Local Government Association

Improvement and Innovation Board

Agenda

Thursday 19 September 2013
11.00am

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

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

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Local Government Association

Improvement and Innovation Board
19 September 2013

The **Improvement and Innovation Board** will be held on **Thursday 19 September** 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

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

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Date: 08.08.13

Improvement and Innovation Board - Membership 2013/2014

Councillor	**Authority**
Conservative (7)	
Peter Fleming **[Chairman]**	Sevenoaks DC
Teresa O'Neill	Bexley LB
Nicholas Rushton	Leicestershire CC
Richard Stay	Central Bedfordshire Council
Glen Miller	Bradford City
Tony Jackson	East Herts Council
David Mackintosh	Northampton BC
Substitutes:	
Paul Middlebrough	Wychavon DC
Geoff Driver	Lancashire CC
Barry Wood	Cherwell DC
Peter Jackson	Northumberland Council
Labour (7)	
Claire Kober **[Deputy Chair]**	Haringey LB
Tony McDermott MBE	Halton BC
Tim Cheetham	Barnsley MBC
Helen Holland	Bristol City
Kate Hollern	Blackburn with Darwen BC
Rory Palmer	Leicester City
Imran Hussain	Bradford City
Substitutes:	
Theo Blackwell	Camden LB
Sue Woodward	Staffordshire CC
Liberal Democrat (2)	
Jill Shortland OBE **[Vice-Chair]**	Somerset CC
Sir David Williams CBE	Richmond upon Thames LB
Substitute:	
Theresa Higgins	Essex CC
Independent (2)	
Shirley Flint **[Deputy Chair]**	North Kesteven DC
John Blackie	Richmondshire DC and North Yorkshire CC
Substitute	
TBC	
Observers	
Philip Selwood, Energy Savings Trust	Private Sector
Richard Priestman, Lombard	Financial/Productivity Expertise

Improvement and Innovation Board Agenda

19 September 2013

11.00am

Smith Square 3&4, Local Government House

	Item	Page
1.	**Declaration of Interest** Opportunity for Members to declare any personal or prejudicial interests.	
2.	**Membership, Terms of Reference and Outside Bodies**	**3**
3.	**Priorities and Work Programme for 2013/14**	**11**
	INNOVATION	
4.	**Innovation Programme update**	**25**
	TRANSPARENCY	
5.	**Update on LG Inform**	**43**
	LEADERSHIP	
6.	**Revising the LGA Leadership Offer:** Report from the Leadership Working Group	47
	PRODUCTIVITY	
7.	**Productivity Programme update**	**69**
8.	**Notes of the Last Meeting**	**75**
	Date of next meeting - 7 November 2013 at Local Government House, London at 11.00am	

Improvement and Innovation Board
19 September 2013

Item 2

Improvement and Innovation Board Membership, Terms of Reference and Outside Body Appointments for 2013/14

Purpose of report

To ask the Improvement and Innovation Board to note its Membership, Terms of Reference and agree the Outside Bodies appointments for 2013/14.

Summary

The Board's Membership (**Appendix A**), Terms of Reference (**Appendix B**) and nominations to Outside Bodies (**Appendix C**) are attached to this report. The report proposes an amendment to the terms of reference. This reflects the formal demise of the Children's Improvement Board (CIB) and potential changes to other structures in the future, but confirms the board's continuing strategic role in the areas of improvement that they dealt with, all changes are underlined.

Recommendation

That the Improvement and Innovation Board notes its Membership and Terms of Reference and agrees the Outside Bodies appointments for 2013/14.

Action

Advise Outside Bodies of Board Appointments.

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Local Government Association

Improvement and Innovation Board

19 September 2013

Item 2

Appendix A - Improvement and Innovation Board - Membership 2013/2014

Councillor	**Authority**
Conservative (7)	
Peter Fleming **[Chairman]**	Sevenoaks DC
Teresa O'Neill	Bexley LB
Nicholas Rushton*	Leicestershire CC
Richard Stay	Central Bedfordshire Council
Glen Miller	Bradford City
Tony Jackson	East Herts Council
David Mackintosh	Northampton BC
Substitutes:	
Paul Middlebrough**	Wychavon DC
Geoff Driver**	Lancashire CC
Barry Wood	Cherwell DC
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Labour (7)	
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Shirley Flint* **[Deputy Chair]**	North Kesteven DC
John Blackie*	Richmondshire DC and North Yorkshire CC

Substitute	
TBC	
Observers	
Philip Selwood, Energy Savings Trust	Private Sector
Richard Priestman, Lombard	Financial/Productivity Expertise

*new member
**new substitute

Appendix B – Improvement and Innovation Board Terms of Reference and Remit

1. The purpose of the Improvement and Innovation Board is to provide strategic oversight of all the Local Government Association's (LGA) policy and improvement activity in relation to councils improving their performance and productivity and in relation to localism - in line with the LGA priorities.

2. In doing so it will work closely with the LGA Boards on the performance of the sector in their subject areas and the arrangements they are putting in place to provide improvement support. The board will provide an overarching framework for the sector's work on sector led improvement. It will maintain a strategic oversight of improvement support provided by LGA Boards and other sector owned bodies (for example successor bodies to the regional improvement and efficiency partnerships (RIEPs) and Boards set up for specific services such as the Towards Excellence in Adult Social Care board (TEASC) and provide guidance and advice as new support offers are developed.

   Existing words (to be deleted):

   The board will provide strategic direction to the sector's own improvement architecture, for example, successor bodies to the regional improvement and efficiency partnerships (RIEPs); the Children's Improvement Board and the Towards Excellence in Adult Social Care board (TEASC).

3. Boards should seek to involve councillors in supporting the delivery of these priorities. This can be through task groups, rural and urban commissions, special interest groups (SIGs), regional networks and other means of wider engagement. They are operating essentially as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.

4. The Improvement and Innovation Board will be responsible for:

   4.1 Developing a thorough understanding of council priorities and performance across the width of councils' responsibilities, using strong networks and robust information.

   4.2 Helping to shape the LGA Business plan by ensuring the priorities of the sector are fed into the process.

   4.3 Overseeing a programme of work to deliver the strategic priorities set by the LGA Executive, covering lobbying and campaigns, research and or policy, good practice, improvement support and events - as specified in the business plan, taking into account linkages with other policy boards where appropriate.

   4.4 Representational and lobbying activities on behalf of the LGA and responsibility for the promulgation of activity through public statements in its areas of responsibility.

4.5 Building and maintaining effective relationships with key stakeholders.

5. The Improvement and Innovation Board may:

5.1 appoint members to relevant outside bodies in accordance with guidance in the Political Conventions.

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

Appendix C – Improvement and Innovation Board Outside Body Appointments for 2013/14

Organisation	Background	Representative for 2013/14	Allowances/ Expenses	Previous Member appointment for 2012/13
Urban Commission Steering Committee	The Urban Commission provides an LGA forum for member authorities whose areas are wholly or partly urban. The Urban Commission will act in a way that complements the principals of the LGA as a whole.	To be Appointed	No expenses or allowance paid	Cllr Tony McDermott (Labour)
Rural Commission	Provides the forum within the Association for member authorities with an interest in rural affairs.	To be Appointed	No expenses or allowance paid.	Cllr William Nunn (Conservative). No longer a Board member.
Knowledge Navigator steering group	The steering group manages the Local Government Knowledge Navigator team to direct the work and ensure that local government both inputs to and benefits from publically funded research programmes commissioned under the UK Research Councils.	To be Appointed	LGA will cover reasonable travel and subsistence.	Cllr Tim Cheetham (Labour) Appointed in January 2013

Local Government Association

Improvement and Innovation Board
19 September 2013

Item 3

Priorities and Work Programme for 2013/14

Purpose of report

For discussion and agreement.

Summary

This report sets out the Board's current priorities and key areas of work for the 2013/14 year in the light of the LGA Business Plan for 2013/14 and the LGA's *Rewiring Public Services* work and the discussion at the last Board meeting around the end of year report. The 2012/13 Board End of Year Review is attached at **Appendix A.**

The item will include two presentations: one from Councillor Fleming covering the sector's Improvement and Innovation agenda and one from Michael Coughlin, Executive Director, looking at the implications of Rewiring Public Services.

Recommendation

That the Board discuss and agree the priorities for the Board's work programme for the 2013/14 meeting cycle.

Action

Officers to progress the Board's agreed priorities, reporting regularly to the Board. Subject to agreement of the priorities, officers to invite members to express preferences about those they would like to be more involved with.

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Local Government Association

Improvement and Innovation Board

19 September 2013

Item 3

Priorities and Work Programme for 2013/14

Background

1. The LGA's policy Boards seek to lead the agenda for local government on the key challenges and issues within their remit and support the overall objectives of the organisation as set out in the LGA's Business Plan.

2. They take an active role in helping to shape the Association's business plan through extensive engagement with councils and oversight of the programmes of work that deliver these strategic priorities.

3. The business plan and Boards' work programmes are underpinned by the LGA budget, which allocates resources to enable the Association to deliver the priorities in the business plan. In light of further reduction to the LGA budget and resources in 2013/14 and beyond, it is important that each Board's work programme is focused on a defined set of priorities on which they can deliver significant impact and demonstrate value to councils. For the Improvement and Innovation Board much of the work currently undertaken is funded by RSG 'topslice'.

Priorities for local government

4. The LGA's Business Plan for 2013/14, (which is available at http://www.local.gov.uk/c/document_library/get_file?uuid=e2f772ff-1c5e-4ed5-a35c-20a3d57b97e5&groupId=10171) sets out priorities for the organisation which are based on those issues that that matter most to our membership. For 2013/14 the three top priorities for local government are:

   4.1 **Funding for local government** – reform of the finance system so councils have confidence their financing is sustainable and fair, the opportunities to raise more funds locally, and greater ability to promote collective working across local public services.

   4.2 **Economic growth, jobs and prosperity** – councils are recognised as central to economic growth.

   4.3 **Public service reform** – independent councils are at the centre, and seen to be at the centre, of public service reform, delivering more effective services for local people and holding other providers to account.

5. Running through the Business Plan are the LGA's core improvement services which are driven by our belief in sector-led improvement.

6. The Business Plan priorities are supported and underpinned by the *Rewiring Public Services* campaign, which seeks to rejuvenate democracy, transform public services and boost economic growth. The campaign expands on how these priorities can be achieved through ten big ideas which are:

6.1 **Give people a meaningful vote on local tax and spending issues**. A local treasury in every place.

6.2 **Cut red tape**. Bring local services and decisions together in one place.

6.3 **Reduce bureaucracy and Whitehall silos**. Merge six government departments and creating an England Office.

6.4 **Share money fairly around the UK**. Replace the Barnett formula with a new needs-based funding model.

6.5 **Take financial distribution out of the hands of Ministers**. Replace it with agreement across English local government.

6.6 **Strengthen local say**. Reduce Ministers' powers to intervene in local decisions.

