

Improvement and Innovation Board

Agenda

Tuesday, 10 May 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
10 May 2016

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Tuesday, 10 May 2016** Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available at 1.00pm

Attendance Sheet:

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

Political Group meetings:

The group meetings will take place from 10.00 -11.00am. Please contact your political group as outlined below for further details.

Apologies:

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

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

Location:

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

LGA Contact:

Gareth Greatrex, Gareth.greatrex@local.gov.uk, 0207 664 3381

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Improvement & Innovation Board – Membership 2015/2016

Councillor	Authority
Conservative (11)	
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 Janet Blake	Aylesbury Vale District Council
Cllr Harvey Siggs	Mendip District Council
Cllr Paul Bettison (Observer)	Bracknell Forest Borough Council
Substitutes	
Cllr Russell Roberts	Kettering Borough Council
Labour (9)	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Claudia Webbe	Islington Council
Cllr Phil Davies	Wirral 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
Cllr Colin Glover	Carlisle City Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
	Carlisle City Council
Independent (3)	
Cllr Shirley Pannell (Deputy Chair)	North Kesteven District Council
Cllr John Blackie	Richmondshire District Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Substitutes	
	North Kesteven District Council
Liberal Democrats (3)	
Mayor Dave Hodgson (Vice- Chair)	Bedford Borough Council
Cllr Cherry Beath	Bath & NE Somerset Council
Cllr Howard Sykes (Observer)	Oldham Metropolitan Borough Council
Substitutes	
Cllr David Neighbour	Hart District Council

LGA Improvement & Innovation Board Attendance 2015-16

Councillors	2/11/15	19/1/16		
Conservative Group				
David Simmonds CBE	Yes	Yes		
Keith Glazier	Yes	Yes		
Robert Gould	Yes	Yes		
Stephen Parnaby OBE	Yes	No		
Linda Robinson	Yes	Yes		
Michael Wilcox	Yes	Yes		
Barry Wood	Yes	Yes		
Labour Group				
Judi Billing MBE	Yes	Yes		
Claudia Webbe	Yes	No		
Phil Davies	No	Yes		
Darren Cooper	Yes	Yes		
Bob Price	Yes	Yes		
Lewis Herbert	Yes	Yes		
Sue Woodward	Yes	Yes		
Independent				
Shirley Pannell	Yes	Yes		
John Blackie	Yes	Yes		
Lib Dem Group				
Mayor Dave Hodgson	No	Yes		
Cherry Beath	Yes	Yes		
Substitutes				
David Neighbour	Yes			
Laura Conway	Yes	Yes		
Sue Whitaker	Yes	Yes		
Marianne Overton	Yes			
Dominic Gilham	Yes	Yes		
Observers				
Philip Sellwood	Yes	Yes		
Richard Priestman	Yes	Yes		
Lead Peers				
Mike Haines	Yes	Yes		
Howard Sykes	Yes	No		
Paul Bettison	Yes	Yes		
Sir Stephen Houghton CBE	No	No		

Agenda

Improvement & Innovation Board

Tuesday 10 May 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, 12 July 2016, 11.00 am, Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ



Devolution support to councils

Purpose

For information and comment.

Summary

This paper summarises the LGA's devolution support to councils up to April 2016, which is led by the City Regions and People and Places Boards. It also sets out future plans in this area.

Recommendation

Members are invited to comment on the Board's work programme, particularly paragraphs 4 and 7.

Action

Officers to feed the Board's comments back to the City Regions and People and Places Boards.

Contact officer: Rebecca Cox
Position: Principal Policy Adviser
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Devolution support to councils

Background

1. The LGA's work on devolution is led by the People and Places and City Regions Boards. Under their direction, the LGA has sought to support councils with their devolution ambitions in three main work streams:
 - 1.1. negotiating a deal;
 - 1.2. moving from a deal to implementation;
 - 1.3. sharing knowledge and best practice.
2. This is supported by our ongoing policy and lobbying work to make the case for devolution to Government and its agencies, and contributions to the wider constitutional debate through the All Party Parliamentary Group on Reform, Decentralisation and Devolution, for which the LGA is the secretariat.
3. Our direct work with councils has been demand-driven. The main themes that have emerged are support on governance, political facilitation, crafting a proposal and negotiating with Whitehall. As more deals are signed, the sector is starting to look for support on moving from the signing of a deal to implementation. This is likely to include requests for support in ongoing conversations with Whitehall, developing effective governance, engaging councillors at all levels, exploring new models of leadership, and re-designing newly devolved public services.

Devolution support

4. The LGA's recent and upcoming support is included as a table **attached**. This has involved not just the devolution policy team, but also health policy colleagues, the communications and marketing teams, the leadership and localism team and others. The Principal Advisers play a key role in sharing intelligence and brokering conversations with colleagues. Andrew Campbell, Associate Director at the LGA on secondment from DCLG, has been supporting a number of areas with both their negotiations and with moving towards implementation.
5. The LGA has positioned itself as a leading source of knowledge on devolution. Our first major publication on devolution, "English Devolution: local solutions for a successful nation" is the LGA's most-downloaded document. The [DevoNext Hub](#) provides a 'one stop shop' for local government colleagues and stakeholders to get all the information they need about devolution including tools and resources. In the past 12 months, there have been 48,562 unique page views (with 69,457 overall page views). In past six months, there have been 33,820 unique page views (with 47,116 overall page views) – demand appears to be increasing. Our '60-second explainer' videos on devolution¹ and combined authorities² have also been popular, with 692 and 1,984 views respectively. The Hub was also praised by the Communities and Local Government Select

¹ <https://www.youtube.com/watch?v=xYJuYyVkJfk>

² <https://www.youtube.com/watch?v=HtzL12d2eGk>

Committee.³ New content for the Hub is constantly being developed. **Members' suggestions for future content would be welcome.**

6. As well as the core offers outlined above, the LGA is also developing specialist support in areas including health and social care devolution, communications, and governance (in partnership with the Centre for Public Scrutiny).
 - 6.1. **Health and care:** two events have taken place, the first for health and care leads to learn from Greater Manchester's early work in this area, and the second to brief health providers and voluntary and community groups on devolution and the changing local government landscape. Reports have been produced following both events and further work in this area is planned.
 - 6.2. **Communications:** two roundtable discussions have been delivered (in London and Manchester) as have two events (in Somerset and Birmingham) for local government colleagues and stakeholders to explore the future devolution landscape, what local communications will look like in the future and how to communicate devolution effectively to local residents, businesses and other stakeholders. A further devolution event will take place in Newcastle on 26 May 2016. So far, 128 people have attended the roundtable discussions and events that have taken place.
 - 6.3. **Governance:** as well as commissioning information and good practice for the Hub and hosting a national event, the LGA has worked with the Centre for Public Scrutiny to support places with devolution deals to develop robust governance. A report sharing the lessons from this work will be published shortly.
7. Our future support work will build on the successful base established thus far. With devolution deals now in place in nearly a dozen areas of England, the LGA is working to ensure it is engaging effectively with places at all stages in the devolution process. This includes bespoke support to those with deals to support them in moving to implementation, continuing our support for those negotiating deals, making information available to all places to help them consider their ambitions for devolution, and sharing the lessons from those further ahead as they emerge. We will also look to bring together those leading devolution work in places to support them as a cohort. Ahead of the Mayoral elections in May 2017, the devolution team will be working closely with the political groups to ensure that the LGA is visible to and valued by candidates, particularly those who have not come from a local government background.
8. Officers are also considering how the LGA's sector-led improvement work can be extended to include combined authorities and other areas like Cornwall who have secured a devolution deal. In the first instance, we will be exploring the possibility of a combined authority peer challenge in partnership with one or more combined authorities. **Members are invited to comment on other aspects of the sector-led improvement and wider LGA improvement offer that could support combined authorities.**

