

# Improvement and Innovation Board

## Agenda

Tuesday, 19 January 2016  
11.00 am

Westminster Suite, 8th Floor, Local  
Government House, Smith Square, London,  
SW1P 3HZ

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

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This meeting is



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Improvement & Innovation Board  
19 January 2016

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Tuesday, 19 January 2016** Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available at 1.00pm

**Attendance Sheet:**

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**Apologies:**

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<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Labour:</b>	Group Office: 020 7664 3334	email: <a href="mailto:Labour.GroupLGA@local.gov.uk">Labour.GroupLGA@local.gov.uk</a>
<b>Independent:</b>	Group Office: 020 7664 3224	email: <a href="mailto:independent.group@local.gov.uk">independent.group@local.gov.uk</a>
<b>Liberal Democrat:</b>	Group Office: 020 7664 3235	email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>

**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](mailto:john.wilesmith@local.gov.uk) 0207 664 3363

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## Improvement & Innovation Board – Membership 2015/2016

<b>Councillor</b>	<b>Authority</b>
<b>Conservative ( 9 )</b>	
Cllr David Simmonds CBE (Chairman)	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 Dominic Gilham	Hillingdon London Borough Council
Cllr Paul Bettison (Observer)	Bracknell Forest Borough Council
<b>Substitutes</b>	
Cllr Russell Roberts	Kettering Borough Council
Cllr Janet Blake	Aylesbury Vale District Council
<b>Labour ( 9 )</b>	
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 Sue Whitaker	Norfolk County Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
<b>Substitutes</b>	
Cllr Colin Glover	Carlisle City Council
<b>Independent ( 4 )</b>	
Cllr Shirley Pannell (Deputy Chair)	North Kesteven District Council
Cllr John Blackie	Richmondshire District Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Cllr Laura Conway	North Kesteven District Council
<b>Substitutes</b>	
	North Kesteven District Council
<b>Substitutes</b>	
Cllr David Neighbour	Hart District Council

<b>Observers ( 2 )</b>	
Mr Richard Priestman	Local Government Improvement and Development
Mr Philip Sellwood	Energy Saving Trust



## Agenda

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### Improvement & Innovation Board

Tuesday 19 January 2016

11.00 am

Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ

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**Date of Next Meeting:** Tuesday, 10 May 2016, 11.00 am, Westminster Suite,  
8th Floor, Local Government House, Smith Square, London, SW1P 3HZ



## **Improvement and Innovation Board: Priorities and Portfolios**

### **Purpose**

For decision.

### **Summary**

In the light of the discussion at the last meeting and following consultation with Lead Members the report proposes a revised set of priorities and the creation of new shadowing and ambassadorial roles for Board members.

### **Recommendations**

The Board is recommended to agree:

- A revised set of priorities as proposed at paragraph 4;
- Subject to discussion with Board chairs, the creation of new shadowing roles as proposed at paragraph 7;
- The creation of a new ambassadorial role as proposed at paragraph 15.

### **Action**

- Officers to pursue with Lead Members in the light of the Board's discussion and invite members to take up the new roles.

**Contact officer:** Dennis Skinner  
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## **Improvement and Innovation Board: Priorities and Portfolios**

### **Purpose**

1. The purpose of this report is to help members take forward the discussion at the last meeting on 2 November about the Board's priorities and portfolios.

### **Priorities**

2. Until now the Improvement and Innovation Board has organised its sector-led improvement activity under five broad strategic themes and appointed office holders to lead on each, (with the addition of Cllr Roy Perry to lead on Transparency) as follows:
  - 2.1. Improvement: vacant (previously Cllr Jill Shortland)
  - 2.2. Productivity: Cllr Shirley Pannell
  - 2.3. Innovation: vacant (previously Cllr Peter Fleming)
  - 2.4. Leadership: Cllr Judi Billing
  - 2.5. Transparency: vacant. (previously Cllr Roy Perry)
3. During discussion at the Board meeting on 2 November there was a sense that members wished to streamline Board priorities whilst at the same time creating "portfolio" positions as a way of engaging wider Board members in the work.
4. In light of the discussions on 2 November and following consultation with lead members the following revised set of Board priorities are proposed:
  - 4.1. Improvement
  - 4.2. Leadership
  - 4.3. Productivity (including Innovation – where there are already strong synergies)
  - 4.4. Accountability and Transparency.
5. This would create four priorities, which would enable each office holder to lead a priority area.

### **Portfolios and "shadowing"**

6. At the last meeting members discussed various potential portfolio roles. As a result of the LGA governance review, the LGA is already trialling a wider "roll out" of the portfolio approach in the area of the previous Community Wellbeing Board and Resources Board and it may be helpful to await and take into account any lessons arising from the pilots.
7. In the meantime Board members also suggested that it might be helpful to appoint members to "shadow" other LGA Boards. This would build on some of our existing support for improvement, for example the adult social care efficiency programme. It could also help the Board support improvement in areas where we know councils can face performance challenges, for example children's improvement. And it could provide a way of pursuing some of the other possible portfolios members suggested during the



discussion at the last meeting, such as Devolution, Finance and Housing which fall within the remit of specific Boards.

8. Should members wish to pursue this “shadowing” proposal it would be important to have a discussion with the other LGA Board chairs to ensure that the proposal was properly understood and supported.
9. In terms of the role itself, shadow members could take an interest in the performance challenges, improvement issues and activities within the remit of each Board. They might help to ensure our support offers match the changing needs in the sector, are developed in the light of the Improvement and Innovation Board’s overarching approach and that there is no duplication. Shadow members could receive relevant Board agenda, where appropriate attend Board meetings as observers, and report back to the Improvement and Innovation Board as necessary alongside the current regular report to the Board on the improvement activity of LGA Boards.
10. With regard to the two Boards already trialling a portfolio approach (the Community Wellbeing Board and the Resources Board) members would need to decide whether the shadowing role might operate at Board level or at “work-stream” level.
11. Both Boards have identified four work-streams, each led by one of their four office holders, as follows:
  - 11.1. Community wellbeing:
    - 11.1.1. The future vision for health and care systems;
    - 11.1.2. The funding and support for adult social care;
    - 11.1.3. The role of councils in promoting health and wellbeing; and
    - 11.1.4. Vulnerable people and older people.
  - 11.2. Resources
    - 11.2.1. Local Government Finance
    - 11.2.2. Finance for Growth and Infrastructure
    - 11.2.3. Workforce
    - 11.2.4. Welfare Reform.
12. In the case of each work-stream a policy grouping is formed of LGA members assigned to the CWB or Resources portfolios. Each policy group determines its priorities in its own area and will then deliver specific pieces of work. It is intended that the policy groups be innovative in how they conduct their work, making use of new and emerging means of doing business, so there may only be two meetings a year where the policy group meets in person.
13. Consideration would need to be given to how any “shadow” role could work in such circumstances. In terms of Community wellbeing the issues appear interrelated and one “shadow” member may be sufficient and could usefully provide a link to the Care and Health Improvement programme funded by the Dept of Health. The four Resources work-streams however appear quite different in their focus and consideration could be given to

a “shadow” for each work-stream. The “shadow” might be included as an observer member of a policy group, receive papers and be included in discussions and the group’s work.

### **An Ambassadorial role**

14. During the discussion at the last meeting members mentioned a number of other potential portfolios, largely associated with promoting the value and effectiveness of sector led improvement, raising awareness of the LGA’s offer within the sector and promoting good practice.
15. Members may feel that these activities could be brought together in a proposed Ambassadorial function, with the Board appointing one or more ambassadors for each region. All Board members could be invited to take on an ambassadorial role for sector led improvement within their region. Ambassadors could be asked to promote sector led improvement and the LGA’s improvement offer within their own regional structures, working alongside national and regional lead member peers and LGA Principal Advisers, as appropriate. This could include writing articles promoting the offer and its effectiveness; making presentations about the offer at regional meetings and member networks; drawing attention to good practice, etc.
16. The role could have particular value for the LGA at this stage and potentially help to address the comparative lack of awareness of sector led improvement amongst non-executive members compared to executive members and the criticism that some national commentators make about the effectiveness of sector led improvement when not all councils appear to engage with it or have a peer challenge.

### **Next steps**

17. Subject to members views it is suggested that:
  - 17.1. officers pursue the proposals in consultation with Lead Members;
  - 17.2. any proposal to introduce shadowing roles be first discussed with LGA Board Chairs;
  - 17.3. members be invited to take on a shadowing and/or ambassadorial role.

### **Financial Implications**

18. All Board members are currently eligible to receive a special responsibility allowance (SRA) in recognition of their role on the Board; this existing allowance would also cover any additional Portfolio, Shadowing or Ambassadorial responsibilities as detailed above. i.e. Members undertaking additional responsibilities would not be eligible for further remuneration in addition to their existing SRA.
19. Travel and subsistence costs would continue to be administered in line with the LGA’s Members’ Allowances Scheme.<sup>1</sup>

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<sup>1</sup> N.B. The LGA does not pay Travel and Subsistence for attendance at its own meetings with the exception of the Chair. Costs incurred in attending LGA Board meetings should be met by the member’s home authority.



## **Highlighting Leadership offer: 2015/16**

### **Purpose**

For information.

### **Summary**

Further to an action point from the last Improvement and Innovation Board in November 2015, this report updates members on engagement with the LGA's Highlighting Leadership offer as well as the development of an impact evaluation process to provide more information about the longer-term outcomes and impact of participation in LGA leadership programmes.

### **Recommendation**

That the Improvement and Innovation Board notes the report and offers any comments on the Highlighting Leadership work.

### **Action**

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

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## Highlighting Leadership offer: 2015/16

### Background

1. The LGA's Highlighting Leadership programmes form part of our wider package of sector-led improvement. They offer a range of programmes aimed at supporting and developing councillors at all levels.
2. At the last Improvement and Innovation Board in November 2015, members asked for a further breakdown in engagement on leadership programmes and information on measuring longer-term outcomes and impact.
3. This report provides an update on engagement in our leadership programmes as outlined in the bookings to date; a further breakdown of participant demographics; a summary of evaluations for this year's programmes so far; and a brief outline of the longer-term evaluation process currently being developed.

