Local Government Association

Improvement and Innovation Board

Agenda

Monday, 2 November 2015
2.00 pm

Smith Square 1&2, 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 & Innovation Board
2 November 2015

There will be a meeting of the Improvement & Innovation Board at **2.00 pm on Monday, 2 November 2015** Smith Square 1&2, Ground Floor, Local Government House, Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available at 1.45pm

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

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Conservative:	Group Office: 020 7664 3223	email:	lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3334	email:	Labour.GroupLGA@local.gov.uk
Independent:	Group Office: 020 7664 3224	email:	independent.group@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email:	libdem@local.gov.uk

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

LGA Contact:
John Wilesmith
john.wilesmith@local.gov.uk 0207 6643363

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Improvement & Innovation Board – Membership 2015/2016

Councillor	Authority
Conservative (8)	
Cllr David Simmonds CBE (Chair)	Hillingdon London Borough Council
Cllr Keith Glazier	East Sussex County Council
Cllr Robert Gould	Dorset County Council
Cllr Stephen Parnaby OBE	East Riding of Yorkshire Council
Cllr Linda Robinson	Wychavon District Council
Cllr Michael Wilcox	Lichfield District Council
Cllr Barry Wood	Cherwell District Council
Cllr Paul Bettison (Observer)	Bracknell Forest Borough Council
Substitutes	
Cllr Janet Blake	Aylesbury Vale District Council
Cllr Russell Roberts	Kettering Borough Council
Labour (8)	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Claudia Webbe	Islington Council
Cllr Phil Davies	Wirral Metropolitan Borough Council
Cllr Darren Cooper	Sandwell Metropolitan Borough Council
Cllr Bob Price	Oxford City Council
Cllr Lewis Herbert	Cambridge City Council
Cllr Sue Woodward	Staffordshire County Council
Cllr Bryony Rudkin (Observer)	Suffolk County Council
Substitutes	
Cllr Colin Glover	Carlisle City Council
Independent (32)	
Cllr Shirley Pannell (Deputy Chair)	North Kesteven District Council
Cllr John Blackie	Richmondshire District Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Substitutes	
	Teignbridge District Council

Local Government Association

Agenda

Improvement & Innovation Board

Monday 2 November 2015

2.00 pm

Smith Square 1&2, Ground Floor, Local Government House, Smith Square, London, SW1P 3HZ

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1.	**Welcome and Declarations of Interest**		
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Date of Next Meeting: Tuesday, 19 January 2016, 11.00 am, Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ

Improvement and Innovation Board
2 November 2015

Membership and Terms of Reference for 2015/16

Purpose

For decision.

Summary

For members to note the Board's membership attached at **Appendix A**, and agree the Terms of Reference for the Board for 2015/16 attached at **Appendix B**.

Recommendation

Members note the membership of the Board and agree the Terms of Reference.

Action

Officers respond accordingly to members' direction.

Contact officer: John Wilesmith
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Local Government Association

Improvement and Innovation Board

2 November 2015

Appendix A

Improvement and Innovation Board – Membership 2015/2016

* indicates new member/substitute:

Councillor	**Authority**
Conservative (7)	
Cllr David Simmonds CBE (Chair)*	Hillingdon London Borough Council
Cllr Keith Glazier	East Sussex County Council
Cllr Robert Gould*	Dorset County Council
Cllr Stephen Parnaby OBE*	East Riding of Yorkshire Council
Cllr Linda Robinson*	Wychavon District Council
Cllr Michael Wilcox*	Lichfield District Council
Cllr Barry Wood*	Cherwell District Council
Observer	
Cllr Paul Bettison	Bracknell Forest Borough Council
Substitutes	
Cllr Dominic Gilham	Hillingdon London Borough Council
Cllr Janet Blake	Aylesbury Vale District Council
Cllr Russell Roberts*	Kettering Borough Council
Cllr Harvey Siggs*	Mendip District Council
Labour (7)	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Claudia Webbe	Islington Council
Cllr Phil Davies	Wirral Metropolitan Borough Council
Cllr Darren Cooper	Sandwell Metropolitan Borough Council
Cllr Bob Price	Oxford City Council
Cllr Lewis Herbert*	Cambridge City Council
Cllr Sue Woodward	Staffordshire County Council
Observer	
Cllr Bryony Rudkin	Suffolk County Council
Substitutes	
Cllr Sue Whitaker	Norfolk County Council
Cllr Colin Glover*	Carlisle City Council
Independent (2)	
Cllr Shirley Pannell (Deputy Chair)	North Kesteven District Council
Cllr John Blackie	Richmondshire District Council
Substitutes	
Cllr Michael Haines	Teignbridge District Council
Cllr Laura Conway	North Kesteven District Council

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Liberal Democrat (2)	
Mayor Dave Hodgson (Vice-Chair)*	Bedford Borough Council
Cllr Cherry Beath*	Bath & North East Somerset Council
Observer	
Cllr Howard Sykes MBE	Oldham Metropolitan Borough Council
Substitutes	
Cllr David Neighbour*	Hart District Council
Observers (2)	
Mr Richard Priestman	Local Government Improvement and Development
Mr Philip Sellwood	Energy Saving Trust

Local Government Association

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Appendix B

Improvement and Innovation Board Terms of Reference

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 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.

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

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

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

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

    4.3 Overseeing a programme of work to deliver the strategic priorities set by the LGA Executive, covering 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.

Quorum

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

Political Composition

7. Conservative group: 7 members
8. Labour group: 7 members
9. Independent group: 2 members
10. Liberal Democrat group: 2 members

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

Frequency per year

12. Meetings to be held quarterly.

Reporting Accountabilities

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

Improvement and Innovation Board
2 November 2015

Priorities and Work Programme for 2015/16

Purpose of report

For discussion and agreement.

Summary

This report provides an update on the LGA's support to improvement in the sector. It sets the work in the context of the LGA's current Business Plan priorities and the Leadership Board's policy commissions, provides an update on the recent consultation on the future of sector-led improvement and the current position on funding support for 2016/17 and invites the Board to reflect on its priorities for the coming year.

Recommendation

That the Board:

a) notes the steps being taken to improve our approach to sector led improvement and in particular peer challenge (paragraph 14);
b) agrees that officers should draw together a programme of action to develop our peer pool;
c) discusses and agrees the broad priorities for the Board's work programme for 2015/16 and decides on whether to allocate lead members and provide opportunities for other members to get more involved in specific priority areas.

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.

Contact officer: Dennis Skinner
Position: Head of Improvement
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Local Government Association

Improvement and Innovation Board

2 November 2015

Priorities and Work Programme for 2015/16

Background

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

2. The Boards 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. 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.

4. The Improvement and Innovation Board oversees a large part of the work of the LGA funded by revenue support grant. The work is also subject to a detailed Memorandum of Understanding for 2015/16 with government which sets out what the funding can and cannot be used for and includes a detailed list of outcomes and outputs. The IDeA Board has overall formal responsibility for all the work funded by revenue support grant.

Priorities for local government - the LGA's Business Plan for 2015/16

5. The LGA's Business Plan for 2015/16 sets out priorities for the organisation, which are based on those issues that that matter most to our membership. For 2015/16 the four top priorities for local government are:

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

   5.2 ***Devolution*** - there is a radical re-think of governance and accountability to achieve a real shift in power to local people.

   5.3 ***Economic growth, jobs and housing*** – councils are recognised as central to revitalising local economies.

   5.4 ***Sector-led improvement*** – councils are responsible for their own performance, effectiveness and efficiency, accountable before all else to their local communities.

   At the time of writing this report the LGA's Business Plan for 2015/16 was in the process of being updated and subject to member approval an additional priority of **Promoting Health and Well Being** was being added to the four above.

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Sector-led Improvement

6. Sector-led improvement is the approach to improvement developed and put in place by councils and the LGA (led by the Improvement and Innovation Board) alongside the

successful lobbying for the abolition of much of the old performance framework of inspection and upward reporting to Government.

7. Our belief in sector-led improvement has shaped the core services the LGA offers to councils - supporting local government as the most efficient and accountable part of the public sector and playing 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.

8. At the heart of the approach to sector-led improvement is a set of core principles that have been developed with and re-affirmed by the sector. They are that:

   8.1 Councils are responsible for their own performance and improvement and for leading the delivery of improved outcomes for local people in their area.

   8.2 Councils are primarily accountable to local communities (not Government or the inspectorates), and stronger accountability, through increased transparency, helps local people drive further improvement.

   8.3 Councils have a collective responsibility for the performance of the sector as a whole (evidenced by sharing best practice, offering member and officer peers, etc).

   8.4 The role of the LGA is to maintain an overview of the performance of the sector in order to identify potential performance challenges and opportunities – and to provide the tools and support to help councils take advantage of this approach.

9. The approach has been a success. There has been a strong take up of the support offer by councils. In addition, our wide-ranging evaluation published last year demonstrated that:

   9.1 residents remain satisfied with and continue to trust their local council, despite the increasing financial constraints being faced by the sector

   9.2 councils' performance across a wide range of metrics continues to improve

   9.3 the approach and offer of support from the LGA is welcomed and valued by councils.

10. However, national stakeholders have commented that the approach can lack transparency (they point for example to the fact that there is no requirement to publish peer challenge reports) and that the voluntary nature of the approach means that there is the possibility that not all councils receive the support they need.

11. Early this year therefore the Board decided to review the approach with the sector and issued a consultation paper "Taking stock: where next with sector-led improvement?" http://www.local.gov.uk/publications/-/journal_content/56/10180/6918357/PUBLICATION

12. We received a healthy response to the consultation from the sector and national stakeholders. Key messages were:

12.1 The principles on which sector-led improvement is based are still the right ones but there could be a stronger emphasis on councils' leadership of place and partnership working.

12.2 The mood of the sector has changed with respondents agreeing that there should be a stronger expectation on all authorities to have a corporate peer challenge on a regular basis, to publish reports and to produce action plans. These views were mirrored by responses to similar questions in the most recent LGA Perceptions Survey. Additionally, 61% of respondents agreed that "The LGA should be more challenging with authorities about their performance".

12.3 Whilst happy with the current support offer, the most common developments suggested by respondents were around: the importance of sharing innovation, notable practice and learning across the sector; the importance of ensuring high quality peers; and drawing out collective lessons from peer challenges.

13. Following the consultation, the Improvement and Innovation Board agreed that discussions should take place with the new DCLG Ministerial team to understand their perspectives on sector led improvement. Ministers are strongly supportive of the approach and the role of the LGA, particularly in respect of the peer challenge work. They have views very much in line with what the vast majority of councils said in response to the consultation. They would welcome all councils having a peer challenge and publishing all such reports and producing appropriate improvement or action plans which can only improve local accountability.

14. Officers have taken the findings of the consultation on sector led improvement and initiated a number of changes. These have included:

14.1. Refreshing the core components to put more focus on place

14.2. Making the follow up visit a standard part of the Corporate Peer Challenge process

14.3. Revising the feedback format to make it more formal and consistent

14.4. Clearer expectations for councils to publish reports and the action plan

14.5. Greater emphasis on financial sustainability informed by an improved approach to providing financial briefing information to Corporate Peer Challenge teams

14.6. Planning on the basis that all local authorities should have a Corporate Peer Challenge or Finance Peer Challenge over a 4/5 year period.

15. The Peer Challenge work relies on good quality peers if it is to be successful and feedback to date on the quality of peers, both members and officers, continues to be very high. The next section of the report looks at the current processes for peer recruitment, deployment and development and in light of the findings from the SLI consultation proposes some suggestions to further improve and develop the quality of our peers.

Peer Management: recruitment, development and deployment

16. Since 2011/12 and the introduction of SLI we have adopted an approach to peer recruitment that is considerably more cost effective, proportionate, risk based and built more on shared responsibility with the sector.

17. We currently manage and co-ordinate the deployment of more than 500 officer and member peers each year who deliver 3,500 - 4,000 days of support to the sector through peer challenges, mentoring and other peer-led activity. The majority of these peer days are delivered through our corporate, fire, children's, adults and health peer challenge programmes. Feedback from the sector confirms we are continuing to deploy high quality peers with relevant experience and expertise.

Peer recruitment

18. The Political Group Offices (PGOs) are responsible for the recruitment of member peers, and the Local Government Support (LGS) Team oversee the recruitment of officer peers. There is regular liaison between the respective teams about future peer requirements, e.g. LGS Programme Managers provide PGOs with anticipated numbers of peer challenges each year and a Forward Plan listing all peer challenges scheduled or in discussion is shared on a weekly basis to inform recruitment (and deployment) considerations.

Officer peers

19. LGS Programme Managers are responsible for ensuring there is appropriate peer capacity to meet the needs of their respective peer challenge programmes. Recruitment of peers occurs through a variety of channels, including:

    19.1. Call for peers on the website: the peer challenge webpages set out details of how officers and members can put themselves forward as peers. There is information about being a peer and materials that promoted the value of being a peer.

    19.2. Recommendations and referrals: Principal Advisers, policy staff and existing peers regularly suggest names of officers who they think would make good peers and LGS Programme Managers or Peer Placement Officers follow up accordingly to check interest and suitability.

    19.3. Peer Challenge scoping meetings: we take the opportunity at scoping meetings to ask the council to consider putting forward their best officers as peers. Most councils appreciate they are taking from the peer pool when receiving a peer challenge and are happy to encourage their officers to be considered as peers.

    19.4. Talent spotting during peer challenges: we are always on the look-out for new officer peers, and often there are senior officers we engage with during peer challenges that either express an interest in participating in the programme as a peer, or display the attributes of good peers.

    19.5. Targeted promotional activities: Recruitment is driven by programme demands and requirements. Each programme will at some point do some targeted recruitment activity which could include sessions at relevant regional network events, articles and features in the media (e.g. Guardian and ***First***), or liaison with relevant professional bodies and associations such as CFOA, ADCS, etc.

20. All officers putting themselves forward as a peer are asked to complete an Expression of Interest Form or provide a CV. Officer Peers are asked to confirm they have the endorsement of their employing Authority and also a reference on request.

Member Peers

21. Each of the Political Groups have their own processes for the recruitment of member peers though there are a number of common elements. In each case it is usually a combination of the Political Group Office and the national and/or regional member peers that play a key role in the recruitment of new peers. Reviews of the peer pool are undertaken often following the May elections to ensure that any gaps are filled.

22. If there is a subject area that is going to be in demand the political groups will look to recruit members to fit the bill. They will often encourage existing peers to suggest suitable names to apply to become peers too.

23. In some cases the relevant political improvement board has oversight over who is and isn't accredited.

24. In some groups they have allocated one of their regional peers (or national peer) a lead responsibility for identifying and recruiting new peers.