3

Next steps

9. Members are asked to comment on the current and future work programme. Comments will be fed back to the City Regions and People and Places Boards to inform their next meetings in June 2016, at which they will discuss the improvement offer.

Financial Implications

10. Support will be undertaken within the agreed budget.

Current LGA support activity	Audience	Intended outcome	Timing / dissemination
Publications and reports			
Governance models: review possible executive arrangements and different mayoral models (Professor Robin Hambleton)	Senior officers and members in councils, especially those in combined authorities.	Raising awareness of different models of governance, sharing knowledge on how to evaluate different models.	Report to LGA end of April, dissemination online and through existing events in June/July.
Analysis of the implications of the Cities and Local Government Devolution Act 2016 for the formation of combined authorities and practical advice for those considering a combined authority (Shared Intelligence)	Senior officers and members in councils, especially those considering combined authorities.	Councils are better informed on the practicalities of forming a combined authority.	Report to LGA early May, dissemination online and through officer network in first instance.
Briefing note on health devolution and the implications for providers and the Voluntary and Community Sector (VCS) (builds on briefing event on 1 March)	Councils, health partners and VCS groups.	Better awareness of how health and care devolution fits into the wider transformation landscape. Co-branded with NHS Clinical Commissioners and NHS Confederation.	March, dissemination online and through relevant networks.
Sharing the experience of Greater Manchester council and health partners of their health and care devolution experiences (from roundtable event February 2016).	Councils with an interest in health and care devolution.	Learning is shared across the sector. Co-branded with Greater Manchester Combined Authority, Greater Manchester NHS and Public Sector Transformation Network.	April, dissemination online.
LGA DevoNext hub	Wide.	LGA continues to be the leader in sharing knowledge on devolution in England.	Ongoing.
Interviews and analysis of	Members and officers in	Learning from frontrunner deals is	Report to LGA end of March.

Current LGA support activity	Audience	Intended outcome	Timing / dissemination
devolution deal process to date (New Economy)	councils, LEPS, civil servants and Ministers.	captured, recommendations made for improving the process where possible.	Publication post purdah.
Think pieces: the role of communities and the VCS in devolution (partner to be confirmed)	Councils and voluntary and community organisations.	Good practice is shared and councils are better equipped to engage their community representatives on devolution.	Report to LGA in the summer.
Work with places			
Bespoke engagement with places	Demand-driven.	Places benefit from the most up to date information on devolution and 'critical friend' challenge.	Ongoing.
Governance support to councils (Centre for Public Scrutiny)	Council members and officers.	Some places are directly supported to develop their governance arrangements, and learnings are shared with all.	Dissemination post-purdah, workshop with devolution network, session at member event.
Higher education: programme of engagement with Universities UK	Initial work focused on small group of leaders from both sectors. Lessons to be shared with councils, combined authorities and LEPS.	Better understanding of how universities and higher education partners can play a role in place-based services.	Scoping meeting in March, potential for 12-month programme.
Lobbying			
Engaging with MPs to share key messages about devolution	All MPs.	MPs are better able to engage constructively in local discussions.	To accompany main publication at annual conference.
Events			
Officer devolution network	Council officers involved in devolution deals.	Learning and advice is shared between peers. Knowledge and information can be targeted to key	Next meeting 28 April. Ongoing activity, including thematic workshops.

Current LGA support activity	Audience	Intended outcome	Timing / dissemination
		individuals.	
Member devolution event	All members, especially backbench members.	Members are better informed about the national context on devolution and can engage more effectively in local conversations.	21 June.
Joint event with NALC (National Association of Local Councils)	Principal and town and parish councillors.	The sector is aware of the opportunities for onward devolution to town and parish councils. Town and parish councils better understand the wider local government context.	1 June.
Devolution sessions at LGA annual conference	All delegates.	A mixture of workshops and plenary sessions are being confirmed.	5-7 July.
Local devolution communication events	On demand from places.	Comms officers are better able to communicate with their residents about devolution.	Three events in train for the spring.
Devolution communications roundtables	Communications professionals.	A strategic conversation takes place across the sector about communications that are fit-for-purpose in a devolved context.	Two roundtables have been held.
Tools			
Analysis and sharing of tax and spend data tool for all councils, plus guides on how to use effectively	Council officers negotiating or implementing a devolution deal or working on public service transformation.	Councils are better able to make the case for transforming public services.	LGA currently reviewing first drafts. Dissemination online once QA checks have been completed.
Local devolution communications tools	Communications officers in councils and combined	Communications officers are better able to communicate with their	Project is currently being scoped.

Current LGA support activity	Audience	Intended outcome	Timing / dissemination
	authorities.	residents about devolution.	
LGA corporate work			
Ongoing development of the broader support offer on devolution to ensure it remains relevant to all places	Various.	Various, with a focus on ensuring our offer remains relevant to councils at all stages of the process.	Ongoing.
Combined authority working group recommendations	Internal.	The LGA reflects the changes in local government and puts in place a persuasive offer to Mayors elected in 2017.	Ongoing following report to Leadership Board in April.

Productivity Programme

Purpose

This report briefs the Board on the progress being made in the Productivity Programme. As this is the first meeting of 2016/17, it also sets out the main elements of the programme that it is intended to deliver in the forthcoming financial year.

Recommendation

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

Action

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

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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 delivery of the Programme for 2015/16. The Programme is devised by reference to the Memorandum of Understanding agreed with the Department of Communities and Local Government (DCLG), and this report also describes the Programme it is proposed to deliver in 2016/17.
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 Income generation, 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

4. Digital workstream:

- 4.1. The Digital Experts programme began at the end of March 2015 to support councils implement digital solutions to deliver service improvement. Thirteen of the 27 projects have now produced their case study and these will be published shortly on the LGA website along with an interim report to help share the learning from their work. The LGA will continue to support the remaining 14 projects and their case studies will be captured in the autumn. Some of these projects will also be showcased in the Innovation Zone at LGA Conference this July. The objective of this round of funding was to help councils implement tools already developed by the sector - in the main, these supported online transactions or helped tackle digital exclusion.
- 4.2. A further 20 council-led projects are being supported under the Digital Transformation programme. The intention is to change the focus of the programme each year, and for 2016, the objective of this funding is to help councils develop or implement and then share digital solutions that help their wider work on major transformation

programmes, i.e. Troubled Families, Health and Social Care Integration, Public Health and Welfare Reform.

