work. This brings important real life context and relevance to the learning experiences.



It also helps ensure that participating localities become enterprising communities by extending the approach beyond school boundaries to local businesses, voluntary groups and parents.

The benefits are two-way, as companies' value being able to connect with the employees and customers of the future, as well as fulfilling their corporate social responsibilities by inspiring and up-skilling the next generation of entrepreneurs and enterprising employees.

Research by the Employers and Education Task Force has found that young people who have experienced employer engagement have better labour outcomes. Those young people who had at least four experiences were statistically more likely to have jobs, more likely to have better jobs and more likely to have higher wages. With enterprise learning and employer engagement, they concluded 'more is more'.

Ready Unlimited have a range of enterprise curriculum projects and ideas that teachers can use to build partnerships with businesses.



Make £5 Blossom - this tried and tested programme partners schools with businesses that provide a loan of £150 and professional expertise to support young people to run a mini-enterprise. Pupils control how to spend the loan to create products or services to sell and how to distribute profits gained.

Young Entrepreneurs Clubs - an engaging extra-curricular programme which links business mentors with entrepreneurial young people to provide skills, expertise and industry connections, which support the enterprising ideas of young people.



“I used to want to leave school, sit on the settee and play on the computer. Now, in five years time I want to run my own business in horticulture” Billy, 18

Billy was at high risk of being NEET (not in education, employment or training) until he got involved with a programme we introduced to a participating school. Working with young people across a number of schools, Billy made and grew things to sell on a monthly stall. The experience transformed his thinking, leading him to apply to college to develop his horticultural and business skills.

“Enterprise has made our school quite literally buzz with excitement. The children are developing new attitudes and skills, and they have a curriculum that is constantly moving and challenges them. I have no doubt that this is improving their learning and helping them get ready for the next stage of their education and their adult lives.”

Kath Thomas, St Mary's Catholic Primary School, Rotherham

“At school they call me Lord Sugar. I want to be an entrepreneur, start my own business, make money and provide a service to people.” Alan, 11

Ready Unlimited have worked with Alan's school to introduce an enterprising curriculum and Alan has participated in projects including Make £5 Blossom. The experiences have unlocked Alan's strong entrepreneurial aspirations; he now runs a range of ventures and is Chair of the school's Enterprise Council.

raising ambitions

Ready Unlimited exists to enable educators to nurture and develop the skills, knowledge and confidence of young people to pursue their hopes and dreams.

From the youngest children, who are successfully taking over the running of school events to teenagers incorporating social businesses at school, the impact of belonging to an enterprise education culture is manifesting itself in a new appetite for 'starting something'.

The impact of providing enterprising and entrepreneurial learning is clearly demonstrated by the quality and success of the micro enterprises and businesses that young people are running.

Brinsworth Howarth Junior and Infant School have won an award for 'Best Business Idea' after they made £879 in the national 'Tenner Tycoon' competition developing Shakespeare themed events and activities that linked to Macbeth, the play they were studying.

Thorpe Park Primary Year 6 pupils have partnered with Dorothy Perkins for their 'Make £5 Blossom' project and by making and selling jewellery have raised over £2,000.

An ethnographic study⁷ to explore the role of Ready Unlimited's enterprise education found that through our work "young people involved in enterprise learning felt confident in tackling business situations and solving problems." The report also highlighted that young people felt that the enterprise experiences had been a key part of building their self-esteem.

⁷ ESRO (2012), 'Are we ready?'

Wingfield Business and Enterprise College pupils have secured a loan to establish 'Coffee at the Pod', a real business for which they have designed and made the stall and from which they sell fairtrade hot drinks.



We welcome feedback and discussion. If you would like to know more or feel you could help contribute to our vision please get in touch:



Phone: 01709 380906

Email: info@readyunlimited.com

www.readyunlimited.com

Rockingham Professional Development Centre, Roughwood Road, Rotherham, South Yorkshire, S61 4HY. Ready Unlimited, a company limited by guarantee registered in England and Wales with company number 8058981, VAT registration number 158881756.

Local Partnerships

Purpose of report?

To provide background information for the presentation from Judith Armit the Chief Executive of Local Partnerships, on the current work of Local Partnerships.

Summary

LP exists to work for Local Government and for the public sector more widely; and this report gives some background information on the work of Local Partnerships and the benefits for Local Government and for individual authorities.

Recommendation

This report is for information.

Action

Officers to take action arising out of any discussion, as directed by members.

Contact officer:

Judith Armit

Position:

Chief Executive, Local Partnerships

Phone no:

0207 187 7359

E-mail:

judith.armitt@local.gov.uk

Local Partnerships

Background

Origins of Local Partnerships

1. Local Partnerships (LP) is a Limited Liability Partnership (LLP) of which the LGA owns 50 per cent. It was created in August 2009 by the amalgamation of the former 4ps (Public Private Partnerships Programme) founded in 1995 by the LGA, and Partnerships UK, which put its locally focused business into the new company. With the absorption of Partnerships UK into the Treasury in 2010 and the emergence of Infrastructure UK as a result, LP's owners became HM Treasury and the LGA. Each owns a half share and is represented on the Board of the company.

The Purpose of Local Partnerships

2. LP's strap line is "Commercial Expertise driving value and efficiency in local public services" and the organisation exists to help delivery of infrastructure and service change at local level. It deploys skills in financing and in complex projects, for public benefit, acting as a commercial agent. Its business model is to:
 - 2.1. work for central and local government;
 - 2.2. entirely for and within the public sector;
 - 2.3. sharing its intellectual capital freely with local government;
 - 2.4. acting as a source of commercial expertise, building capacity and capability in the sector;
 - 2.5. operating on a cost recovery basis, paid through fees/grant or similar mechanisms except where work of benefit to the local government sector as a whole is funded by RSG;
 - 2.6. providing additionality, i.e. not doing things which can be done more efficiently by another organisation; and
 - 2.7. deploying a small core of staff supplemented by a wide range of associates and short term contractors from whom it gains flexibility and a range of skills on a cost effective basis.
3. In 2012-13 Local Partnerships worked with 65% of local authorities, including all the core cities, 30 of the London boroughs and 25 out of 27 of the counties. LP has worked with councils in every region of England, and in Wales.

Current Projects

4. LP are involved in a wide range of programmes including :
 - 4.1 **The Waste Infrastructure Development programme**-assisting almost all local authorities in England procure new waste infrastructure (e.g. incinerators or anaerobic digestion systems)
 - 4.2 **Operational PFI projects**- Reviews of existing operational PFI projects to make savings, as encouraged by HM Treasury. The work is paid for by a range of government departments (including DCLG, DEFRA and the Home Office) but local authorities are able to retain the savings.
 - 4.3 **Broadband in the UK**- LP was asked by the Government in Autumn 2010 to support the developing programme. A number of LP staff working with Broadband UK for over 2 years have acted as Project Directors for the 42 Local Authorities and 3 Devolved Bodies delivering broadband across the UK
 - 4.4 **Thames Tunnel** - The Thames Tideway Tunnel is a major new sewer that will help tackle the problem of overflows from the capital's victorian sewers and protect the River Thames from increasing pollution for at least the next 100 years. LP is providing commercial support to the public sector stakeholders in the development of one of the world's largest and most complex civil engineering projects.
 - 4.5 **Social Investment** - LP has been actively working in the social investment space since 2009. The work currently includes fund management (the Department of Health's £100m Social Enterprise Investment Fund (SEIF) with The Social Investment Business), fund development, supporting new investment models and facilitating networks.
 - 4.6 **Assurance Reviews**- A LP Gateway Review is a peer review process applied to a project / programme at key decision points in its life cycle. It is designed to provide fully independent external quality assurance and develop project and programme management expertise within the public sector community.
5. Further information on LP is available on their website:
<http://www.localpartnerships.org.uk/>

Financial Implications

6. There are no financial implications for the LGA arising from this report,

Corporate Peer Challenges

Purpose of report?

For discussion and direction.

Summary

This report updates the Board on the first thirty corporate peer challenges with an analysis of what these authorities invited the LGA to challenge them on, the main issues identified by the peer challenge teams and as a result, which of the LGA programmes, support activities and campaigns can best assist these authorities in implementing the recommendations made to them.

Recommendation

Members are invited to note progress to date and to offer views on the outcomes of the first thirty corporate peer challenges and the direction of future planned activities.