25. All of the groups ensure that peers understand that accreditation does not guarantee work.

26. The Independent group are currently refreshing their peer pool as they only have a small pool of active accredited peers.

Peer training and development

Officer peers

27. For officer peers, our emphasis has shifted from assessment against a generic set of competencies to programme specific training and guidance. As a result there are bespoke peer training/briefing events for each of the peer challenge programmes (corporate, children's, adults, health, etc). The format for each varies but all focus on raising the understanding and awareness of the specific offer and the role of the peer in delivering that, including the generic peer challenge principles and ground rules. Attendance at events is strongly encouraged, and for some programmes such as Children's is considered mandatory before someone can be deployed as a peer.

Member peers

28. Training and development of peers across the political groups is a bit more variable. Two of the party groups hold induction and training events for new and existing peers each May/June and in some cases new peers are mentored during their first project.

Peer deployment

29. The Peer Database has approximately 1,500 officers and 330 members on the database. This is essentially the 'peer pool'. The pool serves all of the various peer challenge and support programmes and peers are tagged with primary programme suitability and key service/specialisms which aids peer searches. This also enables LGS Programme Managers

and Peer Placement Officers to monitor the peer capacity available for each peer challenge programme. Maintaining the currency and quality of peer data is a key challenge.

30. Requests for peers (both officers and members) are co-ordinated by LGA Peer Placement Officers. They work closely with Programme Managers to source officer peers and forward member peer requests to the relevant PGO who determine the member peers to be approached. Relevant peers who are identified as available and interested are put forward to the client council for their consideration. In each case we seek to provide the council with a shortlist of potential officer and member peers to choose from. However, in some cases because of the specific expertise required or lack of availability, it can mean that the choice is limited.

Developing our current approach and practice

31. While the current model has continued to enable the deployment of good quality and effective peers, there is more we can do to strengthen our approach. For example:

    31.1. Member Peer Conference: reinstating the annual conference that we used to hold for all member peers. This will provide an opportunity to run workshop sessions on the various peer-led offers, as well as the general induction activity for new member peers. It could also be an opportunity to engage peers about the further and future development of our offers.

    31.2. Providing more training for peers as mentors.

    31.3. Putting in place a more consistent process for obtaining formal feedback to improve the peer's own performance and to potentially flag up any training needs we need to provide.

    31.4. Developing a more comprehensive and stand-alone peer induction pack that can be issued to all new peers (officers and members). This could provide a succinct summary of the various peer-led support offers as well as the basic induction information.

    31.5. Developing guidance for the whole range of peer activity. Currently guidance for peer challenges is comprehensive, but for other peer-led offers such as mentoring there may be benefit in producing a new guide and toolkit – something several member peers have requested recently. This might reinforce the responsibility/requirement for peers to regularly feedback on activity that they are delivering.

    31.6. More joint officer and member development sessions. All of the peer challenge focussed training events are designed to accommodate member peers too and we could do more to target and encourage relevant members to participate in these.

    31.7. More joint and detailed planning by LGS and PGO staff regarding future peer capacity required to deliver the peer-led support likely to be demanded by the sector (perhaps via a quarterly planning meeting).

32. If the Board agree that we should continue to take steps to enhance our peer offer then officers will draw together a programme of action to develop our peer pool.

Work commissioned by the LGA Leadership Board

33. As part of the recent member-led review of governance, the LGA Executive and Leadership Board have been asked to commission work from our policy Boards where a clear corporate priority has been identified or where an important policy issue straddles more than one Board.

34. The following cross-cutting areas of work were agreed and are being commissioned from relevant Boards in 2015-16. Specific Boards have been have been asked to lead this work as indicated below. Lead Boards are having detailed discussions about the projects at their first meetings of this Board cycle. All policy Boards are invited to consider their contributions to the following four projects:

    34.1 **Devolution and future shape of local government** (jointly led by City Regions and People and Places). It is likely that this work will focus on supporting councils to develop and implement bespoke devolution deals, including: governance, the evidence base for devolution, and working with Whitehall once the Cities and Local Government Bill has been enacted.

    34.2 **Housing** (led by the Economy, Environment, Housing and Transport Board), will include a focus on addressing housing need, building on the LGA's leadership of this debate.

    34.3 **Finance** (led by the Resources Portfolio) will be driven largely by the outcome of the Spending Review and will look to build on our successful Future Funding Outlook work.

    34.4 **Promoting health and wellbeing** (led by the Community Wellbeing Portfolio). Continued moves towards an integrated health and care system remains at the top of councils' and the Government's agenda, and getting these new arrangements right for councils and citizens remains a significant opportunity for the LGA.

Board current activity

35. Currently the Improvement and Innovation Board has organised its sector-led improvement activity under five broad strategic themes:

    35.1 Improvement

    35.2 Productivity

    35.3 Innovation

    35.4 Leadership

    35.5 Transparency.

    The Board has also led the LGA's work on the future of local public audit and the creation of Public Service Audit Appointments to manage local audit contracts on the abolition of the Audit Commission.

36. At the last Board meeting, members received a report that provided a brief summary of

some of the key activities and outputs across the five strategic themes. Particularly for new members of the Board, this report is **attached as Appendix A**, as much of the activity is work that is currently due to continue.

Sector-led improvement communications campaign

37. The LGA Business Plan for 2015/16 identified a number of campaigns to help support the delivery of LGA priorities including:

    37.1 ***Sector-led improvement*** *- highlighting the benefits of sector-led improvement to local government and to promote the good practice taking place across councils.*

38. Although we have done a lot to raise the profile of our work on sector-led improvement, the results of the sector-led improvement "Taking stock" consultation and the LGA Perceptions Survey demonstrate that there is a continuing need to promote the benefits of sector-led improvement to national stakeholders and to widen awareness of the approach (and some of the specific tools) in the sector, particularly amongst non-executive members.

Strategic oversight of LGA improvement activity

39. Although all LGA Boards have a contribution to make to supporting improvement, the Improvement and Innovation Board provides strategic oversight of this activity and works closely with other Boards. In order to give effect to this, the Board has previously agreed that:

    39.1 officers be asked to coordinate the flow of business through the Boards so that the Improvement and Innovation Board is invited to express strategic views about any significant improvement issues before other Boards

    39.2 during the year the Improvement and Innovation Board receives suitably timed progress reports on the major improvement programmes, for example:

    - Children's: around the Annual Ofsted report
    - Corporate/Finance: around Budget time
    - Adults/Health: around the annual Towards Excellence in Adult Social Care (TEASC) report of performance

    and relevant Board Chairs be invited to attend

    39.3 as far as possible, the Improvement and Innovation Board meets towards the end of each quarterly cycle of meetings so it can consider any significant issues put before other Boards and then report back to Boards at their next meeting.

40. There is a separate report on the agenda describing the improvement activity currently being led by LGA Boards.

Improvement support provided by the Centre for Public Scrutiny and Local Partnerships

41. The Centre for Public Scrutiny (CfPS) and Local Partnerships (LPs) both receive RSG top slice support from the LGA to fund activities to support councils. The LGA's relationship with both organisations is expressed in formal partnership agreements and as a result both organisations report annually to the LGA Leadership Board on their activities.

42. The most recent annual reports were submitted to the Leadership Board on 16 September 2015.

43. Cllr Tony Jackson sits as an LGA-nominated Trustee on the CfPS Board of Trustees, and the LGA has four member places on the CfPS Advisory Board nominated by the LGA political groups, and one officer place held by Dennis Skinner.

Board – Ways of Working

44. Currently the Board appoints a lead member or "portfolio holder" for each of the five priority areas. The "portfolio holders" 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.

45. In addition, as a way of providing members with the opportunity to get more involved with the Board's work between meetings, the Board currently 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 depends on the pattern of work in each area.

Next Steps

46. Members are asked to discuss and agree the suggested broad priorities set out at para 35 and decide whether to allocate lead members to each of them. Progress will be reported regularly to the Board.

Local Government Association

Improvement and Innovation Board
2 November 2015

Appendix A

Improvement and Innovation Board: Review of the Year (2014/15)

Sector-led improvement

1. A significant focus of our work this year was to **review the approach to sector-led improvement** in the light of the wide-ranging evaluation and political thinking in the run up to the General Election. The review was initiated at a workshop for members of the Improvement and Innovation Board and representatives of other LGA Boards last year, following which we spent some time engaging sector representatives in the development of a consultation paper to local authorities. "Taking stock: where next with sector-led improvement?" was launched on 20 January 2015 with the consultation closing on 13 March 2015.

2. There was a strong response from the sector, with a total of 160 individual responses, covering 37 per cent of authorities. When responses from representative regional bodies were taken into account, 65 per cent of authorities were covered by the responses received. In addition, responses were received from a wide range of national stakeholders, professional bodies and regional local authority representative/ improvement bodies. A response was also received from the Secretary of State for Communities and Local Government. A full analysis of the responses was presented to our meeting in May 2015 and we are currently considering how to take the results forward in the context of a new Government.

3. The timing of the consultation coincided with the Leadership Board's decision that sector-led improvement should be one of the LGA's **campaigns** for 2014/15. This has led to: a revamp and greater prominence to the website content on sector-led improvement, the exploration of alternative ways of promoting the benefits of the LGA's support offer to councils, the development of some infographics and the use of social media leading to greater engagement. A short film/podcast was also produced and launched half way through the consultation period. The film captured a range of different views on some of the key issues in the consultation with a view to promoting debate and stimulating responses. The film was hosted on the LGA YouTube channel and on the LGA website.

4. Alongside the consultation, the results from the **LGA Perceptions survey** further demonstrated the sector's continuing support for the approach and the value attached to the support offer. More than three-fifths (63 per cent) of respondents agree that sector-led improvement is the right approach in the current context. This is consistent with results in 2013. Overall, more than four in five respondents (83 per cent) think that the support provided by the LGA for sector-led improvement is useful, increasing to 89 per cent of Leaders and Chief Executives. Four fifths of respondents (80 per cent) believe that the support and resources offered by the LGA for sector-led improvement will have a positive impact on their own authority's capacity to monitor its own performance and continuously improve – consistent with the 2013 figures.

Innovation

5. Once again this year a key element of LGA Innovation activity has been the **Innovation Zone** at the LGA's Annual Conference in 2015. Over 50 councils showcased their innovative approaches under the following themes: political leadership, commercialisation, digital, community action, integration and partnership working. We have also developed a searchable database of the innovative examples featured in the past two years' Innovation Zones. The database was launched in March 2015 as part of the new LGA Innovative Councils website, which signposts councils to all innovative work that the LGA is involved in.

6. In addition, in an exciting new partnership with the Design Council, the LGA has agreed to part fund "Better by Design" pilots in two regions - the South West and East of England. Each cohort will have 16 participants with six to eight councils selected to participate in each regional cohort clustered around particular geographic and cross sectorial issues. Delegates will be exposed to critical design leadership content and supported to identify design-led opportunities. This programme aims to equip councils with tools and confidence in this area.

Improvement

7. We continue to deliver a large number of **peer challenges** to the sector – 132 peer challenges in total in 2014/15 across a wide range of service areas, including 38 corporate peer challenges. By March 2015, councils had contributed more than 3,200 days of senior councillor and officer time to Corporate Peer Challenge teams representing a considerable investment by the sector in its own improvement, equivalent to millions of pounds of consultancy.

8. Working through the LGA's Lead Member Peers and Principal Advisers, we have provided **targeted support to individual councils** and groups of councils, for example: change of control support to 32 councils, bespoke peer mentoring support to 63 councils, follow-up support to 45 councils who received peer challenge and direct improvement support to 112 councils, eg around financial sustainability or where councils are facing specific improvement challenges.

9. **Public Sector Audit Appointments (PSAA)** has been successfully established by the LGA (though independent from it), and commenced business on 1 April 2015. It is a transitional body established to manage the current audit contracts with private sector audit firms carrying out external audits of a range of local NHS bodies, the police and local authorities. The contracts will run until at least 2017. We are currently consulting the sector on the desirability of extending the current contracts (thereby locking in estimated savings in the region of £24m a year in total) and the potential appetite for the establishment of a sector-led body that would procure external audit on authorities' behalf when the contracts expire.

Productivity

10. 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:

    10.1. We have captured and promoted good practice of councils **sharing services.** Our interactive web-based map includes examples from 416 shared service arrangements between councils resulting in £462 million of efficiency savings.

    10.2. We launched the **National Procurement Strategy** and initiated a programme of work to implement it, including instituting national category plans for high spending types of work.

    10.3. The joint LGA/Cabinet Office **One Public Estate programme** to help local and central government asset holders rationalize assets across central and local government is proving successful. To date the programme has seen the 32 local authorities involved save £129 million in capital receipts and £77 million in running costs, with further long term savings expected.

    10.4. Following the conclusion of the Adult Social Care Efficiency (ASCE) Programme with a final report and event last year, we have initiated a **Health and Social Care Integration programme** with a view to identifying the benefits of integrated working at local level.

    10.5. The **Productivity Expert programme** provides councils with expertise in a skills area of their choice in order to support them to deliver ambitious efficiency savings or income generation projects. Over three years, the programme has supported 54 councils across 36 projects and has contributed to £72 million in efficiency savings and income generation. The programme will support a further 20 projects this financial year.

    10.6. Our evaluation of the **Customer-Led Transformation programme**, which provided support to 63 projects, highlighted that the programme delivered over £331 million of financial benefit to the public and public services.

Supporting Political and Managerial Leadership

11. The LGA's refreshed leadership development support offer "Highlighting Leadership" has proved very popular - www.local.gov.uk/councillor-development. The offer provides: better targeting with clear, differentiated audiences, a more cohesive offer with new content and formats, and the flexibility to respond to changing local government agenda. Political leadership is at the heart of the refreshed offer and we have continued to support councillors through our highly acclaimed leadership programmes, with 577 councillors attending programmes in 2014/15.

12. During the year, we also introduced a number of additions to the offer including:

    12.1. **Tailored Community Leadership sessions at councils** run with LGA member peers and linked to the wider sector-led improvement offer on a variety of themes such as being an effective ward councillor, chairing skills, scrutiny, effective personal impact, effective meetings and licensing

12.2. Community Leadership **e-learning modules** with over 2400 people signed up to the e-learning portal and over 350 councils with access to the platform - currently available are e-modules on being an effective ward councillor, facilitation and conflict resolution, and handling complaints for service improvement

12.3. **a Next Generation programme for Independent Group councillors**, sitting alongside the Conservative, Labour and Liberal Democrat programmes, all of which aim to support and encourage ambitious and talented councillors in becoming bold political leaders

12.4. **new modules** on commissioning, finance and digital leadership (for the Leadership Essentials programme) and effective opposition modules (for the Focus on Leadership programme).