- 4.3. The LGA recently hosted a cyber resilience exercise with teams from nine councils, Cabinet Office, Cyber Security Information Sharing Partnerships (CiSPs), Computer Emergency Response Teams and DCLG. The LGA is further working with SOLACE to arrange a roundtable discussion with a number of the sector representative bodies to put together a plan to help raise the profile of cyber security with senior sector representatives.
- 4.4. 2016/17 will continue to see further support through our Digital Experts, with the focus for this year likely to be channel shift, for which there was an unmet demand in the latest round of bidding. This will support councils to develop their online transactional capabilities. This year we will also run a series of round tables for senior officers and for members on the subject of digital leadership to support greater understanding of how digital tools can be used to improve local services. The results of these discussions will be published for the rest of the sector.

5. Innovation:

- 5.1. The LGA's Innovation programme aims to share good practice council innovation across local government and equip councils with the tools and confidence to use innovative approaches to solve their challenges.
- 5.2. In 2015/16, two cohorts of the Design in the Public Services programme were completed in the South West and East of England. The programme was very well-received with 10 councils from each region and their partners benefitting from using design tools and accessing Design Council expertise. Case studies have been written and will be promoted on the LGA Innovation Database and at the Innovation Zone at the LGA Conference this July. The next regional cohort in the West Midlands has started and with seven groups of councils and partners, this is the largest group that the Design Council has ever run of this programme. Councils are using this programme to deal with some of the biggest issues faced by public services, for example preventing diabetes, joining up frontline fire and police services and ensuring that children are school ready by the age of five.
- 5.3. Planning for this year's Innovation Zone is well under way and we are hoping for another lively and engaging event. Council innovation will be showcased under the themes of leadership, integration of services for better outcomes, digitalisation, collaboration with others, and tools of innovation to help councils develop a culture of innovation. We are in the process of sending invitations to councils whose innovative projects we would like to feature in the Zone. Articles and adverts to promote attendance at the Zone amongst conference delegates are planned for our June edition of First magazine.
- 5.4. We have funded three council pilot projects to assist in developing behavioural change skills and techniques. Behavioural insights have been used across public services to generate low cost interventions to improve policy outcomes. The approach has broad applicability ranging from increasing collection of taxes to increasing the numbers of job seekers finding work. The councils will work with the Behavioural Insights Team (BIT) to trial these techniques in the areas of public health, adult social

care and skills. These are hugely challenging areas for local government and therefore the lessons learnt will be of interest and value across local government more widely. Leeds City Council will be working on an adult social care project, Lincolnshire County Council on skills and Liverpool City Council on public health, and these are all services where the use of behavioural insights has been limited to date. All of the projects will be featured in the Innovation Zone at the LGA Conference in July.

- 5.5. The work programme for 2016/17 will further expand the LGA's searchable Innovation Database containing details of each of the council examples showcased in the last two Innovation Zones as well as from the wider LGA sector-led improvement offer, which has now been accessed over 9,000 times since its launch last year.
6. **Demand management.** A new online resource has been developed which brings together existing reports, case studies and other useful information on managing demand so this is all accessible in one place. This will create an easy to use online resource that will enable more councils to access this useful information, which will help them apply this learning to their services. The link to the new resource can be found at <http://www.local.gov.uk/demand-management>.

Shared services and collaboration

7. The LGA Shared Services Map (www.local.gov.uk/shared-services-map) has been a success story, evidencing that councils are leading the public sector in efficiency gains through collaborative working. The value of the map is that it provides a visual representation of the scale and breadth of local government led shared services. The 2015 map showed that 416 shared services were in place across the country delivering £462 million in savings to date. The LGA has commissioned Shared Service Architects to undertake the research and refresh of the 2016 Shared Services Map, which is on course to be published in the middle of May 2016.
8. The updated council officer contacts on the map will be the bank of shared service experts that councils can approach the LGA to use. These officers have the experience and skills of implementing shared services that councils are keen to access in order to implement further shared service arrangements.
9. As local government evolves, councils are finding other ways to collaborate in order to save costs and deliver services more effectively and efficiently. We are keeping the programme under review to ensure that we are in a position to meet the needs of Combined Authorities and support councils that have decided unanimously to look at ways of reorganising locally with a view to better meeting the needs of communities.

Health and social care projects and programmes

10. **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, Swindon, Blackburn with Darwen and is being completed in Sunderland. An interim report

has been published on the LGA website at www.local.gov.uk/productivity and a final report will be ready in the next few weeks. Findings to date suggest that efficiency savings of seven to nine per cent of the budget areas assessed could be realised and up to 40 per cent 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.

- 11. Learning Disability Services Efficiency (LDSE) Project.** The Learning Disability Services Project comprises five authorities (Barking and Dagenham, Cumbria, Darlington, Kent and Wiltshire). Each was given grant funding to undertake a diagnostic review of their learning disability services in order to inform a transformation plan, to be delivered to July 2016. 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 took place in February 2016 where each council showcased their developing practice and shared learning in transforming services.
- 12. Developing and promoting efficient public health 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. The final report comprising eight case studies will be published in the next few weeks. As members will be aware, health and social care is subject to a number of government sponsored initiatives at present and in order to consolidate and focus improvement work relating to health and social care issues, for 2016/17 all health and social care productivity programmes will be undertaken and managed by the Care and Health Integration Programme (CHIP) team and periodic reports will be provided by that team.

Community engagement

- 13.** One of the key challenges to councils in effecting the level of change needed to improve value for money is how they engage with communities to co-create and explain their plans and the reasons behind them. We are working with The Campaign Company and four authorities or groupings of authorities on a programme called Engaging Effectively, the aim of which is to support councils to develop the effectiveness of their consultation and engagement work to support transformation, in order to help meet some of the biggest medium and long-term challenges facing communities and local services. Interim findings are expected to be available for the July LGA Annual Conference. The authorities involved are Oldham (with the Greater Manchester Combined Authority), Hackney, Staffordshire and Harlow.

Smarter sourcing

14. Procurement:

- 14.1.** The procurement offer to councils is based around our National Procurement Strategy (NPS) for Local Government, 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 progress report, 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.