### Engagement on leadership programmes

4. 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:

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
<b>Labour</b>	76	179	29	4	20	3	311
<b>Conservative</b>	45	208	25	4	18	14	314
<b>Liberal Democrat</b>	2	19	17	2	11	1	52
<b>Independent</b>	29	31	9	2	15	1	87
<b>Total:</b>	<b>152</b>	<b>437</b>	<b>80</b>	<b>12</b>	<b>64</b>	<b>19</b>	<b>764</b>

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
<b>East of England</b>	21	60	6	3	11	0	101
<b>East Midlands</b>	17	42	8	1	4	0	72
<b>Greater London</b>	8	42	11	2	9	0	72
<b>North East</b>	5	11	1	0	1	0	18
<b>North West</b>	12	39	4	1	6	0	62
<b>South West</b>	13	52	7	0	7	0	79
<b>South East</b>	14	86	28	4	13	19	164
<b>Wales</b>	35	2	2	0	1	0	40
<b>West Midlands</b>	16	57	11	1	6	0	91
<b>Yorkshire &amp; Humber</b>	11	46	2	0	6	0	65
<b>Total:</b>	<b>152</b>	<b>437</b>	<b>80</b>	<b>12</b>	<b>64</b>	<b>19</b>	<b>764</b>

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
<b>District</b>	49	172	32	7	29	15	304
<b>County</b>	9	32	11	1	3	0	56
<b>Metropolitan</b>	23	71	7	0	9	3	113
<b>London</b>	8	42	11	2	9	0	72
<b>Unitary</b>	28	107	17	2	13	1	168
<b>Welsh</b>	34	2	2	0	1	0	39
<b>Fire</b>	0	11	0	0	0	0	11
<b>Parks</b>	1	0	0	0	0	0	1
<b>Total:</b>	<b>152</b>	<b>437</b>	<b>80</b>	<b>12</b>	<b>64</b>	<b>19</b>	<b>764</b>

### Gender and ethnicity of participants

5. Below is a breakdown of the gender and ethnicity of the current year's delegates.

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
<b>Male</b>	92	265	53	5	37	16	468
<b>Female</b>	60	172	27	7	27	3	296
<b>Total:</b>	<b>152</b>	<b>437</b>	<b>80</b>	<b>12</b>	<b>64</b>	<b>19</b>	<b>764</b>

<b>Age Range</b>	
Under 20 years	0.3%
20-29 years	7%
30-39 years	12%
40-49 years	13%
50-59 years	20%
60-69 years	16%
70 years and over	4%
Unknown	27.7%

<b>Ethnic Origin</b>	
White (British/European)	90%
Black (African/Caribbean)	2%
Asian	7%
Mixed Race	1%

### Evaluation summary

6. We will continue to use our existing evaluations forms, which are completed by delegates at the end of each event, to capture feedback on the quality of delivery and to make changes where necessary. A summary of these evaluations for the programmes which have taken place so far this year are as follows.

<b>Leadership Academy - overall event satisfaction averages</b>	
<b>Programme</b>	<b>Score</b> (1= Poor, 2=Fair, 3= Good, 4= Excellent)
151 Module 1	3.56
151 Module 2	3.53
151 Module 3	3.87
152 Module 1	3.88
152 Module 2	3.92
152 Module 3	3.65
153 Module 1	3.67
153 Module 2	3.47
153 Module 3	3.64
154 Module 1	3.81
154 Module 2	3.64
155 Module 1	3.9
156 Module 1	3.47
156 Module 2	3.9

<b>Leadership Essentials - overall event satisfaction averages</b>	
<b>Programme</b>	<b>Score</b> (1= Poor, 2=Fair, 3= Good, 4= Excellent)
Leading Culture Change	3.67
Consultation & Engagement	3
New Government & Planning	3.48
Updating Local Plans	3.82
Children Services 10	4
Children Services 11	3.63
Children Services 12	3.73
Health & Well-Being 5	3.67
Health & Well-Being 6	4.00

Health & Well-Being 7	3.2
Finance 2	3.36
Finance 3	3.47
Fire 5	3.8
Digital Leadership 3	3.5
Sport 12	3.69
Sport 13	3.64
Lead Planning Services	3.57
Adult Social Care 2	3.33
Culture Services 5	3.42
Commissioning 3	3.22

<b>Focus on Leadership - overall event satisfaction averages</b>	
<b>Programme</b>	<b>Score</b> (1= Poor, 2=Fair, 3= Good, 4= Excellent)
Young Councillors Event	3.73
Effective Opposition 2	3.13

<b>Next Generation - overall event satisfaction averages</b>	
<b>Programme</b>	<b>Score</b> (1= Poor, 2=Fair, 3= Good, 4= Excellent)
Conservative Module 1	3.5
Independent Group Module 1	3.8
Independent Group Module 2	3.9
Labour Module 1	3.9
Labour Module 2	3.9
Liberal Democrat Module 1	3.6

<b>Leaders Programme - Overall event satisfaction Averages</b>	
<b>Programme</b>	<b>Score</b> (1= Poor, 2=Fair, 3= Good, 4= Excellent)
Leader's Programme Module 1	3.55
Leader's Programme Module 2	3.6

### **Longer-term impact evaluation**

7. Working with the LGA Research Team, we are developing a process for assessing the longer-term impact of our leadership programmes, which will comprise the following:
  - 7.1. A random cross-section of councillors will be invited to complete a survey form four to six months after they have completed an LGA leadership development programme. Questions on the form will focus on the impact of the programme in terms of overall reflections on personal outcomes from the training they have received, embedding of learning and behaviour change.
  - 7.2. Using questionnaires or, where appropriate, telephone interviews we will also carry out a survey of people (members and/or officers) working with or alongside these councillors to capture their views on the impact of the training and support provided.
8. This work is due to be completed by the end of May and will be written up as a report to be presented at the Improvement and Innovation Board meeting in July.

### **Next steps**

9. Members are asked to note the report and offer any comments.

### **Financial implications**

10. None.



## **Productivity Programme**

### **Purpose**

For information.

### **Summary**

This report briefs the Board on the progress being made in the Productivity Programme. A similar report will come to all future meetings of the Board.

Brian Reynolds, Head of the One Public Estate Programme, will be present at the meeting to update members on progress and the recent extension of the scheme.

Consideration of this item will also include presentation of a short video made to promote the Productivity Expert offer.

### **Recommendation**

Members are asked to note the updates and 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.

**Contact officer:** Alan Finch  
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## 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. Local authorities can reduce their financial dependence on government and their call on local taxpayers in three ways, by:
  - 2.1. **Transforming services** either to make them more efficient and less wasteful or to find more effective ways of delivering to local people's needs.
  - 2.2. **Smarter sourcing** commissioning and buying the services, goods and works that contribute to local outcomes more effectively and, where possible, more cheaply, and managing the resulting contracts to optimise value from them.
  - 2.3. **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.
3. 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.

### **Transforming Services**

#### **Digital workstream**

4. **Cyber security**: The LGA is co-hosting a cyber resilience exercise with the Cabinet Office. A group of councils will participate in this on 20<sup>th</sup> January at the LGA offices. The aim of this exercise is to put each of the councils participating through a series of scenarios which will test their ability to respond to a hypothetical cyber-attack. These are based on real life threats. As well as benefiting those councils who are directly involved the objective is also to use the lessons from the day to develop guidance for the sector overall.
5. On 16 February, the LGA and DCLG are hosting a conference *Think Cyber – Think Resilience – Cyber Impacts Leadership Briefing Day*. This is free for LGA members and will:
  - 5.1. Raise awareness about the National Cyber Security Programme, explain the role of key national strategic partners and increase understanding of the importance of Cyber Resilience in localities;
  - 5.2. Provide local leaders, policy makers and practitioners with guidance on developing a cyber-aware culture within their organisations and across their partnerships; and

- 5.3. Offer guidance on where to go for further advice or training.
6. *Digital Experts funded projects:* The LGA funded 27 digital expert projects involving 42 councils following an application process which resulted in 65 bids from councils. The objective was 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.
7. We are about to start the evaluation for those projects that are ready to share their learning. 13 of the 27 will be part of the first phase. We will produce case studies for each of these plus an interim report looking at the learning from the programme overall so far. 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.
8. *Funding digital projects supporting Transformation:* 108 submissions have been received for the above fund and we are now assessing these. The aim of this programme is to support a small number of councils (6 to 10) who are already transforming their services to use a digital tool or solution to accelerate their work. The aim is to support work on a national programme already underway, 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 working together to support a troubled family.

## **Innovation**

9. 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.
10. To help 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 regions across the country. The [Design in the Public Sector](#) programme increases the knowledge and use of strategic design skills across local authority public services, exposing teams to new ways of working and enabling them to do something practical to meet their challenges in a relatively short period of time. The first two pilots in the South West and East of England have now finished with highlights including a partnership between Mendip, Somerset CC and Police, Probation to create cost effective, cross sector support for people with complex needs. In addition Cambridge City Council is working on a project to reduce fuel poverty using the council's customer insight. Case studies are being produced and will feature on the LGA's Innovation Database for dissemination.
11. The Design in Public Services programme is now expanding into the West Midlands with a launch event held in Birmingham on 8<sup>th</sup> January 2016.
12. A new LGA social media campaign entitled "Innovation Tuesdays" has been launched with the LGA twitter handle @LGAcomms promoting examples from the LGA Innovation Database every Tuesday in order to raise awareness of local government innovation.

### **Demand Management**

13. In recognition of the fact that cost reductions are not only to be found from savings (the “supply side”), the Productivity Programme also focusses on 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 future demand or encourage behaviour change to prevent demand from arising in the first place.
14. The LGA has commissioned a piece of work to create an online resource which will bring together existing reports, case studies and other useful information on Managing Demand so that this is all accessible in one place. This will create an easy to use online resource which will enable more councils to access this useful information which will in turn help them apply this learning to their services.

### **Shared Services Map**

15. The LGA has launched an updated version of the popular shared services map. The map showcases 416 shared service arrangements occurring between councils across the country resulting in £462 million of efficiency savings in browsable form – and has been accessed 4,300 times since the last review. This year we will commission a partner organisation to undertake the field research and data analysis elements of updating the shared services map to ensure an accurate record of the current number of shared service taking place. The updated map will be launched in May 2016.

### **Health & Social Care Projects and Programmes**

16. 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.
17. Current projects include:
  - 17.1. *Efficiency opportunities through health and social care integration*: Newton Europe was commissioned at the start of last year to work with councils and partners in five areas to undertake a robust assessment of the efficiency opportunities of integration across the health and social care system. Fieldwork is now complete in Kent, Greenwich and Swindon and is currently underway in Blackburn with Darwen. Further assessment work will be undertaken in a fifth area and evidence and learning also drawn from some of the areas focusing on developing integrated models of care as part of the LGA Adult Social Care Efficiency Programme.
  - 17.2. Newton Europe presented early findings from the project at two workshop sessions at Speakers Corner at the National Children and Adult Services Conference in October. Since then an Interim report has been published on the LGA website at [www.local.gov.uk/productivity](http://www.local.gov.uk/productivity). Findings to date suggest that efficiency savings of 7-9% of the budget areas assessed could be realised and up to 40% of social care users would have benefited from a preventative service that they did not receive.

Findings will continue to be refined as more evidence is gathered. A final report will be published in March 2016.

- 17.3. Learning Disability Services Efficiency (LDSE) Project: The Learning Disability Services project 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 by July 2016.
- 17.4. Following a visit to each of the participating councils by Professor John Bolton an Interim report was published, setting out the progress to date in meeting their efficiency objectives. A learning exchange is planned for February 2016 where each council will showcase their developing practice and share learning in transforming services.
- 17.5. Developing and promoting efficient Public Health Services: A focus group of Directors of Public Health were engaged to scope out a project to support the sector in promoting efficient and effective public health. Current projects include:
- 17.5.1. Commissioning services: A project is underway to further develop commissioning skills for public health professionals to improve outcomes and make efficiency savings. Dr Janet Atherton has been commissioned to undertake the work, developing guidance on commissioning for those delivering public health which builds on other national material and draws on examples from public health. A round table event attended by Directors of Public Health and those commissioning services has been arranged for January to help develop the outline format of the guidance. The final guidance will be published in March 2016.
- 17.6. The project will be launched at the LGA Public Health Conference in February, where we will consult on the outline guidance. We will also promote development opportunities through the Commissioning Academy. Sector support will be available via the Commissioning Academy Alumni and on-line through a new Knowledge Hub group. Tailored support in the form of Productivity Experts will also be available to those areas that are more challenged.