6.7 **End flawed tick-box inspections by bureaucrats**. Create local service user champions.

6.8 **Boost investment in infrastructure**. Create a thriving market in municipal bonds.

6.9 **A multi-year funding settlement** tied to the life of the Parliament.

6.10 **Protect local democracy**. Give the local government settlement formal constitutional protection.

7. The full publication being available to downloaded from the LGA website: http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10171/4047947/PUBLICATION-TEMPLATE

Board 2013/14 Work Programme and Resources

8. As the LGA Business Plan indicates:

   *At the heart of all this work, are our core services to councils which are driven by our belief in **sector-led improvement**. Supporting local government as the most efficient and accountable part of the public sector, the LGA will play a leading role in improvement and innovation so that councils can continue to make a difference in their local areas and to the lives of their residents.*

9. The Business Plan also reaffirms the LGA's role in maintaining an overview of performance and sets our approach to supporting councils and the LGA's role in providing and coordinating the necessary tools to support councils. An extract from the Business Plan is set out below, at paragraphs 10 to 13 inclusive.

"Sector-led support, improvement and innovation – our core services

We will support councils with improving performance, effectiveness and efficiency.

10. Our approach is based on four key principles:

    10.1 Councils are responsible for their own performance.
    10.2 Councils are primarily accountable to their local communities.
    10.3 Stronger local accountability and increased transparency drive improvement.
    10.4 Councils have collective responsibility for the performance of local government as a whole.

11. The role of the LGA is to maintain an overview of performance and to provide the tools and support to help councils take advantage of this approach.

12. Councils are making good use of the support we offer and a sector-led approach is proving effective in driving improvement, as well as identifying potential performance challenges and opportunities.

13. There is much peer support activity and through this work councils are demonstrating collective responsibility for local government as a whole, networking and sharing good practice and learning from each other. Our role is to provide and coordinate the necessary tools and support to enable this to happen. This includes:

    13.1 a tailored corporate **peer challenge** to every council, including a core component looking at issues of leadership, corporate capacity and financial resilience;

    13.2 **leadership and managerial development programmes** which have already provided opportunities for hundreds of politicians and managers, equipping them to deal with the challenges being faced by their councils;

    13.3 support to help councils with capturing and **sharing innovative practice** including through our Knowledge Hub – a free web-based service providing a single window to improvement in local government;

    13.4 access to transparent and **comparable performance information** through LG Inform;

    13.5 **sector-led improvement programmes** in children's and adults services, planning services and cultural services;

    13.6 **direct support** to councils through the lead member peers and principal advisers, working to help them access appropriate support, in particular where they are facing significant underperformance challenges – our support will take account of the increasing financial pressure being faced by councils; and

13.7 practical support to help councils continue to develop new and innovative ways to improve **efficiency and productivity** as a major element of public service reform."

14. Although all LGA Boards have a contribution to make to supporting improvement the Improvement and Innovation Board provides an overarching framework for this activity and works closely with other Boards.

15. Based on the Business Plan priorities, the *Rewiring Public Services* work, and the discussion at the last Board meeting around the end of year report, it is suggested that the Board's work programme for the coming year continues to be focused on the 5 agreed strategic themes for the Board:

    15.1 Sector Led Improvement
    15.2 Productivity
    15.3 Innovation
    15.4 Leadership
    15.5 Transparency

16. At the last Board meeting, Members received a report which provided a brief summary of some of the key activities and outputs across the 5 strategic themes. Particularly for new members of the Board this report is attached as much of the activity is work that is due to continue to end of March 2014.

17. Of course the LGA's improvement offer needs to continue to develop and respond to the sector's needs. In the current financial climate, it is increasingly the case that councils are looking for good practice and support that helps them with aspects of their overall finances. This can range from support in achieving productivity or efficiency savings through to ways of helping them engage with their local communities on prioritising how they spend their reduced resources. It is therefore proposed to develop a new "finance offer" document bringing together a range of new and existing support that could be helpful to councils facing a wide range of financial challenges and which we would like senior members and officers to be aware of as they grapple with the funding pressures. It is proposed that this be developed for publication in the autumn so that it is available as councils are actively considering their budgets and plans for the following financial year. Of course the LGA will also continue to lobby on behalf of the sector in order to achieve the best possible financial settlement for councils.

Board – Ways of Working

18. Currently, as a way of providing members with the opportunity to get more involved with the Board's work between meetings, the Board invites members to express preferences for areas/priorities they would like to be involved in. This allows the creation of a pool of interested councillors from varying political groups under each priority area. The nature of members' involvement will depend on the pattern of work in each area. From each pool the Board also currently appoints a lead member or "portfolio holder" for each area. The "Portfolio holders" will have a variety of roles, all of which are an extension of the role of members of the board. They might include: representing the Board at external and LGA events (speaking on behalf of the LGA and whole Board, not their political

Group); engaging at a national level with key stakeholders, contributing to the planning and presentation of items within their portfolio to the Board, etc.

19. In addition, the Board has also sought to engage with the work of other Boards either through the submission of reports covering the improvement work of other Boards or indeed on occasion joint meetings of Boards. Following agreement of the key strategic themes, members will be invited to express preferences for those areas they would like to be involved in.

Evaluation

20. As well as overseeing the delivery of the LGA's improvement support the Board has been keen to evaluate the effectiveness of sector led improvement and in November 2011, approved the specification for a programme of evaluation research. The evaluation is running into 2014, with the main aim of understanding whether, in the context of reduced resources within the sector:

    20.1 the approach to sector-led improvement has the confidence of the sector and the government, and the trust of the public;

    20.2 the sector has been able to strengthen local accountability;

    20.3 the sector is adopting the sector-led improvement approach and continues to improve with a reduced burden of inspection, and in the absence of top down performance assessment; and

    20.4 the tools offered to the sector have had a positive impact on the sector's capacity to improve itself.

21. The baseline report was published in February 2013. The report draws together some key markers of progress so far and for the future. It can be found here: http://www.local.gov.uk/research-performance-and-improvement

22. Overall the sector is both aware and supportive of the approach, as shown by the results of the recent LGA Perceptions Survey of Leaders, Portfolio Holders, Chairs of Scrutiny, Chief Executives, Directors and back bench members.

    22.1 90% of Chief Executives had heard a lot or a moderate amount about the approach and 84% agreed or strongly agreed that it was the right one;

    22.2 83% of respondents agreed or strongly agreed that their council was making advances in improvement; and

    22.3 61% of respondents believe the offer will have a positive impact on their council's ability to improve and 69% believe it will have a great or moderate positive impact on the sector's ability to monitor and improve.

23. In addition, over 85% of all councils have already taken up one of the LGA key offers (leadership support, peer challenge, productivity or direct support).

24. Research for the final report will be conducted over the course of autumn and winter 2013. This will then be synthesised during the first quarter of 2014 for subsequent publication.

25. Because of the importance given to the successful establishment of sector led improvement, an Advisory Board was established in 2011 comprising representatives from SOLACE, some of the inspectorates that remain and representatives from ADASS and ADCS. The Board was chaired by Steve Freer, Chief Executive, CIPFA.

26. The Advisory Board has met on 10 occasions since its first meeting on 16th February 2011. Six of those meetings were in the first year following the launch of Taking the Lead in February 2011 providing a "critical friend" perspective to the development and early implementation of the support offer and reporting to the Improvement and Innovation Board in July 2011. As implementation became established the focus of the Board's interest shifted towards the importance of alignment across the various improvement programmes (children's', adults, and health) which resulted in the LGA establishing an internal group to ensure effective co-ordination across the various improvement programmes. The imminent retirement of Steve Freer, provides an opportunity for members to review whether and how they might like to receive feedback and input from the sector, in addition to that arising from the evaluation research. One option might be to arrange a separate, facilitated, discussion involving the Improvement and Innovation Board with a range of Leaders and Chief Executives to "take stock" of progress to date and consider longer term support needs. This would be along the lines that the then Improvement Board had at the outset of this journey when it held an event hosted by the City of London.

Communications

27. Notwithstanding the positive picture painted by the evaluation and much of the feedback received around support and improvement activities, we cannot be complacent and need to continue in our efforts to raise the awareness of the support available and councils take up of it, making the links across the different strands of sector-led improvement. One example of how this is being done is the easy, concise guide to improvement and innovation services, aimed at Leaders and Chief Executives, launched at the LGA Annual Conference. Copies will be available at the meeting.

Next Steps

28. Members are asked to discuss and agree the suggested strategic themes set out at paragraph 15. Progress will be reported regularly to the Board and, as the body with responsibility for holding all Boards to account, every quarter the LGA Executive will also receive an overview of all Board's work programmes and progress.

Financial Implications

29. While there are no additional financial implications or costs arising as a result of this report, it should be noted that much of the work set out is funded by RSG 'topslice' which, as Members will be aware has been reduced in 2013/14.

Improvement and Innovation Board
19 September 2013

Item 3 Appendix A

APPENDIX A

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.

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Local Government Association

Improvement and Innovation Board
19 September 2013

Item 3 Appendix A

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:

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.

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.

Improvement and Innovation Board
19 September 2013

Item 4

Innovation Programme update

Purpose of report

For discussion and direction.

Summary

This report updates the Board on progress made in implementing the Innovation Programme, following its agreement on 19 March 2013, and on three specific projects within it:

1. Creative Councils
2. LGA Conference Innovation Zone
3. Local Councils' Innovation Framework, which was presented to the Board on 15th January 2013

Based upon these updates the Board is asked to offer guidance on where next for innovation support for the sector. A revised programme of work will then be brought to a future meeting.

Recommendation

Members are invited to comment on the progress of the Innovation Programme, (including the Local Councils' Innovation Framework, LGA Conference Innovation Zone and Creative Councils) and offer guidance about ongoing assistance with innovation in the sector.

Action

Officers to reflect Members' suggestions in the design and delivery of future support to councils, communications and lobbying activity derived from the Innovation Programme and associated projects and develop a revised programme of work for approval at a future meeting.

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Local Government Association

Improvement and Innovation Board

19 September 2013

Item 4

INNOVATION PROGRAMME

Background

1. Alongside the on-going implementation of the Creative Councils programme with NESTA a number of wider complementary innovation activities were also being implemented by the LGA. All such activity to support the sector with innovation was captured within the Innovation Programme Plan agreed by the Improvement and Innovation Board on 19 March 2013.

2. The plan is subdivided into three work streams underpinned by a number of projects:

   2.1 Programme development
   2.2 Innovation and creativity support to councils
   2.3 Policy development

Progress in implementation

3. Good progress has been achieved particularly in relation to Creative Councils, the LGA Conference Innovation Zone and the Local Councils Innovation Framework, further details of all of these are set out below.

Creative Councils

4. The latest activity was Creative Councils' involvement in the Innovation Zone at LGA Conference where Wigan, Derbyshire, Monmouthshire, Rotherham, Cornwall and Stoke sent representatives to take part in various dissemination events.