Action

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

Contact officers:

Mike Short

Andy Bates

Position:

Senior Adviser

Principal Adviser

Phone nos:

07799 038432

07919 562849

E-mail:

mike.short@local.gov.uk andy.bates@local.gov.uk

Corporate Peer Challenges

Background

1. As part of the LGA's offer to help councils improve we have made available to all councils, at no cost, a corporate peer challenge. The challenge is primarily an improvement tool and is tailored to allow councils to use it to focus on their local priorities. However, all corporate peer challenges include five core components that look at issues of leadership, corporate capacity and financial resilience whose absence we know from experience is linked to organisational failure. To date 73 councils have had a corporate peer challenge with another 100 booked in or in discussion to the end of the year.
2. The five core components for all corporate peer challenges are:
 - 2.1 Does the council understand its local context and has it established a clear set of priorities?
 - 2.2 Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
 - 2.3 Does the council have effective political and managerial leadership and is it a constructive partnership?
 - 2.4 Are effective governance and decision-making arrangements in place to respond to key challenges and manage change and transformation?
 - 2.5 Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?
3. The first thirty corporate peer challenges carried out over the period April 2011 to March 2012 have been assessed against three headings:
 - 3.1 What are the main areas of focus councils chose (in addition to the core elements),
 - 3.2 The main issues identified by the peer challenge teams and as a result,
 - 3.3 Which LGA programmes, support activities and campaigns can best assist these authorities in implementing the recommendations made to them?

Analysis

What were we invited to challenge?

4. A number of councils decided to limit the scope of their peer challenge to focus just on the core components. The following ranking indicates other local priorities/issues selected:
 - 4.1 **14%** transformation/efficiency
 - 4.2 **8.5%** localism/community engagement
 - 4.3 **7%** local growth
 - 4.4 **4.5%** future strategy.
5. This clearly demonstrates that a significant number of these thirty councils required more than the five corporate components. Of particular interest to them were issues around transforming their authorities in the context of austerity, in which the desire to be challenged on productivity and efficiency is obvious. In addition the topic of localism as a potential model way forward with which to achieve improved autonomy and greater community engagement is also of interest. Finally a number had some concerns around their economy and requested views and challenges on progress to date.

What were the main issues identified?

6. The following ranked order indicates which issues were most identified in corporate peer challenges (percentage = the number of times they were raised in the thirty peer challenges);

Most frequently mentioned

- 6.1 **Finance 63%** - *ranging from a need for a Medium Term Financial Strategy to deliver savings/efficiencies in both the short and long term, addressing the adult social care overspend as a related project, and public health preventative spend and well-being funds*
- 6.2 **Organisational development 56%** - *such as review the strategic framework and consider the consequences of the current restructure in order to put in place arrangements, to addressing the potential capacity and skills gaps*

- 6.3 **Leadership 53%** - *ranging from improve the conduct of Council meetings and review governance arrangements, through to strengthen political leadership both internally and externally*
- 6.4 **Communications 43%** - *ranging from a need to have a more pro-active media strategy and clear marketing campaign in order to share successes with partners and the public, through to internal communications will continue to be important at a time of continuing transformational change*
- 6.5 **Economic development 40%** - *ranging from effective leadership to being an active and effective partner in the Local Enterprise Partnership*

Mentioned on less than 40% of occasions

- 6.6 **Commissioning 30%** - *such as ensuring that there is a corporate (rather than silo) focus for a commissioning approach and a continued debate on key strategic issues*
- 6.7 **Governance 26%** - *such as modernise and streamline governance structures to provide the right level of support to the Leader and Cabinet*
- 6.8 **Localism 26%** - *including using the learning from the community budgets projects to change the culture and approach across the council and reviewing community engagement arrangements and activity is a priority*
- 6.9 **Partnership working 26%** - *ranging from the need (as public sector finances are constrained) for local partnerships to increase leverage funding, through to mapping and linking partners' community engagement mechanisms*
- 6.10 **Project management 23%** - *ranging from ensure a robust programme and project management approach to monitor and challenge progress of change, through to effective benefits management will be essential in linking projects and programmes to ensure agreed efficiencies are delivered with outcomes secured*

Mentioned on less than 20% of occasions

- 6.11 **Performance management 13%** - *such as although performance is monitored quarterly it has few targets and does not use comparative data. Benchmarking could be more ambitious and outward looking*

- 6.12 **Customer engagement 13%** - *such as integrate customer insight, customer feedback, costs, quality assurance and performance in order to manage outcomes*
- 6.13 **Education 10%** - *such as manage the capacity of the school improvement team to ensure effectiveness and consider the future funding model for school improvement*
- 6.14 **Asset management 10%** - *ranging from having a limited asset base and capital reserve and the importance of growing the capital reserve through more co-ordinated management of assets*
- 6.15 **Shared services 10%** - *such as define your position within the region working closely with neighbouring local authorities through mature conversations about joint approaches*
- 6.16 **Scrutiny 6%** - *such as ensure that the progress in securing the anticipated financial benefits from the Organisational Transformation Programme is scrutinised robustly*
- 6.17 **Other** - Contract management, Adult Social Care, Housing, Local plan all at 3%.
7. Given the challenges facing local government it is of no surprise that the issue of finance is a common feature for all thirty councils. There is a clear correlation between the number of peer challenges which focused on transformation and efficiency and the proportion of issues relating to finance, organisational development and commissioning raised by peers. However, the number of issues raised around economic development is proportionally higher than the number of times local growth was identified in advance as a focus area. It is noticeable that the number of councils choosing to use their peer challenge to focus on local growth continues to grow and it is one of the areas in which councils see the LGA peer challenge adding value.
8. What LGA programmes/support activities/campaigns can best assist implementation of recommendations?

Programmes

9. This high level analysis of the peer challenge reports and their recommendations demonstrates that a number of LGA programmes have a positive contribution to make in helping councils respond, as follows (programmes are ranked in accordance with the frequency of issues mentioned in the reports):

- 9.1 Finance
- 9.2 Workforce
- 9.3 Economy and Transport
- 9.4 Localism
- 9.5 Environment, planning and housing
- 9.6 Health, well-being and adult social care.

10. This report will be discussed with relevant Heads of Programmes in order to identify how best the LGA could both provide practical support within the above programmes and any key messages that could be promoted to both Government and the wider sector.

Support Activities

11. This high level analysis of the peer challenge reports and their recommendations demonstrates that a number of LGA support activities have a positive contribution to make in helping councils respond, as follows (support activities are ranked in accordance with the frequency of issues mentioned in the reports):

- 11.1 Councillor development
- 11.2 Officer development
- 11.3 Productivity – future ways of working
- 11.4 LG Inform
- 11.5 Productivity – asset management
- 11.6 Creative Councils (innovation).

12. The majority of support activities recommended to councils following a corporate peer challenge fall within the Leadership and Productivity remit. Close links have been established to continually update and cross reference growing potential demand with the delivery and implementation of support activities. For example a large number of peer challenge reports provide suggested links to relevant LGA and other organisations' support activities. This is followed up with councils by the Principal Advisers, recommending specific support packages for councils following the peer challenge.

Campaigns

13. This high level analysis of the peer challenge reports and their recommendations demonstrates that a number of LGA campaigns have a positive contribution to make in helping councils respond, as follows (campaigns are ranked in accordance with the frequency of issues mentioned in the reports):

- 13.1 Be a Councillor
- 13.2 Local Growth

- 13.3 Sustainable funding for local government
- 13.4 Show us you care – future of adult social care.

14. As with potential support activities, details of any relevant on-going campaigns which might be of assistance are included within the peer challenge reports themselves.

Conclusion

- 15. This is a brief summary of the first thirty corporate peer challenges. It provides some initial evaluation of issues faced by these authorities, the recommended actions to help resolve them and which LGA programmes, activities and campaigns can assist them.
- 16. Further evaluation work continues via Cardiff Business School and our own progress checking through conversations with Chief Executives (after a period of six months following the on-site work) to identify progress on implementing the peer challenge recommendations and evidence of any resulting improved outcomes for residents/businesses.

Update on Transparency July 2013

Purpose of report?

For discussion and direction.

Summary

This report provides an update on transparency since the last report to the Improvement and Innovation Board in March 2013. It focuses on:

1. Recent government announcements on open data, transparency and the information economy
2. The open data breakthrough funding programme and
3. Data protection compliance and information sharing.

Recommendations

The Board is asked to:

1. Note the recent government announcements on open data, transparency and information economy and offer any views/comments
2. Note progress on the open data breakthrough funding
3. Note the responsibility of councillors to endorse data protection in local councils and the proposed action the LGA will be taking.