## **Smarter Sourcing**

### **Commissioning Academy**

18. The Commissioning Academy brings together senior commissioners from across the public sector to learn from the example of the most successful commissioning organisations, developing a cadre of professionals that are progressive in their outlook to how the public sector delivers outcomes to 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.
19. 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 from across the country set up regional and policy themed Academies, targeted to the needs of their local partners.

20. 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. The next Commissioning Academy for elected members will be held on the 21st & 22nd January 2016 at Warwick University and is fully booked.
21. Early indications from the Cabinet Office show that post the Comprehensive Spending Review the Commissioning Academy offer will continue from April 2016 but without central government subsidy. The LGA will continue to have discussions with high level civil servants at the Cabinet Office as this process develops.

### **Procurement**

22. The procurement offer to councils is based around our National Procurement Strategy (NPS) for Local Government 2014 which responded to a call 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. There have been a number of updates on the dedicated microsite since the last Board update, including publications on e-invoicing and a new category strategy for social care. A decision has been made to publish and circulate a monthly newsletter rather than quarterly.
23. We launched the findings of our NPS one year on survey on 18<sup>th</sup> November and we have been asked by councils to provide a self-assessment tool for councils to measure themselves against the recommendations in the NPS. We are working with councils in the East of England on this.
24. As part of the spending review we have been working closely with the National Advisory Group (NAG), DCLG and the Crown Commercial Service to set out a work plan for next year to help councils exploit procurement opportunities. The plan includes working on national category strategies, innovative projects in procurement, procurement skills and commissioning, contract management and strategic supplier management. On the latter we are working with a number of key suppliers to local government to identify areas of common spend, working across councils to ensure a more strategic view of their needs is captured, identify areas for cost savings and being the focal point for strategic supplier issues and supplier innovation.
25. All the work identified above will be underpinned by focussed spend analyses.
26. In addition to the above we are pleased to report that the short guide to the Public Contracts Regulations 2015 aimed at senior managers and elected members has now been published and proved popular with delegates to the Local Government Procurement Expo in November.

### **Waste and Recycling**

27. Our waste and recycling innovation programme identified 11 projects involving 60 councils who highlighted potential savings of some £4million. We have now identified the impact

assessors, Shared Intelligence, who are working alongside the 11 projects to draw out the learning that will be published in time for the LGA conference in June 2016.

### **Generating Income**

#### **Commercialisation**

28. 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 (DPS) with the public buying organisations. The aim is to ensure that councils can access commercial advice at a fairer rate.

#### **One Public Estate**

29. *Phase 3 launch:* As advised at November's Improvement and Innovation Board the One Public Estate Programme, the joint LGA and Cabinet Office Government Property Unit land and property programme, announced a £6 million expansion to the programme. Over the summer a recruitment process commenced encouraging councils and partnerships of councils to apply for funding to work with public sector partners on ambitious land and property initiatives across their localities in a third phase of the programme.
30. At the close of the application process on 16<sup>th</sup> October 2015, 29 applications involving 128 councils had been received and an assessment process to select applicants to join the programme commenced. The selection process has now been finalised and on 3<sup>rd</sup> December a Ministerial announcement was made confirming that 24 partnerships involving 108 councils would join the programme. The partnerships which were successful in joining the programme and the funding provided are listed in the document attached at **Annex A**.
31. A One Public Estate Phase Three launch event will be held on 29<sup>th</sup> January 2016 in Manchester. Chief Executives from all 108 councils on the programme are invited to attend.
32. *Additional £31 million funding secured over next 2 years to expand One Public Estate further:* Officers have also been working with Cabinet Office partners to secure additional funding to extend the programme even further. As part of the Comprehensive Spending Review in November it was announced that an additional £31 million funding had been secured over the 2016/17 and 2017/18 financial years to further expand One Public Estate.
33. Initial discussions on the expansion are planned for January 2016 with the aim of launching a fourth phase of the programme early in the 2016/17 financial year. Officers will keep the board informed of developments at future board meetings.

#### **Energy Programme**

34. 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 is no longer required and to enable resources to be redirected to other energy interventions. The framework came to a natural

end on 16 December 2015. Councils have received advice from the North East Procurement Organisation (NEPO) to support them through the transition, including details of their individual call-off arrangements, some of which extend beyond the natural end of the framework.

35. 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. Officers have been collating a range of good practice and publishing details on the LGA Innovation Database. Additionally, the LGA has commissioned a video case study of Bristol City Council's energy programme at the end of their year as European Green Capital. This will include details of their new service and the energy supply company.

### **Cross-cutting programmes**

#### **Economic Growth Advisers**

36. Phase three of the economic growth adviser programme was launched in July 2015. Councils have been invited to submit project proposals to receive a £7000 grant and access to our 'pool' of local growth experts to help them deliver economic growth in their area. So far this financial year, nine experts are working with 21 councils to implement local economic growth priorities.

#### **Productivity Experts**

37. 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 ambitious efficiency savings or generate significant income. So far this year we are supporting 11 experts to work in 16 councils.
38. Since launching in 2012 the Productivity Expert programme has seen 44 experts working with 69 councils contributing to savings in excess of £80 million.
39. To highlight this success the LGA has commissioned a short podcast featuring three councils that have received Productivity Expert support. The podcast demonstrates the impact the Productivity Experts can have for the councils they work with, shows the ease of the application process and provides top tips for councils thinking of applying for Productivity Expert support. The podcast will be screened at the Improvement and Innovation Board meeting.
40. An evaluation report for the Productivity Expert programme has been commissioned.

#### **Next steps**

41. LGA officers will continue to keep the Improvement and Innovation board informed and provide regular updates to the sector via various established networks and bulletins.

#### **Financial Implications**

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



**ANNEX A:  
ONE PUBLIC ESTATE PHASE 3 PARTNERSHIPS**

<b>Partnership</b>	<b>Region</b>	<b>Local Authorities in partnership</b>	<b>Lead Authority</b>	<b>Total Funding Awarded</b>
<b>Bedford and Central Bedfordshire</b>	East	Bedford Borough  Central Bedfordshire	Bedford Borough Council	<b>£500,000</b>
<b>Cambridgeshire MAC Partnership</b>	East	Cambridge City  Cambridgeshire County East Cambridgeshire Fenland Huntingdonshire South Cambridgeshire	Cambridgeshire County Council	<b>£ 280,000</b>
<b>Cheshire and Warrington LEP</b>	North West	Cheshire East Borough  Cheshire West and Chester Warrington Borough	Cheshire West and Chester Council	<b>£ 250,000</b>
<b>Cornwall</b>	South West	Cornwall	Cornwall Council	<b>£ 470,000</b>
<b>D2N2 *</b>	East Midlands	Derby City  Derbyshire Nottingham City Nottinghamshire Council	Derbyshire County Council	<b>£ 75,000</b>
<b>East Sussex and Surrey *</b>	South East	Brighton and Hove  East Sussex County Eastbourne Elmbridge Borough Lewes Surrey County Council Surrey Heath Woking	Surrey County Council	<b>£ 100,000</b>
<b>Greater Manchester</b>	North West	Bolton  Bury Manchester Oldham	Manchester City Council	<b>£ 250,000</b>

		Rochdale Salford Stockport Tameside Trafford Wigan		
<b>Hampshire</b>	South East	East Hampshire  Eastleigh Borough Fareham Borough Hampshire Havant New Forest Test Valley Borough Winchester City	Hampshire County Council	<b>£ 400,000</b>
<b>Leeds</b>	Yorkshire and Humber	Leeds	Leeds City Council	<b>£ 100,000</b>
<b>Lincolnshire</b>	East Midlands	Boston  East Lindsey Lincoln Lincolnshire County Council North East Lincolnshire Council North Kesteven District Council North Lincolnshire Council South Holland South Kesteven District West Lindsey District Council	Lincolnshire County Council	<b>£ 340,000</b>
<b>Liverpool City Region</b>	North West	Halton  Knowsley Liverpool City Council Sefton St Helens Wirral	Liverpool City Council	<b>£ 340,000</b>
<b>LB Barnet and WLA</b>	London	Barnet  Brent	London Borough of Barnet	<b>£ 350,000</b>

		Harrow		
<b>LB Bexley *</b>	London	Bexley Lewisham	London Borough of Bexley	<b>£ 130,000</b>
<b>LB Croydon</b>	London	Croydon	London Borough of Croydon	<b>£ 250,000</b>
<b>Norfolk</b>	East	Breckland Broadland Great Yarmouth Borough King's Lynn and West Norfolk Norfolk County North Norfolk Norwich City Council South Norfolk Council	Norfolk County Council	<b>£ 115,000</b>
<b>North East Partnership *</b>	North East	Gateshead Newcastle North Tyneside Northumberland	Newcastle upon Tyne	<b>£ 130,000</b>
<b>Place Partnership</b>	West Midlands	Redditch Borough Council Worcester City Council Worcestershire County Council	Place Partnership	<b>£ 150,000</b>
<b>Plymouth</b>	South West	Plymouth	Plymouth City Council	<b>£ 420,000</b>
<b>Sheffield City Region*</b>	Yorkshire and Humber	Barnsley Bassetlaw Bolsover Chesterfield Derbyshire Dales Doncaster North East Derbyshire Rotherham Sheffield	Sheffield City Council	<b>£ 140,000</b>
<b>Solent LEP</b>	South East	Portsmouth		<b>£ 400,000</b>

		Southampton		
<b>West Midlands Combined Authority*</b>	West Midlands	Birmingham City Cannock Chase Coventry Dudley Nuneaton and Bedworth Sandwell Solihull Tamworth Walsall Wolverhampton	Sandwell Council	<b>£ 150,000</b>
<b>Suffolk and West Suffolk</b>	East	Forest Heath St Edmundsbury Suffolk County Council	West Suffolk Council	<b>£ 230,000</b>
<b>Wiltshire</b>	South West	Wiltshire	Wiltshire Council	<b>£350,000</b>
<b>City of York</b>	Yorkshire and Humber	York	City of York Council	<b>£250,000</b>

*\*Part funding in 2015/16, part earmarked for 2016/17*

## **Children's services improvement and intervention**

### **Purpose**

For discussion and decision.

### **Summary**

Attached at **Annex A** is a copy of a report to the Children and Young People Board on 15 January summarising and proposing a response to the Prime Minister's announcement on 14 December of new measures to formalise the process for removing failing children's services from local authority control.

The report contains a number of recommendations about improvement support for children's services.

### **Recommendation**

The Improvement and Innovation Board is invited to agree the recommendations in the attached report and offer any additional views to be reported to the LGA Executive on 21 January.