5. Creative Councils will draw to a close at the end of November 2013 and there are four major planned activities:

   5.1 An overarching account of the insights from the programme will be drafted by Charlie Leadbeater and Sophia Parker. This will be published in hard copy and will draw out themes and lessons in an engaging way.

   5.2 A series of outputs which will be specific to each council and developed by each council. These are likely to include case studies or story boards of the innovations they developed, which could be printed or provided as pdf documents. In addition each council is to produce a number of artifacts such as videos, graphics, slide decks etc to ensure they have valuable products to use in the dissemination of their work and provide something that NESTA and the LGA can use more broadly. As part of the dissemination and scaling work, the Innovation Unit will be sourcing networks and organisations that would be prepared to partner with each of the councils and support them in spreading their excellent work.

5.3 NESTA will develop an account of what the overall programme achieved. They aim to capture an honest view on what was actually done. They will be collating all of the important artifacts – press cuttings, blogs, photos, workshop agendas, minutes of meetings, etc – into an easily searchable folder.

5.4 Development of learning packages and capturing the content from the programme that can be incorporated into NESTA's skills offer. These will include personal stories (videos), frameworks and tools, case studies, reading lists, contact details.

6. All the above will be used at the Creative Councils dissemination event planned for November to which a number of other councils regarded to be leaders in innovation will be invited to contribute views on the outcomes and learning from Creative Councils. Further dissemination opportunities are being pursued and organised for each Creative Council to partake in. Currently Derbyshire and Rotherham are presenting at the National Children and Adults Services Conference16-18 October. Derbyshire are also taking part in #our day (part of We Love Local Government) during local democracy week 14 -20 October and Monmouthshire are to present at the i-Network Annual Conference on 27 November.

LGA Conference Innovation Zone

7. Overall the Innovation Zone was a great success and showcased a variety of councils who are taking part in numerous innovation projects. Over the three days no fewer than six social innovation projects, six Future Councils, six Creative Councils, six Digital Councillors, six technology led Council projects and six award winning Innovation Councils used the space in each of their own inevitably creative ways to stimulate interested delegates. See **Appendix A** for details.

Local Councils Innovation Framework

8. At the meeting on 15th January the Board were updated on the development of a 'Local Councils' Innovation Framework' as part of the Accelerating Innovation in Local Government Research Project and the work taking place in two councils (Surrey CC and Sandwell MBC) who had either adapted the framework or used similar approaches. Presentations were made by Joan Munro on the 'Local Councils' Innovation Framework' and Cllr Denise Le Gall, Cabinet Member, Surrey County Council on their 'Achieving systematic innovation framework'.

9. Arising from discussions was a request from members that the Local Councils Innovation Framework be strengthened by interviewing a number of council members from across the country for their input into how they best encourage innovation activity within their council.

10. A series of twelve such interviews with an agreed set of challenging questions was arranged. The research found that in councils achieving more innovations the Leaders:

10.1 Agree clear, long-term ambitions and priorities for innovation, that reflect residents' concerns;

10.2 Earmark resources to achieve these ambitions;
10.3 Create the organisational climate for innovation (including allowing calculated risk taking and tolerating intelligent failures);
10.4 Build a bold, united leadership approach to innovation;
10.5 Convincingly communicate the reasons for innovations (particularly to residents and employees);
10.6 Involve key stakeholders in developing innovations (such as residents, employees, businesses and partners); and
10.7 Persist, despite many barriers, until innovations are achieved.

11. Many of the innovations being achieved were ideas adapted from elsewhere, with the most innovative councils proactively looking for fresh ideas, externally and internally.

12. There appeared to be scope for Council Leaders to encourage more innovations. For example, many Council Leaders were doing some of the things that foster innovation, but more could have taken a comprehensive strategic approach to innovation; more could have identified their key priority areas for innovation and focused their efforts on innovation in the biggest, high spending service areas.

13. The conclusions from the new research support and complement the findings from previous research the project had undertaken on innovation, with chief executives and with frontline employees.

14. The research findings were presented at the LGA Conference Innovation Zone chaired by Cllr Peter Fleming as Chair of the Improvement and Innovation Board. Three members who had been interviewed as part of the research discussed what they are doing to encourage more innovations in their councils. These were Cllr Martin Tett, Leader of Buckinghamshire County Council, Cllr Michael White, Leader of Havering Council and Cllr James Alexander, Leader City of York Council.

15. The session officially launched the 'Council Leaders' Key Action for Innovation', a checklist council leaders can use to review whether there is more they might do to encourage innovation to flourish in their councils. See **Appendix B** for details.

Conclusion

16. The Innovation Programme approved by the Board at its meeting in March has been largely successfully completed and the joint Creative Councils work with NESTA is drawing to a close. It is now timely to review the nature of the LGA's on-going work to help councils continue to innovate. Members' views are sought with a view to a proposed work programme being brought to a future meeting of the Board.

Appendix A – LGA Conference Innovation Zone activities

Council leaders' key actions for innovation: political accounts of encouraging innovation to flourish

- Martin Tett, Leader, Buckinghamshire County Council, Michael White, Leader, LB Havering and James Alexander, Leader, York City Council discussed the most effective ways for politicians to achieve more innovations in their councils
- Presented key findings from the research on politicians' views on innovation, giving participants a 'key actions' checklist
- Shared examples and ideas from the councils achieving or developing more innovations, more successfully

Digital Councillors – award-winning councillors discussed how they are using digital effectively and getting results.

- Tim Cheetham, Cabinet Member for Children, Young People and Families, Barnsley Metropolitan Borough Council
- David Harrington, Cabinet Member for Corporate Management and Finance, Stockton Borough Council
- Anthony McKeown, Deputy Leader, High Peak Borough Council
- Barry Kirby, Quedgeley Parish Council
- Simon Cooke, Bradford Metropolitan Borough Council Councillor
- Alison Hernandez, Torbay Council
- Jayne Cowan, Cardiff City Council

Future Councils

- Developing a vision of public service delivery for Suffolk in 2016 - Suffolk Coastal District Council
- Managing demand to avoid future costs on council services - Buckinghamshire County Council
- Loyalty reward scheme - Birmingham City Council
- A joint trading venture - Trafford Metropolitan Borough Council
- Streetwise – developing a social franchise - Rushcliffe Borough Council
- Co-operative council approach and ambitions - Plymouth City Council

Councils who have invested in or are exploring how new technologies can better support improved service delivery

- Bristol City Council – open data and community projects including "Hills are Evil" and "I love my city"
- Surrey County Council – innovation peer challenge, innovation hubs and trialing new technology (including watches for people with dementia)

- Cheshire West and Chester Council – recycling disposable nappies into plastic roof tiles

Award winners in innovation

- Suffolk County Council - getting mobile apps onto school curriculums
- Southend-on-Sea Borough Council - creating innovation fit councils
- Stoke Creative Council - developing its goal to become an energy sufficient 'Great Working City'
- Derbyshire Creative Council – showcasing 'Uni-fi', a bespoke package of support aimed at developing aspiration amongst young people in care
- Wigan Creative Council – creating a new economic model for social care
- York City Council – a demonstration of the York App for tourists, exploring salary sacrifice for staff tools and GeniUS innovation fund

Appendix B - 'Council Leaders' Key Action for Innovation'

See separate PDF doc launched in Innovation Zone

Council Leaders' Key Actions for Innovation

These key actions were identified from research on politicians and innovation, conducted in partnership with the Local Government Association (LGA).

The quotes overleaf are from the leading politicians interviewed.

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Creating the climate for innovation

"It is not about taking risks, it is about whether you think the thing you are doing is right. If you are absolutely convinced that what you are doing is right, then you have to mitigate the risks."

"You need space to think. With all of the challenges coming at you, the danger is that you make bad decisions because you have not taken any time to think creatively about how you are going to get away from this."

"Make sure that people are talking to other councils. Make sure that cross fertilisation is going on. And it doesn't happen unless you encourage it."

"One of the things that the financial climate has done is to give politicians more freedom to take risks. because people understand that if we just do business as usual, or try to salami slice away at the budget, councils will fall over financially."

"We encourage the officers, if you have got an idea, we need to hear about it. We always look for the positives. We say, we like this, but this needs changing."

"One of the things that I am really interested in is how we use technology to take the strain, to do things differently."

"We want to get across to officers that councillors want innovation, want to do things in a new way."

"External challenge is good: challenge from residents and local businesses. You need to get people from all backgrounds, saying: 'why do you do it like this?' or 'why do you do it at all?'"

Do you:

- encourage creativity?
- invite external challenges?
- proactively look for fresh ideas, internally and externally?
- take vital, calculated risks?
- experiment, fail quickly and learn from failures?
- celebrate achievements?

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"We have a 20-year plan, as to what kind of communities we want. It is alive and breathing, and it runs through everything we do. You can see a golden thread from our living ambitions, our strategy, through the five goals, through all our projects and processes."

"You need a picture of the future. Where the finances of the country and local government are going."

"There is no point in attempting to innovate, if you have no idea what your vision is."

"We are examining each department, asking: 'Do we still need to do it? If we need to do it, is the way we are currently doing it the best way to do it?"

"The first conversation has to be with your community about: 'what do we want this place to look like?' Then you can build a set of priorities. Then you can innovate to get to that point."

"You could have a really bright idea, that in practical application could be really successful. But, given diminishing resources, is it actually a priority for you?"

"No major FOOTSIE company wouldn't have a 10 year plan. It allows you to think about things in a different way."

"Our innovations need to relate back to our priorities."

"You can't do everything at once. You have to understand the capability of your organisation for change."

Agreeing clear long-term ambitions for innovation

Do you:

- agree clear, long-term strategic objectives?
- deeply understand residents' concerns and the key future challenges?
- select the priority areas for major innovations?
- ensure proposed major innovations are well considered and attainable?

"You have to take people with you. And if you can't take people in your own group, or your own council, then you are not going to take the public with you."

"Be brave and confident about what you are doing. If you are timid about some of these changes they won't happen."

"Councils are in the best place ever to have a conversation with their communities, and say: 'we have no money. We are going to try to protect public services. We are going to try all of these things, and they are new, we haven't done them before. You might not like some of it, and you might like some of it, but at least we are trying to do something, rather than putting up the white flag and saying we give up."

"You will leap to a 'eureka' moment, and you will assume that everyone has understood it with you. You have got to take them through the same process. And that takes time."

Leading for innovation

"Councillors should spend time with the staff doing the actual delivery. You find out far more about what is going on and the challenges."

"You need to be radical and to get on and do new things. That is what is needed at the moment."

Do you:

- build a united political and managerial leadership approach to innovation?
- convincingly communicate the need for priority innovations to residents, employees and partners?
- listen to others' ideas, comments and concerns?
- work cross council and with key partners?
- move forward boldly, with pace and determination?