13. The **National Graduate Development Programme** (ngdp) continues to be successful in attracting new talent into local government. The 2014 ngdp intake (Cohort 16) is coming to the end of their first year on the programme, with 110 graduates working in over 50 councils across England and Wales. Demand from councils to take part in the 2015 intake (Cohort 17) continues to be strong, with over 120 placement requests received from over 50 councils across England and Wales.

Transparency

14. We have continued to help councils get to grips with the implications of the Local Government Transparency Code and have published practical guidance to help authorities in implementing the Code**.** There were between 1600 and 2400 downloads for each of the various guidance documents during the first two months of publication. Based on our lobbying, local authorities received between £7,000 and £13,000 of new burdens funding from DCLG to pay for the ongoing cost of publications, depending on the type of authority.

15. We also secured £2.64 million between 2013 and 2015 in open data funding for authorities, via BIS' local open data Breakthrough Fund and the Cabinet Office Release of Data Fund, to help authorities release and use data in meaningful, practical ways to engage with local people and improve local services. Over 30 local authorities received grant funding to support the release and use of open data over the last two years.

16. **LG Inform**, our on-line data and benchmarking service, has increased its reach. It now has 97 per cent of councils registered and over 3,000 registered users. Since its launch, the public site has had over 93,000 visits from 53,000 unique visitors. We have continued to promote the new LG Inform to councils and to work with the sector to develop a free local benchmarking club. Now around 140 authorities are regularly taking part in this exercise, to collect and compare data that is not available elsewhere or is available quicker through LG Inform. Good progress has been made with **LG Inform Plus** (formerly known as esd-toolkit), our subscription package for local authorities offering a range of additional data tools and access to ward-level data. This met its income target for the year and brought in a small surplus.

Oversight of LGA Improvement activity

17. Members have agreed that it is important for the Improvement and Innovation Board to retain a strategic or "overarching" perspective on the improvement activity currently undertaken across LGA Boards. This will help ensure consistency with the key principles underpinning the approach to sector-led improvement and help avoid any potential duplication. We have received regular reports on the improvement activity of LGA Boards and had the opportunity, amongst others, to provide strategic input to the on-going work of the Planning Advisory Service and views on the development of the integrated Care and Health Improvement Programme for 2015/16.

Improvement and Innovation Board

2 November 2015

Productivity Programme

Purpose

For discussion and direction.

Summary

This report briefs the Board on the progress being made in the Productivity Programme. This is a regular report to the Board which, in view of the fact that this is the first report of this governance cycle, contains more detail than usual on the background to the programme. A similar report will come to all future meetings of the Board.

Recommendation

Members are asked to note the progress on the Productivity Programme and to provide such guidance as the Board considers necessary to ensure that the programme meets its objectives.

Action

Officers to pursue the activities outlined in the light of member guidance.

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Local Government Association

Improvement and Innovation Board

2 November 2015

Productivity programme

Background

1. The Productivity Programme comprises a range of projects to help improve productivity and efficiency in councils through delivering savings, generating income and making better use of assets. This report provides a briefing on the current position of the Programme for 2015/16.

2. The Programme is part of the comprehensive package of support to local government provided through the Revenue Support Grant topslice. Spending of the topslice is subject to a memorandum of understanding agreed with the Secretary of State for Communities and Local Government, which includes a number of agreed areas for support that determine the main areas of activity within the Productivity Programme. The Improvement and Innovation Board guides officers in the main areas it considers important, which influences the negotiation of the memorandum of understanding, considers the detail of how the programme will be delivered and monitors its delivery on behalf of the sector.

3. Local authorities can reduce their financial dependence on government and their call on local taxpayers in three ways, by:

   3.1. **Transforming services** - either to make them more efficient and less wasteful, or to find more effective ways of delivering to local people's needs

   3.2. **Smarter sourcing** - commissioning and buying the services, goods and works that contribute to local outcomes more effectively, where possible more cheaply, and managing the resulting contracts to optimise value from them

   3.3. **Generating income** - which involves generating a greater proportion of funding locally, such as by commercialising the authority's existing skills, assets or commodities or investing to grow the local economy to generate wealth for the area.

   The Productivity Programme contains work that will support local authorities in each of these three areas and several of our projects cut across more than one. Our programme complements and supplements the work of other agencies we work with such as the Cabinet Office, Crown Commercial Services and Local Partnerships, **as outlined in Appendix 1**.

Issues

Transforming Services

4. **Digital workstream**

   4.1. The deployment of new technologies will be crucial in enabling councils to automate existing services and develop new, more effective and citizen-friendly approaches to delivering outcomes. The Government announced in the Summer Budget that it would aim to "deliver redesigned, user-friendly public services, fit for the digital age as well as delivering efficiencies across the public sector". March's Budget statement also included a reference to the extension of Government Digital Service's (GDS) remit to local services:

"… the digital ambition will extend beyond central government and arms-length bodies, to consider local services. HM Treasury, the Department for Communities and Local Government and the Government Digital Service will collaborate with partners in local government, as the sector develops a set of proposals that will enable more customer-focused, digitally-enabled and efficient local services in time to inform future budget allocations".

4.2. The Productivity team has been working to support councils to maximise the opportunities and manage the risks associated with digital tools and technology. We provide direct support through a funded programme, the Digital Experts, highlight and share good practice, and work with councils to lobby central government to collaborate with the sector to co-design digital solutions for residents and businesses.

4.3. Our current work includes:

4.3.1. **LG Digital submission for the Spending Review** – in response to the Government's March Budget announcement, the LGA worked with the Department for Communities and Local Government over the summer on their LG Digital submission. The LGA made sure that representatives from the Society of Local Authority Chief Executives (SOLACE), the Society of IT Managers (SocITM), the Local Chief Information Officers (CIO) Council and a number of councils were involved to help inform the submission. The LGA commissioned research and consulted the sector about what the priorities should be for any funding.

4.3.2. **LGA reports on digital and local government** - as a result of working with the representative bodies and a number of councils, the LGA produced four papers on digital and local government – setting out what work the sector is already doing, what councils see as the priorities for future work including the need for investment to build leadership skills and capacity, the need to invest in a co-ordinated programme of support, and the need to invest in digital solutions that can be reused across councils. These papers were used to inform our Spending Review submission and will shortly be published on the LGA website.

4.3.3. **Digital Experts funded projects** – earlier this year, following a competitive bidding exercise that resulted in 65 applications, the LGA funded 27 Digital Expert projects involving 42 councils. The objective is to help councils apply digital tools and solutions already used by other councils. This is to help mainstream good practice and enable more councils to benefit from work already done. We are working with all the funded projects, monitoring their progress and will capture their case studies, which will be published on the LGA website.

4.3.4. **Funding digital projects supporting transformation** – we will shortly publish a prospectus inviting councils to bid for funding for digital projects. The aim for this programme is to support a small number of councils who are already transforming their services. For example, those councils working on the Troubled Families programme, or as one of the Health and Social Care integration pilots or on Public Health. Funding will be used specifically for digital tools to support their work, for example to invest in a digital solution to support the capture and sharing of information across the partner organisations who are working together to tackle a troubled family.

4.3.5. **PSN new compliance regime** - the LGA has been working closely with government and other stakeholders to resolve ongoing issues with regard to the Public Service Network (PSN) and the negative impact this had on councils' ability to carry out their business. Last summer, the LGA set up and now oversees a sector board, the LG PSN Programme Board, which meets regularly to discuss issues about the compliance process, how this impacts on sharing information securely with partners, as well as to share feedback from councils on specific problems. The LGA will continue to support councils as the new process beds in and work with the PSN team to make sure that the needs of the sector are understood and considered at all times.

5. Innovation

5.1. The LGA's innovation programme aims to share good practice examples of council innovation across local government and also to equip councils with the tools and confidence to use innovative approaches to solve their challenges.

5.2. To share good practice, the LGA has designed and run a three day Innovation Zone for the past three LGA Annual Conferences and this will be repeated in Bournemouth in 2016. Each Innovation Zone involves some 40-50 local authorities showcasing their good practice together with contributions from external partners and sponsors. In addition our searchable innovation database now contains over 800 case study examples and has been accessed over 4000 times since it was launched in March.

5.3. To help to equip councils with the skills and confidence to innovate, we are currently working with the Design Council to part fund Design in Public Services pilots in two regions - the South West and East of England. We recognise that there is a growing movement of design thinking and innovation in public services and the LGA is keen through our partnership with the Design Council to equip more councils with tools and confidence in this area. Delegates will be exposed to critical design leadership content and supported to identify design-led opportunities. They will then receive the mentoring and guidance needed to implement new activity and tangible projects over a 90 day period and reconvene to share their knowledge.

5.4. Twenty councils are currently involved in the Design in Public Services programme across two regions; the South-West and East of England. The Design Council has previously worked independently with councils in the South-East and North-West.

5.5. The intention is to roll out design thinking in two further regions before the end of the financial year and to ensure full coverage in due course.

6. Demand management

6.1. In recognition of the fact that cost reductions are not only to be found from savings (the "supply side"), the Productivity Programme also recognises the importance of being able to manage demand. Demand management is not about removing entitlements from citizens but is concerned with interventions that, for example, redesign services to limit failure, demand or encourage behaviour change to prevent demand from arising in the first place.

6.2. The LGA has commissioned a piece of work to create an online resource that will bring together existing reports, case studies and other useful information on Managing Demand so this is all accessible in one place. This will create an easy to use online resource that will enable more councils to access this useful information, which will help them apply this learning to their services.

Local Government Association

Improvement and Innovation Board

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7. Shared Services Map

7.1. The LGA launched an updated version of the popular shared services map in May. The map showcases 416 shared service arrangements occurring between councils across the country resulting in £462 million of efficiency savings in a browsable form. It has been accessed 4,300 times since its last review.

8. Health and social care projects and programmes

8.1. Adult social care and children's services protect and support some of the most vulnerable people in our society. The Productivity Programme Team works with councils, health, voluntary, community and other partners to develop new and innovative practice to transform services and ensure they are sustainable for the future, sharing learning for the benefit of the whole sector. Current projects include:

8.2. Efficiency opportunities through health and social care integration

8.2.1. Newton Europe has been commissioned to work with councils and partners in four areas to undertake a robust assessment of the efficiency opportunities of integration across the health and social care system. Early findings from the work in Kent were shared at a workshop at the LGA Annual Conference attended by over 100 delegates. An interim report based on findings from Kent, Swindon and Greenwich is due at the end of this month, and key messages were shared at the National Children and Adult Services Conference in October. Full findings will be reported in March 2016 and will also include evidence from the fieldwork in Blackburn with Darwen and one other area, yet to be confirmed.

8.3. Learning Disability Services Efficiency (LDSE) Project

8.3.1. The Learning Disability Services Efficiency project was launched at the end of 2013 and comprises five authorities (Barking and Dagenham, Cumbria, Darlington, Kent and Wiltshire). Each was given grant funding to undertake a diagnostic review of their learning disability services in order to inform a transformation plan, to be delivered to July 2016. An initial report that sets out the baseline position of the authorities was published in February 2014. Earlier this year the authorities were visited by Professor John Bolton, Programme Advisor, to challenge and support them in delivering their vision for learning disability services. An interim report, published in September 2015 shares emerging lessons and evidence of efficiency savings delivered to date.

8.4. Developing and promoting efficient Public Health Services

8.4.1. A focus group of Directors of Public Health has been engaged in scoping out a project to mark the two year anniversary of the transfer of Public Health and promote efficient service delivery. The aim of the work is to improve commissioning skills for public health professionals, improve outcomes and make efficiency savings. It is proposed that the package of support will comprise written guidance building on publications developed for other service areas and drawing on examples from public health; training and awareness raising through the national Commissioning Academy, set up by

the Cabinet Office and partners, including the LGA; sector support via the Commissioning Academy Alumni and on-line through a new Knowledge Hub group; and by providing tailored support in the form of Productivity Experts to those areas that are more challenged. The project will be launched at the LGA Public Health Conference in February.

8.5. **Sharing learning in services to support troubled families**

8.5.1. The Productivity Team is working with policy colleagues to commission support to share learning from local evaluation of services to support troubled families. The project will complement the work of the national Troubled Families Programme and will specifically help to share information and learning for members. A report, including case study examples, will be available in March next year.

Smarter Sourcing

9. **Commissioning Academy**

9.1. The Commissioning Academy brings together senior commissioners from across the public sector to learn from examples of the most successful commissioning organisations, developing a cadre of professionals that are progressive in their outlook to how the public sector delivers outcomes for local communities. The Academy is delivered in partnership between the LGA and the Cabinet Office and is now in its third year. To date, 400 local government officers and members have been through the programme.

9.2. There are three Commissioning Academy offers: one for Elected Members, one for senior officers, and a local academy where alumni of the central Commissioning Academy across the country set up regional and policy themed Academies, targeted to the needs of their local partners.

9.3. Learning more about commissioning is essential for any councillor, especially so for those who define policy and shape the future of public services. The Commissioning Academy for elected members could also be very useful to those newly elected members with a role to play in the commissioning of public services, for example portfolio holders and members of the Overview and Scrutiny Committee.

9.4. The next Commissioning Academy for elected members will be held on 3 and 4 November 2015 at Warwick University with further sessions to be held on 21 and 22 January 2016. Promotion and call for delegates will start at the LGA Conference. The programme is free to attend and open to all members. Those interested in booking a place should contact Grace Collins at grace.collins@local.gov.uk.

9.5. Another wave of the Commissioning Academy for officers is taking place from December 2015 to March 2016. The deadline for applications was 30 October 2015 but if officers from your council were interested, please contact commissioningacademy@crowncommercial.gov.uk.

9.6. At a time when there is a continuing issue about capacity building in relation to commissioning and procurement skills across the public sector, the LGA is clear that the Commissioning Academy is more vital than ever. However, the Commissioning Academy is largely funded by the Cabinet Office and, in the knowledge that Government departments have been asked to find further savings of 25-40 per cent for the Spending Review, we have to consider the Commissioning Academy to be at

risk. We have contacted the officer and member alumni of the programme to ask them for evidence of the impact that attendance has had on their organisations. We continue to have discussions with high level civil servants at the Cabinet Office to stress the importance of the continuation of the Academy for local government.

10. **Procurement**

10.1. The procurement offer to councils is based around our National Procurement Strategy for Local Government 2014, which responded to calls from the sector to produce a guide and benchmark for all councils in relation to procurement. The strategy is based around four themes: Making Savings, Supporting Local Economies, Leadership and Modernisation. A microsite has been developed and is constantly updated with tools, templates and case studies to support councils improvement in these four themes.