### **Action**

Officers to take action as directed by members.

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## **Annex A: Children's services improvement and intervention**

### **Purpose**

For decision.

### **Summary**

This report summarises and proposes a response to the Prime Minister's announcement on 14 December 2015 of new measures to formalise the process for removing failing children's services from local authority control.

### **Recommendations**

The Board is recommended to propose to the Improvement and Innovation Board and to the LGA Executive that:

- Support for children's services should have a high priority within the LGA's sector-led improvement offer, given the number of councils currently in intervention and at risk of being judged inadequate by Ofsted.
- The children's services support offer should prioritise councils that have not yet been inspected under the Ofsted Single Inspection Framework and are at potential risk of an inadequate judgement.
- The LGA's political and professional networks should be used to encourage these councils to have a full Safeguarding Peer Review or Safeguarding Practice/Care Practice Diagnostic.
- An enhanced support offer to councils should be developed to deal with any issues identified following a peer review or diagnostic that put a council at risk of an inadequate judgement at their next inspection.
- For councils judged inadequate, the existing support offer should be retained and enhanced, with a focus on supporting them to produce a credible improvement plan and maintain sufficient progress to avoid full-scale Department for Education (DfE) intervention in line with the new proposals.

### **Action**

Officers to take action as directed by members.

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## **Children's services improvement and intervention**

### **Background**

1. On 14 December 2015, the Prime Minister announced a series of children's services reforms, including new measures to formalise the process for removing failing children's services from local authority control. Children's services departments rated inadequate by Ofsted will now be given six months to demonstrate significant improvement, or risk being taken over by "high performing local authorities, experts in child protection and charities".
2. The proposals themselves are not radically new, with failing authorities already subject to government intervention and potential takeover. However the announcement does represent an intention from government to considerably strengthen these existing arrangements, with the Prime Minister describing the proposals as *"one of the big landmark reforms of this Parliament, as transformative as what we did in education in the last"*.
3. The key proposals in the announcement included:
  - 3.1 Greater DfE scrutiny of councils judged inadequate by Ofsted, including a requirement on them to produce an effective improvement plan within three months, with progress against this plan reviewed every six months.
  - 3.2 For councils that DfE considers to be making insufficient progress, a commissioner will be appointed to review whether services should be removed from council control.
  - 3.3 For councils that DfE considers to be persistently or systemically failing, a Commissioner will be appointed immediately, with a presumption that the service will be placed outside of the council's control unless the Commissioner identifies good reasons not to.
4. There are currently 20 inadequate children's services departments across the country, with just over half of children's services authorities having been inspected since the current inspection framework was introduced in 2012. If this trajectory continues, 38 local authorities will have been found inadequate and therefore subject to potential takeover by April 2017.

### **Driving improvement within children's services**

5. The LGA has previously expressed concerns that the current Ofsted inspection regime does not effectively drive improvement in children's services, and recent research we commissioned from independent consultancy firm iMPower suggested that it may in fact hinder a council's ability to improve.
6. iMPower found that of the 86 councils inspected twice or more since 2010, approximately 25% of those rated as inadequate in 2010 remained inadequate over the five year period.



And 56% of those requiring improvement / considered adequate in 2010 maintained that rating on re-inspection. iMPower concluded that, for many councils judged inadequate or to require improvement, this judgement, rather than being a catalyst for helping to deliver improvements to services, can instead act as a trap door, locking them behind and preventing an improvement in performance.

7. This is of particular concern in light of the growing number of local authorities falling into this category:
  - 7.1. In 2007/08, Ofsted reported that none of the councils inspected were considered inadequate, 22% were adequate, 69% were good, and 9% were outstanding.
  - 7.2. This picture has since changed significantly: 28% of councils are now rated as inadequate, 55% require improvement (the grading previously described as “adequate”) and just 18% are considered good. No council has been rated as outstanding in the last two and half years, and the most recent authority to receive this grade has recently been judged inadequate.
8. The eight years since 2007/08 have been notable for Ofsted’s stated intention to “raise the bar” in respect of their inspection regime, but they have also seen demand for children’s social care services increase significantly. Over that period:
  - 8.1. The number of children on child protection plans has increased by 60% (from 29,200 to 49,620).
  - 8.2. The number of children in care has increased by 17% (59,400 to 69,540).
  - 8.3. The number of referrals to children’s services has increased by 18% (538,500 to 635,600).
9. Funding for local authorities has decreased significantly over the same period, though councils have generally worked hard to protect children’s services budgets. Our *Future funding outlook for councils 2019/20*, found a 1 per cent increase for children and families services spending, from £6.97 billion in 2010/11 to £7.03 billion in 2013/14. However, this still represents a reduction in real terms at a time of sharply increasing demand.
10. With this context in mind, it is clear that a new approach is required to drive sustained improvement within children’s services. While the current government focus is on responding to identified failure, there may be a role for the LGA to strengthen our existing sector-led improvement programme to better identify areas at risk and provide targeted support before more serious issues arise.

### **Proposed LGA response**

11. Since DfE withdrew the funding for the Children’s Improvement Board, the LGA has only been able to provide a limited support offer for children’s services. The LGA’s current sector-led improvement offer includes safeguarding peer reviews, children’s care practice diagnostics and leadership academies. A network of Children’s Improvement Advisers has been established, contracted for 10 to 15 days a year per region to support the LGA’s Principal Advisers on issues specifically related to children’s services.

12. The LGA's peer reviews and diagnostics are provided on a voluntary basis and it is up to each authority to decide whether to make use of the offer. Around 15 children's peer challenges/diagnostics are currently being carried out each year.
13. As part of current discussions with DCLG about the future use of the RSG top slice to fund improvement work, a significant bid to continue and enhance the children's services offer has been submitted. In response to the Prime Minister's announcement the CYP Board is recommended to propose to the Improvement and Innovation Board and to the LGA Executive that:
  - 13.1. Support for children's services should have a high priority within the LGA's sector-led improvement offer, given the number of councils currently in intervention and at risk of being judged inadequate by Ofsted.
  - 13.2. The children's services support offer should prioritise councils that have not yet been inspected under the Ofsted Single Inspection Framework and are at potential risk of an inadequate judgement.
  - 13.3. The LGA's political and professional networks should be used to encourage these councils to have a full Safeguarding Peer Review or Safeguarding Practice/Care Practice Diagnostic.
  - 13.4. An enhanced support offer to councils should be developed to deal with any issues identified following a peer review or diagnostic that put a council at risk of an inadequate judgement at their next inspection.
  - 13.5. For councils judged inadequate, the existing support offer should be retained and enhanced, with a focus on supporting them to produce a credible improvement plan and maintain sufficient progress to avoid full-scale Department for Education (DfE) intervention in line with the new proposals.
14. The Innovation and Improvement Board will meet on Tuesday 19 January and the LGA Executive on Thursday 21 January and receive similar reports. The CYP Board's views and recommendations will be reported to those meetings.

### **Financial implications**

15. Any recommendation of an enhanced sector-led improvement offer for children's services will have financial implications which will need to be considered in the context of current discussions with DCLG about the future use of the RSG top slice to fund improvement work.

19 January 2016

## **Performance and Finance report**

### **Purpose**

For information.

### **Summary**

This six-month monitoring report presents a summary of the performance against the LGA's business plan and Memorandum of Understanding with DCLG in respect of our revenue support grant (RSG) funded programmes.

The IDeA Board is formally responsible for oversight of this programme but, given much of the work is funded by RSG, the programme is also provided direction by the Improvement and Innovation Board, and hence the report is also drawn to this Board's attention.

### **Recommendation**

That the Board notes the six-month monitoring report and highlights any areas for further action or report back.

### **Action**

Officers to initiate any required action.

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## **Performance and Finance report**

### **Background**

1. At previous Board meetings, members have contributed to the development of the improvement programme funded by revenue support grant (RSG) and set out under the theme of sector led improvement in the LGA's overall business plan.
2. As part of the grant agreement reached with DCLG for 2015/16, a Memorandum of Understanding (MOU) has been agreed with DCLG setting out the activity to be funded by RSG in the financial year.
3. The latest monitoring report on performance against the MOU and the business plan priorities is attached at **Annexes A and B**. This covers the 6 month period from April to September. The process for reporting on the third quarter is underway but not completed at the time of finalising this report. In addition, the budgetary position for the whole of LGA of which the RSG grant is part is included in the document attached at **Annex C**.

### **Performance**

4. Overall performance is strong. Of the 26 key targets, 15 are rag-rated green and the remaining 11 are on course to be delivered and currently rated amber. Key highlights to the end of September include:
  - 4.1. 31 peer challenges delivered
  - 4.2. 101 councils received direct improvement support and a further 38 provided with change of control support and 27 bespoke mentoring support
  - 4.3. Helped councils deliver savings through our national software procurement framework totalling £12m
  - 4.4. Helped a further 10 councils achieve savings of £7m through the use of our productivity experts
  - 4.5. Launched our innovative programme with the Design Council supporting 20 councils
  - 4.6. On course for a record year in the number of councillors attending our leadership programmes with 548 either attended or booked on courses by the end of September
  - 4.7. Supporting a range of councils and areas with their devolution bids.
  - 4.8. Supported over 40 councils to address their workforce challenges through a range of bespoke support.

### **Financial performance**

5. The management accounts for the LGA overall to the end of October 2015 are attached at **Annex C** and show a projected underspend of £2.6 million for the year. This is due to:
  - 5.1 Savings arising from the restructuring of external support services and transfer of ICT contracts from Liberata to Brent. This includes staff savings and additional income arising from the corporate and Liberata projects totalling £2,370k, offset in part by redundancy costs of £600k;
  - 5.2 Core salaries - expected to be under budget by £424k;
  - 5.3 Increased dividends from Geoplace - £250k;
  - 5.4 Decreased net programme costs - £416k;
  - 5.5 Increased contribution to overheads from grant and ring-fenced programs - £145k; and
  - 5.6 Reduced rental income & increased maintenance costs in both Local Government House & Layden House - £376k.
  
6. RSG programme spend is on course to be almost fully spent. Given the extension of the external audit contracts announced by government by a further year the budget for work on the sector led body will not be fully utilised this year. The IDeA Board at its meeting in December agreed that £100,000 of this budget is used to support the new work we are doing to help councils implement the Syrian Vulnerable Persons Relocation scheme. In addition the IDeA company board will benefit from its share of the savings from the restructuring of external support services referred to in 5.1 above.