- 14.2. We launched the findings of our NPS one year on survey on 18 November 2015 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.
- 14.3. A national category strategy for social care has now been published and we are consulting the sector on a second national category strategy for ICT. The strategy will include four themes: Digital (internet of things, small cells, 5G), Technical (software asset management, super clouds), Resources and Funding (smarter use of grants), and Procurement Issues (g-cloud, hardware, software, social value, etc). We are also anticipating that during 2016/17 we will produce a strategy for energy to include water in the wake of market deregulation in this area.
- 14.4. We have been in conversation with a number of councils and partners including the University of Birmingham and Innovate UK on the procurement of innovation in local government. We hope to publish a guidance document and some case study information on this in early 2017.
- 14.5. The plan for 2016/17 also includes work on procurement and commissioning skills, contract management and strategic supplier management. The latter seeks to create a local government version of the 'Crown Representative' approach taken by central government and we are working with councils to ensure a more strategic view of their needs is captured, identify areas for cost savings, strategic supplier issues and supplier innovation. All the work identified above will be underpinned by focussed spend analyses.
- 14.6. Our waste and recycling innovation programme of 11 projects involving 60 councils is now moving into the closing stages. We held a workshop with the projects on 14 April 2016 in which we agreed the main findings for the report. We have a number of resources that might be helpful to other councils that we will publish alongside the report on our website. We are still on target to have the final report ready for the LGA Annual Conference.

15. Commissioning Academy:

- 15.1 The Commissioning Academy brings together senior commissioners from across the public sector to learn from the examples of the most successful commissioning organisations, developing a cadre of professionals who are progressive in their outlook as to how the public sector delivers outcomes to local communities. Six hundred council officers and elected members have been through the Commissioning Academy to March 2016.
- 15.2 There are three Commissioning Academy offers: one for Elected Members, one for senior officers, and a local academy where alumni of the central Commissioning Academy have set up regional and policy themed Academies, targeted to the needs of their local partners.

15.3 As of April 2016, the Cabinet Office has decided that the Commissioning Academy for officers will be run on a concessionary basis by the Public Service Transformation Academy, a social enterprise made up of 12 organisations. The Academy will no longer be subsidised by Cabinet Office funding. The LGA will continue to help market the offer, and costs will be recovered from the consortium. However it is appropriate that having initiated and run the programme in partnership with the Cabinet Office for two years, the Productivity Programme can be re-focused on developing new ideas.

15.4 The Commissioning Academy for elected members has been designed and delivered through the LGA Leadership Essentials programme and will continue to be run in this way by the LGA. Four sessions have been delivered to date and further sessions of this popular offer are planned for July and September 2016.

Income generation

16. Commercialisation:

16.1 The Advanced Commercial Group (ACG) has now met five times and is working to inform the LGA's commercial skills offer to local government officers and members. In addition, the LGA is working with Yorkshire Purchasing Organisation (YPO) to develop a procurement framework to enable councils to purchase commercial skills at a fair rate. This will be launched at the LGA Annual Conference in July 2016.

16.2 Our programme of support to councils' commercial activity in 2016/17 will include the delivery of a commercial skills offer to local government officers and members. We will also extend the methodology of the Productivity Expert, which has previously focussed on assisting councils to save money, and amend this in order to provide councils with access to Experts from the commercial sector and also other councils who have honed their commercial skills.

16.3. Economic Growth Advisers. The Economic Growth Adviser programme awards grants of £7000 and access to our 'pool' of local growth experts to help councils deliver economic growth projects in their area. Over the past year, 24 councils have been supported through 13 projects, to build the economic capacity of their area. Projects have focused on a wide range of themes including inward investment, business engagement and regeneration.

17. One Public Estate:

17.1. In the Spending Review and Autumn Statement 2015, an additional £31 million funding was secured to further expand the One Public Estate (OPE) programme over the next two years. On 8 April 2016, OPE launched a prospectus inviting applications from partnerships of councils to join the programme, and from councils already on the programme looking to further expand their current programmes. The prospectus offered up to £500,000 funding to areas that can demonstrate ambitious and credible land and property initiatives in partnership with central government and the wider public sector.

17.2. Councils were invited to provide an initial expression of interest by 6 May 2016. After an initial assessment, successful applicants will be provided up to £50,000 to develop a detailed final application by 29 July 2016 and can expect to be informed of the

outcome of this by late September 2016. Details of councils that submitted an expression of interest will be made available at the Board meeting. The prospectus also announced additional opportunities to join the programme. Additional application windows to apply to join the programme are expected in September 2016 and April 2017.

18. One Public Estate policy session with chief executives:

- 18.1. On 11 April 2016 an OPE Policy Session took place bringing together council chief executives to discuss the current landscape of central government land and property, the detail of a suite of tools being brought forward through the Housing and Planning Bill to support the OPE way of working, and new areas of opportunity and support specific to the OPE programme. The session identified four government agencies, the Homes and Communities Agency (HCA), Ministry of Defence (MOD), Department of Health (DH) and Network Rail, which offer the largest opportunities for improved partnership working with councils on public land and property. It was agreed that a consistent approach to engagement and partnership working with councils on public land and property would lead to better local outcomes. Civil servants agreed to explore improvements in current working practices.
- 18.2. It was agreed that the specific new duties being implemented through the Housing and Planning Bill and Priority Purchaser policy be developed in partnership between central and local government to ensure they are fit for purpose. Council chief executives also welcomed proposals to expand the OPE offer with the introduction of a 'panel of experts' to provide specialist support with the delivery of OPE projects locally. Also welcomed were proposals to develop a stronger peer to peer support offer through the programme.

Cross-cutting offer

19. Productivity Experts. The LGA Productivity Expert programme provides funding of £6,000 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. In 2015/16, the Productivity Expert programme provided support to 24 councils across 15 projects with total projected savings of £32.7 million. An evaluation of the Productivity Expert programme to date has been commissioned and is due for completion in June 2016. We will continue to run the Productivity Expert offer throughout 2016/17, funding a minimum of 18 further projects, and will look to carry out some targeted marketing on the skills areas identified through the evaluation as most in demand from local government.

Financial implications

20. The Productivity Programme for 2016/17 is to be funded from grant provided by DCLG under our Memorandum of Understanding with the Department.



Sector-led improvement evaluation: proposal for a research programme

Purpose

For discussion and approval.

Summary

This report advises members of the proposed second phase of evaluation of sector-led improvement and the LGA's support offer.

Action

To consider the proposed activity as outlined in the report and feedback any comments or suggestions to the Research and Information team.