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

Update on Transparency: July 2013

1. This report gives an update on data transparency and policy developments since the Improvement and Innovation Board in March 2013. It also outlines key work undertaken by the Research and Information Team over the last few months.
2. The report covers:
 - 2.1 Recent government announcements on public sector information, information economy strategy and a national information infrastructure
 - 2.2 Progress on open data breakthrough funding
 - 2.3 Data protection compliance and information sharing.

Government announcements on open data and information economy

3. Government is actively promoting transparency and open data as a means to drive accountability, efficiency and growth. The government is currently consulting on a draft national action plan on transparency and open data¹. It has set out a plan to drive technology-led economic growth and capacity building in its information economy strategy².
4. In June, the government announced its commitment to release further public sector information and its strategic objective to promote the information economy in the UK and internationally. The **information economy strategy** sets out a plan for government and industry to continue to work together to drive technology-led economic growth. The government will promote the smart use of information technology and data in UK business, in particular supporting SMEs, and ensure that citizens benefits from the digital age and are able to use digital services confidently.
5. The information economy relies on public sector information that is easily and openly accessible and interoperable, based on standards and on a workforce that has the skill to make use of the data. Government is committed to develop a data capability strategy and will also establish a Smart Cities Forum, comprising representatives from Departments, cities, business and the research community. The Forum will bring together those with an interest in smart systems to develop and coordinate policy more effectively.

¹ Draft Nation Action Plan on transparency and open data

<https://www.gov.uk/government/news/uk-opens-up-its-plans-for-transparency-and-open-data>

² Information Economy Strategy <https://www.gov.uk/government/publications/information-economy-strategy>

6. The Government has also published an **open data charter**³ signed by G8 governments that promotes the release of open data to create more accountable, and effective government and business, to drive economic growth. The Government is consulting on a **draft national action plan** on transparency, open data and open policy making. We aim to respond to the national action plan by 19 September.
7. Alongside the Open Government Partnership National Action Plan the government has also announced its response to the **Shakespeare review into public sector information**⁴, to support a national information infrastructure and make data more reliable, linkable and interoperable. A market assessment published alongside the public sector information review estimates the direct value of public sector information to the economy to be £1.8bn and another £5bn of indirect benefits. The value of open data to local government through efficiency savings is estimated to be £70million (Deloitte Market Assessment, 2013⁵).
8. As part of releasing more datasets, government indicated that:
 - 8.1 The Charity Commission has announced plans to make data from the public register of charities freely available to download and use by the end of March 2014;
 - 8.2 HMRC will consult over the summer on options for the wider sharing of aggregated or anonymised data and the release of some VAT registration information (not including financial data) as Open Data;
 - 8.3 Royal Mail will provide the Postcode Address File (PAF) for free to independent micro-businesses for one year and to independent small charitable organisations. Royal Mail will also consult in July on a radical simplification of the licensing regime for all users.
9. All of these datasets are of interest to local government to help publish spending data and grants information to the voluntary and community sector and making address data more freely available.
10. Government acknowledges the progress made in local government in publishing open data and in demonstrating innovative good practice in the use of data. Local government open data will be further defined in the forthcoming revised Transparency Code for Local Authorities which we expect to be published this summer. LG Inform is seen as a key component for releasing local government performance data.

³ Open Data Charter <https://www.gov.uk/government/publications/open-data-charter>

⁴ Government response to the Shakespeare Review of Public Sector Information: <https://www.gov.uk/government/publications/government-response-to-shakespeare-review>

⁵ Market Assessment of Public Sector Information <https://www.gov.uk/government/publications/public-sector-information-market-assessment>

11. The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, which came into force in September 2012, introduces greater transparency and openness into meetings of council executives, committees and sub-committees.
12. Government also announced its intention to join two previous boards, the Data Strategy Board under BIS and the Transparency Board under Cabinet Office. The Cabinet Office will now take the lead on transparency and open data. Cllr Tim Cheetham will represent local government on the new board under the leadership of Francis Maude MP.
13. Transparency and open data continues to be a government policy focus. It links closely to economic growth, digital government, public service reform, and is a driver for innovation. The innovation zone at the LGA conference demonstrated activities and initiatives that are happening across the sector. As a sector we should consider how local government can make best use of the data, driving economy and innovation locally by:
 - 13.1 working with smart cities and the future cities projects
 - 13.2 lobbying to increase the data capability within local authorities
 - 13.3 supporting the release of national datasets where it is in the interest of the sector, but avoiding additional burdens unless funding is made available
 - 13.4 working collaboratively across the sector to link activities and foster innovation
 - 13.5 collating, sharing and promoting good practice through our learning networks and the publication of case studies as part of sector led improvement.
14. Member's views are invited.

Open Data Breakthrough Funding

15. The Department for Business, Innovation and Skills (BIS) is granting the Local Government Association £1million for a year to manage the local government breakthrough grants and fund local authority projects over the financial year 2013/14. The fund is 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 fund is to enable open data release and support easier access to open data thereby supporting growth and innovation, contributing to local engagement with citizens, communities and business, and providing seed funding to create action.

16. A local government review panel was set-up, chaired by Cllr Tim Cheetham. The panel has met three times since April and has approved 11 successful projects from a total of 24 applications. Some of the applications covered consortia of local authorities. The successful projects are listed in the table below.

Table 1: Breakthrough funding approved projects

Lead organisation	Project Title
Sheffield City Council	The Sheffield City Region (SCR) Open Data and Transparency Programme
Leicester City Council	The automation of the publishing of Open Data and internal MI data in a standard, machine readable, linked format
Cheshire East Council	URIs for natural neighbourhoods
Kent CC	Local government legal and business guidance as open data
London Borough of Redbridge	Making 'DataShare' available to other councils
Peterborough City Council	Index of open data sets to aid comparison across councils
Hampshire County Council	Linked Open Data Planning Register
Lancashire County Council	Lancashire Local Information Service (LIS) Project
Solihull Metropolitan District Council	Let's Publish All Our Data
City of York Council	York Open Data – Empowering communities to access services
Cambridgeshire County Council	Cambridgeshire Insight Open Data: Stimulating Economic Growth and Encouraging Innovation

17. In reviewing the proposals the panel took particular emphasis on funding projects that could be shared across groups of authorities or benefit the whole sector, such as the development of common standards or infrastructures.

18. Due to recent changes in government structures at BIS, the funding has not been released yet. As soon as it is available, the LGA will work with local authorities to issue funding, and set-up the projects. 94% of the funding will be issued to local authorities directly, 6% will be retained within the LGA for managing the programme and to bring councils together to share their experiences and learn from each other.

19. BIS has set-up a national evaluation programme to review the outcome of the programme. As part of our campaign of sector led improvement, the LGA has already

published some case studies⁶ from the open data roadshow held in March of this year in London, Bristol and Leeds. Some were also showcased at the LGA Conference innovation zone. We plan to publish more case studies from the breakthrough funding and hope to showcase some of the projects at next year's LGA Annual Conference.

Data protection compliance and Information Sharing

20. Last month the Information Commissioner, Christopher Graham, met with the LGA Chairman, Sir Merrick Cockell, to raise concerns over the number of data protection breaches in local government which have so far cost the sector almost £2million in penalties. The information commissioner had intended enforcing data audits but wanted to seek first our collaboration on how to address these breaches. Most breaches relate to human error in passing on the wrong files or losing information, often related to a lack of corporate responsibility for data protection. A lack of resources may also have contributed to a failure in endorsing guidance and procedures.
21. Local authorities manage large amounts of sensitive personal information predominantly related to children, vulnerable adults and social care which now also extends into public health. Overall local authorities take data protection very seriously and have introduced clear data handling guidance together with training programmes.
22. The extended regulatory duty of local authorities into public health also means increased responsibilities in information governance of personal information in public health data held by local authorities. The Caldicott report has just published a review into the sharing of data between health and social care. The panel found an anxiety in sharing data due to attempts to protect organisations from fines for breaching data protection laws. The panel argues that this anxiety must be changed into trust and recommends reducing barriers when it is in the interest of the patient. This demonstrates the complexities of information governance and the importance for local leadership buy-in to endorse a framework to protect confidential information
23. It was agreed that the LGA Chairman will write to council leaders in early September to remind members of their responsibility to endorse data protection in councils. The same message will be sent to Council Chief Executives. In addition we plan to support the sector with guidance and events and raise awareness through our peer reviews and challenges. We welcome the announcement by government to develop an Improving Information Sharing and Management Centre of Excellence to improve and promote better information sharing across the sector.

