

# Improvement and Innovation Board

## Agenda

Tuesday, 12 July 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

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

This meeting is



## **Guidance notes for visitors**

**Local Government House, Smith Square, London SW1P 3HZ**

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**Please don't forget to sign out at reception and return your badge when you depart.**

Improvement & Innovation Board  
12 July 2016

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Tuesday, 12 July 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.

<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:**

Gareth Greatrex, 0207 664 3381, [Gareth.greatrex@local.gov.uk](mailto:Gareth.greatrex@local.gov.uk)

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**Carers’ Allowance**

As part of the LGA Members’ Allowances Scheme a Carer’s Allowance of up to £7.20 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

**Social Media**

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

The twitter hashtag for this meeting is #lgaiib

## Improvement & Innovation Board – Membership 2015/2016

Councillor	Authority
<b>Conservative ( 8 )</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 Paul Bettison OBE (Observer)	Bracknell Forest Borough Council
<b>Substitutes</b>	
Cllr Russell Roberts	Kettering Borough Council
Dominic Gilham	Hillingdon London Borough Council
<b>Labour ( 8 )</b>	
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
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
<b>Substitutes</b>	
Cllr Colin Glover	Carlisle City Council
<b>Independent ( 3 )</b>	
Cllr Shirley Pannell (Deputy Chair)	North Kesteven District Council
Cllr John Blackie	Richmondshire District Council
Cllr Mike Haines (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Laura Conway	North Kesteven District Council
<b>Liberal Democrats (3)</b>	
Mayor Dave Hodgson MBE (Vice-Chair)	Bedford Borough Council
Cllr Cherry Beath	Bath & NE Somerset Council
Cllr Howard Sykes MBE (Observer)	Oldham Metropolitan Borough Council
<b>Substitutes</b>	
Cllr David Neighbour	Hart District Council

## LGA Improvement & Innovation Board Attendance 2015-16

Councillors	2/11/15	19/1/16	10/05/16	
<b>Conservative Group</b>				
David Simmonds CBE	Yes	Yes	Yes	
Keith Glazier	Yes	Yes	No	
Robert Gould	Yes	Yes	Yes	
Stephen Parnaby OBE	Yes	No	No	
Linda Robinson	Yes	Yes	No	
Michael Wilcox	Yes	Yes	Yes	
Barry Wood	Yes	Yes	Yes	
<b>Labour Group</b>				
Judi Billing MBE	Yes	Yes	Yes	
Claudia Webbe	Yes	No	Yes	
Phil Davies	No	Yes	Yes	
Darren Cooper	Yes	Yes	N/a	
Bob Price	Yes	Yes	Yes	
Lewis Herbert	Yes	Yes	No	
Sue Woodward	Yes	Yes	Yes	
Sue Whitaker	Yes	Yes	Yes	
<b>Independent</b>				
Shirley Pannell	Yes	Yes	Yes	
John Blackie	Yes	Yes	No	
<b>Lib Dem Group</b>				
Mayor Dave Hodgson	No	Yes	Yes	
Cherry Beath	Yes	Yes	Yes	
<b>Substitutes</b>				
David Neighbour	Yes			
Laura Conway	Yes	Yes		
Marianne Overton	Yes			
Dominic Gilham	Yes	Yes	Yes	
Colin Glover			Yes	
Cllr Janet Blake			Yes	
Cllr Harvey Siggs			Yes	
<b>Observers</b>				
Philip Sellwood	Yes	Yes	Yes	
Richard Priestman	Yes	Yes	Yes	
Sir Stephen Houghton CBE			Yes	
<b>Lead Peers</b>				
Mike Haines	Yes	Yes	Yes	
Howard Sykes	Yes	No	Yes	
Paul Bettison	Yes	Yes	Yes	

## Agenda

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### Improvement & Innovation Board

Tuesday 12 July 2016

11.00 am

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

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Item	Page	Time
1. <b>Declarations of Interest</b>		
2. <b>Innovation Zone at Annual Conference</b>	1 - 20	
3. <b>Highlighting Leadership offer - 2016/17</b>	21 - 24	
4. <b>Productivity Programme</b>	25 - 38	
5. <b>Reputation Campaign</b>	39 - 58	
6. <b>End of Year report</b>	59 - 64	
7. <b>Note of the Previous Meeting</b>	65 - 69	
8. <b>LG Inform</b> - following the meeting there will be a short presentation of LG Inform to demonstrate its functionality to members.		

**Date of Next Meeting:** Thursday, 10 November 2016, 11.30 am, venue to be confirmed.



## **Innovation Zone at LGA annual conference**

### **Purpose**

To update members, through this report and verbally, on the Innovation Zone at annual conference and invite members' comments/feedback which can be taken into account for the future.

### **Recommendation**

Members are invited to offer any comments on the Innovation Zone, which can be taken into account for the future.

### **Action**

Officers to respond as necessary to any comments.

**Contact officer:** Vicki Goddard  
**Position:** Improvement Support Adviser  
**Phone no:** 020 7664 3078  
**Email:** [Vicki.goddard@local.gov.uk](mailto:Vicki.goddard@local.gov.uk)