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Sector-led improvement evaluation: proposal for a research programme

Background

1. The Local Government Association (LGA) developed the approach to sector-led improvement (SLI) in local government, to help councils strengthen their accountability and transform the way they evaluate and improve services. The original approach was set out in the LGA's document 'Taking the Lead' in February 2011, supplemented in June 2012 by 'Sector-led improvement in local government'¹.
2. Between 2012 and 2014, an evaluation of SLI and the LGA's offer was carried out, the full results of which can be found in the report, 'Evaluation of Sector-led Improvement' here: <http://tinyurl.com/i8oftl9>.
3. The evaluation was extensive and consisted of sixteen individual pieces of work that measured the perception of and support for SLI, including online surveys of directors and lead members, in-depth interviews with key stakeholders, user surveys for YouChoose and Knowledge Hub, as well as evaluations of SLI support such as the Leadership Academy and Corporate Peer Challenges.
4. The overall message of the evaluation was positive:
 - 4.1. Residents remained satisfied with and continued to trust their local council, despite the increasing financial constraints being faced by the sector.
 - 4.2. An objective assessment of local government performance across the full range of local government activity demonstrated that councils were continuing to improve performance, with nearly three quarters of the performance metrics being monitored demonstrating improvement since 2010.
 - 4.3. Further, the SLI approach and offer of support from the LGA had been welcomed and valued by councils, and there was a high level of confidence within the sector in its capacity to monitor its own performance and improve.
5. Subsequent feedback through the regular LGA Perceptions surveys demonstrates that the sector still values the support offered by the LGA. In 2016, 85 per cent of respondents felt that the LGA's support for SLI was useful; this was even higher for directors (93 per cent), chief executives (90 per cent) and leaders (89 per cent).
6. Since publication of the evaluation in 2014, we have strengthened the approach to SLI in the light of the results of the wide ranging consultation with the sector last year.
7. In addition there is a strong expectation from DCLG that we will continue to monitor and evaluate the effectiveness of the approach. The draft Memorandum of Understanding (MoU) indicates that:

¹ http://www.local.gov.uk/c/document_library/get_file?uuid=1895fbee-298e-439e-8ed1-0e9a8a8ddba5&groupId=10180

- 7.1. “We will continue to commission independent evaluation of our programmes of support and act on the findings. This will include seeking views from councils and government each year and reflecting those views in our annual programme of delivery. In particular, we will commission an independent quality assurance review to test programme delivery, implementation and a cost benefit analysis of our peer challenge programme”.
8. Accordingly we now propose to carry out a second phase of evaluation of SLI, to be carried out over the next four years. We propose that it is made up of two parts:
 - 8.1. overall evaluation of the progress of the SLI **approach** since phase one;
 - 8.2. evaluation of individual elements of the LGA’s support **offer** to the sector.

Objective of the evaluation

9. We propose that the evaluation runs over a four year period, with the main aim of helping us understand whether, in the context of reduced resources within the sector:
 - 9.1. the SLI approach has the continued confidence and engagement of the sector and the government and, as a result, the trust of the public;
 - 9.2. the LGA’s support has had a positive impact on the sector’s capacity to improve itself.
10. It will be important to ensure that the effect of reduced resources in the sector is considered for each element of this evaluation, so that the impact of SLI can be viewed within this context.
11. Whilst the proposed second wave of evaluation will need to be detailed enough to meet the MoU requirements, we do not propose to repeat all the work undertaken in the phase one evaluation. Instead we propose to streamline the process, focussing on the core elements of the LGA’s offer - leadership, peer challenge, productivity, LG Inform, etc. - and on their impact. We will also make use of other opportunities to gain feedback, such as the LGA Perceptions survey and our regular opinion polling.

Evaluation of the SLI approach and the LGA’s contribution

It is proposed that the objectives be explored using the following range of research and analysis.

12. **Ministers and senior officials.** As in 2012 and 2013, we propose to carry out a perceptions audit of ministers, senior officials and possibly shadow spokespeople, by commissioning in-depth interviews. This will be used to determine the current level of support and confidence in the sector’s ability to support its own improvement. This will also give us valuable feedback on the direction of the approach and stakeholder perceptions of its effectiveness.
13. **Local authorities.** We already conduct an annual LGA Perceptions Survey that collects useful information from chief executives, leaders, other senior politicians and officers as to their perceptions of SLI, the approach and the support offered by the LGA. We will continue with this survey, and propose to use the findings to look at trends in perceptions of SLI and the LGA support.

14. **Members of the public.** Assessing the impact of SLI on the public is difficult. This is partly because individuals vary in the extent to which they use and are aware of local government services, but also because individuals vary in their willingness to engage or participate in local decision-making and challenge. However, at the simplest level, it can be argued that SLI is successful if, despite the replacement of much of the top down inspection and performance management regime with SLI, public trust in local government remains the same or improves. The LGA has been conducting opinion polling of the public since 2012, in order to establish whether public trust in local government has been maintained or improved. This will continue to take place over the course of the evaluation.
15. **Performance Data.** Alongside the research to gather perceptions, over the course of the four years, we propose to also conduct several exercises to review a suite of performance data across a range of local government services. This will allow a more quantitative and arguably 'objective' assessment of the sector's performance, which can be considered alongside the opinion information.
16. **Evaluation of the LGA's SLI offer.** Some of the more significant resources offered by the LGA to support improvement and local accountability in the local government sector will need small separate evaluations. In most cases these have been built into the programmes themselves, and so we will work with them both to align the evaluation processes and bring together the results for this overall evaluation. Where elements do not currently have evaluations planned, we will work with the relevant programme managers to develop them in an efficient way.
- 16.1. In each case, we will start by establishing a clear view of what would constitute the success of that element and how that would be measured, so as to evaluate the impact of each offer. As part of the annual LGA Perceptions Survey we already collect some useful baseline information about elements of the LGA offer, which will be included in the overall evaluation.
17. **Leadership support.** The programme team collects administrative data on the number of Leadership Academy places taken up and also feedback from attendees. We will also work with the programme team to carry out a full evaluation of the leadership offer and the Leadership Academy, allowing us to review the impact that the programme has within local authorities.
18. **Peer challenge and peer support.** The peer support programme team are currently capturing feedback from peer challenges as they are delivered. The team also plans to commission a full evaluation of the peer challenge programme to establish the impacts that peer challenges have had, as well as explore the reasons for authorities who have not made use of the offer. The results of this would feed directly into the overall evaluation.
- 18.1. In addition, we currently capture some of the administrative data around the numbers of peer challenges and bespoke support, such as work with councils with recent political change. We also already have useful data on awareness about this offer and views about the services provided, as part of the annual LGA Perceptions Survey, both of which would also form part of the evaluation.

19. **LG Inform, data and transparency.** An online survey is planned for local authority users of LG Inform, which will allow an examination of how the tool is used for benchmarking, reporting, data sharing and exploration and transparency.
20. **Productivity.** We propose to evaluate the LGA's Productivity Programme's range of SLI projects to understand the direct and indirect impacts of those projects. We would also like to align the evaluation processes to facilitate an easier impact assessment; the results would be brought together for this overall evaluation.
21. **Other improvement support.** We plan also to review support we commission through other grant-funded bodies (e.g. the Centre for Public Scrutiny, and Local Partnerships) through a mix of bespoke data collection exercises and analysis of feedback already gathered by the relevant programmes.
22. **Timescales and deliverables.** The research and analysis will take place at various points over the next four years, depending on whether the data is already collected or scheduled to be collected (in which case we will use the existing timetable; for example the LGA Perceptions Survey is always scheduled to be in the Autumn). New data collections and analysis will be scheduled as appropriate, to reflect resources and milestones. The aim is to deliver the following outputs from this programme of work:
- 22.1. a report for each element of the LGA offer, as described above (these will be published as and when completed between 2016 and 2020 – they will be detailed, and also be used to provide information to the programme managers to inform developments to their programme, but the key lessons from them will feed into the 'interim' and 'final' reports);
- 22.2. an 'interim' report – summarising the key messages from research and analysis in the first two years, and including the key results from: the perceptions audit of ministers and senior officials, the results of the LGA's annual perceptions survey and public opinion polling, plus results of any LGA offer evaluations available at that time (available in 2018);
- 22.3. a 'final' report – this will summarise the key messages from all the research and analysis that will have taken place between 2016 and 2020 (available in 2020).