⁶ Open Data Case Studies: http://www.local.gov.uk/web/guest/local-transparency/-/journal_content/56/10171/4049888/ARTICLE-TEMPLATE.

LG Inform: update

Purpose of report?

The purpose of this report is to update the Improvement and Innovation Board on progress with the new version of LG Inform, before presenting a demonstration of it.

Summary

The new version of LG Inform is near completion, and will be 'soft' launched to users on 31 July 2013. A full launch will take place in September.

Recommendations

That the Board should:

1. view and comment on the new version of LG Inform
2. note the timing of launch of LG Inform.

Contact officer:

Juliet Whitworth

Position:

Research and Information Manager

Phone no:

020 76643287

E-mail:

juliet.whitworth@local.gov.uk

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 more than 1,000 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 2,000 users. However, we anticipate usage increasing rapidly once the new version of LG Inform is launched, which is a better looking and better performing tool.
4. Development of the new version of LG Inform is now nearing completion. It has been a complicated IT project and the developers have missed several milestone dates. However, the tool is now ready to be launched, and we will be doing so on 31 July 2013.
5. The launch on 31 July will be a 'soft' launch to over 2,000 registered users of the previous version; plus members of the LG Inform Knowledge Hub group. This will allow existing users to access the tool and give immediate feedback. We will be able to address any problems they raise over the course of the following month, before we do a 'full' launch to a wider set of potential users. This mitigates the inevitable risks that exist with an IT project like this, by allowing us to identify bugs or issues we may have missed with a smaller set of users, before the full promotion.
6. The 'full' launch will take place at the end of September, and we have developed a communications plan for it. 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 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

Item 6

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 Autumn.

7. In November, LG Inform will be made available to the public. However, councils can choose to use LG Inform charts and reports in their own websites before that date, and we will be encouraging them to do this.
8. The Board is asked to note the progress of the new version of LG Inform which will be launched at the end of this month, and comment where appropriate.

Financial Implications

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

Leadership & Localism: Update on progress

Purpose of report?

For information.

Summary

Recruitment to the 2013 (Cohort 15) intake to the National Graduate Development Programme is now in its final stage. There continues to be strong support and interest in the programme amongst both councils and graduates.

All party groups continue to show interest in the Next Generation programme and the 2013/14 programme was launched at the LGA Conference.

The content of the Leadership Academy programme has been revised and updated. The first of the new modules commences on 13 July.

We continue to work in partnership with other bodies to promote leadership development for both councillors and senior managers and to update materials to support councillor development at a local level.

The overall leadership offer is being reviewed and revised with the support of a working party from the Improvement & Innovation Board.

Recommendation(s)

The Board is asked to note the progress made on the 2013/14 programmes.

Action

Officers to continue to deliver the programmes in the light of members' guidance.

Contact officer: Pascoe Sawyers
Position: Principal Adviser
Phone no: 0207 664 3053
E-mail: Pascoe.sawyers@local.gov.uk

Leadership & Localism: Update on programmes and activities

Background

1. The Leadership and Localism team runs a series of leadership development programmes with an annual intake as well as a range of other events and initiatives.

National Graduate Development Programme (NGDP)

2. The NGDP continues to generate a high level of interest and support from both councils and graduates. There were over 2,500 applications for Cohort 15 (the 2013 intake). Through a series of assessment exercises this has been reduced to the final 125 who are now being interviewed for placement with the participating councils.
3. The table below sets out the current numbers for Cohort 15 with the intakes of the previous two years. Five of the thirty four councils participating in Cohort 15 have not been involved in the programme before, and three other councils are still thinking about joining the scheme for the first time. There are also a few councils who will be taking up the new option of having us support them to recruit locally but sending their appointees on the programme. This could further increase the final numbers. The Induction event for Cohort 15 is to be held on 15/16 October 2013.

Cohort Year of Intake	13 (Actual) 2011		14 (Actual) 2012		15 (To date) 2013	
	Trainees	Councils	Trainees	Councils	Trainees	Councils
Total	47	25	92	44	71 (80 projected)	34 (38 projected)
East Midlands	0	0	5	1	4	1
East of England	2	1	12	8	8	5
London	30	14	40	16	33	13
North East	2	1	1	1	1	1
North West	2	2	7	2	2	1
South East	6	3	12	6	7	5
South West	2	2	4	3	4	2
West Midlands	0	0	1	1	3	2
Yorks & Humber	3	2	6	4	5	2
National Bodies	0	0	2	1	2	1
Wales	0	0	2	1	2	1

Item 7

4. A small number of councils are not participating in Cohort 15. Leeds, Suffolk and RB of Kingston upon Thames, for example, have decided to run their own graduate programmes and a number of other councils only take graduates every other year.
5. Cohort 13 will have its closing event on 25/26 July 2013.

Next Generation

6. For the 2013 Next Generation programme we will continue to work closely with the political offices to promote applications and also to raise the calibre and quality of the applications. The programme was launched at the LGA Conference with recruitment over the summer and the development programmes commencing in the autumn.

Leadership Academy

7. As part of the retendering exercise undertaken in 2012/13 the content of the main Leadership Academy programme has been revised and updated to better reflect the changing local government context. Providers were selected and contracted on the basis of their ability to deliver the revised programme.
8. The new series of LA main programmes commence on 13/14 July with module one of Cohort 135 which has 17 participants. In total 61 participants are booked on the four programmes that have so far been scheduled.
9. A total of 71 delegates have so far booked places on our various Leadership Academy Focused programmes and two (one on Children's Services and one on Sport) have been delivered to date.

Working with the District Councils' Network (DCN)

10. Through 2012/13 we worked with DCN to develop a 24hr workshop event for council leaders and chief executives of district councils to explore the leadership challenges around the improvement agenda. The workshop, *Leadership for Improvement*, ran twice in January / March 2013. In total 57 participated (26 leaders and 31 chief executives/senior managers). The workshops were well received and two more are planned to be held in July and October 2013.

Work with SOLACE

11. We continue to work with SOLACE and others to identify the development needs of senior managers and develop programmes to address them. We are currently cooperating in a research project, being conducted by Skills for Justice, to identify the skills sets required by new and future chief executives given the changing local government context. The initial findings were shared and discussed at a fringe event at the LGA Conference.

Promoting Councillor Development

12. Together with the regional LGA/employer bodies (e.g. South East Employers and East Midlands Councils) we continue to promote and support sub-regional and local councillor development activities including the Member Development Charter.
13. During 2012/13 we completed the revision of the twenty councillor skills workbooks available through Knowledge Hub and revised the Political Skills Framework. We also developed presentations and materials to support half-day workshops on five of the most popular skills topics for delivery in-house.

Review of the Leadership Offer

14. Given the reduced budgets and staff restructuring we are conducting a review of the whole leadership offer to councillors. The review will prioritise and reconfigure our activities so that we maximise the impact of the available resources. We expect to complete the review in the autumn of 2013. The remainder of the year is likely to be spent developing the new offer which would come fully into effect in 2014/15.

It is intended that each programme will have a built in long term evaluation process.

Conclusion and next steps

15. The progress made is in line with the LGA's 2013/14 Business Plan and with the priorities emerging from the review of the Leadership offer. We will continue to develop and deliver the programmes of work accordingly.

Financial Implications

16. There are no financial implications for the current year that cannot be met from within the allocated budgets for 2013/14.

Productivity Programme Update

Purpose of report?

For Information

Summary

This report updates the Board on the progress being made in the Productivity Programme, and reports on the Economic Growth Advisors, CAP Programme, Productivity Experts Programme, ASCE Programme, the National Procurement Strategy and EU procurement rules.

Recommendation

To note the progress of the Productivity programme, including the new Local Economic Growth Advisors programme.

Action:

Officers to continue to progress the programme in the light of members' guidance.

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

Productivity Programme Update

Background

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

'One Public Estate' Capital and Assets programme

2. The Board will recall that the LGA is running a 'capital & assets' programme on behalf of the Cabinet Office called *One Public Estate*, following the successful first three waves run by the LGA (CAP).
3. The 'One Public Estate Programme' was formally launched on 25th June at Guildford Fire station, with attendance from Sir Merrick Cockell, Chloe Smith MP, Parliamentary under Secretary for the Cabinet Office, and Cllr David Hodge (Leader of Surrey CC).
4. This represented the formal public launch of the programme, though progress is already being made by the 12¹ pilot local authorities. A successful workshop was held at Smith Square in May, where local authorities shared their plans and heard from key central government representatives. However there are some concerns about the level of resources the Cabinet Office has been able to make available to the participating authorities (around £23,000 each, if distributed equally) and officers are in discussions with other Government Departments and Agencies about what more can be delivered.
5. The LGA and Cabinet Office will be 'signing off' the individual project plans and allocating resources to ensure their delivery in the coming few weeks.