## **Innovation Zone at LGA annual conference**

### **Background**

1. This year is our fourth Innovation Zone organised as an integral part of the LGA Annual Conference.
2. The themes of the Zone this year are around leadership, integration of services for better outcomes, digitalisation, collaboration with others, and tools to help councils develop a culture of innovation. The final programme at the time of producing this paper is **attached as Appendix 1**. The very latest version is available [here](#) at all times.
3. The Zone has been widely publicised in the run up to the Annual Conference. Articles and adverts were included in the June and July editions of First magazine. We also promoted the Zone via the annual conference app and handbook, the LGA's monthly e-bulletins, Chairman and Chief Executive bulletins, and tweets. Additional signage at conference further directed delegates to the Zone.
4. The Zone programme highlights a range of examples of local government innovation from councils and their partners, emergency services, health and armed forces, European and international municipalities, as well as national organisations working with councils to deliver new innovations to improve residents' lives, policy outcomes and efficiencies.
5. The Zone will be formally launched on the first day with a panel session on leadership chaired by Cllr David Simmonds. Panellists, including Mayor Dave Hodgson MBE of Bedford Borough Council and Cllr Sarah Russell, Cabinet Member for Education and Skills, at Derby City Council, will discuss the role that political leadership plays in driving innovation.
6. Prior to the formal launch, Sunday Assembly will showcase how they are reducing social isolation, tackling mental ill health and promoting wellbeing through their volunteering, peer to peer support, social activities and karaoke.
7. The remainder of the first and second days of the Zone is dedicated to sessions on each of the four remaining themes.
8. The third and final day of the Zone highlights national organisations working with councils and residents. The BBC will showcase its Make It Digital programme of digital inclusion projects to enhance people's understanding and skills. The Behavioural Insights Team, Nesta, Design Council and GoodGym will present their work programmes involving councils across the country, and Future Cities Catapult will outline two digital tools to generate better information on which to make planning decisions.
9. Over 30 council areas will have their innovations directly showcased through Zone sessions. Five international sessions include examples from the Netherlands, Denmark, Canada and the Commonwealth, and a further, approximately 40 councils are involved in sessions presented by organisations involved in the Thursday Zone programme.



10. Following the Zone we will add councils' innovations to our innovation database at [www.local.gov.uk/innovation](http://www.local.gov.uk/innovation), which has grown from 120 examples launched at last year's Zone to over 800 this year. We will also encourage further database entries via our Asks and Offers post box in the Zone. Articles about innovative practice to be featured at the Zone will also be included in the August edition of First.

**Next steps**

11. Members are asked to:

- 11.1. note this report;
- 11.2. share their views on how the Zone went from their perspective.

**Financial Implications**

12. None.



Innovation themes

- Collaboration
- Digitalisation
- Integration of services
- Leadership
- Tools of innovation

**Innovation Zone**

**Tuesday 5 July 2016**

<p>From 09.00</p>	<p><b>Innovation Zone opens</b>                  Refreshments available throughout the day.                  Explore over 800 examples of council innovation in the LGA's innovation database and let us know what help you need or can offer others through our post box.</p>
<p>10.30 – 11.30</p>	<p><b>Sunday Assembly</b>                  A lively, interactive showcase of how this fast growing, award-winning social enterprise is reducing social isolation, tackling mental ill health and promoting wellbeing through volunteering, peer to peer support, social activities and karaoke.</p> <p><b>Cllr Peter Fleming</b>, Leader, Sevenoaks District Council  <b>Sanderson Jones</b>, CEO and Co-Founder, Sunday Assembly  <b>Greg Winfield</b>, Service Design Officer, Waltham Forest Council</p>
<p>12.50 - 1.50</p>	<p><b>Cllr David Simmonds CBE</b>, Chairman, LGA Improvement and Innovation Board</p> <p><b>Leadership</b> – leadership driving innovation. Learning from other sectors</p> <p><b>A vision for Bedford Town Centre in a changing landscape for the UK high street</b></p> <p><b>Dave Hodgson OBE</b>, Elected Mayor of Bedford Borough Council, Bedford Borough Council</p> <p>The UK high street is in crisis. Each year brings a net loss of hundreds of shops, with out-of-town and online shopping here to stay as major features of our retail landscape.</p> <p>In this context, in Bedford we are pursuing a vision of a town which is an attractive destination in its own right, for shopping but also for culture, leisure and much more.</p> <p>This presentation will look at both completed and ongoing schemes and regeneration projects going on to fulfil this vision, central to which is a £36 million mixed-use development currently under construction.</p>

	<p><b>The voice of young people in education and children’s services</b></p> <p><b>Cllr Sarah Russell</b>, Cabinet Member for Education and Skills, Derby City Council</p> <p>Derby City Council is committed to capturing the thoughts, feelings and creative ideas of young people and to seeking their active participation in shaping services to help them become engaged and responsible citizens. This is an opportunity to explore how this has developed in the city and reflect with you on how it can grow further.</p> <p><b>Leadership and partnership during civil emergencies</b></p> <p><b>Major Ian Jenkins</b>, British Army, 66 Works Group Royal Engineers</p> <p>At a time of civil emergency, different agencies with different structures, leadership models and expectations have to come together to agree on a way forward in the best interests of the safety and security of people and infrastructure. Having been deployed to tackle the flooding in Somerset in 2013/14 and to Cumbria during the Christmas 2015 floods, I will be reflecting on my experience, looking at the importance of leadership in civil emergency situations and providing insight into working with the armed forces at such times.</p> <p><b>Be a councillor in Lancashire</b></p> <p><b>Cllr David Borrow</b>, Deputy Leader, Lancashire County Council</p> <p>Lancashire County Council is piloting a package of ‘Be a Councillor’ products, specific to their county. The LGA’s ‘Be a Councillor’ is a national campaign aimed at promoting the role of the councillor to talented people, with the hope they will stand for election. The Lancashire project is using modern, innovative means to ensure that the campaign is relevant and appealing to future candidates. It has a focus on reaching potential candidates through modern channels such as Twitter and YouTube. For example, current councillors will feature in a short film that shows the ‘Day in the Life’ of a local politician, to help prospective councillors relate to the lifestyle and schedule of a county councillor. The ‘Be a Councillor in Lancashire’ project is unique because it focuses on finding candidates in a geographical area. The guidebook, e-Learning, training materials and website have all been developed with Lancashire in mind. The LGA and Lancashire County Council have worked in partnership to create a package with a distinctively Lancashire feel, so that potential candidates can be supported at the start of their ‘Be a Councillor’ journey.</p>
<p>4.45 - 5.45</p>	<p><b>Collaboration</b></p>