Next steps

23. Members are asked to consider the proposed activity as outlined in the report and feedback any comments or suggestions to the Research and Information team.

Financial Implications

24. Research will either be conducted in house or using the resources allocated to improvement work; so no additional funding will be needed.



LGA Boards' improvement activity

Purpose

To present a progress report to the Board on improvement activity undertaken by other LGA Boards.

Recommendation:

Members are asked to note the progress report 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 last two meetings have included significant reports on the Care and Health Improvement Programme for 2016/17 and on children's improvement. On this occasion the agenda includes a report on our devolution support offer.
4. In addition, a progress report drawing together a summary of significant improvement activity led by other LGA Boards since the last meeting is **attached as appendix A**.

Next steps

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

Financial implications

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

Appendix A - LGA Boards' improvement activity

City Regions Board and People and Places Board

Support offer on devolution

1. There is a substantive item on the agenda for this meeting.

Community Wellbeing (CWB) Portfolio

Care and Health Improvement Programme (CHIP)

2. CHIP is the LGA/Department of Health (DH) sector-led improvement programme, funded by DH, specifically for adult social care and health integration. For 2015/16 CHIP's aim was to improve care outcomes for local people by helping local authorities and Health and Wellbeing Boards (HWBs) to:
 - 2.1. embed HWBs as place-based health and care leader;
 - 2.2. use sector-led improvement to help deliver better quality care and health outcomes through local care and health services;
 - 2.3. make care and health sustainable locally.

Highlights from Quarter 4 (January to end of March 2016) include:

3. The end of year evaluation into CHIP impact/engagement in 2015-16 evidencing 'the significant positive impact that the CHIP has achieved'. It advised the CHIP to focus on continued support to the development of systems leadership, facilitation of a collaborative culture across health and care systems and key systemic risks; the report will be published shortly.
4. The end of year report being published shortly, highlighting the key achievements and programme reach, with signposting to programme webpages for full details.
5. The second Annual Chairs and Vice Chairs Summit co-chaired with NHS Clinical commissioners with attendance of over 60.
6. A total of 30 HWBs supported through facilitated self-assessment workshops and bespoke support to date.
7. The delivery of the fourth Leadership Essentials and two HWB peer challenges.
8. Launching the joint publication with NHS providers and NHS Improvement 'HWBs Engaging Effectively with Providers'.
9. Focus on winter pressures, with Care and Health Improvement Advisers continuing to provide general support to all regions and regional networks. They have provided specific support to 39 councils on this activity in this quarter.

10. The Care Act Stocktake 5 content and approach being fully co-produced with the sector and awaiting sign off for publication. Despite the returns implying that confidence is high, feedback from councils shows that workforce and retention remain key challenges for them. Stocktake 6 is currently being planned.
11. Completion of the Commissioning for Better Outcomes (CBO) programme and subsequent review of the offer. Authorities in two regions have completed a CBO Peer Challenge and plans for remaining regions are under discussion.
12. Support to the development of Sustainable Transformation Plans.
13. On-going development of local digital roadmaps to support the NHS Five Year Forward View commitment that by 2020 all health and care records will be digital and interoperable.

CHIP programme 2016-17

14. We are currently developing the CHIP programme for 16/17 with DH. It will concentrate on the following points:
 - 14.1. Developing effective leadership to integrate and devolve local care and health by 2020.
 - 14.2. Managing the financial and systems (commissioning, markets, winter pressures and efficiency) risks and improving service delivery.
 - 14.3. Improving quality and safeguarding.
15. Further details of the CHIP can be found at <http://www.local.gov.uk/chip>.

CWB Portfolio

16. 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:
 - 16.1. Organised a briefing session for the community and voluntary sector and NHS stakeholders on the Cities and Devolution Act 2016 and health devolution. The slide pack from the event was published on the LGA website.
 - 16.2. Held a roundtable discussion between the GMCA, NHS Greater Manchester and the Public Sector Transformation Network to discuss Greater Manchester's progress on health devolution with senior policy makers in other areas hoping to reach an agreement on health devolution. The summary report of the roundtable discussion was published at the end of March 2016 and has almost 2,000 downloads to date.
 - 16.3. Provided advice to the Principal Adviser on phase two of the Merseyside City Region devolution plans on the inclusion of health and prevention. Should they agree to include prevention and health in phase two of their plans, we will

- continue to provide policy advice to the PA and possibly on-site support for the Merseyside City Region.
- 16.4. Supported senior officers and members from individual member authorities by answering their questions and concerns about integration, STPs and devolution. Their main concerns have been focused on the footprints, leadership and lack of local government involvement in the development of STPs. We have raised their concerns through senior officers and members of the LGA at the highest levels in Government, Department of Health and NHS England.
 - 16.5. Gave a presentation to the South East Health and Wellbeing Board Chairs and Co-ordinators Network on integration, Sustainability and Transformation Plans (STPs) and devolution and provided policy support and an update to the quarterly South East Chairs of Adult Social Care network meeting.
 - 16.6. Held the ADASS/LGA Adult Safeguarding Network to support local improvement of adult safeguarding.
 - 16.7. Organised a series of regional events to explore next steps at a regional level in the Syrian Refugee Resettlement Programme, as well as sharing current practice.
 - 16.8. Co-commissioned improvement support for councils on the armed forces community covenant – set to report in August.
 - 16.9. Ran an event for councils on 29th February on supporting an ageing population – a post event good practice document is being developed.
 - 16.10. Published 'Combatting loneliness - a guide for councils' along with the Campaign to End Loneliness and Age UK. This received significant media interest and downloads.
 - 16.11. Organised a roundtable in February for councils on Ageing and local government.
 - 16.12. Members signed off 'Engaging and empowering communities: Our shared commitment and call to action' – a partnership agreement promoting coproduction and community capacity to be published by Think Local Act Personal in May 2016.