10.2. We now have the data available from the National Procurement Strategy one year on survey conducted over the summer, which sets out how councils are implementing good practice on procurement. The findings will be launched at the Local Government Procurement Expo on 18 November by Councillor Jim McMahon. Early analysis suggests that councils are successfully implementing category management approaches, considering social value in procurement processes, demonstrating a commitment from leaders and chief executives and understanding the new EU rules relating to procurement. However there is less success in implementing the recommendations on income generation and wider commercialism through contracts, monitoring second tier spend activity, and working with suppliers on transparency on prices and performance.

11. **Waste and Recycling**

11.1. Waste and recycling is a core local government service, and research indicates that a significant number of councils will be renewing their contracts for these services over the next two years. We wish to support a more consistent and joined-up approach in this area and our wider aim is to promote efficiency, using innovative concepts that can be replicated within the sector on a local, regional or national scale and believe that such efficiencies can be made in this area.

11.2. We had a good response to the call for bids, with 49 bids received involving more than 200 councils, the wider public sector and other organisations. Within the bids there were a number of similar ideas and we have put those authorities in touch with each other. We agreed to fund 11 projects involving 60 councils who have highlighted the potential for savings of some £4 million.

11.3. A tender for the impact assessment on these projects is being developed.

12. **Public Contracts Regulations 2015**

12.1. The Public Contracts Regulations govern the tendering and award of most types of high value contracts by local authorities. New Regulations were introduced towards of the end of the last Parliament. We now have a final draft of a short guide to the new Regulations outlining the freedoms and flexibilities available to councils through the new rules. The guide is aimed at non-technical officers and elected members and will be published shortly.

Income Generation

13. **Commercialisation**

13.1. Towards the end of 2014, many of the councils who were further along in their commercial activity in terms of innovation and scale, and therefore had already spoken at LGA learning events on this subject, were keen to form together to learn more about each other's commercial activity. The LGA agreed to set up an Advanced Commercial Group (ACG) for councils and approached Stephen Hughes, formerly the Chief Executive of Birmingham City Council, to chair the group. The aims of the ACG are to:

13.1.1. share different approaches to commercialisation to enable mutual learning

13.1.2. enable councils already advanced in their thinking to move further, faster

13.1.3. identify possible barriers to commercialisation to inform LGA lobbying on behalf of the sector

13.1.4. identify potential opportunities for brokering/negotiation of greater discounts on behalf of a wider group of councils (eg due diligence)

13.1.5. identify potential synergies/opportunities for collaboration/partnerships/joint ventures where appropriate

13.1.6. consider the development of a sector-led improvement offer for commercialisation, on a cost or cost plus basis.

13.2. At the last meeting of the Improvement and Innovation Board, members were provided with further details of the ACG and heard presentations from Stephen Hughes, the Chair, and Chris Bradley, one of the members of the group.

13.3. In response to councils expressing concerns to the LGA that they are spending significant amounts of money accessing expert legal, procurement and financial advice to undertake due diligence on their new commercial ventures, the LGA is discussing setting up a dynamic purchasing system with the public buying organisations. The aim of this is to ensure that councils can access commercial advice at a fairer rate.

14. **One Public Estate**

14.1. The July Budget saw an announcement to expand the One Public Estate programme with a further £6m funding provided. The additional funding was given with a mandate to increase the scale and pace of the programme by encouraging councils to work in partnership on public land and property initiatives within their areas.

14.2. The LGA and Cabinet Office Government Property Unit launched an application process inviting partnerships councils (including those on the programme) to apply for up to £250,000 funding to join the programme. The application process closed on 16 October with 29 applications received from partnerships involving 120 councils. An assessment process has now commenced, with Ministerial announcement of councils who will join the programme expected by the end of the year.

15. **Energy Programme**

15.1. At its meeting on 14 July 2015, the Improvement and Innovation Board took the decision to allow the LGA's collective energy switching framework to come to a natural end at the end of 2015. This decision was taken in light of the fact that the collective switching market has now developed to the point where LGA sponsorship no longer seems to be required and to enable resources to be redirected to other energy interventions. Since that meeting, officers have worked with the framework managers and the North East Procurement Organisation (NEPO) to inform all councils using the framework. These councils have all been provided with details of their individual call-off arrangements to enable them to consider alternative options.

15.2. The Board also asked officers to collate and publish details of the various schemes and options available to councils wanting to support their residents in reducing their energy bills, linking to good practice across the country, and this work is now ongoing.

Cross- cutting programmes

16. **Economic Growth Advisers**

16.1. Phase three of the Economic Growth Adviser programme was launched in July 2015. Councils have been invited to submit a project proposal to access to our 'pool' of local growth experts to help them deliver economic growth in their area. Local authorities that have not received support as part of a previous phase of the programme have been invited to apply and submit a project proposal setting out how they would use the expert support to help them implement their local economic growth priorities.

17. **Productivity Experts**

17.1. The LGA Productivity Expert programme provides funding to councils to enable them to engage an expert in their field to provide the necessary skills and expertise to help deliver efficiency savings. The take-up of productivity experts is increasing steadily and is an area where investment from the LGA is leading to impressive efficiency savings for local government. So far this year we are supporting five experts to work in 10 councils across five projects contributing to efficiency savings and income of £7 million for these councils.

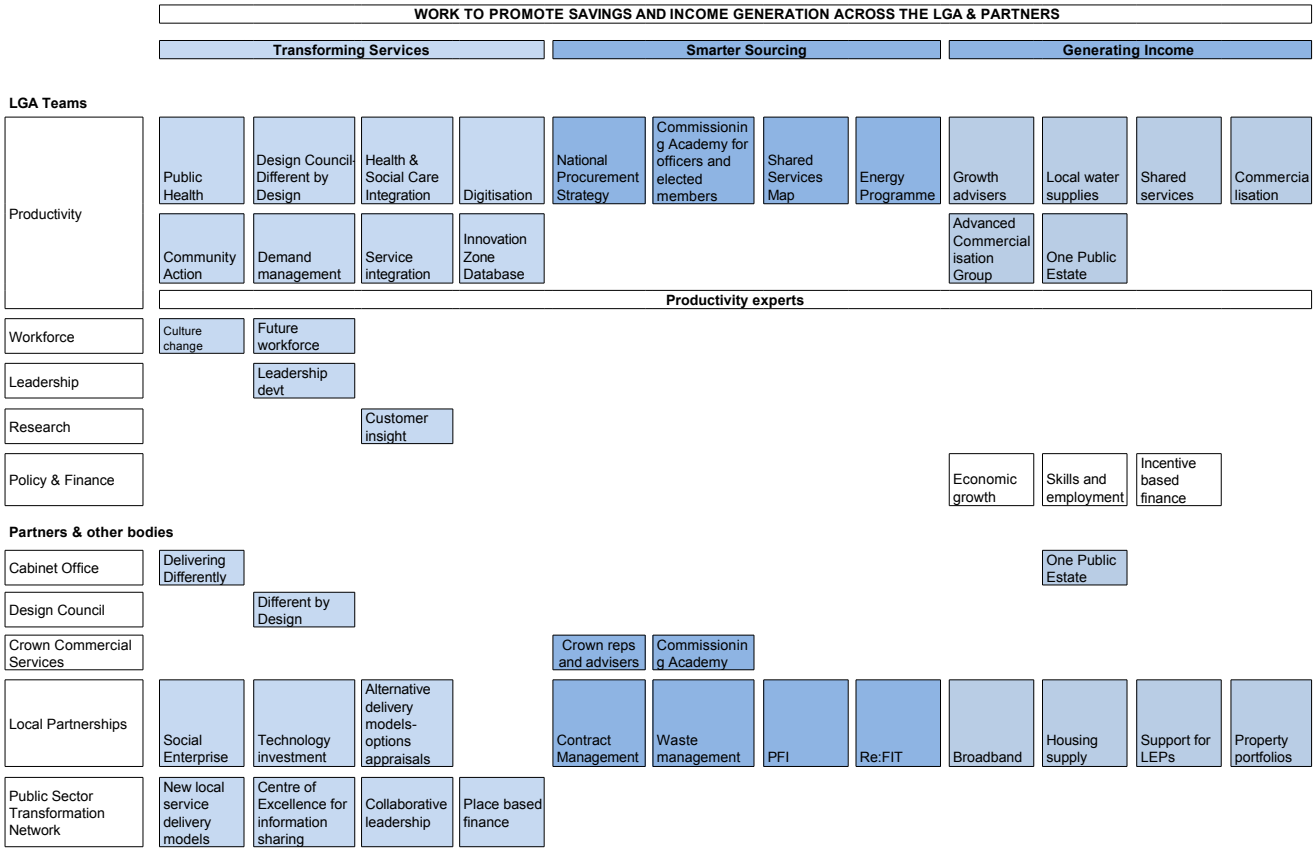
18. **Next steps**

18.1. LGA officers will continue to keep the Improvement and Innovation Board informed and provide regular progress reports to the sector via various established networks and bulletins.

19. **Financial Implications**

19.1. Costs of delivering the programme will be contained within available programme budgets.

APPENDIX


WORK TO PROMOTE SAVINGS AND INCOME GENERATION ACROSS THE LGA & PARTNERS
Transforming Services
Smarter Sourcing
Generating Income
LGA Teams
Productivity
Public Health
Design Council- Different by Design
Health & Social Care Integration
Digitisation
National Procurement Strategy
Commissioning Academy for officers and elected members
Shared Services Map
Energy Programme
Growth advisers
Local water supplies
Shared services
Commercialisation
Community Action
Demand management
Service integration
Innovation Zone Database
Advanced Commercialisation Group
One Public Estate
Productivity experts
Workforce
Culture change
Future workforce
Leadership
Leadership devt
Research
Customer insight
Policy & Finance
Economic growth
Skills and employment
Incentive based finance
Partners & other bodies
Cabinet Office
Delivering Differently
One Public Estate
Design Council
Different by Design
Crown Commercial Services
Crown reps and advisers
Commissioning Academy
Local Partnerships
Social Enterprise
Technology investment
Alternative delivery models- options appraisals
Contract Management
Waste management
PFI
Re:FIT
Broadband
Housing supply
Support for LEPs
Property portfolios
Public Sector Transformation Network
New local service delivery models
Centre of Excellence for information sharing
Collaborative leadership
Place based finance

Improvement and Innovation Board

2 November 2015

2015/16 Highlighting Leadership offer

Purpose

For information and decision.

Summary

This report outlines our political and managerial leadership sector-led improvement offer for 2015/16 and the take up from bookings to date.

The Board is asked to give its approval for a tender process to find a suitable supplier(s) to deliver the LGA's Leadership Academy programme from 2016, when the current suppliers' contract expires.

Recommendation

That the Improvement and Innovation Board:

a) notes the report, and offers any comments on the Highlighting Leadership offer
b) agrees the proposed Leadership Academy tender process.

Action

Officers to progress this work in light of the Board's comments.

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Local Government Association

Improvement and Innovation Board

2 November 2015

2015/16 Highlighting Leadership offer

Background

1. The LGA's Highlighting Leadership Programme forms part of our wider package of sector-led improvement. Refreshed and rebranded last year, it offers a range of programmes aimed at supporting and developing councillors at all levels and is agile and flexible to respond to the changes and challenges seen locally and nationally.

Highlighting Political Leadership Programme

2. **Leaders' Programme** – is aimed at council leaders across the political spectrum who have no more than five years' experience in the role. It provides them with a unique opportunity to develop their capacity, knowledge and networks in order to lead change within the sector.

3. **Leading Edge** – focussing on the critical interface between elected leaders and their chief executives, this programme provides a unique opportunity for delegates to work together in addressing the most challenging issues facing local government. This year's programme will involve up to 50 leaders and chief executives from a variety of councils who will be invited to take part in a 24-hour workshop looking at devolution and place based leadership.

4. **Leadership Academy** – the LGA's flagship leadership development programme for leading councillors comprises three two-day residential modules over a three month period. Leading councillors from across the country and political spectrum have found the Leadership Academy helps to ensure that they can effectively address modern challenges and make the most of new opportunities. The programme is accredited by the Institute of Leadership and Management (ILM), the UK's leading award-winning body for leadership and management.

5. Members are asked to refer to paragraph 16 of this report for information about the Leadership Academy tender process.

6. **Leadership Essentials** – provides a variety of two-day learning and development events for leading members to focus on specific portfolio areas or themes such as finance, children services, commissioning, cultural services and digital leadership.

7. **Political Leadership Master Classes** – a newly developed series of one-day master classes for councillors holding leadership positions at their council, where hand-picked experts will share the latest thinking and practice on selected topics. Four master classes will be run this year on: Consultation and Engagement, Leading Cultural Change, Working with the Media, and Risk Management.

8. **Next Generation** – a series of residential modules run per political group, including the LGA's Independent Group, which aims to support and encourage ambitious and talented councillors to be bold and confident political leaders. A competitive application process for this programme opens each year at LGA Annual Conference.

9. **Focus on Leadership** - seminars and workshops, including an effective opposition programme and the Young Councillors Weekender, designed to help councillors in their

existing roles, provide a bridge to more senior leadership positions and build valuable peer networks across the country.

10. **Community Leadership** – sessions such as being an effective ward councillor, scrutiny, chairing skills, personal impact, social media and licensing are tailored to the needs of a council/s, working alongside council officers, LGA member peers and with input from LGA regional Principal Advisers. In the past year we have delivered community leadership training sessions 'in-house' to a number of councils including East Staffordshire Borough Council (BC), Crawley BC, Epsom and Ewell BC, Portsmouth City, Selby District Council (DC), South Oxfordshire DC, Stoke on Trent City Council and Thanet DC. The sessions supplement the suite of councillor workbooks available to download from the LGA website.

11. **E-learning modules** – individual councillors can sign up to use an online platform to access modules on councillor induction, being an effective ward councillor, facilitation and conflict resolution, and handling complaints for service improvement. To date, over 7000 people have registered to use the e-learning modules via the portal provided by the LGA, through their own council systems or through other suppliers of e-learning to councils. Two new e-learning modules, covering scrutiny and the work of Police and Crime Panels, will be available from December.

12. **Be a Councillor** – offers resources to help increase the pool of talent from which councillors are elected, by encouraging fresh new talent to stand for election and by helping talent-spotters to attract people who would make great councillors.