### **Blue lights collaboration – the Emergency Services Collaboration Programme in Surrey and Sussex**

**Ian Thomson**, Area Commander, Emergency Services Collaboration Programme, Surrey Fire and Rescue Service

Partners from six emergency services in Surrey and Sussex are co-designing the way services are delivered to put them in a stronger position to respond to emergencies across the region, save more lives and improve the quality of life for residents, whilst helping to deliver efficiencies. Learn more about some early results from the Emergency Services Collaboration Programme, including a co-responding pilot, and about some ongoing longer-term projects, including the development of an integrated transport function.

### **Digitalisation**

#### **Living Well Essex website**

**Clare Hardy**, Head of Commissioning - People, Essex County Council

Like many authorities, Essex County Council is facing major pressures on its adult social services, including:

- a projected 68 per cent increase in the number of older people with social care needs between 2013 and 2035;
- a growing population of adults with learning disabilities and increasingly complex needs;
- new responsibilities under the Care Act; and
- severe budgetary pressures.

Adult Services in Essex County Council has therefore been undertaking major ICT projects and training programmes to improve the service provided to residents, enabling independence and self-sufficiency through promoting 'self-directed support' and reducing costs in line with current financial constraints.

One of these projects is the development of a mobile-friendly website, 'Living Well Essex', that can be used by both practitioners and residents to access advice, information, guidance and advocacy..

Clare Hardy will outline the council's approach as well as the impact this is having on local residents.

### **Digitalisation**

#### **A Dutch way to deal with disruptive technologies**

**Robbert Meijers**, Strategic Advisor CIO Office, Municipality of Utrecht, Netherlands

Utrecht, one of the largest provinces in the Netherlands, has spent the last few years focussing on becoming a data-driven municipality, using big data to create smart solutions for its residents. Data-driven pilots are currently being held on a range of issues, from monitoring security hotspots to checking in real time the weight of underground dumpsters, to improve services. Managers are also being trained in how disruptive technologies such as robots, 4D-printing and virtual reality can be applied to public services to improve public value. Come along to the presentation to find out more!

### **Digitalisation**

#### **Resilient Vejle – co-creating through productive partnerships**

**Anne Dyrberg**, Consultant, Vejle Kommune, Denmark

The Municipality of Vejle is part of the 100 Resilient Cities pioneered by the Rockefeller Foundation. One of the pillars in the municipality resilience strategy is co-creation. When the municipality is digitising workflows e.g. it is more and more often done in a process across professional boundaries where different stakeholders are involved e.g. citizens, private sector, educational institutions, other municipalities. Come and hear how Vejle works with co-creation and digitalisation.

### **Integration of Services**

#### **LGA, Newton Europe, councils and NHS partners work together to understand integration opportunities**

**Mark Lobban**, Director of Commissioning, Kent County Council

The LGA has commissioned Newton Europe to work with councils and partners in various locations to provide evidence of the efficiency opportunities of integration across the health and social care system.

The learnings from the project provide strong empirical evidence of:

- The models, interventions and approaches that result in efficiency gains and better outcomes for users
- The scale of savings that can be achieved through these different approaches
- How the efficiency savings arise, for example through reduced resources, managing demand, and so on
- Where in the system the benefits will be realised
- Examples of best practice

### **Tools of Innovation**

#### **Behavioural insights for strength based social care**

	<p><b>Rob Newton</b>, Health and Wellbeing Policy Officer, Leeds City Council</p> <p>Working with the Behavioural Insights Team, Leeds City Council is looking at how behavioural insights techniques can be used to change the conversation at the front door of social care contacts to help shift to a more strength-based model of social care. The adult social care contact centre receives 5,000 calls per month and the team is looking to ensure more of these contacts are resolved through individual and community assets. The project, which involves a randomised control trial, is running until March 2017.</p>

**Wednesday 6 July 2016**

<p>From 09.00</p>	<p>Refreshments will be available all day</p>
<p>11.15 - 12.15</p>	<p><b>Collaboration</b></p> <p><b>Connecting data in Bath and North East Somerset – towards a partnership for data analytics</b></p> <p><b>Jon Poole</b>, Business Intelligence Manager, Bath and North East Somerset Council</p> <p>This session will describe the story of the University of Bath, Bath and North East Somerset Council and Bath and North East Somerset Clinical Commissioning Group as we established a collaboration to develop the concept of an office of data analytics into a partnership for data analytics. It will show how analytics have directly linked to local policy outcomes in fields such as health and care commissioning, demand management and direct service delivery.</p> <p>The story extends beyond local institutions and will show how through the Bath:Hacked Open Data movement we have a method of effectively engaging with local residents and businesses.</p> <p><b>Digitalisation</b> – separate workshop W9 – Are you ready for 2020? (see main programme for details)</p> <p><b>Integration of Services</b></p> <p><b>Dorset Councils Partnership – the story so far</b></p> <p><b>Penny Mell</b>, Head of Business Improvement, Dorset Councils Partnership  <b>Caron Starkey</b>, Business Transformation Manager, Dorset Councils Partnership</p>

**Bobbie Bragg**, Corporate Manager HR and OD, Dorset Councils Partnership

Dorset Councils Partnership is a combined organisation managed by a single leadership team which serves North Dorset District Council, West Dorset District Council and Weymouth and Portland Borough Council. Having established the Stronger Together approach to transformation, the Partnership has brought together a single workforce, introduced new ways of working, invested in technology, transformed the workplace and delivered many projects to help transform the way services are delivered in future. Through our experience, we have learned a great deal about bringing people, processes and technology together. In this session, we'll share some of those experiences and provide an insight into what we've learned so far.