**Annex A: Sector-led support, improvement and innovation:** Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local Communities

Target	What have we delivered by end of Sept	Traffic light: did we deliver what we said we would deliver?
<b>Peer Work in Councils</b>		
<p>Delivering at least 100 peer challenges involving councillor and senior officer peers from the sector and other organisations including the voluntary and business sectors and from government departments, spending between 3 and 5 days in an authority challenging what the council is doing, identifying good practice and areas for improvement. The challenges will include:</p> <ul style="list-style-type: none"> <li>- tailored corporate peer challenges focusing on issues of leadership, corporate capacity and financial resilience</li> <li>- service specific peer challenges, particularly on safeguarding, adults and health</li> <li>- place based peer challenges.</li> </ul>	<p>99 peer challenges have been delivered, are confirmed, or are in discussion. 31 challenges delivered to date. This includes a range of different peer challenges including corporate, finance, fire, children's and adults and follow up visits. In addition, there have been 8 peer development/briefing events. The number of peer challenges delivered is normally greater in the second half of the year than in the first half and the general election had an impact on the take up of peer challenge in the early part of the year.</p>	<b>Amber</b>
<p>Providing tailored support to individual councils and groups of councils, especially councils with the most severe performance challenges. This will include bespoke support for at least 40 councils.</p>	<p>The LGA has been currently working with the following numbers of councils in relation to each of our various improvement support offers:</p> <p>Change of control/leader support 38                      Bespoke mentoring support 27                      Delivery of top team development work 16                      Follow up work to peer challenges 17                      Direct improvement support 101.</p>	<b>Green</b>
<p>Supporting at least 10 councils to manage and resolve issues between the political and managerial leadership of a council to ensure these councils continue to deliver the outcomes they are seeking for their communities.</p>	<p>12 councils have received specific chief executive and leader relationship support to date.</p>	<b>Green</b>
<p>Providing direct support to at least 20 councils in developing scrutiny skills and expertise, holding both local government and other parts of the public sector to account as democratically elected local representatives.</p>	<p>Support has been provided to 21 Councils through our partnership with CfPS to date</p>	<b>Green</b>
<b>Efficiency and Productivity</b>		
<p>Developing more opportunities for councils to enter into procurement opportunities as set out in the National Procurement Strategy, such as category management, contract management and shared procurements, particularly in high spend areas such as information technology, construction, energy and social care, saving councils at least £10m a year.</p>	<p>Work continues to implement the National Procurement Strategy, with the launch of the category strategy for Social Care taking place in October. The national software procurement framework is on target to achieve annual savings of £12m from 170 separate contracts in the current year.</p>	<b>Green</b>
<p>Providing a productivity expert to work with at least 20 councils to provide them with the skills and expertise required to enable them to realise efficiency savings, saving the councils in total at least £20m.</p>	<p>By the end of this quarter, 10 councils were receiving productivity expert support and they were projecting savings of £7m.</p>	<b>Amber</b>

Supporting at least 5 councils to pilot new ways of delivering learning disability services more efficiently with a view to sharing the learning nationally via reports, national events, case study material and networking. This programme will aim to save councils a total of £5m.	The five authorities participating in the LDSE project (Barking and Dagenham, Cumbria, Darlington, Kent and Wiltshire) are now well into the delivery phase of the project. During June, the Programme Advisor, Professor John Bolton, visited the participating areas to provide challenge and support to the work. An interim position report was published in August which reports projected savings in excess of £20m over the duration of the programme. A programme event is being planned for February to share learning with the wider sector.	<b>Green</b>
Working with at least 10 councils to help them make their waste and recycling contracts more efficient	Research indicates that a significant number of councils are due to renew their contracts for waste services over the next two years. A prospectus was issued to invite expressions of interest for the programme to identify and develop good practice with a deadline of the end of July. The waste programme is now supporting 11 projects involving 60 councils.	<b>Green</b>
Providing bespoke political and officer support for at least 25 individual authorities helping them to address financial sustainability; integrated budgets, management of risk and new delivery models.	Support has been provided to 11 authorities: financial reviews have been carried out in three authorities, support visits have been carried out with another three, and bespoke support has been provided to a further five authorities. Further financial reviews are planned for November and December while considerable interests has been identified for the New Year. Advice has been given to Principal Advisers and Programme Managers in relation to several more.	<b>Amber</b>
Providing a “matchmaking service” for councils who wish to share services and/or management teams with other councils or with other public services.	This is an action planned for later in the financial year, although we are currently brokering an arrangement that could see 2 local authorities agreeing to share a Chief Executive by the end of the year.	<b>Amber</b>
Capturing and promoting good practice in shared services and shared management arrangements, through our interactive web-based map and also providing bespoke political and managerial support to councils wishing to share a chief executive and senior management arrangements.	The revised shared services map was published in May and now shows that there are at least 416 shared service arrangements in place across the country, delivering annual savings of at least £462m a year.	<b>Green</b>
Equip more councils with the skills and confidence to use design to improve public services and manage future demand for them. Delegates from up to 20 councils will receive the mentoring and guidance needed to implement new activity and tangible projects over a 90 day period and their experiences and knowledge will be disseminated across the sector.	Work is underway in both cohorts of the LGA and Design Council’s Design in Public Services programme - in the South West and East of England. The programme is proving very popular, with 10 councils from each region and their partners are benefitting from greater skills and confidence in using Design tools to solve their most urgent public services challenges.	<b>Green</b>
Develop a plan to build sector capacity and leadership to support further digitisation of both transactions and wider work on transformation	We carried out research working directly with councils and with sector representative bodies including Socitm, Solace and the Local CIO Council, to establish what councils have been doing, what they think are the priorities and how best to support councils. This feedback and research was used to inform the LG Digital SR submission which included a section on capacity and leadership We have also have plans in place for this year’s work programme to support a small group of councils apply digital solutions to wider work on transformation.	<b>Green</b>



Proactively support the widening of digital and cyber resilience awareness across Local Authorities and their active participation in the national Cyber-Security Information Sharing Partnership (CiSP).	The LGA is working with Cabinet Office and DCLG to help councils better understand the threats posed by cyber criminals, we are planning to co-host a number of events early in the New Year including an exercise with a small group of councils and a major conference.	Amber
Create and maintain an on-line database of innovation and other notable practice designed to help councils identify opportunities to save money and generate income.	This database has been launched including examples from last year's Innovation Zone and has been expanding since to include wider notable examples of good practice as well as the examples from this year's Innovation Zone. It currently includes 800 case studies although this figure is continuously increasing as further examples are added. The database was accessed 350 times in the week of 3/10/15 alone.	Green
<b>Strong political Leadership</b>		
Providing development opportunities for at least 500 councillors with leadership roles in their councils – including those in opposition – through our newly refreshed suite of leadership programmes. Over 90% of participants agreeing that the programme has made a difference.	To date, 548 councillors have attended or are booked to attend our various Leadership Academy, Leadership Essentials and Focus on Leadership programmes this year.	Amber
Supporting at least 50 ambitious and talented councillors with the potential to progress in their political careers through our highly acclaimed Next Generation programme. Our aim will be for at least 50% of participants to have gone on to be cabinet members, committee chairs or leaders within the following 5 years.	The programme successfully supported 58 councillors in the year up to September 2015 to develop their leadership skills and political careers. The 2015/16 Next Generation programmes begin in October 2015 and are expected to deliver support to 60 councillors - 20 Labour, 16 Independent, 15 Conservative and 9 Lib Dems.	Green
Supporting up to 50 leaders and chief executives through our Leading Edge and other programmes providing them with the opportunity to work together on developing their leadership roles, exploring new ways of working and new models of service delivery, in particular focusing on dealing with the financial challenges facing local government and the public sector more generally.	38 leaders and chief executives from councils in Surrey, Sussex and Brighton have signed up to attend our Leading Edge programme on Place Based Leadership and Devolution in November. We are planning to run a second Leading Edge programme early in the new year. 14 Council Leaders are signed up to attend our Leaders' Programme, which starts in October.	Amber
Recruiting up to 100 high calibre graduates in to local government, working with councils to secure interesting and challenging placements for them through a two year management development programme as the basis for a successful leadership career in local government, linking with graduate recruitment across the rest of the public sector.	The ngdp Cohort 17 recruitment process has now closed. 98 graduates have now been placed in over 44 councils and their learning and development programme will commence with an Induction event at the end of October.	Green
<b>Strong Local Economies</b>		
Providing support to groupings of councils to build capacity to deliver growth and devolution deals which support the growth of the sub-regional economy.	The LGA continues to work directly with councils and groups of councils to support and advise them as they prepared their proposals and negotiate with Government. Officers have also spoken at a number of regional events. We have launched our extensive DevoNext Hub as best source of information and advice on devolution in England. We will shortly be running the first of our communications for devolution events. We will shortly be piloting our first 24-hour event on place-based leadership and devolution. Planning for more events on devolution is underway.	Green

Supporting at least 15 councils, through our Economic Growth Advisor programme, to build the economic capacity of their area and thereby help improve its economic future. Each local area will be provided with expert help to progress local economic growth initiatives.	Phase three of the Economic Growth Adviser programme was launched in July 2015 and 6 bids have been received so far involving 15 councils.	<b>Green</b>
Supporting at least 150 councillors to maximise the contribution of culture and sport to growth and re-vitalising communities by a programme of leadership support and challenge.	15 portfolio holders attended the latest LGA/ACE Libraries seminar on 15 September at The British Library, with another planned for 27 January. 90% of delegates felt the seminar shared useful learning and tools. We have offered three fully funded library peer reviews to councils and are signposting all councils who expressed an interest to other forms of support. Other upcoming leadership events include two Culture Leadership Essential Programmes (3-4 November and 2-3 December, with ACE) and two Sport Leadership Essentials Programmes (21 – 22 October and early 2016 to be confirmed, with Sport England.) So far this year we have supported 35 portfolio holders to lead transformational change of sport and library services.	<b>Amber</b>
<b>Workforce, Transformation and Integration</b>		
Providing support to at least 15 councils to develop a more commercial approach to their activities such as help in accessing social finance and greater collaboration with the private and third sectors.	The Advanced Commercialisation Group of 15 authorities has now met twice, with a view to sharing their experiences of commercialisation and developing an improvement offer to be shared with other councils. A presentation by a member of the Group has been given to the Improvement and Innovation Board.	<b>Green</b>
Supporting councils to implement the new Prevent duties included in the Serious and Organised Crime Act 2015.	Commissioned a series of case studies to demonstrate how councils are undertaking their prevent duties which is due to be published later in the autumn, and in discussion with the Home Office about developing support for councillors to compliment their package of support which is available for councils.	<b>Amber</b>
Supporting councils in addressing immediate and future strategic workforce challenges in areas such as service transformation, reward systems, talent management, integrated workforces, employment models, and employee engagement. We will work directly with at least 15% of councils.	Support has been provided to 42 councils to date. A range of improvement related products have been developed including Timewise offer to councils, 21st century public servant working group with PPMA and SOLACE sharing evolving practice and commissioned work from CIPD and the Kings Fund addressing HR issues arising from integrated services. An event on integration issues for HR practitioners will be held on the 5th of Nov with 60 attendees expected. A commissioned analysis of senior officer reward packages using the Epaycheck database has been completed. Refinements to the ongoing offer on reward reform include an analysis of innovative pay progression systems and additional survey material on changes to terms and conditions	<b>Amber</b>
Rolling out to a further 10 councils our tool to help councils to review and reduce their layers and spans of control as a way of reducing their costs.	We are working with 3 councils at present and we have developed additional marketing materials to promote DMA more widely. We are also developing a DMA value-adding self-assessment tool, which will be free for councils to use to determine whether their structures are fit for purpose.	<b>Amber</b>