Children and Young People Board (CYP)

17. The Board commissioned the Isos Partnership to look at how local children's services can best be supported to improve rapidly and in a sustained way. The interim report has now been published and aims to provide a rich evidence base on the challenges and opportunities being faced by local authorities in adapting to the current challenging context, combined with practical examples and case studies of good and innovative emerging practice. The report identifies seven key enablers of children's services improvement. It is hoped that these will be of direct value both to policy makers in central government and local authorities themselves. The next stage of the

research will use an action learning approach to model and test different approaches to improvement. The report can be found [here](#).

18. The Board also commissioned work analysing the outcomes of all Ofsted Single Inspection Framework (SIF) inspections to date, alongside a textual analysis of the key judgments set out in the inspection reports. It highlights seven characteristics of an authority that is likely to be judged as good, which will help to inform local authorities' improvement work. This analysis can be found [here](#).
19. The LGA and Solace submitted a joint response to Ofsted's consultation on proposed changes to the arrangements for re-inspecting a council previously judged to be *inadequate* by a SIF. While we welcomed the proposal of a more proportionate approach, focused on the areas of highest risk, we expressed concerns on how the full suite of inspections, including the successor to the SIF, Joint Targeted Inspections, Child Sexual Exploitation (CSE) deep dives and inspection of Special Educational Needs and Disability (SEND) provision, can be sustained at a time when resources are being significantly reduced. Our response to the consultation can be found [here](#).
20. The LGA/Solace/Association of Directors of Children's Services (ADCS) children's improvement board met on the 27 April 2016, with Eleanor Schooling and Graham Archer attending on behalf of Ofsted and the Department for Education (DfE) respectively. Discussions focussed on how best the sector could work with the DfE and Ofsted to support those councils already in intervention, as well as those councils that have yet to be inspected but are causing concern. Attendees also agreed that it would be helpful for discussions to take place at the regional level, between Members/ADCS/Solace and representatives from Ofsted and the DfE, to identify councils causing concern and preventative measures that could be put in place to mitigate against a poor Ofsted judgement. There was recognition that SLI work was already being undertaken in regions and that discussions should build on these existing arrangements.
21. A third Leadership Essentials for children's services course took place in January 2016 and an additional alumni event for members who have attended in previous years has been confirmed to take place on the 14-15 July 2016. Planning has already begun on the next three courses that will commence in September 2016.

Culture, Tourism and Sport (CTS) Board

22. We have successfully delivered our externally funded culture and sport improvement activity for 2015/16. This included three library peer reviews, three Sport Leadership Essentials Programmes, two Culture Leadership Essentials Programmes and a library leadership seminar. We have supported 150 councillors to lead transformational change of library, leisure and cultural services. We are in discussions with Sport England and Arts Council England to refresh and update our offer for this year so that it continues to focus on the biggest challenges facing Portfolio Holders.
23. The LGA hosted the national learning event for the Arts Council England funded Cultural Commissioning Programme on 13 April 2016. Over 45 delegates from

councils, cultural organisations and the health sector heard from Kent County Council and Gloucestershire Clinical Commissioning Group about how they have embedded culture in their commissioning policies.

24. We continue to provide practical support to councils on improving their library service through the joint LGA/Department for Culture, Media and Sport Leadership for Libraries Taskforce. This included launching a toolkit on community managed libraries in March 2016. We are currently consulting the sector on priorities for the next four years.

Environment, Economy, Housing and Transport (EEHT) Board

25. We have now prepared for publication an online toolkit for councils, developed with the help of a joint BPF/LGA peer challenge event in Southampton, which includes sections on: the changing nature of local leadership for economic growth, the business case for councils to be engaged in this area, tips to becoming investor friendly, the post-2016 landscape for local growth and a series of case studies.
26. We have also commissioned research to update information on the funding streams for economic growth.

Safer and Stronger Communities Board

27. Since the start of the year the Board has provided a range of support to our member authorities. This has included holding three regional events on the role of councils in responding to severe weather events, which included presentations from Somerset and Cumbria on the impact of flooding in their areas. We have also drafted a guide for councillors on councils' role in civil emergencies that is now being finalised.
28. Ahead of the Police and Crime Commissioner elections we held a training session for panel members and officers covering a range of issues affecting Police and Crime Panels, including the recommendations from the Committee on Standards in Public Life report on accountability and ethics in policing. Alongside the seminar we have also launched an e-learning course for new Police and Crime Panel members.
29. Domestic abuse accounts for a significant proportion of violent crime. To help councils better understand the financial impact of domestic abuse on their authorities, we have commissioned research from Portsmouth City Council into the costs of domestic abuse on a range of different types of councils.
30. A range of support has been offered to councils around the licensing agenda. This has included providing bespoke training to Lancaster City Council on taxi licensing, and conducting a licensing peer review of Warrington. We held the annual licensing conference to share best practice, and have also hosted an effective practice learning event with the Home Office to launch a second round of local alcohol action areas. We have provided ongoing support to eight pilot areas exploring the evidence base needed to inform the introduction of a public health objective into the Licensing Act 2003, and we have also worked with the Home Office on improving councils' analytical and intelligence tools (based on LG Inform), an objective included in the Modern Crime Prevention strategy, which was recently published by the government.

31. We have continued to support Fire and Rescue Authorities lead the transformation of the fire and rescue service. A Fire Leadership Essentials Programme for leading members on Fire and Rescue Authorities was held in February 2016. The programme was updated to reflect the key issues affecting the sector and was well received by members. Another programme is planned for October 2016. In March 2016 the annual fire conference examined a number of current issues and included sessions on the workforce in the 21st century and collaboration with the police and ambulance services. At the conference we also launched “Beyond Fighting Fires 2”, a collection of nine case studies looking at how the Fire and Rescue Service is transforming the way that it delivers services, as well as exploring new forms of collaboration with other services, including the police, the ambulance service and local authorities.

Resources Portfolio

32. 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 strategic finance for infrastructure and growth. 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. This work is well underway and it is intended to produce a report in due course.

Finance improvement support offer

33. 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.
34. 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.
35. 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.

36. The offer is supported by the use of data analytics for councils. The latest iteration of the popular 'spider chart' that summarises twenty-four indicators of general financial health and direction of travel was released in November 2015 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

37. 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 circa 50 per cent 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.
38. The integrated offer includes support around the following key elements, full details of which were reported at a previous meeting:
- 38.1. reducing management costs;
 - 38.2. increasing motivation and performance;
 - 38.3. reducing recruitment difficulties;
 - 38.4. creating a more flexible and agile workforce;
 - 38.5. modernising pay and reward;
 - 38.6. delivering workforce transformation and managing changes.
39. The workforce team's work has already delivered savings of £4million working with up to 20 per cent of councils year on year.