The Productivity Expert Programme

6. The Productivity Expert programme allocates funding to councils to enable them to engage an expert in their required field to provide the necessary skills and expertise to help deliver efficiency savings.

¹ Bristol, Cheshire West & Chester, Essex, Hants, Hull, Leeds, Nottingham City Council, Portsmouth, Sheffield, Surrey, Warrington, and Worcs.

Item 8

7. The take-up of productivity experts is increasing steadily and is an area where investment from the LGA is leading to potential efficiency savings for local government.
8. Seven expert appointments, covering 10 councils, have been assessed: for an LGA investment of £46,000, potential estimated projected savings of £25,615,000 have been identified, including:
 - 8.1 The programme has provided Allerdale Borough Council with a contracts negotiating expert with commercial acumen to help the council renegotiate their four largest contracts. This has enabled the council to realise an efficiency saving of £2.3 million against a target of £1 million.
 - 8.2 Wyre Forest District Council has secured an expert from another council in the West Midlands to help the implementation of systems thinking across all services to achieve £700,000 pa of savings in 2012/13.
 - 8.3 Gloucestershire County Council has sourced an expert in Adult Social Care to review the current efficiency savings targets and planning for learning disability services in Gloucestershire. This diagnostic exercise identified opportunities to secure additional savings of £10.3 million.
9. Case studies have been written for these three examples and can be found on the productivity page of the LGA website.

ASCE Programme

10. The Board will recall that the LGA Adult Social Care Efficiency (ASCE) Programme was launched early in 2012 followed by the 'Initial Position' report in December 2012.
11. The LGA will host a second programme event on 19th July 2013 to launch the 'Interim Position' report, marking the half- way point in the programme. It captures the lessons from the first year of the delivery phase, and develops evidence about how savings can be delivered for the benefit of all local authorities.
12. The day will include:
 - 12.1 the findings of the 'interim position' report
 - 12.2 Presentations from participating authorities (Hackney, Richmond and Cumbria)
 - 12.3 The role of carer support (Hertfordshire)
 - 12.4 A focus on improvement tools from the Towards Excellence in Adult Social Care (TEASC) team, and a smart procurement route for consultancy advice from the

Item 8

North East Purchasing Organisation (NEPO), called North East Professional Services (NEPRO).

13. Emerging lessons from the programme:

13.1 Efficiency savings in the first year were an average 5.7% of the budget, with the modal (most frequently reported) saving being 7%, in line with the recent ADASS Survey of Local Authority efficiency savings.

13.2 At present the councils are projecting a further saving of 5.7% for 2013/14, 5.3% for 2014/15 and 4.9% for 2015/16.

14. Efficiency savings are being made through taking a systematic approach to transformation, including;

14.1 Supporting carers and recognising signs when they are under stress is key. Failure to support carers will cost money in the longer term.

14.2 Reviewing and managing admissions to residential care by ensuring that assessments are carried out at an appropriate time and improving reablement.

14.3 Reducing bureaucracy and on-costs including making more efficient and effective use of social work time.

14.4 Reducing the number of buildings from which councils deliver services, including reducing office bases, day centres and in-house residential care.

14.5 Improving procurement. For example, the open book accounting approach which is being developed in Yorkshire and Humberside links to the Department of Health policy on Market Position Statements and working with the market rather than against it, through holding prices.

Local Economic Growth Advisers

15. The 'Economic Growth Adviser' (EGA) programme is designed to promote, facilitate and enhance the role of local authorities in delivering economic growth and will offer direct bespoke advice and support to local authorities to deliver economic growth in their local area. A panel of Local Growth Advisers with a proven track record will work with a number of councils helping to deliver a specific project, bring local partners together, or assist with the development of a strategic approach.

15.1 Economic Growth Advisers will be recruited from Local Partnerships, third sector organisations, housing associations, local authority councillor/officer peers, and representatives from CBI and other business led organisations.

Item 8

- 15.2 Support could include assistance in: Strategy; business engagement, retention and creation; infrastructure development; inward investment; regeneration and housing.
16. This programme is primarily aimed at individual authorities. However, it will also take into consideration existing or planned activities within their sub-region, particularly through the LEP, and the newly announced “LEP deals”.
17. The programme is now open for applications from local authorities, and bids will be assessed at the end of August.
18. The LGA will provide funding to successful bids for up to 14 days of Local Economic Growth advisor support over a five month period from Sept 2013 – Feb 2014.

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 Group for LG Procurement (NAG4LGP), to help councils collaborate more in the purchase of goods and services in some of the big spend categories.
20. Councils and procurement organisations have begun ‘deep dives’ into Energy, Construction and ICT to better understand the potential for collaboration.
21. Progress on the work streams is as follows:
22. Construction (led by Lincolnshire CC)
- 22.1 A sector led Programme Board has been established with representatives from councils and the public buying organisations (PBOs).
- 22.2 The initial objective was to establish whether there was a business case for this spend category, in the light of the drop in council funded construction works (particularly as a result of the shift of social housing to ALMOs, and the closure of the Building Schools for the Future programme).
- 22.3 Current activities include: mapping frameworks currently available to authorities, mapping the supply chain of construction materials and collating best practice.
23. Energy (led by Gloucestershire CC)
- 23.1 A sector led Programme Board has been established with representatives from councils and the PBOs. This is building on the previous Pan Government Energy Project which encouraged councils to join established collaborative arrangements. Around 230 councils are in just four Central Purchasing Bodies, however, there are also a number of councils buying directly or in smaller collaborative partnerships.

Item 8

23.2 The objectives are twofold: should we rationalise the current number of buying arrangements in place; and how can we reduce demand, or obtain alternative energy creation schemes. The group is scheduled to report back to the National Advisory Group (NAG) and the LGA by September's Improvement and Innovation Board.

23.3 Early issues include; complexity of approaches to risk management, overcharging on tariffs, duplication of effort and costly energy reduction technology.

24. ICT (led by LB of Camden)

24.1 A sector led Programme Board has been established with representatives from councils and the PBOs. Camden has been working with London Councils for the last year or so and this work stream is already well underway and savings have been generated. The objective is to replicate this nationally, with different regions leading on specific activities.

24.2 We are working with council representatives, the Government Procurement Service (GPS) and the PBOs. GPS have three FTE staff seconded to help deliver this project.

24.3 The next steps are to build upon existing regional/national alliances and networks in order to drive commercial improvements and technology innovation.

24.4 Supplier relationship development (SRD) is a key delivery theme for this project.

25. EU Procurement rules

26. On the 26th July the European Parliament (EP) reached a deal with member states on both the new Procurement Directive and the new Service Concessions Directive.

27. The LGA represented local authority views in the discussions, and will continue to work with Cabinet Office to identify support for councils and next steps.

28. The legal text agreed has not yet been published and the EP will have to rubber stamp the provisional agreement in their plenary session in September.

Commissioning and productivity web page

29. The LGA Productivity web-page is the most accessed URL; it has been renamed 'productivity and commissioning' and now collates the various different initiatives that the LGA provides around commissioning, such as the Commissioning Academy and the Keep it REAL support programme.

16 July 2013

Item 8

30. This is in response to a number of requests from councils on the LGA commissioning offer, and will make it easier for councils to access information on support in this area.

31. The page location has not changed; www.local.gov.uk/productivity

Financial Implications

32. The business plan for 2013/14 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.

Local Audit and Accountability Bill

Purpose of report?

For information.

Summary

This report provides an update on the Local Audit and Accountability Bill.

Recommendation

That the Improvement and Innovation Board note the report.