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Ensuring priority innovations are delivered

Do you:

- devote sufficient time, resources and expertise to priority innovations?
- provide space and license to test new approaches?
- involve key stakeholders, eg residents, employees, partners, businesses?
- monitor progress closely?
- persist, persist, persist?

Innovation in local government definition

Innovations are changes to services, or products, or ways of working, or organisational arrangement, or democratic approaches that are both:

- new to the council and
- deliver additional value for its residents, service users and/or businesses.

Innovations are often ideas adapted from elsewhere, that are new to the council. They can be quite small, or they can be major, radical and game changing.

Key findings from Research on Politicians and Innovation

The Accelerating Innovation in Local Government Research Project, in partnership with the Local Government Association (LGA), has been examining how local politicians might encourage innovation to flourish in their councils. The quotes in this leaflet are from the leading politicians interviewed.

The research found that the leading politicians interviewed were taking many of the actions that help to foster innovation. However, very **few were taking a fully comprehensive, strategic approach to achieving more innovation.**

The most important areas for further action were for leading politicians to ensure that their councils:

- agree the priority areas for future innovations
- devote sufficient time and resources to developing the priority innovations
- genuinely involve frontline employees, and local residents, in developing the priority innovations
- closely track progress on developing the priority innovations
- persist intelligently, despite many barriers, until the priority innovations are achieved.

The 'Key Actions for Innovation' summary aims to provide politicians, individually, or as a group, with a checklist they can use to review whether there are further actions they might take to achieve more major innovations.

The findings from this research support and complement the findings from recent research undertaken with chief executives and front line employees. The previous research was used to develop the Local Councils' Innovation Framework, a similar review tool, designed for chief executives.

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Further information

For more information about this research, see:
http://tinyurl.com/councilinnovation or contact: joan.munro@btopenworld.com

For details of the LGA/NESTA Creative Councils programme join the Creative Councils' Knowledge Hub group
https://knowledgehub.local.gov.uk/group/creativecouncils or visit NESTA's website:
http://tinyurl.com/nestacouncils

Council Leaders Interviewed

James Alexander, Leader, City of York Council

Peter Fleming, Leader, Sevenoaks District Council, and Chair, LGA Improvement and Innovation Board

Sarah Hayward, Leader, London Borough of Camden

David Hodge, Leader, Surrey County Council

Alan Kerr, Deputy Leader, South Tyneside Council

Tony McDermott, ex-Leader and current Chair of Scrutiny, Halton Council, and member, LGA Improvement and Innovation Board

Teresa O'Neill, Leader, London Borough of Bexley, and member, LGA Improvement and Innovation Board

Professor Doctor Wolfgang Schuster, Ex-Mayor, Stuttgart, Germany; President, Council of European Municipalities and Regions; Director, Institute for Sustainable City Development

Doreen Stephenson, Leader, East Lindsey District Council

Martin Tett, Leader, Buckinghamshire County Council

Peter Thornton, Leader, South Lakeland District Council

Michael White, Leader, London Borough of Havering

AIILGRP Publications
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July 2013

Improvement and Innovation Board
19 September 2013

Item 5

Update on LG Inform

Purpose of report

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

Summary

The new LG Inform was made available to all registered users on 31 July, and the formal launch to Leaders will be on 18 September, followed by a series of promotions and presentations over the autumn. The launch to the public will be at the end of November.

Recommendations

That the Board should:

1. note the launch of the new version of LG Inform and associated communications work
2. note the timing of the launch of LG Inform to the public.

Action

Officer's to action as directed.

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Local Government Association

Improvement and Innovation Board
19 September 2013

Item 5

Update on LG Inform

Background

1. LG Inform is the on-line data and benchmarking service developed by the LGA, as part of its support for councils. This free, online service allows anyone in councils and fire and rescue services to access and compare both contextual and performance data for their local area, covering around 1,800 individual items. Users can view data or pre-written reports, and create their own reports, using the most up to date published information.

Update on LG Inform

2. LG Inform was successfully 'soft' launched to all existing registered users on 31 July and throughout the following week. Initial feedback has been extremely positive.

3. Over the course of August, the statistics have been very encouraging:

   3.1 Total number of visits: 3,443
   3.2 Number of unique visitors: 1,739
   3.3 Page views: 33,199
   3.4 Average number of pages per visit: 9.64
   3.5 Average visit duration: 15 minutes, 13 seconds

4. During this period, the system failed just once. The problem was identified quickly and it was fixed within 24 hours. Part of the intention of conducting a 'soft' launch was to identify exactly this sort of issue before a 'full' launch in September.

5. A series of workshops has been run with councils who are part of the LG Inform Learning Group, and around 40 delegates visited the LGA to have a 'hands on' tutorial. Their comments were very positive. We are now building on this, by encouraging them to be advocates of the system, to offer help to their neighbouring authorities and to host events in their authority where we can demonstrate LG Inform to a number of councils.

Next Steps

6. On 18 September, and in the following weeks, LG Inform will be launched formally. This includes an announcement in Sir Merrick's e-bulletin to Leaders and in Carolyn Downs's e-bulletin to chief executives (with a personalised headline report attached, to encourage Leaders and chief executives to register). There will also be a feature in ***'first'*** magazine.

7. Following this, we have a plan to promote LG Inform more widely to chief executives, senior officers and councillors, and encourage corporate adoption of the tool. We will also be encouraging widespread use of the tool and benchmarking amongst performance officers. Our intention is to make use of existing regional meetings of these audiences to demonstrate the tool to them, and we will be using a range of communications tactics to target each audience group on its own terms.

8. Staff in the Research and Information Team are now taking forward work with some regional performance networks, to identify and agree local metrics that authorities may want to collect and compare using LG Inform as a free benchmarking club. These may be:

   8.1 existing metrics which they wish to view more quickly than central government makes them available

   8.2 existing metrics which they want to collect more often than central government collects them

   8.3 new metrics which are not collected anywhere else.

9. The first example of this will be published at the end of September. Fourteen authorities have taken the opportunity to use our guidance for resident satisfaction surveys and have submitted their data for LG Inform. This is a positive start, and we anticipate that this number will grow steadily, as other authorities see the benefit.

10. Finally, at the end of November, LG Inform will become open to the public. We will be communicating in more detail with authorities in October and November about the implications of this, and demonstrating how authorities can use LG Inform data in their own websites.

11. The Board is asked to note the progress of the new version of LG Inform, and comment where appropriate.

Financial Implications

12. There are no financial implications, over and above the planned costs of delivering and promoting LG Inform this financial year.

Local Government Association

Improvement and Innovation Board
19 September 2013

Item 6

Revising the LGA Leadership Offer

Purpose of report

For discussion and agreement.

Summary

This report sets out draft proposals for a revised programme of leadership development activities, courses, sessions and modules.

Recommendation

To update the Board on the LGA leadership offer proposals.

Action

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

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Local Government Association

Improvement and Innovation Board

19 September 2013

Item 6

Revising the LGA Leadership Offer

1. Purpose

1.1 The purpose of this report is to set out draft proposals for a revised programme of leadership development activities, courses, sessions and modules, having regard to the changing nature of leadership in local government, the feedback from participants and impact of the programmes currently in place, as well as consultation with the Member Panel established by the Improvement and Innovation Board for this purpose and the Group Offices.

1.2 The ultimate aim of leadership development activity is to ensure that Councils - and increasingly their contribution to the wider public sector - are well led and consequently well-placed to serve their local communities effectively, efficiently and in the best interests of those communities over the shorter and longer terms.

1.3 In addition, continuing to support and develop the leadership capacity and competency of local government is important, as effective local leadership is a prerequisite for the success of sector-led improvement.

2. Principles and Priorities

2.1 In the discussions and deliberations to date, it has been confirmed that the programmes would benefit from clearer priorities, targeting of participants and clearer 'ideal outcomes' for each part of the overall programme. These can be summarised as follows:

2.1.1 ***Focus on political leadership:*** Limit managerial leadership to joint programmes with senior political leadership, supporting SOLACE in developing their offer, benchmarking and signposting to other providers, but retaining the National Graduate Development Programme (NGDP) and the Strategic Leadership in Modern Local Government programme (through an arrangement with KBA Solutions).

2.1.2 ***Better targeting:*** Clear and differentiated target audiences for each programme and tighter criteria about the position or amount of experience councillors need to have in order to be on each of our programmes. In addition, a clearer distinction between generic and specific leadership skills programmes, and those that are run in a single party or cross party setting.

2.1.3 ***More cohesive:*** Present/market our leadership offer as a whole offer rather than as a group of individual programmes.

2.1.4 ***Updated content and formats:*** Establish a new style of senior level member/officer offer for leaders and chief executives, based on the successful 'deep dive' approach of 24-hour residential sessions.

2.1.5 ***Better evaluation and impact monitoring and measurement:*** Being able to show that we are making a difference and highlighting the VFM and ROI benefits of our programmes, for individuals, cohorts, Councils and places

2.1.6 ***Flexible and responsive:*** Able to adapt quickly to the changing local government agenda, picking up issues of topical importance as they arise, in 'real time'.

2.1.7 ***Charging:*** For all programmes within the offer there should be an element of cost recovery in the participant fees charged.

3. Delivery

3.1 It is anticipated that the programmes will continue to be delivered through a 'mixed economy' of:

3.1.1 Commissioning and managing delivery by external providers;
3.1.2 Influencing other providers of leadership development and supporting networks of councils to support each other in delivering leadership development locally;
3.1.3 Direct delivery by members of the team and other LGA staff including member peers.

4. Proposed Changes

4.1 In considering the proposed overall offer and the programmes of work within it, it is important to have regard to the 'Future Vision', 'Local Vision' and 'Alumni Vision' programmes being developed by the Leadership Centre, which bring together senior managers and politicians from local government with their counterparts from the wider public sector. These complement our own offer which focuses on the needs of local government.

4.2 There is considerable support across the IIB leadership panel to 'announce' the changed programmes with a rebranding of the whole offer, so that a single and more cohesive identity is created for awareness raising, marketing and promotional purposes. This would also underline the point about us responding to the changing demands, priorities and needs of local government. All felt it important to include the name 'LGA' in the title but there was a difference of opinion over what the name should be: some favouring something like "LGA Leadership College", others preferring a simpler descriptor such as "LGA Leadership Programmes". (NB: While retaining 'LGA Leadership Academy' has merit, it could lead to confusion with the current Leadership Academy programme,

which is well established amongst Councillors). Views are sought on the preferred overall title or alternative options.

4.3 The offer will provide:

4.3.1 A range of development programmes and events based upon the individual councillor's role, interests and development needs.
4.3.2 Opportunities for joint working with the regional local government bodies (e.g. South East Employers).
4.3.3 Sufficient flexibility to enable other local and regional partner bodies (e.g. Health bodies) to be involved as appropriate.