Note of last Improvement & Innovation Board meeting

Title: Improvement & Innovation Board
Date: Tuesday 19 January 2016
Venue: Westminster Suite, 8th Floor, Local Government House, Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions	Action
1	Welcome and Declarations of Interest <p>The Chairman welcomed board members to the meeting. He noted apologies from Cllr Sir Stephen Houghton CBE, Cllr Stephen Parnaby OBE, Cllr Howard Sykes MBE and Cllr Claudia Webbe.</p> Declarations of Interest <p>Mayor Dave Hodgson, Cllr Keith Glazier and Cllr Sue Whittaker declared that their authorities had received a One Public Estate Award.</p>	
2	Board Priorities and Portfolios <p>The Chairman and Dennis Skinner introduced a report proposing a revised set of Board priorities in the light of discussions at the previous meeting.</p> <p>Members reaffirmed the following proposed portfolio areas:</p> <ul style="list-style-type: none">• research and sharing;• reputation and communications;• devolution;• finance;• and housing. <p>Members also expressed interest in a proposed European/International portfolio, subject to the Board being given a lead role after the June referendum.</p> <p>Members felt that the proposed regional ambassadorial role could provide a helpful “strategic connection” between the Board and existing regional lead member peers and a resource to promote the offer through regional networks. Members asked for further information about how the regional role might operate. It was also suggested that it would be helpful to receive more regular updates about the improvement offer.</p>	

Decisions

Members **agreed** to proceed with the portfolio areas listed above and to the creation of the new Regional Ambassador roles.

Actions

Board Members to be invited to express an interest in the portfolios and regional ambassador roles with the final list of appointees then being agreed by lead members.

3 Highlighting Leadership offer: 2015/16

Cllr Judi Billing and Pascoe Sawyers introduced the report, which updated members on engagement with the LGA's Highlighting Leadership offer as well as the development of an impact evaluation process to analyse the longer-term outcomes and impact of participation in the leadership programmes.

Cllr Billing emphasised that there had been many more council leaders on programmes in recent months, and that the LGA has also begun delivering a leadership programme for opposition leaders. She highlighted that it has been a record-breaking year in terms of the number of councillors signing up for leadership programmes.

Members discussed the importance of taking a long-term approach to measuring the impact of leadership programmes. They welcomed the high number of those under the age of 49yrs taking part in the programmes, but expressed concern over the relatively low numbers of black and minority ethnic (BME) councillors, female councillors and county councillors taking part, as well as the low take up in the North East of England.

Cllr Billing noted that the proportion of male councillors taking part in the programmes has always outstripped the proportion of female councillors in England. Pascoe Sawyers noted that the problem of low participation in the North East was perennial, despite promoting the offer, and suggested that the new Board ambassadors might have a helpful role to play in addressing this pattern. It was likely that the low number of BME councillors on leadership programmes was roughly proportional to the low number of BME councillors in England.

Dennis Skinner added that it might be helpful for members at the beginning of each political cycle to review the leadership programmes for that year.

Decision

Members **noted** the report.

Action

Officers to progress work on the Highlighting Leadership offer in light of the Board's comments.

4 Productivity Programme

Cllr Shirley Pannell and Alan Finch introduced the report, which outlined the progress being made in the Productivity Programme. Brian Reynolds, Head of the One Public Estate Programme, was present to update members on progress and the recent extension of the scheme.

Cllr Pannell highlighted the work done on the digital transformation offer; the publication of the interim report on health and social care integration, the findings of which were well received; and progress in updating the shared services map. She then introduced a new video podcast about the Productivity Experts Programme. Members welcomed the podcast and thanked Joanne Straw for her work in putting it together.

Brian Reynolds informed members that the One Public Estate programme, is a Cabinet Office funded programme to help local and national government use their land and property more efficiently. He highlighted four features of the programme of interest to the Board:

1. The creation of a powerful ministerial star chamber that aims to help resolve disputes between councils and central government.
2. Greater flexibility for local authorities to use capital receipts for investing.
3. Priority purchaser status for local authorities when central departments sell assets.
4. A new duty on central departments to engage with local government when disposing of assets.

Members thought that the accompanying report highlighted a host of valuable projects that the One Public Estate programme is engaged in and emphasised the importance of greater clarity around the cost/benefit analysis of the programme and of the LGA sharing lessons learnt about best practice from these projects with the sector more widely.

Decision

Members **noted** the updates and progress on the Productivity Programme.

Action

Brian Reynolds will distribute a brochure to board members containing further details and statistics about the One Public Estate programme.

5 Children's services improvement and intervention

The Chairman introduced the report, which had also been presented to the Children and Young People Board and which summarised and proposed a response to the Prime Minister's announcement of new measures to formalise the process for removing failing children's services from local authority control.

Members thought that providing support to authorities facing children's services inspections should have a high priority within the LGA's sector-led improvement offer and that authorities should be strongly encouraged to take up the LGA's support offer whilst recognising that at the same time

there needed to be some targeting of the support to make sure it reached the councils that need it most.

Members were critical of the methodology that Ofsted use to assess children's services. They thought it unacceptable that in one of best child protection systems in world, two thirds of local authorities are categorised as inadequate or requiring improvement, and noted that, although inspections are a crucial component of a well-functioning system, Ofsted's inspection regime appears to hinder, rather than help, councils who receive an inadequate rating.

Decision

The Board **agreed** to propose 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 report the Board's views to the LGA Executive meeting on Thursday 21 January.

6 Performance and Finance - 6 monthly update

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

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.

Members welcomed the report and indicated that it would also be interesting to have some qualitative feedback on the achievements of different RSG-funded programmes to complement the statistical feedback. Members felt that children's services as an area might benefit from greater

RSG funding in the future.

Dennis Skinner explained that the RSG funding comes from the Department for Communities and Local Government (DCLG), which had expectations about its use. DCLG was likely to be unhappy about significant amounts being spent on children's services improvement in the absence of funding from DfE.

Decision

Members **noted** the report.

7 LGA Boards' improvement activity

The Chairman introduced the report, which detailed the improvement activities undertaken by other LGA Boards.

Decision

Members **noted** the report.

8 Minutes of the last meeting

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

It was noted that Cllrs Dominic Gilham and Barry Wood attended the last meeting but were not included on that 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-Chair	Mayor Dave Hodgson	Bedford Borough Council
Deputy-Chair	Cllr Judi Billing MBE	North Hertfordshire District Council
Deputy-Chair	Cllr Shirley Pannell	North Kesteven District Council
Members	Cllr Keith Glazier	East Sussex County Council
	Cllr Robert Gould	Dorset County 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 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
	Cllr John Blackie	Richmondshire District Council
	Cllr Mike Haines	Teignbridge District Council
	Cllr Cherry Beath	Bath & North East Somerset Council
	Cllr Paul Bettison	Bracknell Forest Borough Council
Apologies	Cllr Stephen Parnaby OBE	East Riding of Yorkshire Council
	Cllr Claudia Webbe	Islington Council
	Sir Stephen Houghton CBE	Barnsley Metropolitan Borough Council
	Cllr Howard Sykes MBE	Oldham Metropolitan Borough Council
In Attendance	Cllr Laura Conway	North Kesteven District Council

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LGA location map

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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

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Central London Congestion Charging Zone

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Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park
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