Annex B: Theme	Deliverables	2015/16 Target	Number delivered per quarter				Total	% achieved	Commentary/forecast
			Q1 Apr - June	Q2 July - Sept	Q3 Oct - Dec	Q4 Jan - Mar			
<b>Peer Work in Local Authorities</b>									
	Deliver at least 100 peer challenges (corporate, service specific, place based)	100	18	13			31	31%	
	Tailored support to at least 40 local authorities, or groups of authorities, with the most severe performance challenges	40	19	8			27	68%	
	Support at least 10 local authorities to manage and resolve issues between their political and managerial leadership	10	6	6			12	120%	
	Support at least 20 local authorities to develop their scrutiny skills	20	16	5			21	105%	
<b>Efficiency &amp; Productivity</b>									
	Productivity experts to work with at least 20 local authorities	20	4	6			10	50%	
	Support at least 5 local authorities to pilot new ways of delivering learning disability services	5	5	5			5	100%	
	Work with at least 10 local authorities to make their waste and recycling contracts more efficient	10	0	60			60	600%	
	Bespoke political and officer support for at least 25 local authorities to address financial sustainability; integrated budgets, management of risk and new delivery models	25	6	5			11	44%	
	Develop and publish a practical guide for local authorities to identify and manage the causes and triggers of demand and provide support for up to 20 councils.	20	10	10			20	100%	
<b>Strong Political Leadership</b>									
	Training for at least 500 councillors with leadership roles in their local authorities	500	347	201			548	110%	548 are currently booked onto courses
	Support at least 50 talented councillors to progress their political careers through the Next Generation programme	50	58	58			58	116%	
	Recruit up to 100 high calibre graduates in to local government	100	n/a	98			98	98%	
<b>Strong Local Economies</b>									
	Tailored support to at least 15 local authorities to deliver their growth plans	15	4	11			15	100%	
	support at least 150 councillors to maximise the contribution of culture and sport to growth.	150	n/a	35			35	23%	
<b>Workforce, Transformation and Integration</b>									
	Support at least 15% of local authorities to transform their workforces and modernise the way they are managed	52	25	17			42	81%	
	Support at least 15 local authorities to develop a more commercial approach to their activities to deliver services differently	15	15	15			15	100%	
	Roll out tools to at least 10 local authorities to help review and reduce their management layers and spans	10	2	3			3	30%	



**Annex C: LGA Management Accounts**

**Oct-15**

**At a Glance - Overview**

Overall, there is a projected underspend in the region of **£2.6m** at year-end..

The is primarily due to:

- Restructuring savings arising from external support services contracts (Liberata and Brent), and staff savings from the corporate and Liberata projects totalling £2,370k this is offset by redundancies - £600k
- Core salaries - is expected to be under budget by £424k.
- Increased dividends from Geoplace - £250k.
- Decreased net programme costs - £416k
- Increased Contribution to overheads - £145k
- Reduced rent & increased maintenance costs in both Local Government House & Layden House - £376k

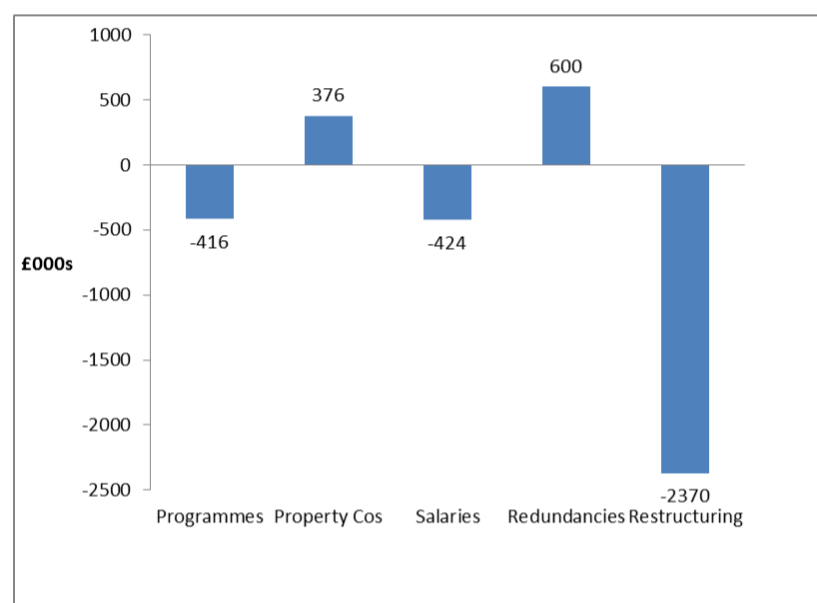
The development fees for Layden House in the current are currently projected to be £1.97m. Note LGMB cash balances are now almost nil, as a result of this expenditure. Proposals will be bought forward in the new year to fund the development project. In the meantime cashflow is being funded from within the Groups significant treasury management balances.

100% of Subscriptions have been collected for 2015/16.

**Core Activities**

The LGA's overall income is projected to be in the region of **£0.3m** higher than budgeted income. Operating expenditure has projected underspends in the region of **£2.2m** against budgets. The key variances are:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>- <b>Restructuring and External Shared Services Contracts - (Liberata and Brent) underspend £2,370k</b></li> <li>- <b>Core Salaries- underspend £424k</b></li> <li>- <b>Redundancies additional costs - £600k</b></li> <li>- <b>Property Companies overspend - £376k</b></li> <li>- <b>Programme underspend - £416k;</b></li> </ul> | <p>A reduction in both costs and income represent the agreed charges between Liberata and Brent and the LGA and other parties.</p> <p>Due to to savings from restructuring.</p> <p>The estimated forecast is due to the recent restructure.</p> <p>Largely due to unbudgetted maintenance costs and reduced rent.</p> <p>mainly due to Finance &amp; Policy - £96k, Communications - £160k, Workforce, Leadership &amp; Productivity - £160k.</p> |
|--|---|



**Ring-fenced Activity**

The variances in forecasts for ringfenced activity are mainly due to increased income from: Care & Health programmes - £1.23m, Yr2 for Open Data Release - £1m, Police Negotiations - £52k, Scottish Police Negotiations - £50k and Customer Led Transformation - £50k this is offset by Pensions reduction - £121k.

In total £12.4m in grant / ring-fenced income. This is expected to generate £1.25m in contribution to overheads, **£145k** over the current budget.

**Risks**

The supplier payments target of 95% is not being met; this month 91% was reached; this is partly due to purchase orders not being raised in advance of the invoice being received. In budget terms this could create an overspend due to commitments not being correctly monitored.

**Opportunities**

The percentage of actuals spent compared to the programme full year budget is 42%; this breaks down to Finance & Policy 25%, Workforce Leadership & Productivity - 35%, Communications - 51% and Organisational Governance - 55%; this could lead to a greater underspend at year-end.

## Annex C: LGA Management Accounts

RAG Status Key	
G	Within 5% of budget
A	Between 5% - 10% of budget.
R	10% under /over budget

As at Period 7								
Description	Year to date			Full year			Commentary	RAG Status
	Budget YTD	Actuals YTD	Variance YTD	Budget Year	Forecast Outturn	Budget to Outturn Variance		
	2015/16 £000s	2015/16 £000s	2015/16 £000s	£000s	2015/16 £000s	2015/16 £000s		
<b>INCOME:</b>								
Subscription Income (Net of discounts)	(9,414)	(9,422)	(7)	(9,414)	(9,422)	(8)	Subscriptions slightly higher than expected estimated budget. 100% has been collected to date.	G
RSG Income	(13,448)	(13,637)	(189)	(22,832)	(22,832)	-	On-budget	G
Welsh RSG Income	(175)	(175)	(0)	(299)	(299)	-	On-budget	G
Income from Direct Services	(2,181)	(2,356)	(175)	(3,703)	(3,688)	15	The year-end variance are mainly due to an undercollection of negotiations subscriptions - £31k, NGDP - £27k and Peer Support - £45k off-set by: Inform plus - £46k, LG Support team - £15k, Research & Information - £10k, Communications - £12k and Political Offices - £5k.	G
Rental Income	(649)	(894)	(245)	(1,255)	(1,194)	61	In-year variance is timing difference. The year-end variance is due to Land Data and Telappliant leaving Layden House and Liberata leaving LGH.	G
Other Income	(74)	29	102	(130)	(234)	(104)	The year-end variance is mainly due to unbudgeted income within Legal Services, increased investments and room hire income.	G
Dividends	(750)	(750)	-	(1,500)	(1,750)	(250)	The year-end variance is due to the Geoplace monthly report indicates an increased dividend in 2015/16.	G
<b>Total Core Income</b>	<b>(26,736)</b>	<b>(27,219)</b>	<b>(483)</b>	<b>(39,224)</b>	<b>(39,510)</b>	<b>(285)</b>		



As at Period 7								
Description	Year to date			Full year			Commentary	RAG Status
	Budget YTD	Actuals YTD	Variance YTD	Budget Year	Forecast Outturn	Budget to Outturn Variance		
	2015/16 £000s	2015/16 £000s	2015/16 £000s	£000s	2015/16 £000s	2015/16 £000s		
<b>EXPENDITURE:</b>								
Core Employee Costs	9,188	9,256	68	15,203	14,779	(424)	In-year variance is due to redundancy payments not yet taken. Year-end variance is mainly within Local Government Support Team this could be used to fund a research project and recent vacancies in Communications.	G
Extra Employee Costs	-	47	47		600	600	Redundancy allowance - year to date expenditure will be offset against last year's provision. The year-end forecast is due to the recent restructure.	R
RSG payments to 3rd parties	1,671	1,046	(625)	1,671	1,671	-	On-budget	G
Programme Costs	5,866	3,918	(1,948)	10,557	10,126	(431)	The year-end variance is due to overspends: Political Offices - £5k, Productivity - £50k, LG inform - £36k and Improvement Support - £3k this is offset by an underspend in Finance & Policy - £96k, Negotiations - £39k, NGDP - £4k, Support for Councils at Risk - £50k, Leadership & Localism - £61k, Sector Led Body - £100k, Peer Support - £25k and Conference & Events - £150k.	G
Liberata/Brent Contract	1,423	(979)	(2,402)	2,143	1,473	(670)	The year-to-date variance is due to timing difference on invoices paid and received. The underspend is due to the agreed remaining charges between Liberata and future costs with Brent using the model set at 450 users.	G
Shared Services	(152)	2,628	2,780	(55)	(55)	-	In-year variance is timing difference. On-budget at year-end	R
Other running costs	1,928	1,286	(642)	5,095	3,574	(1,521)	The year-end underspend is due to: Savings from restructure - £1.7m, lower than expected consultancy costs in Business Management - £140k offset by Legal services - £14k, increased Corporate costs - £197k, Teckal set up costs - £11k and Commercial Activity - £38k	G
Property Costs	1,127	1,529	402	2,343	2,658	315	The overspend is made up of: Maintenance costs - £170k Local Government House and £554k Layden House.	R
Pensions - Past employees	490	(143)	(633)	940	940	-	On-budget	G
Pension Deficits Reduction Payments	-	1,278	1,278	2,433	2,433	-	On-budget	G
<b>Total Core Expenditure</b>	<b>21,540</b>	<b>19,864</b>	<b>(1,676)</b>	<b>40,329</b>	<b>38,199</b>	<b>(2,131)</b>		
<b>NET CORE POSITION (Surplus) Deficit</b>	<b>(5,196)</b>	<b>(7,356)</b>	<b>(2,160)</b>	<b>1,105</b>	<b>(1,311)</b>	<b>(2,416)</b>		