4.4 It is proposed to replace the former Leeds Castle programme with a programme of one day or 24hr residential events for Council Leaders and Chief Executives. Given the current climate and based on a review of and feedback regarding Leeds Castle, the new programme will be highly participative, facilitated workshops, enabling participants to focus on key challenges (e.g. as in the Cumberland Lodge and Ashridge 'Deep Dive' events). This programme requires a title, which for the purposes of this paper and for Members views, is suggested as Leading Edge.

4.5 With regard to the Next Generation and Leadership Academy programmes (including the Leadership Academy Focused programmes), while these have been well received by participants, there is an acknowledged growing confusion externally about their respective audiences, which have become less distinct over time. It is intended to address this by offering four new programmes each aimed at a clearly differentiated target audience (with formats and content revised to reflect this) as follows:

4.5.1 **The Leaders' Programme.** A programme specifically designed solely for Council Leaders. This would be a modular programme designed around the needs and availability of Council Leaders, including a balance of party-based and cross-party modules.

4.5.2 **Portfolio and service specific Leadership**. A programme for councillors with portfolio and service specific responsibilities (including service committee chairs from 4th option councils). This would be a modular programme delivered on a party-group basis with some element (possibly all or part of the final module) involving cross-party working.

4.5.3 **Leadership Essentials.** A programme aimed at Council Leaders, Portfolio Holders/Cabinet members (and service committee chairs of 4th option councils). It would consist of a series of demand-led, stand-alone events and workshops covering a range of service specific and thematic topics (e.g. 'Finance', Economic Growth' 'Demand Management') which councillors would opt or be nominated for depending upon their interests, areas of responsibility and the challenges facing their council. Probably usually cross-party, depending upon the specific objectives and content, parts of the programme could be offered on a party group basis as appropriate.

4.5.4 **Top Team Development**. An off-the shelf, fully paid for programme to support, where needed, the development of the council's leader and cabinet as a team. If appropriate to the needs of the council this offer could include the chief executive and senior management team.

4.5.5 **Focus on Leadership**. A programme offered as modular sessions for senior councillors more generally (e.g. typically not in positions of Leader, Cabinet Member or Committee Chair), which would help them in their existing roles and provide a bridge to more senior leadership positions. The modules would be stand-alone events, which could be taken individually or as a suite, offered on a cross-party basis and, depending upon the focus/content, some may be for specific audiences (e.g. Opposition leaders, Chairs of Scrutiny) or to cover particular needs or situations (e.g. Change of Control or Opposition to Power).

4.6 It is suggested that directing the majority of the resources of the Leadership and Localism team to the above events will require a different approach to the provision of support to Ward level councillors (the existing Community Leadership programme) towards working closely with the political Group Offices to more effectively:

4.6.1 Collaborate with the regional LGA / employer bodies
4.6.2 Support the Member Development Charter as a way of promoting councillor development
4.6.3 Provide materials to support councillor development on induction and core skills either on a cross-party or party group basis
4.6.4 Signpost other sources of materials not available from the LGA

4.7 As part of the Community Leadership programme we will also explore the development of e-learning materials for councillors to be delivered through Knowledge Hub. We will work with partner bodies, including the regional LGA/employer bodies, to pilot an e-learning development programme for all councillors during 2014/15 with the aim of making it more widely available the following year. The programme would focus initially on induction and the soft skills necessary for successful community leadership which were highlighted in the House of Commons committee report Councillors on the Frontline

4.8 Work with the LGA party group offices to shape the *Be a Councillor* campaign as a local party driven activity.

4.9 **Appendix A** below summarises the overall offer while **Appendix B** provides a more detailed outline of each of the programmes in terms of:

4.9.1 Proposed Programme Title
4.9.2 Description
4.9.3 Objectives
4.9.4 Target audience
4.9.5 Evaluation and Follow-up

5. Programme Follow-up & Evaluation

5.1 Each of the programmes needs to have effective evaluation methods in place and it would be helpful if these followed a similar framework so that they can be amalgamated into an evaluation of the offer as a whole

5.2 Evaluation needs to happen at three levels:

5.2.1 Short-term: Immediate measure of satisfaction and learning. Were there any problems with the venue or content? Have the learning objectives been achieved?

5.2.2 Medium-term: Follow-up within 3-6 months to measure behavioural change. Has the learning has been retained and applied? Has there been any change in behaviour or performance as a result of the learning?

5.2.3 Long-term: Follow-up within 1-2 years to measure the impact of learning and behavioural change. What change or improvement has there been? What has been achieved as a result of the behavioural change?

5.3 The medium and long term evaluation of behavioural change and impact would be facilitated if we maintained contact with participants by providing some follow-up support in terms of networking, sign-posting to additional resources, notifications of relevant developments and possibly alumni events. Such support would increase their identity with the programme and make them more motivated to respond to the evaluation surveys. It would also enhance the overall offer to councillors.

5.4 Given these issues we propose to:

5.4.1 Develop follow-up offers for all programmes (including an alumni network) to support on-going development and facilitate medium and longer term evaluation.

5.4.2 Require all programmes and programme or event providers to use the same core set of questions and scale to evaluate satisfaction and learning.

5.4.3 Develop and use a set of questions to measure behavioural change for use on all programmes and events.

5.4.4 Develop a set of measures and an approach to measure the impact of the main leadership development programmes.

6. Rebranding & Communication

6.1 These proposals would require us to create a brand for the overall offer as a whole, as well as creating new brands for each of the programmes. Although this is a major exercise it will be easier than trying to redefine *Leadership Academy* and *Next Generation* within the offer which is likely to confuse our target

audiences more.

6.2 Generally speaking the advantages of rebranding our leadership offer are that we could:

6.2.1 Get a new perspective, look at the big picture, and all the elements involved, and establish a brand, that better reflects LGA values and resonates with our audience

6.2.2 Appeal to/tap into a different audience. Giving us a chance to broaden, narrow, or "shift" our appeal.

6.2.3 Refresh our image. Revisit our mission statement, goals, audience, potential new target markets, and infuse those ideas/appeals into a new brand look, feel, and message.

6.2.4 Show our audience we are open to changing with the times. And can change in the future to better serve their needs.

6.3 The general disadvantages are that:

6.3.1 Loyal users may worry that we are changing our priorities or programmes and their content.

6.3.2 Users who are moderately aware of your programmes may not make the connection and get confused.

6.3.3 Rebranding is hard. We would need to realign every element within the LGA, including the website and the language used by other LGA staff when describing our offer.

6.4 Branding is about how we communicate with our target audiences. A total redesign and rebranding of our leadership offer would demonstrate that we are:

6.4.1 Taking a more holistic view of leadership development

6.4.2 Responding to the changing local government agenda and the needs of the sector

6.4.3 Focusing on the differing needs of specific audiences with a set of clearly defined and differentiated programmes.

6.5 It is recognised that the LGA group offices have a key role to play in promoting the overall offer and the individual programmes.

6.6 To communicate the overall offer It is proposed to produce a marketing strategy which will:

6.6.1 Introduce audiences to the overall offer and the new programmes of work.

6.6.2 Give a clear message explaining what we are offering (and not offering) and why.

6.6.3 Include a clear and simple graphic showing the relationships between the various programmes and which are relevant depending upon your

position.

6.6.4 Include articles in *First* and other local government media to reach as wide an audience as possible.

7 Use of Resources

7.1 Given the pressure on budgets and staffing and the demand for development events and programmes some decision needs to be made on how many cohorts we should plan to go through the *Leaders Programme* and the *PASSport to Leadership* programme and how many events the other programmes should consist of.

7.2 In order to maximise the resources available it is proposed that a participant fee will be charged for all programmes and events to cover accommodation and venue costs, unless the costs are covered by some third-party source. We will also explore alternative sources of funding either for specific programmes or for the leadership offer as a whole.

7.3 Based on the staff available once the current restructuring has been completed and assuming that the 2014/15 budget is the same as the current year (2013/14), the following is proposed in terms of the overall expenditure on each programme. The suggested budgets include expenditure on marketing & promotion and on any evaluation activity (the budget is summarised in **Appendix C**):

7.3.1 *Leading Edge*: Four 24hr events per year. Budget: £80K expenditure; £12K income (Net RSG £68K).

7.3.2 *Leaders' Programme*: Up to 3 cohorts (each of 20 participants) per year depending upon demand. If there is insufficient demand the surplus funding would fund additional *Leadership Essentials* events. Budget: £150K expenditure, £40K income (Net RSG £110K).

7.3.3 *Leadership Essentials*: Sixteen events, including some funded by the relevant programme teams (as with the existing Leadership Academy Focused programmes). Additional events will be offered depending upon demand and budget being available. Budget: £100K expenditure, £43K income (Net RSG £57K)

7.3.4 *Top Team Development:* This programme would be fully funded by the councils taking up the offer which would be delivered by peers and associates. Budget: Unknown but Income would balance Expenditure since it would be a straight recharge (Net RSG would be £0.00)

7.3.5 *PASSport to Leadership*: Up to six cohorts (two per party group – each of up to 20 participants). Budget £200K expenditure, £48K income (Net RSG £152K)

7.3.6 *Focus on Leadership:* up to Eight events per year subject to demand, more could be offered subject to sufficient demand and funding became available during the year from underspends in other programmes. Budget: £75K expenditure, £16K income (Net RSG £59K).

7.3.7 *Community Leadership:* As this is a programme of materials development and support activities rather than direct provision there is no income attached. Budget £40K (Net RSG £40K).

7.3.8 *Be a Councillor*: Funding for these activities would continue at the current level, again there is no income generation. Budget £80K (Net RSG £80K)

7.4 In the past some councils and councillors have been offered places free of charge or at reduced cost (i.e. fully subsidised or with additional subsidy) either as part of an offer to member councils or as a result of specific targeting (e.g. following a peer review or a visit by the regional principal adviser), in this regard it is recognised that the LGA Group offices have a role to play in nominating and allocating places. To facilitate this it is recommended that:

7.4.1 There is some basic offer of a subsidised place to member councils which would be costed into the programme budgets (e.g. in the past we have offered a fully subsidised place on the Leadership Academy programme to district councils where there has been a change of control following local elections.

And that:

7.4.2 Each of the LGA Group offices hold a number of "scholarships" or a "scholarship fund" to facilitate support to particular councils and councillors (e.g. to address particular needs following a peer review or local elections) in consultation with national and lead peers.

8. Accreditation

8.1 The LGA is registered as a provider with the Institute of Leadership & Management (ILM) and two of our programmes are currently recognised by them.

8.1.1 The National Graduate Development Programme (NGDP) is accredited with ILM as a level 7 Certificate in Strategic Management but this involves an assessment process involving a series of written assignments.

8.1.2 The existing Leadership Academy main programme is registered with the Institute of Leadership & Development (ILM) as a development programme: this does not bring any formal accreditation but can be used as evidence of continued professional development or on a case-by-case basis to acquire recognition of prior learning when applying for a relevant qualification course. (The course provider would review the programme content and what the individual has learnt and, if appropriate, excuse the applicant from some element of the course).