### **Tools of Innovation**

### **Behavioural insights!**

**Claire Hughes**, Principal Commissioning Officer (LEP), Lincolnshire County Council

Understanding what motivates us to behave in certain ways is fascinating and an incredibly useful tool to develop policies and projects that really have an impact. This describes what the Behavioural Insights Team does. Also known as the 'nudge unit', it draws on behavioural science literature and trials ideas before they are scaled up. The Greater Lincolnshire Employment and Skills Board and Lincolnshire County Council have been working with the Team to increase the skills of local residents, and one of the projects underway will provide valuable understanding about what motivates employers to invest in training.

### **Tools of innovation**

### **Civic leadership and service innovation – lessons from the Commonwealth**

**Terry Parker**, Regional Adviser, Commonwealth Local Government Forum (CLGF)

**Dr Carl Wright**, Secretary General, CLGF

No matter where we are in the world communities need leaders to deliver public services in a way they can connect with.

Presented by CLGF, this session will cover multiple innovation themes, whilst providing valuable international perspectives on universal local government challenges making efficiency savings, addressing local priorities and protecting the frontline services, whilst delivering on a 'vision for place'. It will also consider ways in which UK local government



	<p>can engage with and learn from international experience and partners in the future.</p>
<p>12.25 - 1.20</p>	<p><b>Collaboration</b></p> <p><b>MappingGM (Greater Manchester) through collaboration</b></p> <p><b>Lucy Woodbine</b>, Principal, Planning and Housing Research, New Economy Manchester on behalf of GMCA</p> <p><b>Chris Pope</b>, Senior Analyst, New Economy Manchester on behalf of GMCA</p> <p>GM has been collaborating for over 30 years, and in 2014, identified that the ten areas needed a single view of spatial and social infrastructure. To deliver this, Salford City Council and New Economy, on behalf of the LEP and GMCA, took on the technical and cultural challenge of developing a joint open data infrastructure map. This project was the first of its kind in the UK, bringing together information from the public and private sector, and helped politicians, developers, citizens and officers to more easily understand and respond to GM’s spatial planning needs.</p> <p><b>Digitalisation</b></p> <p><b>Get online Reading scheme</b></p> <p><b>Jill Marston</b>, Senior Policy Officer, Reading Borough Council  <b>David Neale</b>, Development Officer Digital Inclusion, Reading Voluntary Action</p> <p>The scheme was launched in April 2015 to provide support to Reading residents who needed help with using IT, helping to break down some of the barriers to accessing the internet and digital services, and increasing digital inclusion.</p> <p>More than 40 volunteers have now been trained to help customers with basic online skills at various community locations, particularly in more deprived areas of the borough.</p> <p>We have recently gained private sector funding to help develop the scheme further this year.</p> <p><b>Digitalisation</b></p> <p><b>OS<sup>2</sup>- Danish public network for digitalisation</b></p> <p><b>Jens Kjellerup</b>, CIO, Ballerup Municipality, Denmark</p>

OS<sup>2</sup> – is a network of 60 Danish municipalities. The aim of the network is to specify, develop and govern digital solutions by municipalities for municipalities and other public organisations. OS<sup>2</sup> products cover many different areas of digitalisation from turnkey websites to internal business process definition engines. Examples of OS<sup>2</sup> products include:

OS<sup>2</sup>Geo (Gis and geolocation systems)

OS<sup>2</sup>webscanner (security scanner for websites and open data)

OS<sup>2</sup>MO (system to govern organisation units and employees)

OS<sup>2</sup>KITOS (record system for portfolio of systems, contracts, projects and interfaces)

The OS<sup>2</sup> network has developed and overseen more than 20 products which are being used by municipalities. Visit [www.os2.eu](http://www.os2.eu) to read more about the OS<sup>2</sup> projects.

To ensure the free co-development and exchange of ideas and digital solutions, all products of the OS<sup>2</sup> network are released under an open source licence or a creative commons licence. All OS<sup>2</sup> products are legally owned (IP) by the OS<sup>2</sup> network community.

### Integration of Services

### Investing in and unlocking the social value within Lambeth's communities

**Cllr Jack Hopkins**, Cabinet Member for Regeneration, Business and Culture, London Borough of Lambeth

**Alexander Kenmure**, Head of Business Development, GoodGym

The London Borough of Lambeth plays host to a diverse and inspirational range of residents and communities who are committed to making a difference in their local areas. As these same people face challenges from the rising costs of living and reduced public services, Lambeth Council has been exploring how to go beyond service delivery and invest in sustainable ways to strengthen the resilience of its local economy and community, such as POP Brixton and GoodGym, two examples that show how local authorities can be a catalyst for local action and growth.

### Tools of Innovation

### Bright beginnings for families through community support

**Wayne Mortiboys**, District Commissioning Lead (Lichfield), Staffordshire County Council

Staffordshire County Council and Spark CIC have been participating in the LGA-sponsored 'Design in Public Services' programme to improve