13. **Bookings** – A total of 670 councillors have so far attended or are booked to attend our leadership development programmes. This is a significant increase compared to the number of attendees in the whole of 2014/15 (577) and 2013/14 (504). In 2015/16 bookings to date on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), Leaders' Programme (LEAD), Next Generation (NXG) and Leading Edge (LEDGE) programmes are as follows:

Political Party Group	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Labour	68	159	29	4	20	3	**283**
Conservative	33	190	24	4	15*****	11	**277**
Liberal Democrat	3	17	14	2	11	1	**48**
Independent	15	19	10	2	15	1	**62**
Total	**119**	**385**	**77**	**12**	**61**	**16****	**670**

** Cohort to be confirmed; an estimated number is included in the above table but not in subsequent tables below.*

********There are also 22 chief executives booked on the Leading Edge programme.*

Region	LA	LE	FoL	LEAD	NXG	LEDGE	Total
East of England	19	50	8	3	5	0	85
East Midlands	13	37	7	1	1	0	59
Greater London	5	29	8	2	9	0	53
North East	5	14	1	0	1	0	21
North West	11	35	4	1	6	0	57
South West	9	51	7	0	5	0	72
South East	10	71	30	4	8	16	139
Wales	24	0	0	0	1	0	25
West Midlands	13	56	9	1	4	0	83
Yorkshire & Humber	10	42	3	0	6	0	61
Total:	**119**	**385**	**77**	**12**	**46**	**16**	**655**

Type of Council	LA	LE	FoL	LEAD	NXG	LEDGE	Total
District	41	143	34	7	16	12	253
County	8	34	11	1	0	0	54
Metropolitan	23	66	5	0	9	3	106
London	5	29	8	2	9	0	53
Unitary	18	102	19	2	11	1	153
Welsh	24	0	0	0	1	0	25
Fire	0	11	0	0	0	0	11
Parks	0	0	0	0	0	0	0
Total:	**119**	**385**	**77**	**12**	**46**	**16**	**655**

Gender	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Male	75	234	50	5	25	13	402
Female	44	151	27	7	21	3	253
Total:	**119**	**385**	**77**	**12**	**46**	**16**	**655**

Highlighting Managerial Leadership Programme

14. **National Graduate Development Programme (ngdp)** – the ngdp for local government is a graduate recruitment and management training programme that aims to bring the next generation of talent into local authorities across England and Wales. Following a record number of requests from councils to take part in Cohort 17 of the ngdp, the programme welcomes 98 trainees into 44 councils this autumn.

15. For a full list of Highlighting Leadership programmes, including dates and booking information, visit the LGA website at http://www.local.gov.uk/councillor-development. A brochure and leaflets are also available detailing the suite of programmes in our Highlighting Leadership offer.

The Leadership Academy and tender process

16. In early 2016 it will become necessary to engage in a retendering exercise to seek suppliers to provide the leadership development services for the LGA's Leadership Academy programme. The size and duration of any potential contract means that this must be done through a full European Union Official Journal procurement route (OJEU) involving an open, transparent and detailed process of requesting bids from across the whole of the European Union. It is necessary to do this as the contract value exceeds the threshold stated in EU procurement rules (£173,000). The potential value of the contract is approximately £400,000 over a two year period with a possibility that any contract could be extended for a further year at the discretion of the LGA. Due to the values involved in this contract, the Board is asked to approve the proposed procurement process.

17. Local politicians face multiple challenges and opportunities from reducing budgets and re-shaping services, to working with diverse communities and complex political alliances. The Leadership Academy programme focusses on these challenges faced across local government and aims to deliver a step change in leadership behaviours, strategies, skills and mind-set.

18. The programme aims to help delegates: understand their own leadership style and improve leadership capabilities, work on their own specific council challenges, develop a 'leadership toolbox' of techniques and strategies for different situations, take learning back to their council and work with peers from other parties and councils.

Next steps

19. Members are asked to:

    19.1. note the report and offer any comments.

    19.2. agree the proposed Leadership Academy tender process.

Financial implications

20. None.

Improvement and Innovation Board

2 November 2015

Data and Local Transparency

Purpose

For information, discussion and direction.

Summary

This report informs and updates members about current activities in the data and local transparency programmes and seeks views and input.

Recommendation

The Improvement and Innovation Board is invited to:

1. note the activities of the data and transparency programme around the data vision, LG Inform, data standards, transfer of local land charges and information sharing, in line with the improvement programme and provide any comments;
2. comment on the issues raised in the call for evidence from the Independent Commission on Freedom of Information and authorise the Lead Members to approve the LGA's submission (paragraphs 17 to 21).

Action

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

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Local Government Association

Improvement and Innovation Board

2 November 2015

Data and Local Transparency

Purpose

1. This report informs and gives an update on the data and transparency programme developments since the Improvement and Innovation Board meeting in May 2015.

2. Cllr Roy Perry, Leader of Hampshire County Council, who previously led the data and transparency programme, has moved to lead on the Children and Young People's Board.

3. This report gives an update on the recent activities and future work that relate to the data and transparency programme, including:

   3.1. Background to the data and transparency programme
   3.2. Progress on a digital and data strategy
   3.3. Coordinating and leading the data standards programme
   3.4. LG Inform
   3.5. Information sharing
   3.6. Transfer of local land charges.

4. We are also seeking views from members about the call for evidence from the Independent Commission on Freedom of Information.

Background to the data and transparency programme

5. Spurred by a new generation of digital technologies, there is growing recognition in the public sector of the rich value of data as a resource to save money and target stretched resources where they are needed most. For the public, data also increases transparency and accountability, and gives deeper perspectives on value for money and effectiveness.

6. While releasing data in its raw form makes it accessible and reusable, the value of data as an enabler for digital transformation and informed decision making can be enhanced by better quality and use of data. More consistent and standardised data allows wider use in common service platforms, tools and apps, in data sharing and in big data analytics. Good quality data can also be more readily used to potentially drive efficiencies and better services within authorities, for example, in comparing and understanding spending, improving procurement, realising the value of property assets, providing information to customers such as home care availability, streamlining business processes and improving service delivery.

7. More can be done within the sector to exploit the potential of data use and sharing in this way, so that services are designed around user needs, engage and empower citizens, drive efficiencies, promote economic and social growth, and support transparency and public accountability. In particular, opening up, improving the quality and making better use of data can support many of local government's priorities for increasing efficiency. It can help support health and care integration, empower communities through

neighbourhood planning, support services for vulnerable people with complex needs such as troubled families and promote jobs, growth and digital technology and innovation.

8. The Government is actively promoting an 'open government' approach and encouraging (and, in some cases, requiring) local authorities to do more in this area. The LGA's aim, through the data and transparency programme, is to help improve the quality and use of local data within the sector. This work forms part of our sector-led improvement and innovation work.

9. Over the last two years the data and transparency programme has:

   9.1. supported councils in publishing data to meet the requirements of the local government transparency code, to make them more transparent and accountable to the public on what they spend and give deeper insights on value for money and effectiveness

   9.2. funded over 30 councils, through the open data breakthrough programme, to release data and make better use of it, fostering empowerment and collaboration with local communities

   9.3. set up a learning network and support for councils to share and learn from good practice in making transparency and open data work – we have provided guidance, case studies, facilitated knowledge groups and held events across the country, which have reached a community of around 1000 interested participants

   9.4. worked with authorities to promote a more joined–up approach to making data available in consistent ways, in order to overcome fragmentation and data silos and make information about services more comparable through the use of standards

   9.5. engaged with government departments and non-governmental organisations to influence data policies, represent the sector's views on transparency, information sharing and successfully made the case for new burdens funding, and promoted the sector's innovation on open data use

   9.6. launched and developed LG Inform, the LGA's data benchmarking service, to make transparent and comparable open data available to the public and to councils, both to be accountable and to help authorities with their performance management.

10. Members' views are invited on the following activities listed below, which it is proposed will form the main elements of our proposed work for 2015/16.

Data strategy and vision

11. At the Improvement and Innovation Board meeting in May, we presented an outline for a data strategy to complement the digital agenda to make better use of data. Since then we have made submissions for the Spending Review, outlining our proposal to support councils in making better use of data and improving productivity across local government and more widely. We are currently working on:

11.1. developing an overarching vision and 'value case' (evidence of the benefits of better data use) for local government about the use of data in the sector

11.2. promoting the wider understanding and appreciation of the value of data by engagement with authorities and learning activities (innovation case studies, guidance and workshops)

11.3. coordinating a joined-up approach for local data standards that improves the quality of data and meets the needs of local digital services

11.4. maintaining, further developing and hosting local open data standards to improve data quality

11.5. working with the Economic and Social Research Council (ESRC) data and research centre to explore the opportunities of local government data in big data analytics to support vulnerable people and local economic growth.

Data standards

12. The value of data as an enabler for digital transformation, shared services and insight can be enhanced substantially if it can be compared and combined with other information through the development of basic standards and proven best practice[1].

13. The LGA is working in collaboration with istandUK (formerly the Local eGovernment Standards Body) to coordinate and lead on a sector-led approach to developing standards, rather than being centrally imposed by government or developed in a piecemeal approach. We are seeking endorsement from members to lead on this approach.

LG Inform

14. Over the last year, LG Inform has been modified to work on tablet devices and the data is now available as a direct data feed which authorities can use to automatically update their performance management or other corporate systems. Work proposed for the coming 18 months includes:

14.1. ongoing training to help authorities make the most of LG Inform
14.2. promotion work to raise awareness of LG Inform to councillors and senior managers and encourage use by them
14.3. developments to help authorities use LG Inform in different ways (improvements to how they can export data and embed data into their own websites)
14.4. increase the number of metrics in LG Inform, as guided by local authorities (particularly more financial information)
14.5. increase the number of ready-made reports within LG Inform, to give easy access to a range of data in one report

[1]Why standards are essential to connect data and services: http://publicservicetransformation.org/media-zone/news/872-unlocking-data-2-why-standards-are-essential-to-connect-data-and-services

Data and information sharing

15. Information sharing is one of the challenges local authorities are facing in transforming public services. It affects services such as health and social care integration, troubled families, interactions with the Department for Work and Pensions such as for Universal Credit, and other local public services that are working in a multi-agency context. Several initiatives are under way to address information sharing issues (see also the May 2015 agenda) and a range of organisations are involved:

    15.1. information sharing between health and social care is being taken forward as a matter of urgency through the Department of Health

    15.2. the Cabinet Office is pursuing an open policy making approach to identify the policy context for sharing information and where legislative changes are required

    15.3. the Centre of Excellence for Information Sharing is working with local authorities to address cultural and organisational issues.

16. The LGA is contributing and representing local authority interests in these various initiatives to ensure that the programmes are linked and the needs of local authorities are met. We recognise that further evidence gathering may be required to support progression of this agenda. We invite members to tell us what the issues are to support the LGA's approach.

Transfer of local land charges

17. The Infrastructure Act 2015 paves the way for the transfer of local land charges registers and services from local authorities to the Land Registry. The LGA, as a key stakeholder, represents the interests of local authorities in the transfer of local land charges and is engaging with member councils to seek their views and to foster a collaborative atmosphere, promoting the transfer while meeting the sector's needs especially around new burdens. Consultation on the secondary legislation, which will specify the details of the transfer and a full cost assessment, is expected in January 2016.

Independent Commission on Freedom of Information: Call for evidence

18. The Independent Commission on Freedom of Information was established on 17 July 2015 to review the Freedom of Information Act 2000. Its terms of reference are as follows:

    "The Commission will review the Freedom of Information Act 2000 ('the Act') to consider whether there is an appropriate public interest balance between transparency, accountability and the need for sensitive information to have robust protection, and whether the operation of the Act adequately recognises the need for a "safe space" for policy development and implementation and frank advice. The Commission may also consider the balance between the need to maintain public access to information, and the burden of the Act on public authorities, and whether change is needed to moderate that while maintaining public access to information."

19. The Commission has published a call for evidence and invited feedback by 20 November. The call for evidence questions are **attached** at Appendix 1. The first four questions relate to the current protection of information related to pre-decisional internal deliberation of future public policies and the role of Cabinet Office to veto any release. The latter two questions affect all public bodies and relate to the enforcement and appeals process and the burden imposed on public authorities under the Act. Further details are provided at: https://www.gov.uk/government/organisations/independent-commission-on-freedom-of-information.

20. The LGA's member authorities are fully committed to the Freedom of Information Act and the purpose for which it was intended. However, over the past few years some authorities have raised concerns about the inability to exempt information about internal deliberation of policy decisions in local authorities, the cost and length of the appeals process, the increasing volume of requests submitted especially by companies for commercial purposes and the increasing amount of time and resources spent on processing requests and redacting exempted information.

21. The LGA proposes to make a submission to the Commission on behalf of authorities. We are asking authorities to let us know any concerns they have and changes they would like the LGA to include in its submission, on their behalf, having regard to the questions in the "Call for Evidence" document found here and in the appendix: https://consult.justice.gov.uk/foi-commission/call-for-evidence/supporting_documents/callforevidenceenglish.pdf.

22. The Board is invited to give comments to inform the LGA's position, and the final submission will be sent to the Board's Lead Members for approval.

Local Government Association

Improvement and Innovation Board

2 November 2015

APPENDIX 1: Independent Commission on Freedom of Information – Call for evidence

Questions

Question 1: What protection should there be for information relating to the internal deliberations of public bodies? For how long after a decision does such information remain sensitive? Should different protections apply to different kinds of information that are currently protected by sections 35 and 36?

Question 2: What protection should there be for information which relates to the process of collective Cabinet discussion and agreement? Is this information entitled to the same or greater protection than that afforded to other internal deliberative information? For how long should such material be protected?

Question 3: What protection should there be for information which involves candid assessment of risks? For how long does such information remain sensitive?

Question 4: Should the executive have a veto (subject to judicial review) over the release of information? If so, how should this operate and what safeguards are required? If not, what implications does this have for the rest of the Act, and how could government protect sensitive information from disclosure instead?

Question 5: What is the appropriate enforcement and appeal system for freedom of information requests?

Question 6: Is the burden imposed on public authorities under the Act justified by the public interest in the public's right to know? Or are controls needed to reduce the burden of FoI on public authorities? If controls are justified, should these be targeted at the kinds of requests which impose a disproportionate burden on public authorities? Which kinds of requests do impose a disproportionate burden?

Improvement and Innovation Board

2 November 2015

Care and Health Improvement Programme 2016/17 and beyond

Purpose

To seek Board approval and direction on the broad range of activities and approach to the Care and Health Improvement Programme for 2016/17 and beyond.

Summary

Over the last four years the LGA has been delivering an increasing range of activity (the Care and Health Improvement Programme – CHIP), primarily sponsored by the Department of Health, aimed at bringing about leadership developments, improvement or implementation support in the areas of care and support, health and wellbeing, and service integration with health. We are now preparing to develop this programme for 2016/17 and beyond.