8.2 We propose to:

8.2.1 Transfer the ILM recognition of the Leadership Academy programme to the new *Leaders' Programme*: this would give external recognition

without involving the costs or issues of full accreditation.

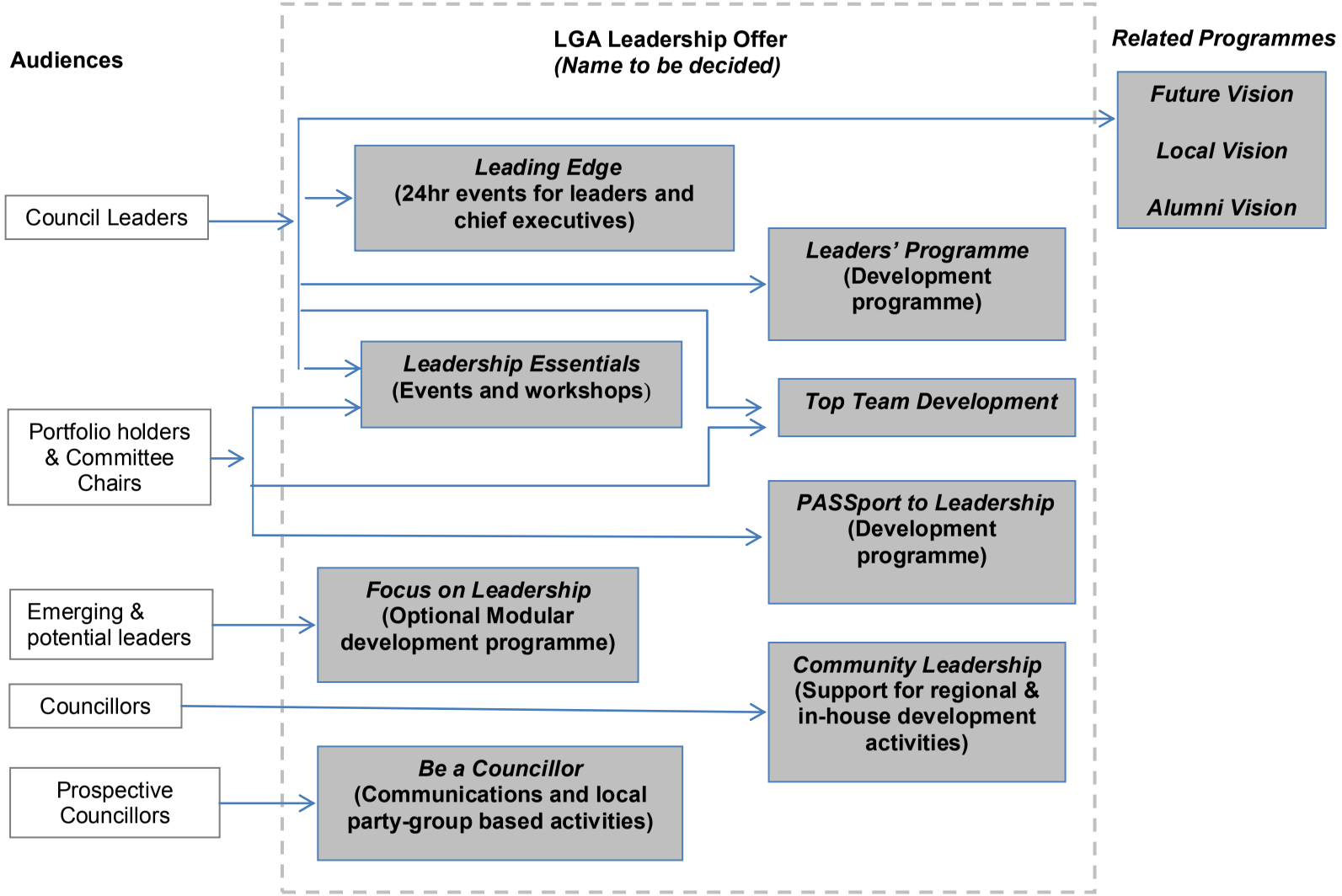
8.2.2 Explore the possibility of including the *PASSport to Leadership* programme in the ILM scheme.

9. Timetable

9.1 The following timetable is proposed:

Sept – Dec 2013:	Design and development of the new offer and programmes and the marketing strategy
Dec 2013 / Jan 2014	Launch and promote the new overall programme at the General Assembly meeting
Jan – March 2014	Transition period: Pilot the new *Leaders' Programme*; Final cohorts for *Leadership Academy* and *Next Generation* are completed.
April 2014	New offer is in place with aligned budgets
July 2014	Additional reinforcing, marketing and promotion of the new programmes at the LGA conference

Appendix A: Outline of the Overall Offer:



Appendix B: Programme Outlines

Programme title	**Leading Edge**
Description	A programme of one-day or 24hr seminars and workshops for council leaders and chief executives based on the Cumberland Lodge and Ashridge "Deep Dive" events.
Objective	To give council leaders and chief executives space to consider and discuss the key challenges facing their councils and communities.
Target Audience / Participant Criteria	Council Leaders and Chief Executives. Participants must currently be a Council Leader or Chief Executive, attending either as pairs or individually.

Evaluation and Impact	Satisfaction and Learning:
	• 80% rate good/excellent on standard 4pt scale
	  ○ General satisfaction with content
	  ○ Speakers/facilitators
	  ○ General satisfaction with venue
	  ○ Have learning objectives been met
	• 80% of participant would recommend event/programme to others
	
	Behavioural Change
	75% of respondents report that they have changed behaviour / implement changes as a result of the event attended
	
	Impact
	Case studies of changes made and what they have achieved (e.g. savings, service improvements)

Programme title	**Leaders' programme**
Description	A modular leadership development programme delivered over three weekends on a cross-party basis with some provision for party-based elements. The programme would also include some element of Action learning.
Objective	To ensure that council leaders have the leadership capacity to lead their communities and organisations and understand the key challenges they face.

Target Audience / Participant Criteria	New and existing council leaders
Evaluation and Impact	Satisfaction and Learning: 80% rate good/excellent on standard 4pt scale • General satisfaction with content • General satisfaction with venue • Have learning objectives been met 80% of participant would recommend event/programme to others Behavioural Change 80% of respondents • Have changed behaviour / implement changes as a result of the event attended • Feel more confident in their leadership positions Impact 75% of respondents can show improvements / changes as a result of their changed leadership behaviour / approach.

Programme title	**Top Team Development**
Description	An off-the-shelf team development programme delivered by LGA peers and associates for: • The council leader and cabinet Or • The council leader and cabinet with the chief executive and senior management The programme would be delivered in-house on a full cost recovery basis.
Objective	To develop the ability of the senior political, and if necessary the managerial leadership, of the council to work together as a team and to provide strategic direction and leadership to the council as an organisation and to its wider community.
Target Audience / Participant Criteria	The strategic political and, if appropriate, managerial leadership within a council. The offer would be made at the request of the LG Development team in consultation with the lead peers and the appropriate LGA group office(s).
Evaluation and Impact	Satisfaction and learning 80% rate good/excellent on standard 4pt scale • General satisfaction with content • General satisfaction with venue

	• Have learning objectives been met 80% of participants would recommend event/programme to others Behavioural Change Teams have changed behaviour / implement changes as a result of the programme and feel more confident in their leadership positions Impact Peers and LGA colleagues report tangible improvements / changes as a result of their changed leadership behaviour / approach

Programme title	**Leadership Essentials**
Description	A series of seminars and workshops addressing over-arching themes (e.g. Innovation, Economic Growth, Demand Management) and portfolio or service specific topics (e.g. Adult social case, Finance). Depending upon demand and focus these events would be offered on a cross-party basis and/or a party group basis as appropriate.
Objective	To enable council leaders and portfolio holders to understand and address the key issues facing local government and local communities.
Target Audience / Participant Criteria	Council leaders and portfolio-holders / committee chairs in "4th option" councils.
Evaluation and Impact	Satisfaction and Learning: • 80% rate good/excellent on standard 4pt scale o General satisfaction with content o Speakers/facilitators o General satisfaction with venue o Have learning objectives been met • 80% of participant would recommend event/programme to others Behavioural Change 80% of respondents report that they have changed behaviour / implement changes as a result of the event attended Impact

	Case studies of changes made and what they have achieved (e.g. savings, service improvements).

Programme title	**PASSport to Leadership**
Description	A modular leadership development programme for councillors with Portfolio And Service Specific responsibilities. Cohorts will be party-based with some provision / element for cross-party delivery (probably within the final module).
Objective	To ensure the leadership capacity of local government by developing the broader council leadership team and provide a talent pool of future council leaders
Target Audience / Participant Criteria	Portfolio-holders and service committee chairs in 4th option councils. Participants must be recommended by their party group leader and complete an application for to attend. The final decision on who can attend will be made by the LGA political group offices.
Evaluation and Impact	Satisfaction and Learning: 80% rate good/excellent on standard 4pt scale • General satisfaction with content • General satisfaction with venue • Have learning objectives been met 80% of participant would recommend event/programme to others Behavioural Change 80% of respondents • Have changed behaviour / implement changes as a result of the event attended • Feel more confident in their leadership positions Impact 50% of participants are promoted to more senior positions within 2yrs.

Programme title	**Focus on Leadership**
Description	A series of seminars and workshops forming a programme of optional modules to help councillors in their existing roles and provide a bridge to more senior leadership positions. These would be offered on a cross-party basis and could be offered on a regional basis as appropriate. The programme would consist of: • Seminars in specific topics (e.g. Effective opposition, Effective scrutiny) • Skills development workshops (e.g. Influencing, Community leadership) • Workshops for specific situations or groups of councillors (e.g. Change of Control; Opposition to Power; Young councillors; BAME councillors.
Objective	To develop the future leadership capacity of local government.
Target Audience / Participant Criteria	Group leaders, spokespersons, chairs of scrutiny committees. Specific groups of councillors (e.g. Young councillors, BAME councillors) depending upon the nature of each event. Participant criteria would vary according to the objectives and focus of the specific event.
Evaluation and Impact	Satisfaction and Learning: • 80% rate good/excellent on standard 4pt scale o General satisfaction with content o Speakers/facilitators o General satisfaction with venue o Have learning objectives been met • 80% of participant would recommend event/programme to others Behavioural Change 80% of respondents report that they have changed behaviour / implement changes as a result of the event attended Impact Case studies of changes made and what they have achieved (e.g. savings, service improvements)

Programme title	**Community Leadership**
Description	Working closely with the LGA party group offices to support regional and in-council development of new and existing ward councillors as leaders of their local communities • A suite of materials to support councillor development on induction and core skills • Collaborations with the regional LGA / employer bodies • Support the Member Development Charter as a way of promoting councillor development • Signposting to other sources of materials and information
Objective	To ensure councillors, particularly new councillors, understand and are better able to fulfil their role as community leaders, facilitators and brokers so that they can drive improvement at a local level
Target Audience / Participant Criteria	Councillors and officers with responsibility for or interest in councillor development All councillors in their community leadership role but particularly new councillors.