	<p>support for families with pre-school age children, where there are known lower level risk factors, and where earlier and less formalised intervention has the potential to have a significant longer term impact through the development of community-based solutions.</p> <p>Born initially out of a campaign group to save children’s centres, local mums were inspired to create a new organisation, Spark CIC, and took over the running of two children’s centres in Burntwood in September 2015.</p> <p>Our session will focus on the learning gained through the tools and techniques that have helped both parties to improve the family support available in Spark centres.</p>
<p>1.30 - 2.20</p>	<p><b>Collaboration</b></p> <p><b>Transforming outcomes for children in need</b></p> <p><b>Nigel Moorhouse</b>, Director of Children Social Care, Cheshire East Council  <b>Kate Wareham</b>, Director – Young People and Families, Catch22</p> <p>Cheshire East and Catch22, a social business, have piloted a new approach to helping children in need, with the help of Department for Education Innovation funding</p> <ul style="list-style-type: none"> <li>• <b>Collaboration:</b> working closely together to co-design a staffing and delivery model</li> <li>• <b>Reducing repeat referrals:</b> intervening earlier so that children and families access intensive support before their needs escalate</li> <li>• <b>Whole family approach:</b> staff work with the whole family and take a strengths-based approach, spending time building strong relationships with the families</li> <li>• <b>Pod structures:</b> the team combines the expertise of social workers with differently qualified staff, including volunteers, who provide tailored support based on each family’s needs</li> <li>• <b>Unlocking capacity:</b> involving communities by engaging volunteers, peer mentors and family role models</li> </ul> <p><b>Digitalisation</b></p> <p><b>Cyber attack – could you run services without IT for a week?</b></p> <p><b>Judith Hetherington Smith</b>, Chief Information and Commissioning Officer, Lincolnshire County Council</p> <p>On Tuesday 26 January 2016, Lincolnshire County Council was subject to a malicious software (‘malware’) attack on its IT system. The attack led to a shutdown of council IT systems as the authority investigated the</p>

malware's impact. Eventually, council systems and online services were fully restored after being out of action for almost a week.

This kind of attack is now common place – are you prepared?

This session will provide a short overview of Lincolnshire's experience and an opportunity to discuss how we might all be better prepared.

### **Integration of Services**

#### **Leicestershire – Warm Homes Healthy Homes: Overlapping the spheres to tackle cold related illness and deaths**

**Rob Howard**, Consultant in Public Health, Leicestershire County Council

Leicestershire County Council Public Health used NICE guidance to commission a healthy housing and referral and advice project to tackle fuel poverty and excess winter morbidity and mortality. This presentation will describe the system and how we went about bringing together a complex landscape of commissioners and providers to ensure an overlapping, seamless and accessible service for vulnerable households.

### **Tools of Innovation**

#### **Using commercial design principles to address multi-agency issues around support for adults with complex needs**

**Tracy Aarons**, Deputy Chief Executive, Mendip District Council

This presentation explains how, faced with massive cuts to funding for housing-related support for adults with complex needs, councils and criminal justice partners in Somerset have found different ways to support this cohort. Working with the Design Council as part of the Design in Public Service Programme, the project developed a new approach to tackling the issues faced, applying the design principles of the commercial sector. The project has gained strong buy in, with statutory agencies and providers working together to develop prototypes that focus on needs identified from both qualitative and quantitative data about the vulnerable adults involved.

### **Tools of innovation**

#### **Sustainable service innovation from British Columbia in collaboration with the Federation of Canadian Municipalities (FCM)**

**Cllr Don Bell**, Acting Mayor, City of North Vancouver, Canada

	<p><b>Elena Pierce</b>, Governance Policy and Networks Advisor, Federation of Canadian Municipalities (FCM)</p> <p>Cities are on the front line of climate change but can also implement innovative solutions at a local level quickly and efficiently. This session is aimed at local government leaders and focuses on successfully addressing energy efficiency and climate change adaptation issues from a Canadian perspective.</p>
<p>2.40 - 3.30</p>	<p><b>Collaboration</b></p> <p><b>More fences mean fewer ambulances - how your communities are the answer to your budget problem</b></p> <p><b>Cllr Robin Millar</b>, Portfolio Holder for Families and Communities, Forest Heath District Council  <b>Davina Howes</b>, Head of Families and Communities, Forest Heath District and St Edmundsbury Borough Councils (West Suffolk)</p> <p>Fewer resources and more demand is a familiar tale. In West Suffolk, we committed to repositioning this in 2011 and now our response, “More fences, fewer ambulances”, is embedded in our strategies, plans, finances and structure. Find out about our journey so far – what has worked, what hasn’t, and what we still have to do. This session will explain the leadership, practicalities of delivery, challenges of sharing the approach and evaluating progress. Learn how a focus on families and communities helps people to help themselves, and is proving relevant and powerful for police, health and social services.</p> <p><b>Digitalisation</b></p> <p><b>SH:24 – an agile, digital innovation to deliver sex and reproductive health 24 hours a day – from concept to a commissioned service</b></p> <p><b>Dr Gillian Holdsworth</b>, Consultant in Public Health, Southwark Council  <b>Chris Howroyd</b>, Service Development Lead, SH24  <b>Cllr Maisie Anderson</b>, Cabinet Member Public Health, Parks and Leisure, Southwark Council</p> <p>Responsibility for the commissioning of sexual health services transferred to local authorities in 2013. Services are open access and create significant budget pressures on the public health grant. Southwark experiences high rates of sexual ill health and an innovative, efficient and cost-effective model to improve access was needed. SH:24 brought users and providers together to explore options for increasing access to sexual health testing at lower cost. Agile and design led service development created a digital service which allows users to access the services they need using technologies which they are familiar with in their daily lives</p>

### **Wigan - the digital journey**

**Lesley O'Halloran**, Wigan Council  
**Alison Hughes**, Wigan Council

Wigan Council's award-winning digital journey is based on the principles of The Deal. Embracing digital technologies has transformed both the way we deliver services and how we support our residents, communities and businesses. We are digital at our heart, and our mission is to bring about the very best digital outcomes for us as an organisation, and for every one of our residents. Working with an impressive array of partners of all sizes, we upskill our residents, support digital community start-ups, connect through social media, implement new technology solutions, and develop strong digital infrastructures for our businesses. We are #DigitalWigan.