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

Local Audit and Accountability Bill

Background

1. The Local Audit and Accountability Bill was published on 10 May 2013. The Bill will introduce a new regime for the auditing of local public bodies, extend the council tax referendum provisions introduced in the Localism Act and enshrine the legal status of the local authority publicity code.
2. The Bill main elements and key proposals in the Bill are as follows:
3. Council tax referendum: The Bill extends the council tax referendum provisions introduced in the Localism Act with the effect that levies from bodies such as Waste Disposal Authorities, Integrated Transport Authorities, Pension Authorities and Internal Drainage Boards must be included in the calculation to establish whether a council is required to hold a council tax referendum.
4. Local authority publicity code: The Code of Recommended Practice on Local Authority Publicity was amended in March 2011 introducing recommended practice on the frequency, content and appearance of local authority newspapers. This included recommending that principal local authorities limit their publication to once a quarter, and parish and town councils limit their newsletters to once a month. The Bill gives the code a legislative underpinning and also provides the Secretary of State with the power to direct a local authority regardless of whether that authority is complying with the code to which these powers relate.
5. A new Audit Regime: The Bill will abolish the Audit Commission and create a framework where councils will have to establish an independent auditor appointment panel in order to be able to appoint their own auditors.
6. The LGA's "On the day" briefing providing further information about each part of the Bill is here.

http://www.local.gov.uk/c/document_library/get_file?uuid=ef265e89-3f59-4e37-85a4-bbf516426c12&groupId=10171
7. The Lord's Report Stage is on 17 July. The Bill will be debated in the House of Commons in the autumn parliamentary session and is scheduled to be passed into law by January 2014.

A new Audit Regime:

8. In terms of the Audit elements of the Bill, on which the Improvement and Innovation Board has a lead, the LGA has two main areas of concern:

Item 9

8.1 to find a way of preserving the potential savings that national procurement can deliver compared to local appointment and procurement;

8.2 to ensure that the way in which the Bill describes the NAO's new powers does not lead to the NAO becoming an inspectorate of individual councils.

National procurement

9. At its meeting on 12 December 2012, the LGA Executive agreed that the LGA should explore the options of a sector owned approach to procure external audit on behalf of the sector when the current external audit contracts end. The Improvement and Innovation Board also discussed this issue at its meeting on 19 March.
10. This decision was taken in response to increasing concern within the sector about the potential for audit fees to rise when councils appoint their own auditors. In particular, some councils are concerned that, either by virtue of their size or geographical location, they will not be commercially attractive as clients and so will have to pay a premium. Individual appointment will also involve additional procurement costs and is also likely to increase audit firms' tendering costs and this is likely to be passed on to local public bodies.
11. Councils have also been clear that the Government's proposed requirement that councils should only be able to appoint auditors following a recommendation from an independent 'auditor panel' with a majority of independent members and an independent chair is unnecessary and impractical. National procurement would obviate the need for a local panel.
12. The LGA has lobbied Ministers initially with a view to seeking an amendment to the Bill which would create the flexibility for national procurement to continue to be an option on a mandatory basis. This option has been pursued as it is the option that achieves the most significant savings. It has been estimated that national procurement of audit saves the public purse between £205 and £250 million over a five year period when compared against local appointment. However Ministers have indicated that they are not willing to entertain a mandatory option but would be willing to consider an "opt-in" option around national procurement.
13. Accordingly when the Bill reached the Committee stage of the House of Lords, the LGA promoted amendments tabled by Lord Tope (Lib Dem, LGA Vice-President elect) and the Earl of Lytton (Crossbench, LGA Vice-President elect) 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.

Item 9

14. During debate of the amendment the principle of national procurement was supported by Lord McKenzie of Luton (Labour, Shadow CLG Minister) and Baroness Eaton (Conservative, LGA Vice-President), who highlighted the cost savings.
15. Baroness Hanham, indicated a willingness by the government to consider how the Bill could be amended along these lines. She also confirmed that should a national appointment framework be created as part of the Bill there would be no duty on those councils entering into the exercise to appoint independent auditor panels.
16. We are currently in discussion with DCLG officials about the practicalities and understand that the government will seek to bring forward an amendment when the Bill reaches the Committee stage of the House of Commons in the autumn.

National Audit Office:

17. Under the changes proposed in the 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 that cover local government. We have been keen to ensure that the way in which the Bill describes the NAO's new powers does not lead to the NAO becoming involved in improvement activity or an inspectorate of individual councils.
18. Following concerns expressed by members at the last meeting in March the LGA has been successful in ensuring changes such that when the Bill was published the wording did not describe the purpose of the NAO's proposed studies as being concerned with "identifying improvements". Instead the Bill recognises two distinct type of studies: those carried out by NAO to ensure the use of resources provided by a government department to fund councils represents value for money and secondly to provide ".....evaluation, commentary and advice of a general nature.. "
19. In addition the Bill included a provision requiring the NAO, before carrying out an examination, to consult representative associations.
20. In terms of our concern that the NAO should not carry out comparative analysis of individual councils Lord Tope and the Earl of Lytton led on LGA amendments that would preclude the NAO from carrying out inspection for the purpose of providing comparative performance league tables. The amendments also sought to limit the studies the NAO would be able to undertake into local government to those that receive more than 50% of funding centrally (on the basis that where councils received the majority of their funding from local sources then the NAO should not have a remit at all since the NAO's core role is providing assurance to Parliament and holding Government to account over its use of resources). Lord Tope set out the LGA's concerns and the arguments in favour of the amendment.

16 July 2013

Item 9

21. Responding for the Government Baroness Hanham reassured the House that

“.....it is not the Government's intention to replicate the Audit Commission's programme of studies. The powers are narrower than the Audit Commission's and there will be fewer studies. Although the examinations programme is ultimately a matter for the Comptroller and Auditor-General, Parliament undertakes a full and thorough scrutiny of the National Audit Office's strategy and budget.”

This is a helpful reiteration of the Government's position and intention.

Board End of Year Review - 2012/13

Purpose of report?

For information.

Summary

All Boards have been asked to take an end of year report to this cycle of meetings looking at the key Board achievements of the year and reflecting on big issues ahead.

Recommendation

That the report be noted.

Action

No further action is required.

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

Improvement & Innovation Board – End of year report

Introduction

1. Take up of the LGA's support offer has risen dramatically over the last year as sector led improvement becomes embedded and as councils look for new ways to respond to financial pressures whilst at the same time meeting community priorities. Moreover 72% of respondents to the LGA perceptions survey believe our support offer will have a great or moderate impact on the sector's ability to monitor its own performance and improve

Innovation

2. We are continuing to work with councils and NESTA, the UK's innovation foundation, through the "**Creative Councils programme**" to develop, implement and spread transformational approaches to meeting some of the biggest medium and long-term challenges facing communities and local services. This work provided a major focus at the LGA Annual Conference where, for the first time, part of the conference space was set aside for an Innovation Zone hosted jointly by ourselves and NESTA, providing a real opportunity to share learning and innovative practice.

Improvement

3. In 2011/12 we delivered 96 **peer challenges**. This increased to 136 in 2012/13. The peer challenges have been delivered across a wide range of service areas including 73 new corporate peer challenges, 43 children's safeguarding and 7 adult social care peer challenges. We are in discussion with councils about a further 100 corporate peer challenges. Feedback from participating councils is positive and the programme continues to grow at pace.
4. We have also provided targeted **support to individual councils** and groups of councils, especially where they might be facing the most severe performance challenges.
5. Following extensive LGA briefing and amendments the Government has indicated it is willing to consider revising the **Local Audit and Accountability Bill** so that it includes a framework for the national procurement of audit which is estimated to save the public purse between £205 and £250 million over a five year period when compared against local appointment.

Productivity

6. Through our productivity programme we have been supporting councils with pooling resources and redesigning services, identifying the key productivity gains for local government and making sure councils deliver these savings quickly. For example:

Item 10

- 6.1 We have captured and promoted good practice of councils **sharing services**. Our interactive web-based map includes examples from 337 councils which have helped those councils save £278 million.
- 6.2 The LGA has now funded three waves of the **capital and assets programme**, involving 37 councils covering over 40% of the country by population and area. Average savings in running costs are 20%, through a 25% reduction in operating footprint. In addition we have recently launched the **One Public Estate programme** jointly with the Property Unit (GPU) in the Cabinet Office (CO) to help local and central government asset holders rationalize assets across central and local government.
- 6.3 We have worked with 44 councils seeking to make efficiency gains through the **Adult Social Care efficiency programme**. An initial report published last autumn showed that on average these councils were planning to make savings of over twice their original plans: from around 2% in 2009/10 to 5.4% in 2011/12 – some £322 million over the three years. An “interim position” report to be published in July will project increased savings.
- 6.4 Through our **Productivity Expert programme** we are able to provide practical support to individual councils e.g. a contracts renegotiation expert has worked with Allerdale Borough Council resulting in savings of £2.3 million. Wyre Forest District Council has saved £700,000 by working with a systems thinking expert to redesign their services, reducing duplication and waste.