Evaluation and Impact	Satisfaction and Learning:
	• 80% rate good/excellent on standard 4pt scale
	  ○ General satisfaction with materials
	  ○ Have learning objectives been met
	• 80% of participant would recommend materials to others
	• Downloads of materials from website
	
	Behavioural Change
	• Proportion of councils holding the Member Development Charter or Charter Plus
	
	Impact
	• Usage by councils
	• Case studies of councillor development in councils

Programme title	**Be A Councillor**
Description	A mix of events, individual and group support for local party – based activities to help improve the diversity of candidates. Also working with the Communications team to support a public facing campaign
Objective	To increase the diversity of councillors by encouraging councillors to take a 'talent spotting' approach to finding new members and encouraging a wider range of people to consider standing for election.
Target Audience	Councillors and party activists. General public and community activists and leaders who may be interested in standing for council election
Evaluation and Impact	Satisfaction and Learning: 80% rate good/excellent on standard 4pt scale • General satisfaction with content • General satisfaction with venue • Have learning objectives been met 80% of participant would recommend event/programme to others Behavioural Change 50% of respondents report more / a greater diversity of people are coming forward as candidates Impact There is a greater diversity of councillors and a perceptive change in the councillor profile as reported in the LGA census.

Appendix C

Proposed Budget Summary (Excluding salaries)

Programme	Provision	Number	Expenditure	Income	Net RSG Req
Leading Edge	Series of 24hr events	4 events	80,000	-12,000	68,000
Leaders programme	3 module development programme	3 cohorts	150,000	-40,000	110,000
Leadership Essentials	Series of 2-day events	16 events	100,000	-43,000	57,000
PASSport to Leadership	3 module development programme	6 cohorts (2 per Party Group)	200,000	-48,000	152,000
Focus on Leadership	Series of 2-day events	8 events	75,000	-16,000	59,000
Top team Development	As required	Unknown	00	00	00
Community Leadership	Materials development & support	n/a	40,000	00	40,000
Be a Councillor	Campaign materials and support	n/a	80,000	00	80,000
Total Budget			**725,000**	**-159,000**	**566,000**

2013/14 Budget	*725,000*	*-159,000*	*566,000*

Note:

1. Some of the events under *Leadership Essentials* will be based on the existing Leadership Academy Focused programmes which are funded by the relevant LGA programme teams.
2. Expenditure includes costs of promotion & marketing and of any evaluation activity.

Local Government Association

Improvement and Innovation Board

19 September 2013

Item 7

Productivity Programme Update

Purpose of report

This report updates the Board on the progress being made in the Productivity Programme, and reports on Economic Growth Advisors, Waste Innovation Programme and Monetising Waste Programme.

Recommendations

1. To update the Board on the Economic Growth Advisors programme.
2. Update the Board on the Monetising Waste research, and for the Board to approve the programme of work arising, specifically to a 'soft market testing' exercise with councils on a contract renegotiation service (paras 13 and 14 below).
3. Update the Board on the progress of the Waste Innovation programme.

Action

Officers to take action as directed.

Contact officer:	Craig Egglestone
Position:	Productivity Programme
Phone no:	0207 664 3038
E-mail:	Craig.egglestone@local.gov.uk

Local Government Association

Improvement and Innovation Board

19 September 2013

Item 7

Productivity Programme Update

Background

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

Local Economic Growth Advisers

2. The 'Economic Growth Adviser' (EGA) programme is designed to promote, facilitate and enhance the role of local authorities in delivering economic growth. It is an offer of direct bespoke advice and support to local authorities to deliver economic growth in their local area.

3. A panel of 25 Economic Growth Advisers has been recruited comprising private sector organisations and local authority officer peers, all with expertise and experience in a broad range of economic growth initiatives. The Advisors will work with a number of councils helping them to deliver a specific project, bring local partners together, or assist with the development of a strategic approach.

4. This programme is primarily aimed at individual authorities. However, it will also take into consideration existing or planned activities from clusters of councils and sub-regional areas, particularly through the LEP, and the newly announced "LEP deals".

5. 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 Oct 2013 – Feb 2014.

6. 75 applications were received from 90 councils (15 applications were joint bids from 2 or more local authorities). The number of bids is considerably higher than originally anticipated, showing that the programme has 'hit the needs' of our member councils. Current funding enables us to assist 20-25 authorities. We are currently assessing the bids against the criteria of the programme.

7. Councils will be informed if they will be part of the programme by the end of September 2013.

Monetising Waste Research and Potential Programme of Work

8. Local authorities currently spend around £7bn on waste collection and disposal each year. It is the fourth largest area of local government spend and has increasingly been considered as a resource by the private sector as raw materials prices increased steadily over the last decade. Major retailers are now taking control of their own waste streams

and there is a move for certain materials, such as textiles, to generate an income stream for business and some local authorities.

9. Local Authorities currently pay for both the collection and disposal of their waste. The LGA's *Wealth from Waste Review* published earlier this year showed that whilst councils had increased their income from recyclates by 22% between 2009/10 and 2012/13, they actually only collect around 28% of the true value of those recyclates. Even for authorities with an income stream from these materials, contracts often do not reflect the current value of the resources, because of the time the contract was entered into.

10. In February 2013 the LGA commissioned a scoping study to look at the potential for councils to receive an income/improve income for their recyclable waste. Enquiries were made to all the two tier waste disposal authorities (WDA) in England regarding their contract arrangements with the waste collection authorities.

11. Research showed that some councils received as much as £55 per tonne for their recyclates, whilst others paid as much as £73 per tonne to have them taken away. The average UK gate fee for councils was £9 per tonne paid to take recyclates away – this compares with an average income in 2011 paid by MRFs (Materials Recovery Facility) to councils of £26 per tonne.

12. Clearly there is a wide disparity in the costs and income that councils are achieving.

13. The proposal to the sector is that the Productivity Team look to fund a contract renegotiation expert with a number of councils, and share in the savings achieved. This would be a different model than in the past: generally the LGA has worked by grant aiding individual councils, with all the financial benefits being retained by the local authority. However, the potential gains from a renegotiated waste recyclates contract are very considerable; our analysis shows that working with 25 councils delivering around 25,000 tonnes of recyclates per annum could achieve savings of over £10m to those councils. This is a conservative estimate.

14. As this would be a new approach to seeking productivity improvements with our member councils, officers would like to "market test" the approach before launching a formal programme by way of a prospectus, and inviting councils to apply. The intention would be to report back to the next Board meeting with the results of the soft market testing, at which point Members could take a view as to how they wish to proceed.

15. The current Productivity Team budget does not include an allowance to run such a programme on a traditional grant funded basis.

Waste Innovation Programme

16. The Waste Innovation Programme is a pilot set up to investigate the impact of the use of Food Waste Disposers (FWDs) in kitchen sinks, enabling households to dispose of food waste without the need for it to be collected. Food Waste equates to around a fifth of many councils landfill costs, so by removing food waste from the waste stream there is potential to make large savings.

17. In September 2012 the LGA reached an agreement with Shropshire County Council and Severn & Trent Water to install FWDs in all 200 properties at Riverside Meadows, a new build site in Shrewsbury and to subsequently monitor the waste water stream.

18. Following this the LGA looked to extend the scheme and in February 2013 the LGA reached an agreement with Cotswold District Council and Albion Water to install 150 FWDs in properties at sites in Rissington, a mixture of pre-built and new build properties.

19. Albion Water's approach offers a contrasting relationship to that with Severn & Trent. Albion Water have actively encouraged the instillation of FWDs, and want to explore how they may benefit their business model; traditionally the big water companies in England have built large pieces of infrastructure in order to provide drinking water and deal with sewage. Albion work directly with developers to come up with local, smaller scale solutions that might be more easily described as "greener" solutions.

20. At the Rissington site, for example, there is a small waste water treatment plant that currently deals with the existing homes and will be upgraded to deal with the new development. Albion will also manage the grounds maintenance in the development, which will help to monitor surface water flows and opens up the possibility of using green waste in anaerobic digestion for biogas generation.

21. To date 70 properties on the Shropshire site have been fitted with FWDs, and this will increase to 200 by April 2014 with the completion of the next block of properties on the site. At the Rissington site 78 properties will be fitted with FWDs by the end of the Autumn and a further 72 filled by March 2014, meaning the programme will have 350 properties fitted with FWDs by April 2014.

22. Monitoring commenced at the Shropshire site in April 2013 and chiefly consists of monthly CCTV surveys and wastewater sampling in the sewers. To date there have been no identifiable negative impact on the sewer system; the sampling regime is set to run until March 2014 in order to capture any long-term effects. Monitoring at the Rissington site is due to commence in September 2013 with assistance from Albion Water.

23. Residents of properties fitted with FWDs have also been contacted to find out if they are finding FWDs usable. The first round of qualitative surveys, were carried out in August 2013 at the Shropshire sites and initial responses indicate high satisfaction levels with 90% of respondents saying they were very convenient to use.

Note of decisions taken and actions required

Title: Improvement and Innovation

Date: Tuesday 16 July 2013

Venue: Westminster Suite, Local Government House

Attendance

Position	Councillor	Council / Representing
Chairman	Peter Fleming	Sevenoaks DC
Deputy-Chair	Ruth Cadbury	Hounslow LB
Deputy-Chair	Jill Shortland OBE	Somerset CC
Members	Teresa O'Neill	Bexley LB
	Tony Jackson	East Herts Council
	Barry Wood	Cherwell DC
	Alan Melton	Fenland District Council
	Tony McDermott MBE	Halton BC
	Tim Cheetham	Barnsley MBC
	Helen Holland	Bristol City
	Kate Hollern	Blackburn with Darwen
	Rory Palmer	Leicester City
	Sir David Williams CBE	Richmond upon Thames
	Edward Lord OBE	City of London Corporation
	Clarence Barrett	Havering LB
Apologies	Jeremy Webb	East Lindsey DC
	Rod Bluh	Swindon BC
	Richard Stay	Central Bedfordshire Council
	Glen Miller	Bradford Metropolitan DC
	Chris Hayward	Three Rivers DC
	David Mackintosh	Northampton BC
Observers/Other attendees	Cllr Howard Sykes	LGA Liberal Democrat National Lead Peer
	Philip Sellwood	Energy Savings Trust
	Richard Priestman	Lombard
	Cllr Paul Lakin	Portfolio Holder for CYP, Rotherham MBC
	Martin Kimber	CEX, Rotherham MBC
	Catherine Brentnall	MD of Ready Unlimited
	Judith Armitt	CEX, Local Partnerships
LGA Officers	Michael Coughlin, Juliet Whitworth, Gesche Schmid, Pascoe Sawyers, Mike Short, Brian Reynolds, Andy Bates	

Item	Decisions and actions	Action by

1 Welcome and Introductions

The Chairman welcomed Members, observers and officers to the meeting.