### **Integration of Services**

#### **Greenwich Co-ordinated Care**

**Hannah Doody**, Senior Assistant Director, Royal Borough of Greenwich  
**Claire Northover**, Service Manager for Integrated Services, Royal Borough of Greenwich

Greenwich has a strong history of integration and has been a pioneer site since 2011. Our Care model is designed around existing joint teams, which bridge acute, community and social care. These teams are the foundations of our partnership. We also have a model of navigation and flow to help people move through the health and social care system. All of these systems and processes are evolving. Mechanisms have been agreed with partners to look at new contractual arrangements from April 2016 to improve, develop and consolidate the elements of pathways to improve outcomes and efficiencies and grow the care model. Greenwich Health and Social Care partners will build on the existing integrated schemes, now including acute providers as well as Mental Health, with an aim to get patients back to their usual place of residence as soon as possible, as well as developing admission avoidance schemes.

### **Tools of Innovation**

#### **A collaborative approach to helping older people remain independent in their homes**

**Julia Vernon**, Housing Business and Partnership Manager, St Edmundsbury Borough and Forest Heath District Councils (West Suffolk)

	<p>In West Suffolk our older population is larger than the national average and on the increase. The rising demand for services, along with the need to reduce public spending, means we need to make sure all public services are working well together to identify and plan for the challenges ahead to avoid having to manage crisis scenarios.</p> <p>In this session, we explain how we brought together West Suffolk Council’s housing service, Suffolk County Council’s Adult Social Services, West Suffolk Clinical Commissioning Group and the area’s largest housing association, Havebury Housing Partnership, to help prevent older persons’ unplanned hospital admissions and reduce ambulance call-outs as the older population grows.</p>
<p><b>Thursday 7 July 2016</b></p>	
<p>From 09.00</p>	<p>Refreshments will be available</p>
<p>9.30 - 10.20</p>	<p><b>Digitalisation</b></p> <p><b>Make it digital: how the BBC is unleashing our digital creativity</b></p> <p><b>Bill Thompson</b>, Partnerships Lead, Make it Digital, BBC</p> <p>To inspire our audiences to build their digital skills and understand more of the digital world that is changing their lives, Make it Digital did what it does best – creating great TV, radio and digital content to inform, educate and entertain our audiences and using this to set them off on learning journeys. In his interactive session, the BBC’s Bill Thompson will look at Weather Watchers, Matchr, and the micro:bit and discuss the challenges, successes and next steps for Make it Digital.</p>
<p>12.10 -1.00</p>	<p><b>Tools of innovation</b></p> <p><b>Using behavioural insights in local government</b></p> <p><b>Tim Pearse</b>, Head of Local Government, Behavioural Insights Team</p> <p>Behavioural insights have been used across central government to improve policy outcomes through low cost interventions. The approach can be applied to everything from increasing collection of taxes to increasing the numbers of job seekers finding work. Given this success there are significant opportunities for local government to apply behavioural insights and this session will detail a range of work done by BIT to show its potential.</p> <p><b>Tools of innovation</b></p>

	<p><b>Designing services for our citizens</b></p> <p><b>Melani Oliver</b>, Programme Manager, Design Council  <b>Pauline Shakespeare</b>, Programme Manager, Design Council</p> <hr/> <p>Since early 2015, the Design Council has been delivering its national training programme for commissioners, '<a href="#">Design in the Public Sector</a>', in partnership with the LGA. Hear officers explain how the programme enabled them to review and fundamentally formulate new solutions, embed new ways of working and engage communities.</p> <p>"We recognise that there is a growing movement of design thinking and innovation in public services and the LGA is keen to equip more councils with the necessary tools and knowledge. As councils' finances get tighter, we want to enable them to come up with radically different solutions to challenges faced so they can continue to provide excellent services to their communities." Cllr David Simmonds, Chairman, LGA Improvement and Innovation Board.</p>
	<p><b>Digitalisation</b></p> <p><b>Digital city planning</b></p> <p><b>Stefan Webb</b>, Head of Projects (Digital Cities), Future Cities Catapult  <b>Adam Rae</b>, Head of Data Science, Future Cities Catapult</p> <p>The method by which cities develop, design and communicate how they intend to change has remained essentially the same for the past 70 years. Future Cities Catapult believes that data science, data visualisation and digital transformation provides an opportunity to rethink how we do planning, improving the quality, speed and transparency of the process for all.</p> <p>Future Cities Catapult is an agency set up by government to advance innovation, to grow UK companies, to make cities better. We will show two digital tools we have developed to generate better information on which to make planning decisions.</p> <p><b>Collaboration</b></p> <p><b>“Working out” new ways to make a difference in our communities with GoodGym</b></p> <p><b>Alexander Kenmure</b>, Head of Business Development, GoodGym</p> <p>Ever watched someone on a running machine in a gym and wondered if something could be done with all that energy? We have, hence GoodGym – a way for people to get fit running but also use their exercise to make a difference in their communities. We match runners</p>



to volunteering opportunities in their area, be it supporting local VCS groups or directly supporting isolated older people. Currently working with 26 local authority areas, we believe there are better ways of mobilising residents around shared outcomes and challenges.

### **Tools of innovation**

#### **Habits for successful public sector innovation**

**Michael Rowland**, Head of Parks Development, Bournemouth Borough Council

**Lydia Ragoonanan**, Programme Manager, Nesta

This session will explore the habits and techniques shown to be successful in stimulating public sector innovation. Across both the Rethinking Parks and People Powered Results programmes Nesta has worked with front line staff to try new ways of working, achieving impressive results. Nesta programme leads will be joined by the local public sector leaders who have been at the fore of public sector innovation. Delegates will have an opportunity to have a brief taster of innovation practice and to learn first-hand about these world-leading programmes that are helping to address some of the public sector's most pressing challenges.