Supporting Political and Managerial Leadership

7. We have delivered a wide range of programmes designed to support local politicians, as they get to grips with the tremendous challenges facing the public sector and the key role they have to play as democratically elected local politicians, and senior managers. For example:
 - 7.1 Our highly acclaimed **Leadership programmes**, have supported almost 800 councillors in 2012-13, with 576 councillors attending the Leadership Academy. We have also provided support for a further 110 councillors through the **Next Generation** programme, which supports councillors with the potential to become the next set of leaders or cabinet members.
 - 7.2 We have delivered our **strategic leaders programme** for Heads of Service to develop leadership skills and provided a range of opportunities for leaders and chief executives to work together on developing their leadership roles.; and
 - 7.3 our **National Graduate development programme** continues to be successful in attracting new officers in to local government.

Item 10

Transparency

8. We have delivered a number of programmes, for example:
 - 8.1 We have helped councils get to grips with the recommendations in the Code of Practice for Local Authorities on **Data Transparency**. We have produced guidance on publishing data on spending, salaries and contracts; conducted a series of regional workshops for councils to promote understanding transparency; and developed case studies and gathered good practice.
 - 8.2 Our on-line data and benchmarking service, **LGInform** now has 90% of councils registered and over 2,000 users. We are on track to make this available to the public in November 2013, thereby helping increase councils' local accountability.

The future: key priorities for the future will include:

9. Ensuring that the success of sector led improvement is maintained and that government resists the temptation to revert to top down monitoring and inspection. We will help achieve this by maintaining and delivering the LGA's strong offers around peer challenge, supporting political leadership and providing up-to-date and easy to use benchmarking data and good practice.
10. Continuing to help councils grapple with the financial challenges. We will do this by continuing to support and promote innovation, by providing practical help for councils seeking to drive efficiencies through our Productivity programme and by working with councils to maximise the benefits of Government programmes such as the Transformation Challenge Award.

Financial Implications

11. All work programmes are met from existing budgets and resources.

Note of decisions taken and actions required

Title: Improvement and Innovation
Date: Tuesday 19 March 2013
Venue: Smith Square 3&4, Local Government House

Attendance

Position	Councillor	Council / Representing
Chairman	Peter Fleming	Sevenoaks DC
Deputy-Chair	Ruth Cadbury	Hounslow LB
Deputy-Chair	Jeremy Webb	East Lindsey DC
Members	Richard Stay	Central Bedfordshire Council
	Tony Jackson	East Herts Council
	Glen Miller	Bradford Metropolitan DC
	David Mackintosh	Northampton BC
	Barry Wood	Cherwell DC
	Alan Melton	Fenland District Council
	Tony McDermott MBE	Halton BC
	Tim Cheetham	Barnsley MBC
	Kate Hollern	Blackburn with Darwen
	Sir David Williams CBE	Richmond upon Thames
	Theo Blackwell (for part)	Camden LB
Apologies	Jill Shortland OBE	Somerset CC
	Rod Bluh	Swindon BC
	Helen Holland	Bristol City
	Teresa O'Neill	Bexley LB
	Chris Hayward	Three Rivers DC
	Rory Palmer	Leicester City
	Edward Lord OBE	City of London Corporation
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 Angela Lawrence	Vale of White Horse DC
LGA Officers	Dennis Skinner, Juliet Whitworth, Gesche Schmid, Pascoe Sawyers, Mike Short, Teresa Payne, Brian Reynolds.	

Item	Decisions and actions	Action by
1	<p>Welcome and Introductions</p> <p>The Chairman welcomed Members, observers and officers to the meeting and informed the Board of those apologies that had been received.</p> <p>Cllr Richard Stay declared an interest in item 5 as a trustee of the leadership centre.</p>	
2	<p>Productivity Programme Update</p> <p>Brian Reynolds (Productivity) introduced the report which provided an update on the progress being made in the current Productivity Programme. This included the capital and assets programme which the government would be launching in their budget and the LGA had been commissioned to run. Brian informed the board that the LGA would be writing to all councils concerned the next day explaining the process. He also updated the board on the shared services map which now had over 337 councils sharing at least one service, and the tenancy fraud pilot which had chosen its participating councils.</p> <p>A discussion took place on network rails involvement in the capital assets programme as it was noted by members that they were often slow at bringing assets in. The Ministry of Defence was also discussed with some members noting they often change their opinions on selling assets.</p> <p>Members put forward various examples of capital asset sales within government departments noting the difference in performance between departments and agreeing that there were often delays and lack of co-ordination.</p> <p>Decisions</p> <p>That the Board:</p> <ol style="list-style-type: none">i. Noted the launch of the commissioning academy;ii. Noted the Launch of the LGA Shared Services Map annual refresh; andiii. Confirmed the councils selected for the LGA Housing Tenancy Fraud Pilot.	

Actions

Agreed to clarify if Norfolk Property Services as a mutual is included in the shared service map. Brian Reynolds

Agreed to collect examples of blockages to capital asset sales to take as evidence to the officer/civil servant forum

3 Update on LG Inform

Juliet Whitworth (Research Information Manager) presented the report which updated the board on the progress of LG Inform. She explained that they were still on track for spring and although they may have missed a few dates. Alongside this they were developing a communications plan to promote the system in councils, through support from top tier officers and councillors. The system could then be used as a springboard to collect up to date local data. There was also the possibility of opening up LG inform to the public in the summer.

Members welcomed development on the new prototype however raised concerns about the ambitious nature of the project saying that it was only as good as the data that was put onto it by councils and for members to engage with the updated system demonstrations were needed.

There was also concern over the awareness levels of LG inform beyond the senior members and policy / performance officer level in councils. Members agreed that awareness of what the system had to offer were low and it was suggested that asking councils why they were not engaging would be useful so the communications strategy could be modified. It was also suggested that principle advisors should be promoting the system in their areas.

Juliet explained that the new system would be slicker with a much higher performance level which should make it easier to promote to councils.

Decisions

That the Board:

- i) **Noted** the progress of the new LG Inform; and
- ii) **Noted** the timing of the Launch of LG inform.

Action

Take forward in line with Members' recommendations.

Juliet Whitworth

4 Update on Transparency

Cllr Tim Cheetham (Lead Member for Transparency) and Gesche Schmed (Transparency) introduced this report which provided an update on the progress being made in the current transparency Programme and asked for comments on the 2013/14 programme.

Cllr Cheetman mentioned the success of the workshops on “Making Transparency work for you” that were happening in London, Bristol and Leeds. He also updated the board on the responses received to the consultation asking whether further guidance should be provided to local authorities on how to publish voluntary, community and social enterprise sector spending data. With the overall responses indicating that light touch guidance would be the best route.

Gesche Schmid discussed the amendments to the Freedom of Information act which would make any dataset that is not exempt under the FOI Act available as open data for reuse if requested and mentioned possible problems. She also updated the board on the progress of the open data and transparency policy introduced in 2010, discussing the positives that were coming out of the Department of Business Innovation and Skills (BIS) review including the improvement of efficiencies and driving of growth in local authorities. She explained that BIS were also offering £1 Million grant to the LGA to manage the local government break through grant and fund local authorities projects and encouraged members to take this information back to their Local authorities as an opportunity for funding.

Members raised concerns over the intellectual property rights of the data that was being made open. With a number saying that it was unfair for private companies to be using data owned by councils to make a profit. This was especially true if it was costing the councils money to release this data.

There was a discussion on the need to provide case studies looking at the value for money of open data, the balance between the cost, the intellectual property rights and the impact of the data not being easy to access.

Decisions

That the Board:

- i. **Noted** the progress made and ongoing work of the transparency programme;
- ii. **Approved** the transparency work plan for 2013/14.

Action

Take forward in line with Members' recommendations.

Gesche Schmid

5. Leadership Programmes

Cllr Richard Stay introduced the report explaining how the leadership programmes had progressed and how the LGA were looking to develop the programme for 13/14, including better targeting, more coherent support and a programme for group leaders. He explained that there was an opportunity for members to look at what was needed going forward and to see if what was currently provided was needed.