As at Period 7								
Description	Year to date			Full year			Commentary	RAG Status
	Budget YTD	Actuals YTD	Variance YTD	Budget Year	Forecast Outturn	Budget to Outturn Variance		
	2015/16 £000s	2015/16 £000s	2015/16 £000s	£000s	2015/16 £000s	2015/16 £000s		
Ring Fenced income	(5,254)	(7,770)	(2,516)	(10,182)	(12,439)	(2,257)	The year-end variance are mainly due to an increase in income from: Care & Health programmes - £1.23m, Yr2 for Open Data Release - £1m, Police Negotiations - £52k, Scottish Police Negotiations - £50k and Customer Led Transformation - £50k this is offset by Pensions - £121k.	G
Ring-fenced expenditure	6,184	7,153	969	10,182	12,439	2,257	As above	R
Ring-fenced overhead recovery	(623)	(719)	(97)	(1,105)	(1,250)	(145)		G
<b>Net Ring Fenced Position</b>	<b>307</b>	<b>(1,336)</b>	<b>(1,643)</b>	<b>(1,105)</b>	<b>(1,250)</b>	<b>(145)</b>		
<b>NET LGA POSITION (Surplus) Deficit</b>	<b>(4,889)</b>	<b>(8,692)</b>	<b>(3,803)</b>	<b>-</b>	<b>(2,561)</b>	<b>(2,561)</b>		



## **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.

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## **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 the last meeting included a significant report on the Care and Health Improvement Programme for 2016/17. On this occasion there is a report on Children's improvement.
4. In addition, an update drawing together a summary of significant improvement activity led by other LGA Board's since the last meeting is attached at **Annex 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.

## **Annex A: LGA Boards' improvement activity**

### **City Regions Board and People and Places Board**

#### **Support offer on devolution**

1. There has been very good take-up of the LGA's support offer. Andrew Campbell (LGA Associate Director, currently on secondment to the LGA from his position as a Director General in DCLG) has met with groups of councils in every part of the country and his connections have been particularly valuable in helping local areas gain insight into the thinking of Whitehall departments as they refine their pitches. Over the past few weeks, he has been helping places prepare for their challenge sessions with Ministers.
2. Our Devo Next hub continues to receive positive feedback from the sector and we have added a number of new features, including:
  - 2.1. A short video to explain what combined authorities are.
  - 2.2. Links to the September bids and summaries of the devolution deals that have been announced.
  - 2.3. Links to useful resources developed by local authorities.
  - 2.4. Links to research and analysis to bolster the evidence base for bids.
  - 2.5. Infographics illustrating the benefits of devolution for businesses and what could be gained by devolving skills and employment support.
3. The LGA has also organised several well-attended events on devolution including:
  - 3.1. A national conference on communicating about devolution in Birmingham on October 21<sup>st</sup>.
  - 3.2. A joint national conference with SOLACE on governance in a new world on November 27<sup>th</sup>.
  - 3.3. Two events for elected members to explore place-based leadership in the context of devolution as part of the LGA's Leading Edge and Leaders' Programme.
4. Whilst more new deals are expected to be announced over the next few months, (including more non-met deals), other areas will be beginning their implementation phase. Given this work in councils, both the City Regions and the People & Places Board will be discussing the focus of the next phase of our support work at their meetings this month. This will particularly include capacity building to support delivery and sharing emerging lessons from those further ahead.

#### **Community Wellbeing (CWB) Portfolio**

5. The Board discussed the developing proposals for the Care and Health Improvement Programme (CHIP) for 2016/17 at the last meeting. Highlights from the third quarter of the current programme to 31<sup>st</sup> December include:

- 5.1. A focus on Winter Pressures including weekly coordination meetings with Dept of Health and the recruitment of a pool of Social Care Advisers to support Care and Health Advisers in their work with councils;
  - 5.2. Co-production of a national plan to develop community services and reduce inpatient beds as part of the Transforming Care programme;
  - 5.3. Risk awareness toolkit launched by the Towards Excellence in Adult Social Care Board. The tool has been designed for use as a high-level check of the key domains of risk;
  - 5.4. Co-designed a workforce support package with planning tools, best practice guidance, integrated roles development;
  - 5.5. Progress influencing and implementing support packages including Local Integration Support Fund;
  - 5.6. Progress on Care Act implementation support products (e-learning, regional learning networks, commissioning).
6. Further details of the Care and Health Improvement programme can be found here <http://www.local.gov.uk/chip>
7. In addition to the improvement work being undertaken by the Care and Health Improvement Team, the CWB Portfolio has undertaken a range of improvement activity since the last report:
- 7.1. A Practice Guide for commissioning independent health complaints advocacy was published before Christmas and circulated to all commissioners and providers of independent health complaints advocacy services to inform the recommissioning process.
  - 7.2. An invitation-only roundtable discussion between Greater Manchester and aspirant health devolution areas will be held in Tameside on 3 February and is being jointly organised by the LGA, Greater Manchester and the Public Sector Transformation Network.
  - 7.3. The LGA is working with the NHS Confederation and NHS Clinical Commissioners to organise a roundtable briefing and discussion on the impact of the Cities and Devolution Bill on health services. The meeting is likely to be arranged for early Spring 2016.
  - 7.4. A Leadership Essentials programme for adult social care portfolio holders was held on 18 – 19 November, with for the first time some of the speakers shared with the Leadership Essentials programme for Health & Wellbeing Chairs and Co-chairs held at the same time. 100% of attendees indicated that the programme has provided them with a basis for further improvement. Support for regional lead member networks for adult social care has continued.
  - 7.5. The [Evaluation of the Making Safeguarding Personal programme 2014/15](#) outlines some practice and policy recommendations for safeguarding practice locally, with an updated page on the LGA website now providing quality assured resources for local authorities and their partners to help them meet their new statutory duties

under the Care Act, with the same text shared across a range of other organisations' websites to ensure consistency.

- 7.6. A good practice document on public health transformation to showcase innovation across eight local authorities has been commissioned.
- 7.7. Eight Health Champion Training events for Elected Members have been delivered in collaboration with the Royal Society of Public Health.
- 7.8. Work is being undertaken with the District Councils Network (DCN) to develop a support offer to district councils to understand their contribution to public health.
- 7.9. New case studies highlighting the links between planning and fast food have been published.
- 7.10. A major conference on the transition of commissioning public health services for 0-5s has been delivered.
- 7.11. *Must Knows* for elected members on the commissioning of public health services for 0-5 year olds have been published.
- 7.12. The new Health in All Policies pilot peer programme has been launched.
- 7.13. Nine case studies have been published to showcase local government's experience of commissioning sexual health services.
- 7.14. A process to completely refresh the *Must Know* series of public health guides is currently underway.

### **Children and Young People Board (CYP)**

8. There is a separate report about children's improvement on the agenda for this meeting.
9. In addition the CYP Board is commissioning two projects that seek to identify what drives improvement in children's services.
10. The first project will explore how authorities are driving improvement in their Children's Services; consider how authorities' own improvement processes are working alongside the support and intervention from the DfE, the LGA's own sector-led improvement offers, and the Ofsted single inspection framework; and understand which interventions to promote improvement can be shown to be most effective at improving outcomes for children.
11. The second project, which is being undertaken jointly by the LGA and Early Intervention Foundation (EIF), will seek to identify what works in preventing child maltreatment as well as the effectiveness of current methods of protecting children identified as at risk of neglect or harm. Work will be focussed on four key strands: what works in prevention of child maltreatment; what do we know about what is currently being delivered in England and the cost and impact of the current system; how cost effective is existing practice and what is the economic case for spending money differently and; what does this mean for local decisions about expenditure and the practice, services & interventions that children identified as at risk of harm receive.

12. The last meeting of the Children's Improvement Board was attended by Eleanor Schooling, the interim director of social care at Ofsted, to discuss the development of the inspection framework that will replace the existing SIF. The LGA will continue to work with ADCS and Solace to argue for a more effective and proportional inspection regime in discussions with the inspectorate.
13. We have held two leadership essentials for children's services in October and November, attended by 29 members and feedback from these members has been positive. A third programme is taking place in January 2016 and we are also seeking to hold an alumni event in the summer of 2016.
14. During the coming the year the CYP Board will continue to:
  - 14.1. promote good practice in 'what works' in children's services improvement
  - 14.2. assess the effectiveness, value for money and outcomes of current children's services arrangements
  - 14.3. 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
  - 14.4. help councils with their financial challenges by supporting a programme of productivity improvement.

#### **Culture, Tourism and Sport (CTS) Board**

15. So far this year we have supported 71 councillors to lead transformational change of sport, culture and library services. 15 portfolio holders attended the LGA/Arts Council England Libraries seminar on 15 September at The British Library, with another planned for 27 January at The Hive, Worcester. 90% of delegates felt the seminar shared useful learning and tools. We are delivering three fully funded library peer reviews in January and February. Two Leadership Essentials Sport events in partnership with Sport England were organised in July and October 2015, with 31 councillors attending. A further event is planned in March 2016. Two Leadership Essentials Culture events with Arts Council England were organised in November and December 2015, with 25 councillors attending.
16. The joint LGA/Department for Culture, Media and Sport Leadership for Libraries Taskforce has published an online good practice toolkit for libraries, which will be regularly updated to reflect latest case studies.
17. Finally, we continue to work with the National Cultural Commissioning Programme, which is supporting cultural organisations to be 'commissioner ready', to share the learning from the three year programme and are hosting the national learning event at LGA in April.

#### **Environment, Economy, Housing and Transport (EEHT) Board**

18. The Board held the first of two growth related improvement events on 7th December with over 50 participants covering subjects such as leadership, funding and financing and skills. All presentations and a write up of the event is available from the events section of



the LGA website. A second event, linking transport and growth, will take place on 8th March.

19. The case studies work mentioned in the last report is currently in draft stage and will be published in the coming weeks. The final report has been developed to now include independent expert views of future opportunities for councils, following the most recent Spending Review.
20. The LGA is also joining the British Property Federation (BPF) in a visit to Southampton in March to explore practical opportunities for unlocking physical and regeneration projects. There will be a written output of the visit.