30.06.2016





## **Highlighting Leadership offer: 2016/17**

### **Purpose**

For information.

### **Summary**

This report updates members on engagement with the LGA's Highlighting Leadership offer as well as progress of the impact evaluation process, previously requested by members, which will provide more information about the longer-term outcomes and impact of participation in LGA leadership programmes.

### **Recommendation**

That the Improvement and Innovation Board note the report and offer any comments on the Highlighting Leadership work.

### **Action**

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

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Will Brooks

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## Highlighting Leadership offer: 2016/17

### Background

1. The LGA's Highlighting Leadership offer forms part of our wider package of sector-led improvement. We offer a range of programmes, events and resources aimed at supporting and developing councillors at all levels.
2. This report provides an update on engagement in our leadership programmes as outlined in the bookings to date; a further breakdown of participant demographics; and a progress update of the longer-term evaluation process.

### Engagement on leadership programmes

3. Bookings as of 20 June 2016 on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), programmes are as below. Comparable figures from 23 June 2015 are included in brackets.
4. Key figures at this stage are:
  - 4.1 Total places booked are up by 47, a 29% increase.
  - 4.2 LA places booked are up by 10, a 38% increase.
  - 4.3 LE places booked are up by 45, a 40% increase.
  - 4.4 FoL places are down by 8, a 33% decrease.
  - 4.5 The gender balance of participants has shifted from 63% male, 37% female at this stage in 2015 to 52% male, 46% female (with 2% unknown) currently.

	LA	LE	FoL	Total
<b>Labour</b>	14 (10)	78 (48)	7 (7)	99 (65)
<b>Conservative</b>	15 (12)	59 (60)	4 (10)	78 (82)
<b>Liberal Democrat</b>	2 (1)	12 (1)	1 (4)	15 (6)
<b>Independent</b>	5 (3)	5 (4)	4 (3)	14 (10)
<b>Unknown*</b>	0 (0)	4 (0)	0 (0)	4 (0)
<b>Total:</b>	<b>36 (26)</b>	<b>158 (113)</b>	<b>16 (24)</b>	<b>210 (163)</b>

	LA	LE	FoL	Total
<b>East of England</b>	9 (6)	18 (24)	3 (1)	30 (31)
<b>East Midlands</b>	6 (3)	13 (14)	3 (3)	22 (20)
<b>Greater London</b>	3 (1)	31 (6)	2 (3)	36 (10)
<b>North East</b>	1 (0)	4 (2)	0 (0)	5 (2)
<b>North West</b>	1 (2)	10 (11)	0 (1)	11 (14)
<b>South West</b>	6 (4)	32 (6)	2 (1)	40 (11)
<b>South East</b>	7 (2)	21 (27)	2 (9)	30 (38)
<b>Wales</b>	0	0	1 (0)	1 (0)
<b>West Midlands</b>	3 (4)	15 (6)	1 (5)	19 (15)

<b>Yorkshire &amp; Humber</b>	0 (4)	14 (17)	2 (1)	16 (22)
<b>Total:</b>	<b>36 (26)</b>	<b>158 (113)</b>	<b>16 (24)</b>	<b>210 (163)</b>

	<b>LA</b>	<b>LE</b>	<b>FoL</b>	<b>Total</b>
<b>District</b>	18 (15)	47 (41)	7 (7)	72 (63)
<b>County</b>	5 (5)	21 (19)	1 (4)	27 (28)
<b>Metropolitan</b>	1 (4)	23 (20)	3 (1)	27 (25)
<b>London</b>	3 (1)	31 (6)	2 (3)	36 (10)
<b>Unitary</b>	9 (1)	32 (23)	2 (9)	43 (33)
<b>Welsh</b>	0 (0)	0 (0)	1 (0)	1 (0)
<b>Fire</b>	0 (0)	4 (4)	0 (0)	4 (4)
<b>Total:</b>	<b>36 (26)</b>	<b>158 (113)</b>	<b>16 (24)</b>	<b>210 (163)</b>

(\* the 4 unknown places are those that have been reserved by an authority but have not yet allocated which members will attend)

- The political groups are currently identifying people for the Leaders' Programme and their individual Next Generation programmes. The first Leading Edge programme is still under development but will take place on 22-23 September at Adastral Park, Suffolk, in partnership with British Telecom with a theme of using new technology to deliver more efficient joined up services.

### Gender and ethnicity of participants

- Below is a breakdown of the gender of the current year's delegates. At this early stage of a new round of programmes the ethnic breakdown is not yet available, but will be reported in future updates once that information has been captured.

	<b>LA</b>	<b>LE</b>	<b>FoL</b>	<b>Total</b>
<b>Male</b>	23 (18)	72 (67)	12 (17)	107 (102)
<b>Female</b>	13 (8)	79 (46)	4 (7)	96 (61)
<b>Unknown*</b>	0 (0)	4 (0)	0 (0)	4 (0)
<b>Total:</b>	<b>36 (26)</b>	<b>158 (113)</b>	<b>16 (24)</b>	<b>210 (163)</b>

(\* the 4 unknown places are those that have been reserved by an authority but have not yet allocated which members will attend)

### Longer-term impact evaluation

- Members will recall they commissioned an evaluation of the political leadership programmes at a previous meeting. This is now underway and has taken the form of a survey to all councillors who have taken part in one or more of our programmes within the last two years (approximately 850 currently-serving and former councillors).

8. The survey was launched on 26 May, with the aim of understanding the impact our programmes make and how, if at all, participants' learning has become embedded and behaviours have changed as a result of attending our programmes.
9. The survey is comprised of six sections based on the LGA's Political Skills Framework, which identifies the knowledge and skills needed to be effective in the role of councillor. In addition, telephone interviews will also be conducted with 12 councillors to provide more in-depth information about the impact of the programme.
10. The research is still ongoing, and some of the emerging results will be presented verbally at the Improvement and Innovation Board meeting.