In developing the programme, we are actively seeking the view of LGA Boards (this Board and the Community Wellbeing Portfolio), senior stakeholders across the sector including local authority Lead Members, Chief Executives and Directors of Adult Social Care, the Association of Directors of Social Services (ADASS), NHS Confederation and Clinical Commissioners and sponsors. The **attached** presentation forms the basis of that discussion with them.

The discussion proposals for the programme seek to complete the transition from individual programmes to a single, more simplified, offer for the sector positioned around the key areas of leadership, integration, core service delivery (commissioning, markets and safeguarding) and managing risks and resilience.

Final proposals will be agreed in early 2016 by this Board and the Community Wellbeing Portfolio and for submission to the Department of Health.

Recommendations

The Improvement and Innovation Board is recommended to provide guidance and direction on the draft objectives, range, scope and direction of the programme for 2016/17 and beyond.

Actions

This Board's direction and advice, and that of the Community Wellbeing Portfolio, will be taken into account in the negotiations and agreements with the programme sponsors and this Board will be kept informed.

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Care and Health Improvement Programme 2016/17 and beyond

Background: Sector-Led Improvement (SLI) in Care and Health

1. SLI is now firmly embedded within the wide, and growing, range of transformation and improvement programmes across the social care and health agenda. Over the last year the CHIP has successfully supported Health and Wellbeing Boards and councils to:

   1.1. develop the place based leadership role of Health and Wellbeing Boards
   1.2. support the planning and delivery process for the Better Care Fund
   1.3. implement the Care Act's social care reforms
   1.4. improve the assessment and management of risks and resilience
   1.5. support local authorities and their local NHS colleagues to handle the winter pressure demands on services.

2. Much of this work is underpinned by the work and protocols developed and directed by the Towards Excellence in Adult Social Care Board over the last four years, as the basis of strengthening SLI in this area.

The current adult social care environment

3. The pressures on the adult social care system are well known and documented. The LGA has been lobbying strongly and successfully to recognise and address them. The most significant features of the adult social care environment are:

   3.1. an older population with more complex needs over a longer period
   3.2. increasing fragility and less resilience in all parts of the system
   3.3. overall spend reducing but with high learning disability spend
   3.4. increasing financial pressures on the local government sector (estimated at £700 million per year) that are mirrored in the NHS
   3.5. long-term issues (leadership, commissioning, workforce, etc) that persist and restrict ability to change or implement policy
   3.6. agreed drive towards further integration and end-to-end planning to improve services but unlikely to address cost pressures
   3.7. focus on devolution and local solutions to national issues
   3.8. little new policy on the way but a possible future five-year 'vision' for social care.

The proposed CHIP

4. The **attached** slide pack (**Appendix A**) presents our discussion proposals on the future of the CHIP. It is the basis of a series of iterative conversations with all parts of the sector in order to develop a shared vision of how we should take this work forward. The key features of the discussion proposals are:

   Developing a stronger SLI approach

5. Previous years' programmes have been led by the implantation of the Care Act and the introduction of the Better Care Fund. As these topics, while still significant, are moving towards a business as usual approach, it allows us to strengthen the sector-led improvement approach within the programme. Feedback from the sector and the Department of Health both welcome this shift.

Whole care and health economy approach

6. There is agreement that integration of prevention, care and health services is important to improve the client's/patient's experience and quality of care. It is also perhaps a partial solution to addressing funding concerns but in no way can it address all the funding pressures on the system.

7. Integration requires close working with NHS colleagues and we are in discussions with the NHS Confederation and Clinical Commissioners to develop an approach to peer challenge that would take a strategic look across both health and care. We are also exploring other areas where we can work more closely with NHS colleagues to address issues of joint concern. Where we work with these organisations this work would be jointly badged.

More focused offer on core concerns

8. Feedback from conversations with regional leads and from external evaluation has highlighted that there is an undisputed need for the programme but that its offer should focus more on the core concerns that inhibit further integration and are barriers to improvement and change. We are therefore exploring how we can provide a more focused offer in the areas of:

   8.1. systems leadership

   8.2. commissioning and market shaping

   8.3. risks, resilience and sustainability

   8.4. quality and safety.

9. Responding to calls for a more focus support and improvement programme will inevitably mean that our current offer is reduced in the breadth of the areas addressed. In taking this approach, we will look to work with and support those organisations that are better placed to address these issues.

Tailored approach according to needs

10. We propose that the programme will have a universal offer available to all and this offer will primarily address the identified core concerns. It would build on the range of material developed so far and support the uptake and use of this through local and regional networks that take policy into practice in a practical way that meet local requirements and share best practice. We would also propose to secure a fund to provide bespoke support as needed.

New approach to peer challenge

11. We are also proposing to develop a new Strategic Health and Adult Social Care Peer Challenge that would replace the current Health and Wellbeing and Commissioning Peer Challenges. This new peer challenge would take a strategic look across the whole care and health economy in an area in much the same way as a Corporate Peer Challenge does but with a focus on health and care and how local partners are working together to address issues.

12. If approved, such an approach would be developed over the next 12 months and then rolled out to all areas over a four-year period that would need to be linked to other peer challenges.

Conclusion and next steps

13. This paper will also be discussed at our Community Wellbeing Portfolio. Discussions are also underway with key stakeholders, principally ADASS, the Society of Local Authority Chief Executives, NHS Confederation and Clinical Commissioners and others over the coming weeks in order to develop the programme offer. We are also in on-going discussion with the Department of Health about its requirements and the total cost of the programme.

14. Final approval of the scope and costs of the programme is expected to be agreed in early 2016 for a 1 April 2016 commencement.

Financial Implications

15. The cost of the programme will be fully met from Department of Health grants to the LGA. We are also seeking to secure a multi-year funding settlement that reflects the scale of the issues and time required to address them, economies and efficiencies within the programme and the multi-year approach to the proposed Strategic Health and Adult Social Care Peer Challenge.

Improvement and Innovation Board
2 November 2015
Agenda Item:

Discussion Draft

Initial Discussion Draft

Care and Health Improvement Programme

2016/17 and Beyond

October 2015

Purpose

SLIDE DECK TO STIMULATE DISCUSSION

- To start the conversation on the CHIP for 2016/17 and beyond
- To develop views on:
  - the narrative and justification for our programme
  - the programme objectives and outcomes
  - how this fits with wider sector-led improvement (SLI) and policy initiatives
- To stimulate further engagement with key partners on focus the programme and approach

Discussion Draft

The environment

- Older population with more complex needs over a longer period
- Increasing fragility and less resilience in all parts of the system
- Learning disability spend higher and a new approach needed
- Long-term issues *(leadership, commissioning, workforce, etc)* persisting and restricting ability to change or implement policy
- Increasing financial pressures on the local government sector (estimated at £700 million per year) that are mirrored in the NHS
- Agreed drive towards further integration and end-to-end planning
- Focus on devolution and local solutions to national issues
- Little new policy on the way: possible 5 year *'vision'* for social care
- *"A successful NHS requires successful social care"*

Discussion Draft

Feedback from regional discussions

- The programme addresses current and immediate needs
- The right mix of components but the balance needs adjusting
- The Care Act needs re-scoping to address systemic concerns
- Confusion about the BCF offer, how to access it, and its '*NHS*' style
- Variable engagement in NHS activities – Vanguards, Pioneers, etc
- Regional SLI working for risk management and peer review
- Transforming Care works but is separate. This is seen as OK
- Care and Health Improvement Advisers and bespoke support are helpful and well regarded
- There are enough tools available, need support to use them

Discussion Draft

Feedback from external evaluation

- ‘Jewels in the crown’ of existing programmes:
  - Leadership Essentials
  - Regional learning networks
  - Care and Health Improvement Advisers
  - Peer challenges
  - Seeding networks and relations
- Tangible successes include:
  - Confidence in Better Care plans
  - Care Act work and programme
  - Cultural change and support for leadership beyond councils
- The need for CHIP is uncontested but:
  - Too many ‘offers’ with overlapping issues/findings/approaches
  - Opportunity for a more coherent offer and clarity of purpose

Discussion Draft

Initial discussion proposals and desired outcomes

Discussion Draft

A draft narrative

Narrative:

- Social care and health are increasingly collaborating to develop services, prevent demand, improve outcomes for adults and to do so in a financially sustainable way. Concerns for specific client groups are also at the fore. For example, spend on learning disabilities is significantly higher and there is a strong desire to move towards new models of more integrated and client empowered care, and meeting the needs of all through their life course.
- Significant long-standing barriers *(funding flows, system wide leadership, commissioning, resilience, workforce and information exchange)* block further integration, increase costs and act to make the care and health systems fragile.
- SLI is a cost efficient co-production approach that effectively supports those facing significant challenges and promotes improvement, innovation and change.

Discussion Draft

A draft vision

Vision:

Work with partners to support local care and health economies to overcome the barriers to:

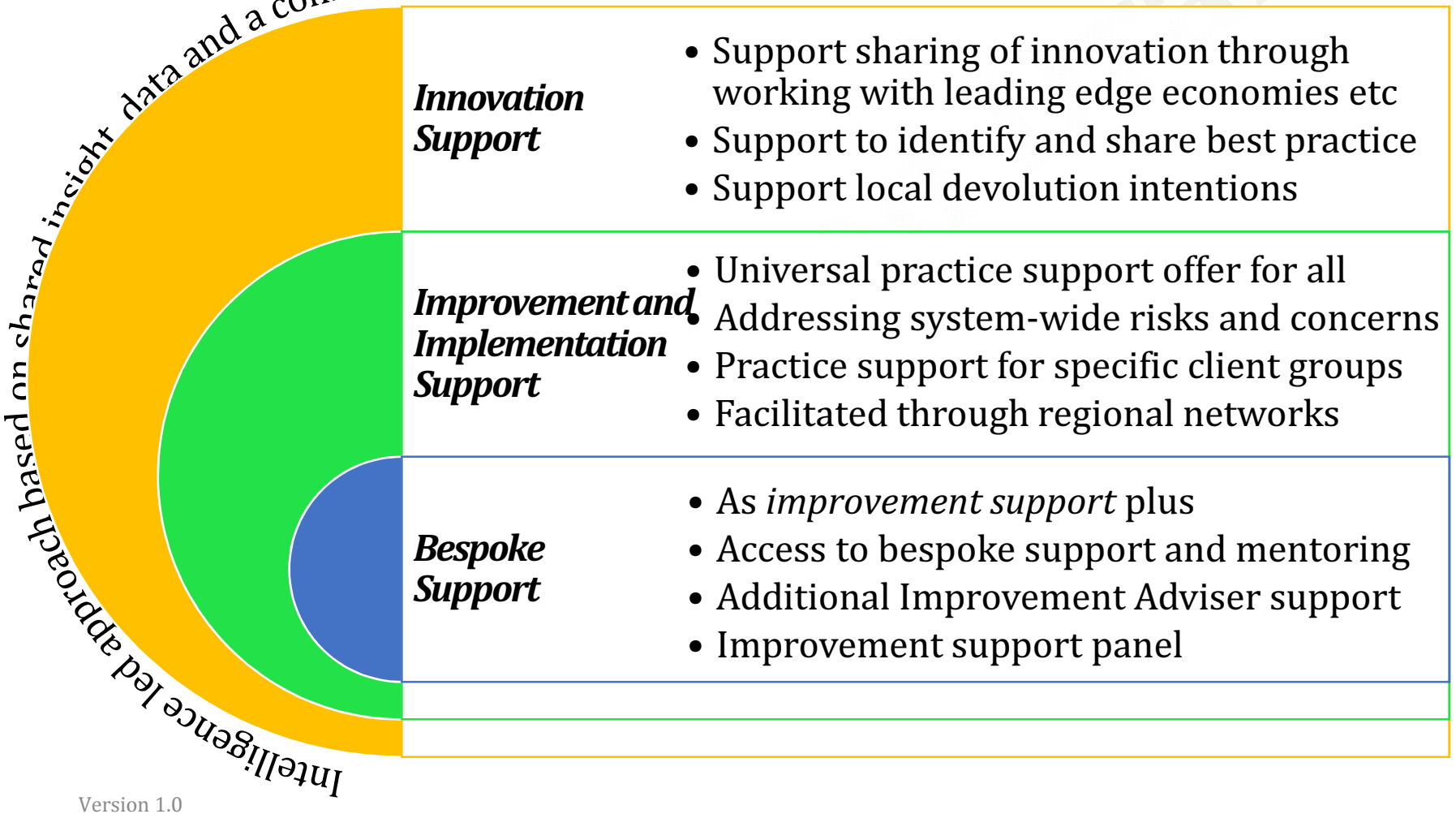
- integrating services
- ensuring quality and safety
- sustainability and resilience
- improving efficiency

so that the outcomes for local people are better

Discussion Draft

Support according to needs

Intelligence led approach based on shared insight, data and a common understanding of the risks and barriers to improvement:



Outcomes framework

- **Outcomes for local care and health economies:** Supporting local partners to…