### **Safer and Stronger Communities Board**

21. The Board continues to support councils and community safety partnerships on a range of responsibilities, the implications of new legislation and in tackling new or complex forms of crimes. The Board:
  - 21.1. Held the annual Safer Communities conference which looked at the role of community safety partnerships in a range of safeguarding issues.
  - 21.2. Published case studies on work councils are doing to engage their communities around the Prevent agenda.
  - 21.3. Commissioned an e-learning course for councillors on police and crime panels.
  - 21.4. Updated our guidance on setting licensing fees for councils.
  - 21.5. Commissioned bespoke support from CIPFA to assist councils in calculating fee levels under the Licensing Act, as part of a campaign to localise these fees.
  - 21.6. Convened a Safeguarding through Licensing workshop with the Home Office to identify and share best practice on tackling CSE and serious organised crime.
  - 21.7. Is providing bespoke support and advice to 2 councils on their licensing functions, as part of our ongoing support offer.
  - 21.8. Is developing a councillors guide to the Licensing legislation.

### **Resources Portfolio**

22. 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**

23. 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.
24. 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. The standing offer consists of targeted peer reviews and health checks as well as member peer support for elected members. The leadership programme sessions on financial leadership have also proved popular.
25. As time has gone by, the standing finance improvement offer has been supplemented by more bespoke work with individual authorities that find themselves facing financial issues. This work is funded from existing budgets and uses peers and associates from our existing pools. In addition, we have signposted councils to specific support provided from other specialists in the sector, including for example CIPFA, which has long experience and more capacity to provide support in specialist areas such as social care and financial management training.
26. The offer is supported by the use of data analytics for councils. The latest iteration of the popular 'spider chart' which summarises twenty-four indicators of general financial health and direction of travel was released in November and is available for the first time on LG Inform. The impact of government funding announcements on the sector as a whole and on individual councils is also kept under review to inform the sector.

### **Workforce Improvement and productivity support offer 2016-17**

27. 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.
28. The integrated offer includes support around the following key elements, full details of which were reported to the last meeting:
  - 28.1. Reducing management costs
  - 28.2. Increasing motivation and performance
  - 28.3. Reducing recruitment difficulties



**Improvement and Innovation  
Board**

19 January 2016

- 28.4. Creating a more flexible and agile workforce
  - 28.5. Modernising pay and reward
  - 28.6. Delivering workforce transformation and managing changes.
29. The Workforce team's work has already delivered savings of £4million working with up to 20% of councils year on year.



## Note of last Improvement & Innovation Board meeting

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<b>Title:</b>	Improvement & Innovation Board
<b>Date:</b>	Monday 2 November 2015
<b>Venue:</b>	Smith Square 1&2, Ground Floor, Local Government House, Smith Square, London, SW1P 3HZ

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### Attendance

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

Item	Decisions and actions	Action
<b>1</b>	<p><b>Welcome and Declarations of Interest</b></p> <p>The Chairman welcomed members to the first Board meeting of the new cycle. He said that he sees the strategic work of the Improvement &amp; Innovation Board as one of the most valuable contributions that the LGA makes to local government and that he looks forward to working with members and officers to take this work forward.</p> <p>Cllr Judi Billing declared an interest with regard to the Leadership Academy's re-tendering process.</p>	
<b>2</b>	<p><b>Membership and Terms of Reference for 2015/16</b></p> <p>Members <b>agreed</b> the Board's membership and terms of reference for 2015/16.</p>	
<b>3</b>	<p><b>Priorities and Work Programme for 2015/16</b></p> <p>The Chairman and Dennis Skinner introduced a report on the Board's Priorities and Work Programme for 2015/16 drawing attention to the depth and effectiveness of the current improvement offer and the high regard in which it is held by the sector. The Chairman said that in a sector-led model which relies on "peer to peer" support a key issue facing the Board is how to identify skills gaps within our peer base and recruit new high-quality peers to fill any such gaps.</p> <p>Dennis Skinner highlighted the steps taken to develop the LGA's sector-led improvement offer, in the light of the results of the recent "Taking stock" consultation and to promote participation in peer challenges as set out in paragraph 14 of the report.</p> <p>The Chairman sought members' opinions on whether to allocate portfolios to specific members and, if so, to whom. He noted that any such portfolios should be aligned with the strategic priorities of the LGA, and suggested possible portfolios on reputation, Europe and international, and portfolios</p>	

that link in with the work of other LGA structures, such as the Community and Wellbeing Portfolio.

Members discussed the possibility of merging the 'improvement' and 'innovation' priorities, and changing the 'transparency' priority into an 'accountability' priority. They also looked favourably upon the idea of establishing portfolios for:

- research and sharing;
- reputation and communications;
- devolution
- finance
- housing.

Members supported the idea of establishing an ambassadorial role to help promote the improvement offer, particularly peer challenges, and suggested that national and regional lead member peers might play a role in this.

Members highlighted the positive results of sector-led improvement and emphasised the importance of ensuring that it is not seen as another form of inspection.

#### **Action**

Lead members will discuss priorities and portfolio arrangements in light of members' feedback with a view to putting proposals to the next Board meeting.

#### **Decision**

Members noted the steps being taken to improve the LGA's sector-led improvement offer and in particular peer challenge, as set out in paragraph 14 of the report.

Members **agreed** that officers should draw together a programme of action to develop the peer pool.

## **4 Productivity Programme**

Cllr Shirley Pannell and Alan Finch introduced the report, which provided members with some background information on the Productivity Programme and an update of the progress being made by the programme.

The Commissioning Academy was highlighted as a major success story for the LGA. The Chairman agreed that it exemplifies one of the unique selling points of the LGA, which is the organisation's ability to encourage effective sharing of how successful working models can be applied in different areas.

Members discussed the optimal range of activities that the Productivity Programme should cover, and the tools that are appropriate for measuring successful outcomes. Members felt there was a continuing interest in guidance/good practice around establishing local housing companies and

were keen to support councils in the digital agenda, particularly overcoming exclusion issues. They requested further information on which councils are participating in the digital experts programme.

**Action**

Officers will circulate further information to members on which councils are involved in the digital experts programme.

**Decision**

Members noted the report.

**5 2015/16 Highlighting Leadership Offer**

Cllr Judi Billing and Pascoe Sawyers introduced the report, which outlined the political and managerial leadership sector-led improvement offer for 2015/16 and the take-up from bookings to date. They provided members with a print-out of some updated statistics that showed a surge in participation in leadership programmes for 2015 and also a surge in participation for certain political parties.

Pascoe Sawyers suggested that this surge may be due to better targeting and marketing of the LGA's Leadership Offer, as well as closer working arrangements with Principal Advisors. He also noted that there has been an increase in e-learning.

Members discussed the importance of engaging young people in the leadership programmes, and therefore of assessing the demographic breakdown of participants in the various programmes. They also sought data on the long-term impacts of participation in the leadership programmes.

**Action**

Officers will feed back further information to the Board on council engagement in the various leadership programmes, and consider how best to gather longitudinal impact data showing the long-term outcomes of participation.

**Decision**

Members noted the report and **agreed** the proposed Leadership Academy tender process as set out in paragraph 16 of the report.

**6 Data and Local Transparency**

The Chairman introduced the report, which informs and updates members about current activities in the data and local transparency programmes. It also asks for members' steer on the content of the LGA's response to the call for evidence from the Independent Commission on Freedom of Information. The deadline for submissions is Friday 20 November 2015.

### **Action**

Officers will circulate a draft of the LGA's response to the call for evidence from the Independent Commission on Freedom of Information for lead members to approve prior to submission on Friday 20 November 2015.

### **Decision**

Members noted the report.

## **7 Care and Health Improvement Programme 2016/17 and Beyond**

Andy Hughes was invited to present an initial draft of the Care and Health Improvement Programme for 2016/17 and beyond. He introduced the programme as an effort to bring together work that the LGA has been involved in with the Department for Communities and Local Government (DCLG) and the Department of Health (DoH) into a single coherent sector-led initiative. The aim was 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.

He highlighted the following key elements of the proposed programme for 2016/17:

- strengthening the sector-led approach on workforce, commissioning and leadership;
- engaging with the NHS to take a more holistic approach to the care and health economy;
- focussing the programme on the core concerns that inhibit integration and are barriers to improvement and change as outlined in paragraph 8 of the report;
- promoting a universal offer that looks to learn from best practice and provides bespoke offers as required;
- developing a single care and health economy peer challenge.

Members welcomed the transition to a more simplified offer but recognised several measures in the draft programme that have been proposed before. They suggested that the draft programme could be complemented by a sharper focus on the role of Health and Wellbeing Boards, and that consideration be given to the role of district and borough councils and relationships with Clinical Commissioning Groups.

### **Action**

Andy Hughes will speak to the Community and Wellbeing Portfolio and the proposals will be discussed with a range of external stakeholders before the programme is confirmed in early 2016.

### **Decision**

Members noted the presentation and commented as indicated above.



## 8 LGA Boards' Improvement Activity

Nick Easton introduced the report, which detailed the improvement activities undertaken by the other LGA Boards.

Members discussed:

- The meaning of the 'strategic oversight' that this Board has over other LGA Boards. This was to act as a "gatekeeper" to ensure improvement activities were consistent with the objectives of the LGA Business plan and developed in accordance with the principles on which sector led improvement was based.
- The methods by which the Board might exercise its strategic oversight function, with a particular focus on adopting a collaborative approach with other Boards.

## 9 Note of the Previous Meeting

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

It was noted that Cllrs Sue Whitaker, Sue Woodward, Bob Price, Barry Wood and Laura Conway attended the previous meeting but are not included on the attached attendance list.

### Action

The Member Services Officer will check and update the attendance list for the previous meeting.

### Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr David Simmonds CBE	Hillingdon London Borough Council
Vice-Chairman		
Deputy-chairman	Cllr Judi Billing MBE Cllr Shirley Pannell	North Hertfordshire District Council North Kesteven District Council
Members	Cllr David Neighbour Cllr Cherry Beath Cllr Claudia Webbe Cllr Darren Cooper Cllr Bob Price Cllr Sue Whitaker Cllr Keith Glazier Cllr Dominic Gilham Cllr John Blackie Cllr Mike Haines Cllr Laura Conway Mr Richard Priestman  Mr Philip Sellwood Cllr Robert Gould Cllr Stephen Parnaby	Hart District Council Bath & North East Somerset Council Islington Council Sandwell Metropolitan Borough Council Oxford City Council Norfolk County Council East Sussex County Council Hillingdon London Borough Council Richmondshire District Council Teignbridge District Council North Kesteven District Council Local Government Improvement and Development Energy Saving Trust (EST) Dorset County Council East Riding of Yorkshire Council

OBE

Cllr Linda Robinson  
Cllr Michael Wilcox  
Cllr Barry Wood  
Cllr Lewis Herbert  
Cllr Sue Woodward  
Cllr Howard Sykes MBE  
Cllr Paul Bettison

Wychavon District Council  
Lichfield District Council  
Cherwell District Council  
Cambridge City Council  
Staffordshire County Council  
Oldham Metropolitan Borough Council  
Bracknell Forest Borough Council

Apologies

Mayor Dave Hodgson  
Cllr Phil Davies  
Cllr Bryony Rudkin

Bedford Borough Council  
Wirral Metropolitan Borough Council  
Suffolk County Council



# LGA location map

## Local Government Association

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

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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.

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For further details, please call 0845 900 1234 or visit the website at [www.cclondon.com](http://www.cclondon.com)

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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](http://www.westminster.gov.uk/parking)