There was a discussion held and members suggested a number of ways the LGA could move forward with leadership training including:

- Being clear about the outcomes that were sought from each of the programmes and measuring the programme's success against them. It was suggested that the success of previous leadership programmes could be measured by looking at how many of the participants were now council leaders or leaders of the opposition.
- Increasing the e-learning that was provided, which could lead to higher participation rates.
- Targeting training to certain types of councillors such as cabinet members, leaders and opposition members. The less generic the training the more useful councillors were likely to find it.
- Making council communications both internal and external a more significant part of the training.
- Encouraging peer support for opposition leaders.
- Offering training in subjects likely to affect councils in the future rather than being continually reactive.
- Providing training for council groups who lose control or gain control of a Local Authority, including how to be an effective opposition.
- Offering training in joint working, such as sharing services between councils and other public bodies.
- Looking into how to deal with the emergence of the fat middle

whereby there seemed to be very few leadership opportunities available for many very capable councillors.

It was suggested that in order to take these ideas forward a small working group made up of interested board members should be set up to look into future leadership programmes.

Decisions

- i. The Board **noted** the report.
- ii. The Board **agreed** to set up a small working group to look into future leadership programmes.

Action

Work with Cllr Stay to set up a working group looking into future leadership programmes.

Pascoe Sawyers

6. Innovation Programme Plan

The Chairman introduced the item updating members on changes to the innovation programme plan. He explained that there would be space for an innovation zone at the LGA conference for the whole of the 3 day period paid for by Nesta.

Decision

The Board **noted** the report.

Action

Take forward in line with Members' recommendations.

Mike Short

7. Sector-led Improvement

The chairman and Dennis Skinner (Head of Leadership and Productivity) introduced this item, explaining that the sector led improvement "baseline" evaluation report had been published and circulated, which put forward markers for the future and the progress made so far. There was also work going on with children's services and adults social care with additional funding possibly being made available. There would be an update on sector led improvement in health at the next meeting. The Chairman noted that of those councils facing performance challenges, a significant number of these related to Childrens Services. He expressed concerns that changes to the Ofsted evaluation criteria may have an

adverse impact on the number of councils facing performance challenges in the Childrens Services area.

Peer challenges were discussed with Dennis Skinner explaining that 171 peer challenges had taken place since April 2011 and they were in discussion with 100 more. Members noted the ambitious nature of the project and it was questioned if there was double counting, with certain councils having had more than one review, Dennis explained this had only happened in a few authorities. Members' welcoming the success of peer challenge thus far and emphasising the need to build on this success and promote it wider within the sector.

A number of members raised issues of transparency with certain councils having not published their peer review data. There was a discussion that followed where several members explained the need for councils to have control over their own data and for peer challenges to be used as more of a general stocktake for the council rather than a tool for the press. Members debated this issue and there was a general agreement that if more councils were going to be encouraged to take part in peer reviews, then while they should be encouraged to publish their data, they should have ultimate control over the language used and councils should never be forced into publishing.

Decision

The Board **noted** the report.

Action

Agreed to find out how many peer challenges had been on communications and feed this info back.

Dennis Skinner

8. Update on the Audit Bill

Dennis Skinner outlined the report explaining the 40% savings that had been made through the audit commissions procurement of in-house audit practice could be continued for 3 extra years at the same price taking the contract up to 2019/20. The significant savings demonstrated that bulk purchasing of external audit would appear to make the most financial savings.

The options of establishing a sector owned approached to the procurement of external audit on behalf of Local government had been discussed by the chairman and group leaders at a meeting in February. They had concluded that transferring the audit commissions statutory

functions in relation to auditor appointment and fees to a (sector-led) body, either directly or by delegation from the secretary of state was the simplest way to guarantee low fees, this had been communicated to civil servants and ministers and would be taken into account when looking at the draft local audit bill. Dennis also explained there was still discussion over what would happen to the commission's current contracts when it closed in 2015. There were also some issues with the new roles of the national audit office and changes to the clause in the draft bill were being looked into.

Members discussed the issues and concerns were raised over:

- The role of the National Audit Office (NAO), Members were concerned that the NAO may step into the vacancy left by the audit commission and it was felt the board needed to be robust in the way it responded to that. There were also concerns raised over clause 94 in the draft bill, giving responsibility to the NOA to identify improvements in Local authorities. Members were worried this would encroach on the work of the improvement board and it needed to be joint working relationship.
- The cost of any extra work commissioned outside the core audit. Members were concerned that prices may be raised if extra work needed to be commissioned if for example there was a challenge to the accounts.

Decision

The Board **noted** the report.

Action

Dennis Skinner

Officers to canvass councils in order to ascertain how much in additional costs they were being charged for extra work. And bring back an update to a future meeting.

Agreed to find out if there was a standard agreement for how much individual audit services cost so that Local Authorities' could hold auditors to account for these extras costs.

9. Notes of the last meeting and actions arising

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

10. Date of next meeting

11.00am Tuesday 14th May 2013

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:

88 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.

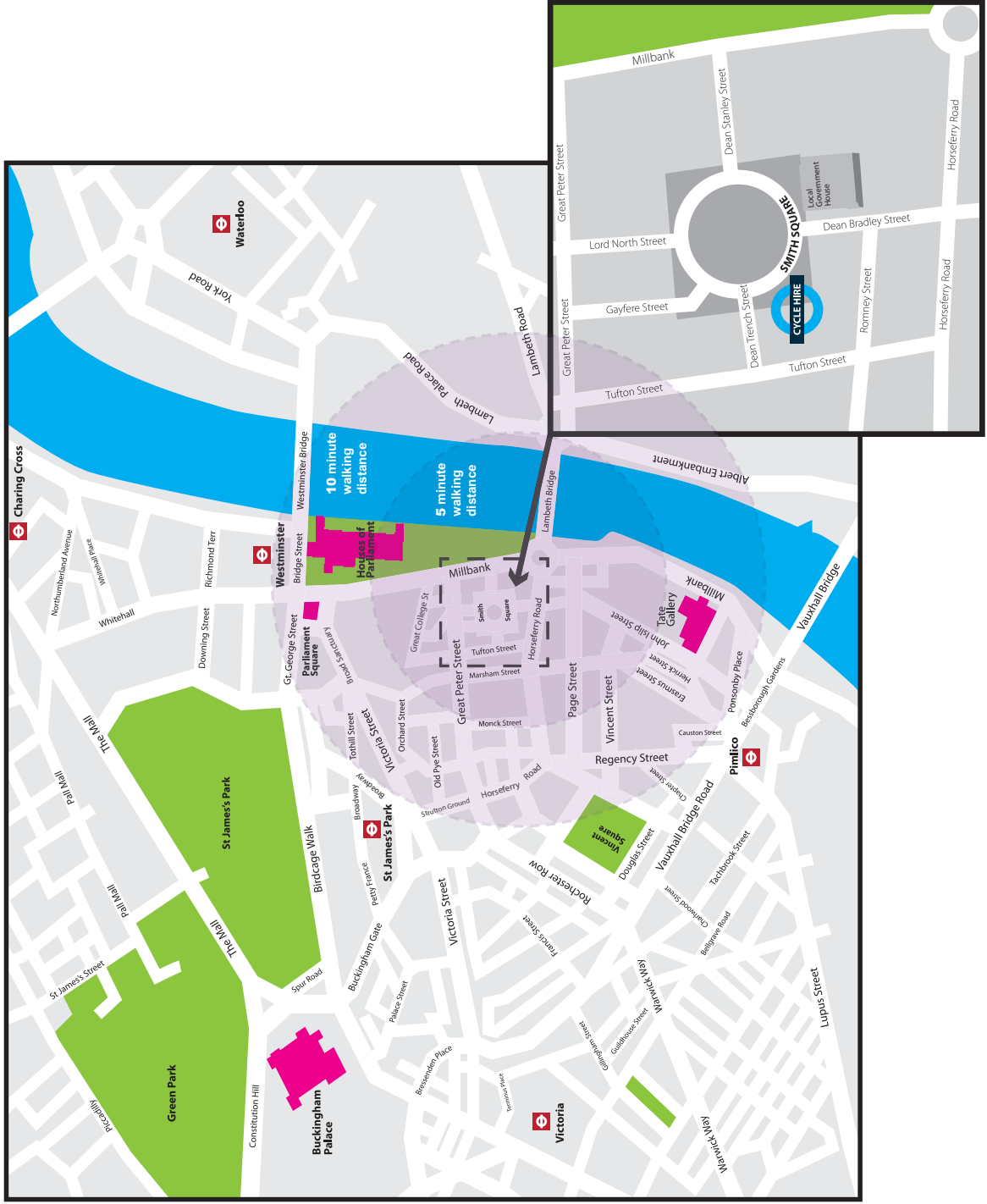
Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

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