- ***Outcomes for councils:*** *The LGA will …*

...facilitate regional SLI approaches & bespoke support

... support insight & confidence to deliver

... advocate for the LG sector

Discussion Draft

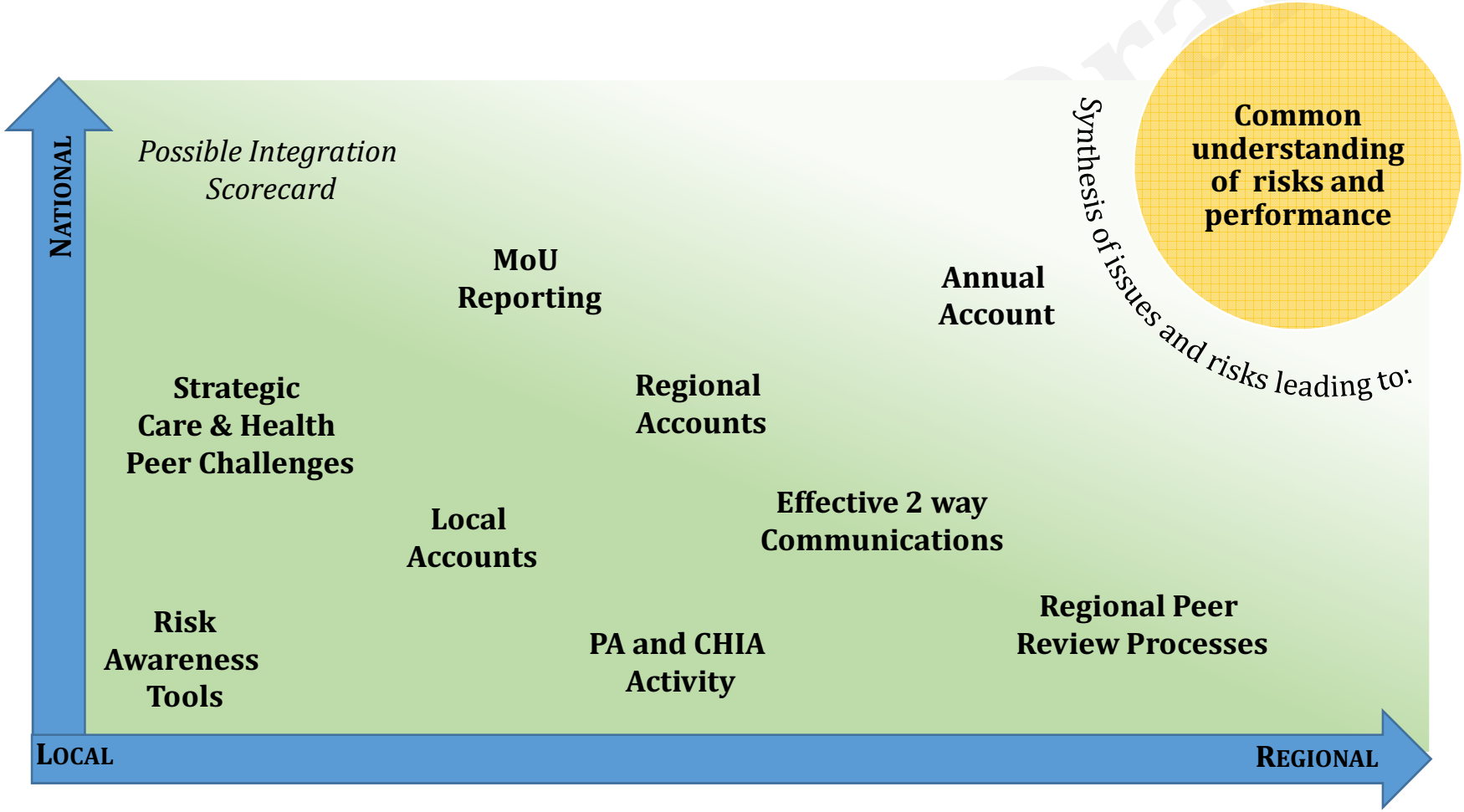
Outcomes and enablers

			Outcomes								
Primary Enablers			Programme Primary Outcomes						Develop	Influence/Support	
		Examples of possible offers to LG (to be developed):	Systems Leadership	Integration & Policy	Systemic Concerns	Risks & Resilience	Digital / Informatics	Safeguarding & quality	*Prevention & Public Health*	*Workforce*	*Devolution*
		Co-Production	*Leadership Essentials*		Health & Care Peer Challenges		NIB		*Health in Every Policy*	*Work with SfC*	
		Risk Management		Risk Awareness Tool							*Devolution risks tool*
	Support into practice	Regional Networks	Regional Network		Regional Network			Regional SAB Networks	*Engage with ADPH networks*		
	Support into practice	Tools & Approaches		CA / BCF Stocktake	PMS Self Assessment	Annual & Local Accounts	Road Map				*Risk Awareness Tool*

Within an overall SLI Architecture

Draft

Confidence reporting framework



Draft

Perspective: What will members see?

- Support to developing leadership skills through Leadership Essentials
- Seeding the local networks that will make a difference
- Capacity at a regional level to understand issues, progress integration approaches and share learning
- Briefings and events that develop knowledge and thought leadership
- Peer review and peer support
- Bespoke support for people and places as needed

Discussion Draft

Perspective: What will Chief Execs see?

- Support to developing leadership skills across social care and health
- Additional regional capacity to understand issues, progress integration approaches, implement policy and share learning and best practice
- Support form Care and Health Improvement Advisers
- Bespoke support for people and places as required
- Access and insight from policy makers

Discussion Draft

Perspective: What will DASSs see?

- Capacity at local and regional level to:
  - identify and address risks
  - share learning and best practice
  - progress integration and policy approaches
  - co-ordinate regional activity
- Support from Care and Health Improvement Advisers
- Support to regional networks of senior managers to put policy into practice, address systemic concerns and improve
- Bespoke support for people and place as needed

Discussion Draft

Improvement and Innovation Board

2 November 2015

LGA Boards' improvement activity

Purpose

To update the Board on improvement activity undertaken by other LGA Boards.

Recommendation:

Members are asked to note the update on improvement activity undertaken by other LGA Boards.

Action:

Officers to respond as necessary to any comments.

Contact officer:	Nick Easton
Position:	Improvement Co-ordination Manager
Phone no:	020 7664 3278
E-mail:	nick.easton@local.gov.uk

Improvement and Innovation Board

2 November 2015

LGA Boards' improvement activity

Background

1. Members have agreed that it is important for the Improvement and Innovation Board to retain a strategic or "overarching" perspective on the improvement activity currently undertaken across LGA Boards. This will help ensure consistency with the key principles underpinning the approach to sector-led improvement and help avoid any potential duplication.

2. In order to achieve this:

    2.1. officers coordinate the flow of business through the Boards so that the Improvement and Innovation Board can be invited to express strategic views about any significant improvement issues put before other Boards
    2.2. during the year the Improvement and Innovation Board receives suitably timed progress reports on the major improvement programmes
    2.3. as far as possible, the Improvement and Innovation Board meets towards the end of each quarterly cycle of meetings so it can consider any significant issues put before other Boards and then report back to Boards at their next meeting.

3. The agenda for this meeting includes a significant report on the Care and Health Improvement Programme for 2016/17 and invites members' views.

4. In addition, an update drawing together a summary of all LGA Board's improvement activity for the current annual cycle of business is **attached at Appendix A.**

Next steps

5. Subject to members' views, officers will continue to update the Board on the improvement activities across all LGA Boards.

Financial implications

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

Local Government Association

Improvement and Innovation Board
2 November 2015

Appendix A: LGA Boards' improvement activity

City Regions Board, and People and Places Board

Support offer on devolution
There is strong demand from across the sector for the LGA to facilitate knowledge sharing and dissemination of best practice. The LGA's paper 'English Devolution' has been downloaded around 25,000 times, and its accompanying series of essays on public health around 11,000. The LGA has also recently re-launched its DevoNext hub: local.gov.uk/devolution. This 'hub' is a resource for technical information, updates on the most recent activity at local and national government level, and key documents from devolution frontrunners. New additions to the hub include an overview of the September devolution submissions to the Treasury, alongside links to evidence and information on a range of service~~s~~ areas that will help councils to make the case for devolved powers and funding. Over time, this hub will be developed to include further detail on the evidence base for devolution, progress on deals, and learning from those further ahead in the process.

The People and Places, and City Regions Boards commissioned a demand-led programme of support to councils. The offer is open to be shaped by the changing needs of the sector but reflects the requests received by the LGA to date. Broadly, councils have asked for support in:

- brokering local conversations with support from member or officer peers
- expert support in developing bids and business cases; initially this has been directly from LGA officers but the LGA is building a list of expert advisers who can support councils to develop and implement specific areas of their bids and deals
- support in negotiating with Whitehall, led by Andrew Campbell, Associate Director on secondment to the LGA from the Department of Communities and Local Government
- communicating with the public and stakeholders about devolution, with the first in a series of events tailored to different areas of the country held in Birmingham on 21 October
- developing leadership in a wider sub-regional context.

It is expected that the support offered by the LGA will change as different councils and groups of councils move forward at different paces. In particular, we might look to offer more intensive local support to areas at key points and to help councils strengthen their offers on public service transformation. It will also be important to capture the learning, advice and reflections from places as they move through different stages, and ensure this is available to the rest of the sector. Comments are invited from members as to how the LGA can ensure it is engaging effectively with councils across the country.

Community Wellbeing (CWB) Portfolio

The proposal for the Care and Health Improvement Programme (CHIP) for 2016/17 is the subject of a separate item on the agenda.

As well as the CHIP improvement work, the CWB Portfolio is currently developing a range of improvement activity including:

- voluntary practice guidance and key performance indicators for commissioners and providers of independent advocacy on health complaints
- exploring whether to adapt the materials for the development training provided to Barnet Clinical Commissioning Group (CCG) to improve their contribution to Barnet Health and Wellbeing Board's work as a resource for working with CCGs, and meeting the NHS Clinical Commissioners Board to discuss how to broaden the Health and Wellbeing Board improvement support to CCGs and the health system
- commissioning a good practice document on how Health and Wellbeing Boards are working with health and social care providers in partnership with NHS providers
- working with LGA colleagues and Greater Manchester to develop the support offer to areas on health devolution. This is likely to involve a three-pronged approach:
    - holding a round table and providing tailored support for areas that have agreed devolution deals with contributions from Greater Manchester and Cornwall so they can share their experience
    - producing a document on 'ambitions for integration', which identifies levels of ambition on integration, what we have learnt from the Better Care Fund, the Integration Pioneers and other programmes in terms of drivers and barriers for integration and when a devolution deal is necessary to achieve your ambition
    - holding briefing sessions and publishing a written document on health devolution for stakeholders such as charities who are worried about health devolution.

Children and Young People Board

The LGA, working in conjunction with ADCS and Solace, has developed a sector-led inspection model that we hope will replace Ofsted's current Single Inspection Framework, which we do not believe is fit for purpose.

We are holding three more *Leadership Essentials* courses for children's lead members during 2015/16, with the first two taking place in October and November.

We have completely refreshed the *Must Know* series of guides to key issues for Children's Lead Members, including a guide that looks at what happens when a children's services department is put into intervention.

We have worked with iMPOWER to produce a report looking at the impact of an *inadequate* Ofsted judgement on a council and are carrying out a separate project looking at why some models of intervention are more successful than others.

During the coming the year the Board will continue to:

- promote good practice in 'what works' in children's services improvement
- assess the effectiveness, value for money and outcomes of current children's services arrangements
- discuss with Ofsted whether the current pace of inspections could be slowed to allow this support to take effect and drive rapid improvement in children's services
- help councils with their financial challenges by supporting a programme of productivity improvement.

Local Government Association

Improvement and Innovation Board
2 November 2015

Culture, Tourism and Sport (CTS) Board

The CTS Board is once again offering a comprehensive culture and sport improvement offer to help portfolio holders lead transformational change of their services. Fully funded by Arts Council England and Sport England, we have already delivered one Sport Leadership Essentials Programme on 22-23 July, one Library Leadership Seminar on 15 September and offered a library peer review to three councils for delivery by end of March 2016. Upcoming leadership events include two Culture Leadership Essential Programmes (on 3-4 November and 2-3 December), one library seminar on 27 January at The Hive and two Sport Leadership Essentials Programmes (on 21–22 October and early 2016 to be confirmed). So far, we have supported 35 councillors and we are aiming to support 150 by the end of March.

The joint LGA/Department for Culture, Media and Sport Leadership for Libraries Taskforce is developing good practice case studies and practical tools that will share different delivery models for libraries.

We have published new case studies highlighting the links between the arts and health, and are working with Historic England to share the latest innovative practice for re-configuring historic environment services.

Finally, we are working with the National Cultural Commissioning Programme, which is supporting cultural organisations to be 'commissioner ready', to share the learning from the three year programme that ends in March 2016 through joint regional and national events.

Environment, Economy, Housing and Transport (EEHT) Board

The Board has commissioned case studies that will demonstrate how councils can be effective in promoting and sustaining growth. These case studies will be published and will provide guidance for other councils on successful practice. The Board has also commissioned two seminars looking at the role of:

- councils in promoting growth on 7 December 2015 and will be led by the Chair of EEHT
- transport in supporting local growth, which will be held in February 2016.

The LGA published case studies and a toolkit for councils in May 2015 to help councils as employers support their local economy through promoting good employment practices from the sector on helping apprentices, interns and NEETs (Not in Education, Employment, or Training) into work.

Safer and Stronger Communities Board

The Board continues to support councils and community safety partnerships around a range of responsibilities, the implications of new legislation and in tackling new or complex forms of crimes. These include supporting councillors in their licensing and regulatory functions, in particular around the role of taxi licensing in addressing child sexual exploitation and tackling illegal working, supporting councils to implement the new Prevent duty and to better engage communities around violence against women and girls such as female genital mutilation, and managing severe weather outbreaks and other emergencies. We also continue to provide a Community Safety Peer challenge on a paid for basis where there is demand.

Local Government Association

Improvement and Innovation Board
2 November 2015

Fire Services Management Committee

There are three strands to the LGA and Chief Fire Officers Association (CFOA) improvement offer. These are:

Fire Peer Challenge and Operational Assessment: The LGA and CFOA have developed an approach to peer challenge that builds on past experience and has been tested in all 46 Fire and Rescue Authorities since 2012. Following the recent refresh of the Fire Peer Challenge and Operational Assessment, Fire and Rescue Authorities can now commission a 'second round' of Fire Peer Challenges at a time of their choosing. These will use the updated Operational Assessment, the peer challenge toolkit and framework, and are delivered at no cost to the receiving Fire and Rescue Authority. A number of challenges have already been commissioned for the autumn of 2015 and the spring/summer of 2016.

Fire and Rescue Leadership Essentials Programme: The programme provides development for councillors in leadership positions. The main objectives are to: develop the nature of political leadership in FRAs, ensure elected members are kept up to date on the key strategic issues facing the sector, appreciate how different leadership styles can assist in organisational change and explore tools and techniques for working with communities, partners and the media. The most recent programme was held in October, with another planned for the spring.

Fire and Rescue Service collaboration: The LGA will be supporting and promoting new forms of collaboration between the emergency services, and between the Fire and Rescue Service and other public services such as health.

Resources Portfolio

One of the key work themes for the Resources portfolio this year will be working to help councils have opportunities to access alternative sources of reviewing strategic finances for infrastructure, growth and devolution. As well as lobbying to free local government borrowing from Treasury restrictions, this work will assess and develop opportunities for councils to develop the case for accessing alternative sources of funding for investment in infrastructure.

Finance improvement support offer

Effective financial management has never been more important to local authorities than it is now. The sector-led improvement offer to local government has developed over a period that has coincided with large-scale change in the way local authorities operate. A key driver for this change has been financial; the reduction in government funding, increased spending pressure and changes in the way funding is distributed have changed the way councils need to think about their finances. An imperative to transform services, innovate and work in partnership demands new approaches to financial decision-making and the management of financial risk.

Work with councils has identified a demand for good practice and support to help them manage their overall finances. This can range from achieving productivity or efficiency savings, through to ways of helping them engage with their local communities to prioritise how they spend resources.