There were no declarations of interest.

2 Rotherham Creative Councils

Cllr Paul Lakin (portfolio holder for Children and Young People, Rotherham MBC) introduced the creative council project and explained some of the background behind it.

Martin Kimber (CEX, Rotherham MBC) took the board through four slides depicting the financial challenges and implications for Rotherham council over the next few years and the national funding outlook. He also explained the project's guiding principle of supporting business and jobs growth as well as improving the skills of their citizens and communities.

A short film was shown to members explaining the progress of 'Rotherham Ready' and the national project 'Ready Unlimited'. This included information on their main aims to empower educators to bring enterprise learning into the classroom and to encourage more young entrepreneurs and business start-ups.

Catherine Brentnall (MD, Rotherham Unlimited) took the board through the remaining slides; these demonstrated how the project was taking entrepreneurial ideas into the classroom by combining these skills with the curriculum subjects and getting business skills ingrained in children from a young age. Catherine also explained the development of 'Ready Hub's' which encouraged community involvement in creating an entrepreneurial system and gave examples of how the project had encouraged young people to start up their own businesses.

The speakers concluded by asking the board to use their contacts and resources to help try and shift the national educational policy in favour of entrepreneurial training for teachers and children.

Members of the Board were invited to ask questions, these included amongst others:

- **How to get local comprehensive schools involved across the country?**
  Rotherham explained they were looking at using social enterprise and developing effective best practice models.

- **What the financial stability of the project and its services were?**
  The positive economic impact of the project was explained but no firm assurance of future stability could be given.

- **How to get students to understand the importance of a non-curriculum topic?**
  It was suggested that enterprise was made part of the curriculum, for example business finance in maths and marketing skills in English

- **How the high business start-up success rate in Rotherham was achieved?**
  It was explained that Rotherham provided free business units, free business support and advice and wrap around support for 16-30 year olds starting up businesses.

Decisions

The Board **agreed** to help promote the work of the project.

Actions

Liaise with officers about the involvement of the Economy and Transport Board and Children and Young Peoples Board with future work around the project. — Mike Short

Officers to arrange for this project to be considered when drafting the LGA's response to any appropriate DfE consultations on education e.g. the primary curriculum — Mike Short

3. Local Partnerships

Judith Armitt (CEX, Local Partnerships) took the board through her PowerPoint presentation which explained the joint ownership of the company by the LGA and the Treasury. She explained the remit of Local Partnerships to provide practical delivery expertise on a range of areas from infrastructure to contracts, including for example Mersey gateway, rural broadband and PFI projects. This was all for the benefit of the public sector. Local Partnerships helped to save councils money. She explained they worked with the LGA in providing packages of help for individual councils and they were strongest when they worked in partnership.

Questions were then asked by Board members on topics including the employment structure of Local Partnerships and how the intellectual property owned by the company could be used in a more commercial manner.

Decisions

The Board **Noted** the Report

.

Action

Take forward in line with Members' recommendations.	Judith Armitt

4. Corporate Peer Challenges

Officers explained the peer challenge offer was being taken up by many councils and they were very busy. There was an analysis of the areas councils chose to focus on during their challenges with many councils choosing to stick to the core issues. These were understanding the local context and priorities, the financial plan, effective political and managerial leadership, effective governance and decision making activity, whether the organisational capacity and resources were focused in the correct places.

However there was also a move from the core issues to a more tailored approach where other areas including transformation, local growth and future strategy were looked into.

Questions were asked including whether the peer challenge needed to move from the core offer to incorporate other areas. Members felt the offer was still fine if they made sure there was some flexibility in the areas councils can choose to focus on. There was also some discussion on how to get more outside people including those who were pioneers in innovative practice to become part of the peer challenge team. It was explained that this was happening more and more and officers were looking to expand this way of working.

What councils were getting in terms of outcomes from the challenges was discussed, with many councils saying they achieved greater confidence in their work. There was a discussion on whether councils would pay to receive follow up support after the challenges, this was agreed as a good idea by members but there were issues of capacity mentioned.

Decisions

That the Board: **Noted** the progress made and ongoing work of the Peer Challenge programme.

Action

Officers to bring a further report to the Board in due course updating members on the progress of the peer challenge programme.	Mike Short / Andy Bates

5. Update on Transparency

Cllr Tim Cheetham and Gesche Schmid (Programme manager-transparency) updated the board on the progress of the transparency work since the last board meeting. Cllr Cheetham explained there was widespread support on transparency across government including the secretary of state.

Discussions were held around the government announcements on open data information economy, the open data break through funding and data protection compliance and information sharing.

Decisions

That the Board:

Noted the progress made and ongoing work of the Transparency programme.

Action

Take forward in line with Members' recommendations. Gesche Schmid

6. LG Inform: Update

Juliet Whitworth (Research and Information Manager) demonstrated the improved tool to the members, going through the information available and how you can shape it to meet individual requirements such as coming up with statistics relevant to your council when you log in, setting out the charts in your favoured format and editing your own council's page. She also explained that councils would have access to provisional data that the public would not have.

The soft launch to people who were already signed up to the system would be in July, it would be launched to everyone else in September and to the public in November.

Board members asked how it would be promoted. Juliet answered that it would be going in the bulletins, the magazines and to all of the chief executive and council networks. Concerns were raised about the availability of information to the media making it easier for them to write disparaging articles. It was explained that this information was already public but they were making it more easily accessible. Councils would also be able to put text next to the graphs to explain the results.

Decision:

Officers to take forward in line with members discussions**.**

Action:

Juliet Whitworth

The Board noted the report

7/8/9/10 For Information

Items 7,8,9 and 10 were all taken together.

Item 7 Leadership and Localism: An update was given on the leadership programmes working group and the Board were informed there was another meeting happening at the end of July, progress would be reported to the next Board meeting.

Item 8 Productivity Programme Update: The report was noted.

Item 9 Local Audit and Accountability Bill: The progress of the Bill would be reported to a future meeting.

Item 10 End of Year Review: Chair Cllr Peter Fleming thanked board members and officers for their hard work over the year. He emphasised the key importance of the Improvement and Innovation Board and the valuable role it can play in the future. Other members noted that the board had achieved highly and driven huge amounts of work helping to make councils throughout the country more innovative and open to implement change.

Decision

The Board Noted the Reports.

Action

Take forward in line with members recommendations

LGA Officers

11. Note of the last meeting

The notes of the last meeting were accepted as a true record.

12. AOB

Cllr Edward Lord OBE said that this would be his last Board meeting. Cllr Peter Fleming and members thanked him for his huge contribution to the board.

13. Date of next meeting

Thursday 19 September 2013

Local Government Association

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**

Public transport

Local Government House is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are **St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

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

Bus routes – Horseferry Road

507 Waterloo - Victoria

C10 Canada Water - Pimlico - Victoria

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

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

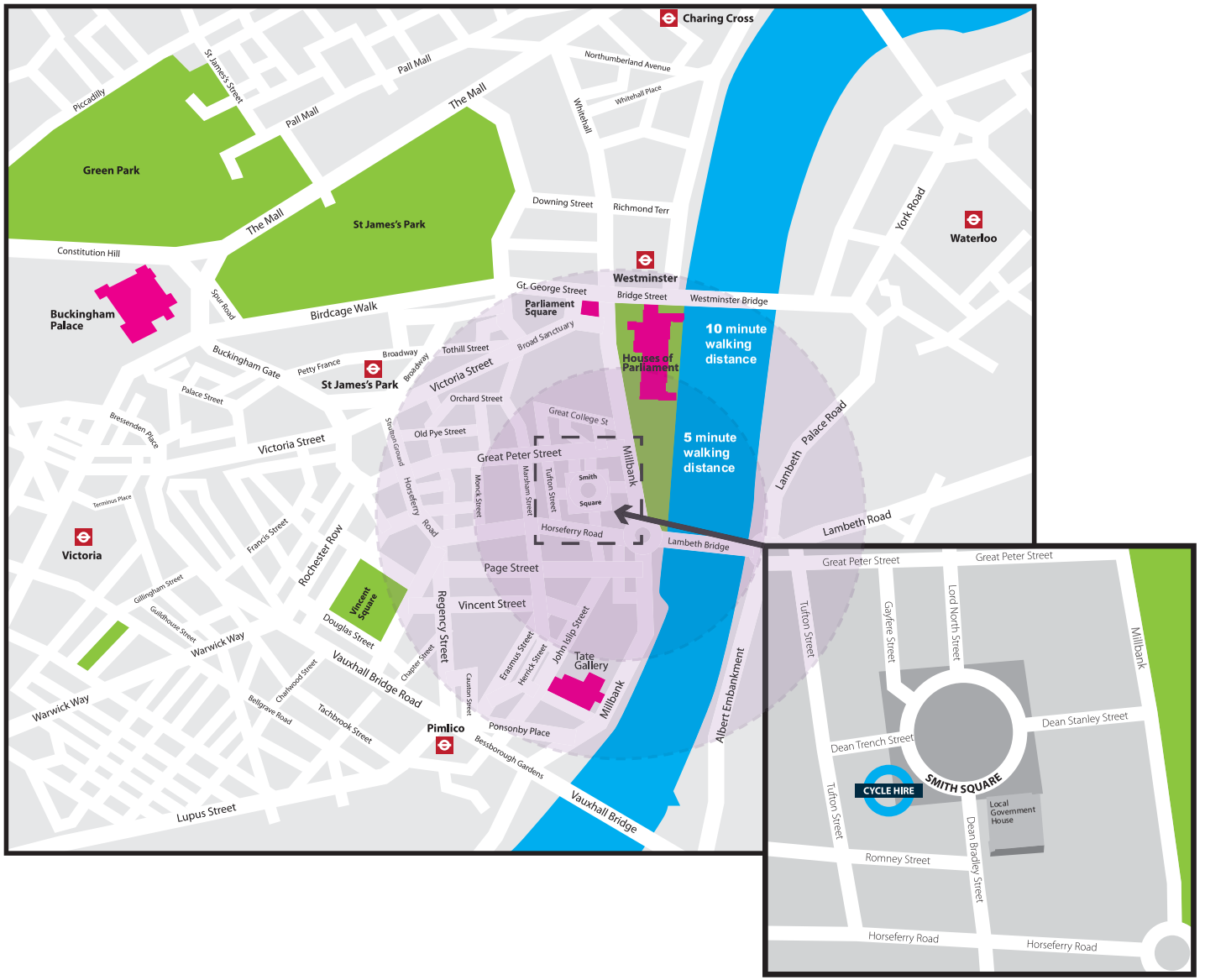
The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at Local Government House. Please telephone the LGA on 020 7664 3131.

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**