In summary the offer includes:

Financial Review: Recognising that financial sustainability and resilience have moved to the top of the agenda for most authorities, we have devised a specialist form of peer challenge called the Financial Review, which has now been piloted in three authorities and is now available to go 'live'. The focus is around the relationships and processes that enable financial management and financial decision-making to be successfully part of developing and implementing council policy, the corporate vision and strategy. As with our Corporate Peer Challenge, the Financial Review offer will be free to councils and will be resourced from Revenue Support Grant in 2015/16.

Finance Health Check: an in-depth technical analysis and assessment of financial management conducted over two days by a qualified associate.

Budget Challenge: aimed at leaders and finance leads, a facilitated discussion with a member peer on budget options and issues.

Diagnostic tools: modelling and analysis of an authority's financial position, incorporating, inter alia, the Future Funding Outlook and Spidergram. Each council Chief Executive and Chief Finance Officer was sent a copy of their council's model at the end of July and feedbacks indicates that several councils have made use of this in their financial planning processes.

Leadership Essentials: Alongside the offers described above, a Leadership Essentials programme on finance ran successfully at Warwick as a pilot on 30-31 October 2014, attracting highly favourable comments from those who attended. This was repeated at Roffey Park on 29-30 September and at Warwick on 14-15 October 2015.

Good Practice: In order to support authorities fully in their journey towards financial sustainability, it will also be necessary to identify good practice and make it available, both as part of the feedback from financial health checks and peer challenges, and more widely to the sector as a whole. There are a number of areas where good practice would seem particularly important and opportune; for example, authorities are increasingly moving away from incremental approaches to budgeting towards outcome-based or programme-based approaches that are widely considered to more effective in periods of rapid change. We can capture best practice in implementing new budget approaches through our support for councils. Good practice will be reflected in our new online innovation and good practice database.

Workforce Improvement and productivity support offer 2016-17

The LGA workforce offer of support helps councils modernise and change their workforce in the drive to deliver more for less. Workforce costs are currently c.50% of council spending (current pay bill is £52bn covering 1.2m employees). The need to increase workforce efficiency and productivity is therefore essential as funding reduces and demands for services and customer expectations increase. The integrated offer of support includes:

Reduce management costs: Improving Organisational Design using Decision Making Accountability programme DMA™ creates a workforce that is dynamic and streamlined

reducing management costs and increasing efficiencies, ensuring accountabilities are understood and decision making is freed up from bureaucracy and overburdened process/layers.

Increase motivation and performance: Increasing Employee Engagement using Employer Value Proposition EVP™ - the tough decisions councils have taken in recent years have left many employees dissatisfied in their job – and low levels of employee engagement cost. The link between highly engaged employees and productivity is well documented, so getting employee engagement right has never been more important.

Reduce recruitment difficulties: Improving recruitment and retention of key skills and addressing skills gaps using Workforce Canvas Tool™ - this area of work includes continuing our support to address recruitment difficulties in town planning, social care (adults and children), public health, environmental health, building control and strategic commissioning. A key aspect of this programme is to work with councils to increase in number of apprentices in the workforce.

Create a more flexible and agile workforce: Creating more flexible working opportunities in communities using the Timewise Council™ programme - embedding true flexibility in culture and working practices will support a wider range of service delivery models.

Modernise pay and reward: Modernising pay and rewards drive up innovation and performance using Pay Toolkit, Epaycheck™ and Top Pay Review services - the new pay toolkit helps councils solve the key issues of redesigning jobs to increase efficiency and helps them link pay to performance. Working with the unions, this work stream updates the advice and guidance available on the National Joint Council job evaluation scheme. It also provides specific support to Leaders and councillors on reviewing top pay and providing independent pay reviews for council Chief Executives. This includes a pay advisory service, benchmarking top pay, a mediation, arbitration and performance review service including, where necessary, confidential advice and guidance on severance agreements.

Deliver workforce transformation and manage changes: 21st Century Public Servant™ Transformation strand supports the transformation of the local government workforce so that it delivers public services in the new policy/legal context – this strand will provide councils with representation at a national level to ensure any proposed or new changes to policy/legislation that affects councils as employers is understood and implemented efficiently and effectively. In the past, this has included vital work on such issues as the transfer of Public Health Workforce and challenges pertaining to the Universal Credit changes. The work includes research, consultation, dissemination events, on-line support and guidance, training workshops and support surgeries.

The Workforce team's work has already delivered savings of £4million working with up to 20% of councils year on year.

Note of the Previous Meeting

Title:	Improvement and Innovation Board
Date:	Tuesday 14 July 2015
Venue:	Smith Square 3 and 4, Ground Floor, Local Government House, Smith Square, London, SW1P 3HZ

Attendance
An attendance list is attached as **Appendix A** to this note.

Item	Decisions and actions	Action

1 Declarations of Interest

The Chairman welcomed members to the meeting.

No declarations of interest were made.

2 Innovation in councils

Cllr Peter Fleming and Rhian Gladman introduced the report, which provided members with an update on the LGA's work to support innovation in councils.

The successes of the Innovation Zone at Annual Conference were highlighted. Members discussed how best to promote the Innovation Zone and disseminate its work.

Action

The Chairman to write a letter of thanks to Maggie Philbin (Teen Tech) and Hewlett-Packard for their contributions towards the Innovation Zone at Annual Conference.

Officers to provide an update on the Design in the public sector programme, to the next meeting.

Decision

Members **noted** the report.

3 Launch of the 2015/16 Highlighting Leadership offer

Cllr Judi Billing introduced the report, which outlined the LGA's political and managerial leadership offer for 2015/16 and initial take up from bookings to date. Cllr Billing noted that since the publication of this report, sign-up for the Leadership Essentials course has more than doubled to

265.

Members discussed the value of working with a variety of councillors, from across authorities and parties, and the importance of the offer for members in opposition as well as in power. The role of the political group offices in promoting awareness of the programmes was noted.

Action

Officers and members to promote the offer further, particularly in the North East region.

Decision

Members **noted** the report.

4 Sector-led improvement: finance support for councils

Cllr Jill Shortland introduced the paper, which reported back to members on the progress of work to develop the sector-led improvement offer with respect to financial issues.

Members welcomed feedback from the pilot Financial Reviews as a great example of the effectiveness of sector-led improvement.

Issues raised included:

- the importance of keeping under review the interaction of the Financial Reviews with Corporate Peer Challenges
- the need for resource implications on peers to be taken into account and the need to attract new finance peers
- the value of the ongoing feedback process in enabling us to articulate value.

Action

Board Members to put recommended member and officer finance peers in touch with officers.

Decision

Members **agreed** the next steps as outlines at para 11 to the report.

5 Productivity programme

Cllr Shirley Pannell introduced the report, which updated the Board on the progress being made in the Productivity Programme.

The Board welcomed Chris Bradley, Senior Commercial Manager at Surrey County Council, and Stephen Hughes, Interim Executive Director, LGA. Each presented briefly on their work with the Advanced Commercialisation Group (ACG).

Decision

Members **noted** the report and asked for consideration to be given to developing guidance setting out the sort of issues councils would need to address when considering taking a more commercial approach to activities.

6 Collective Switching Framework

Cllr Shirley Pannell introduced the report, which set out the options available to the Board once the current collective switching framework comes to a natural end in November 2015. The report also set out a number of additional ways in which councils could help their residents to save money on their energy bills.

Members made a number of comments about the collective switching framework, including:

- the market has moved on beyond what the existing Collective Switching Framework currently offers
- questioning the value for the LGA of continuing to involve itself directly in collective switching. The means by which councils can support residents in managing their energy bills had diversified since the framework was established such that the LGA should be promoting a wider range of methods to councils
- the importance of ensuring that the councils currently using the existing Collective Switching Framework are not disadvantaged by any decision.
- Option A endorses a single provider when there are others on the market.

Members went on to discuss how the LGA could support councils to help their residents to save money on their energy bills. It was noted that there was a diverse range of good practice across the country, and members felt the LGA should publish further details of these to enable councils to identify the most appropriate local approach.

It was **agreed** that:

(i) the collective switching framework come to an end in November 2015 with a vote of eight in favour and seven against.
(ii) officers collate and publish details of the various schemes and options available to councils wanting to support their residents in reducing their energy bills, linking to good practice across the country.

7 LGA Boards' improvement activity

Nick Easton introduced the report, which detailed the improvement activities undertaken by the LGA Boards since the last meeting of this Board.

Members discussed:

- the value of detailed evaluation of different mayoral models to inform the devolution debate
- the importance of fostering mutual understanding between Health Sector and Local Government in improving Health and Wellbeing.

Action

Officers to take forward work on governance models in the context of the broader support offer on devolution being developed by the City Regions and People and Places Board.

8 Annual review of the year

Dennis Skinner introduced the Annual Review, looking at the key Board achievements of the year. The report was also to be considered by the LGA Executive in September 2015.

Particular achievements highlighted included:

- 132 Peer Challenges in 2015/15 and 3,200+ days of senior councillor and officer time dedicated to Corporate Peer Challenge teams since 2011
- 577 councillors from 241 councils attended leadership development programmes in 2014/15
- LG Inform had 97% of councils registered with 500,000+ hits since its launch
- a refreshed shared services map identifying 416 shared services arrangements resulting in £462m efficiency savings.

Decision

Members **noted** the report.

9 Note of the previous meeting

The note of the previous meeting was **agreed**.

Members thanked Cllrs Peter Fleming and Jill Shortland since it was their last meeting as Chairman and Vice-Chair respectively.

Appendix A - Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Peter Fleming	Sevenoaks District Council
Vice-Chairman	Cllr Jill Shortland OBE	Somerset County Council
Deputy-chairman	Cllr Judi Billing MBE	North Hertfordshire District Council
	Cllr Shirley Pannell	North Kesteven District Council
Members	Cllr Claudia Webbe	Islington Council
	Cllr Phil Davies	Wirral Metropolitan Borough Council
	Cllr Darren Cooper	Sandwell Metropolitan Borough Council
	Cllr Roy Perry	Hampshire County Council
	Cllr Glen Miller	Bradford Metropolitan District Council
	Cllr Tony Jackson	East Herts Council
	Mr Richard Priestman	Local Government Improvement and Development
	Cllr Paul Bettison	Bracknell Forest Borough Council
	Cllr Howard Sykes MBE	Oldham Metropolitan Borough Council
Apologies	Cllr Keith Glazier	East Sussex County Council
	Cllr Teresa O'Neill OBE	Bexley Council
	Cllr Richard Stay	Central Bedfordshire Council
	Cllr Theresa Higgins	Essex County Council
	Cllr John Blackie	Richmondshire District Council
	Mr Philip Sellwood	Energy Saving Trust (EST)
	Cllr Bryony Rudkin	Suffolk County Council

Local Government Association

LGA location map

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London SW1P 3HZ

Tel: 020 7664 3131
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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

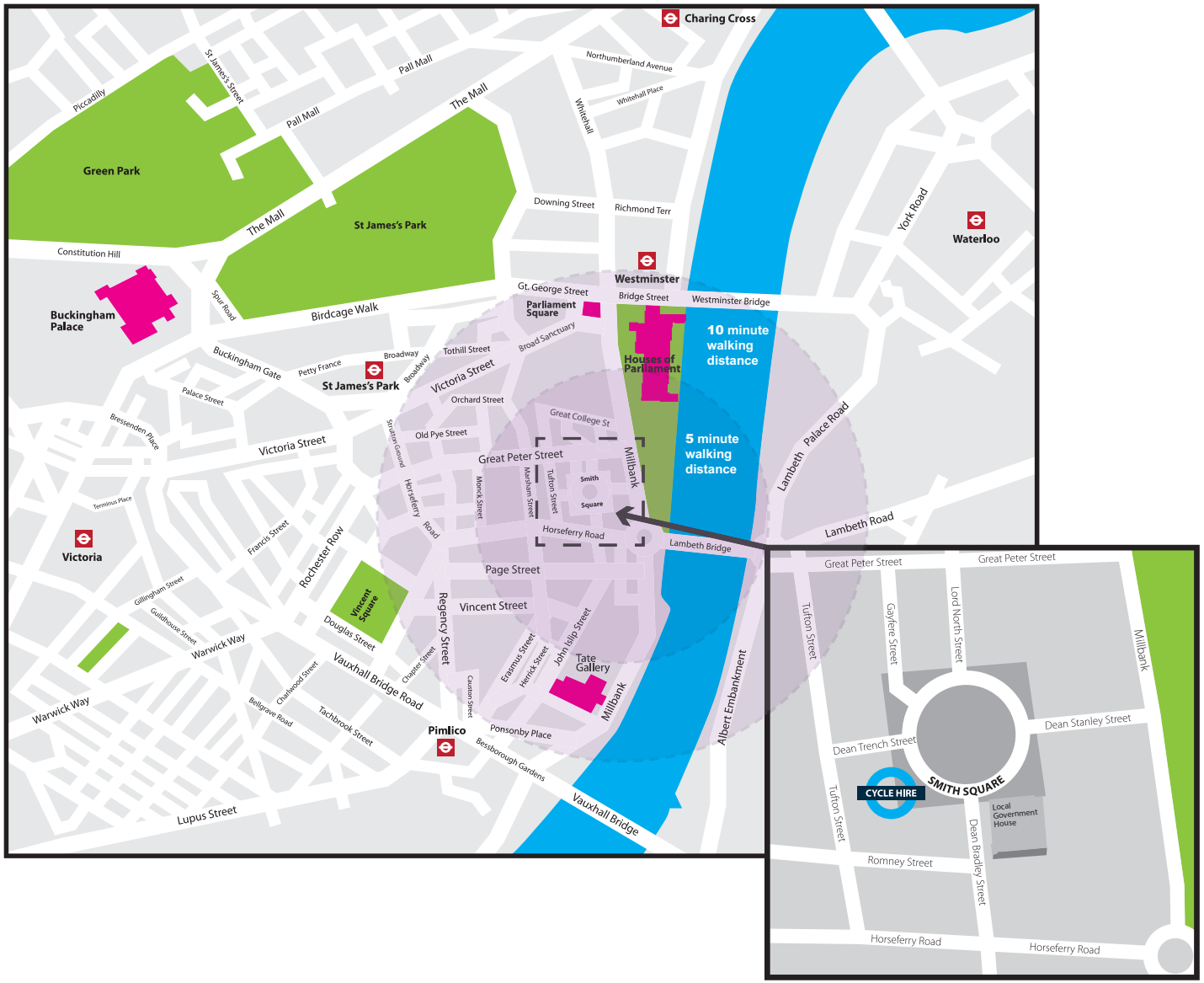
The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at Local Government House. Please telephone the LGA on 020 7664 3131.

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**