#### **Online resources**

11. E-Learning which was launched last year now has over 7,000 members with 6 e-modules available and growing. We have a library of over 26 development workbooks for members. Some of the more popular examples are: "The effective ward councillor", "Community Leadership", "Chairing Skills" and "Influencing Skills". A full list of available workbooks can be found at [www.local.gov.uk/councillor-workbooks](http://www.local.gov.uk/councillor-workbooks).
12. The "Councillors' Guide" was updated following this year's elections and it was downloaded over 1,600 times in the first two weeks of publishing.

#### **National Graduate Development Programme (NGDP)**

13. The recruitment process for Cohort 18, due to start in autumn 2016, is still on going, but so far 85 graduates have secured places in 46 councils. There are a maximum of 120 places on offer in 60 councils.
14. Overall this year 1,779 applicants applied and this has been the most successful year yet in terms of numbers and the general feedback from councils has been extremely positive. Many councils are wishing to take on more graduates than they originally signed up for.
15. Cohort 16 are now almost at the end of their time on NGDP and a number have already successfully obtained permanent placements either in their host council or another local authority.

#### **Next steps**

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

#### **Financial implications**

17. None.

## **Productivity Programme**

### **Purpose**

This report updates the Board on the progress being made in the Productivity Programme. As the Board received a comprehensive report at its meeting in May, this report focuses on the key achievements over the last two months and is thus shorter than usual. Much of the period since the last Board meeting has been spent preparing for and delivering events at the LGA Annual Conference and a brief verbal update on the Innovation Zone and other productivity activities at Conference will be provided.

This item also includes a short presentation on the health and social care integration work recently undertaken with Newton Europe which was launched at the Conference.

### **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. The programme is devised by reference to the memorandum of Understanding agreed with the Department of Communities and Local Government.
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

4. **Digital work-stream** - the LGA continues to work with the digital funded projects under the Digital Experts and Digital Transformation Programmes. We are monitoring the progress of these projects to ensure they deliver their agreed outcomes and will then capture and share their case studies. Thirteen of the twenty-seven Digital Experts projects have now produced their case study and these were published in May. The remaining 14 Digital Experts projects are scheduled to complete their projects this autumn. The 20 Digital Transformation projects received their funding in March 2016 and are scheduled to complete their work next spring.
5. **Public Sector Network (PSN):**
  - 5.1 as members will be aware, the sector has been working closely with the Public Service Network (PSN) team in Cabinet Office to support councils in reaching compliance. PSN compliance demonstrates that an organisation's security arrangements, policies and controls are sufficiently rigorous to be allowed to interact with others connected to this private network, allowing councils to share information with other councils and government departments. It is therefore important to achieving efficiencies in the digital world.



5.2 The current status of the sector regarding the number of English councils compliant is as follows:

- 249 compliant;
- 53 going through the assessment process;
- 23 compliance has expired and their new submission has been rejected and they are working with PSN team to resolve any outstanding issues;
- 16 compliance expired but not yet submitted;
- 5 escalated to the Head of compliance at PSN who is in direct contact with these councils at a senior level.

6 This is a significantly improved position and one which needs constant monitoring to make sure it is maintained. The LGA continues to support the sector on this work by liaising directly with the PSN team and through the officer board it set up to bring councils and the PSN team together regularly to discuss and resolve issues around the compliance process.

## 7 Shared Services and Collaboration:

7.1 The LGA Shared Services map has been updated for 2016 showing that the vast majority of councils are involved in shared service arrangements across the country. These arrangements are contributing to taxpayers saving more than half a billion pounds. Councils can use the shared services map to learn about what other councils are doing before embarking on new shared services projects and to help them find partners for new shared services.

7.2 A key development has been that for many councils, shared service arrangements are now so embedded that they no longer separately count savings, and instead are focussing on improving performance and services as councils seek to respond to changing needs and demands within their communities. For example, Achieving for Children (AfC) is a Community Interest Company wholly owned by the London Borough of Richmond and Royal Borough of Kingston, commissioned to provide the full range of children's services across both boroughs. Aside from efficiency savings, the benefits have included service improvements resulting in Kingston becoming one of the first areas in the country to jump two grades from 'inadequate' to 'good' in a single Ofsted inspection. The research shows that more councils are involved in legal shared services than any other. Orbis Public Law, which brings together the legal services of Brighton & Hove, West Sussex, East Sussex and Surrey councils, aims to save over £1 million each year. The map can be accessed at <http://www.local.gov.uk/shared-services-map>

8 **Health & Social Care** - the final report on our work looking at efficiency opportunities through health and social care integration, supported by Newton Europe, was launched at the LGA Conference and a summary of the Key findings is attached at **Appendix 1**. A presentation of the findings will be made at the meeting. Councils and health partners from Kent and Greenwich, who participated in the project, will be discussing the impact of this work in the Innovation Zone at the Conference. Two national events are to be held in London and Leeds to disseminate the findings in the Autumn and there is also a workshop session being planned for the National Children and Adult Services Conference in early November.

## Smarter Sourcing

### 9 Procurement:

- 9.1 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.
- 9.2 An objective of the NPS is to ensure that major areas of local government spending are each supported by a category management strategy. We have held two lively consultations for our second ICT Strategy and are currently writing a draft strategy. Following feedback and requests we also plan to hold a round-table session with our main ICT suppliers. The ICT strategy aims to support councils to procure the necessary technology systems and tools more cost effectively.
- 9.3 The work on innovation in procurement continues with a research phase over the summer. We have started a Knowledge Hub group for this and are planning to publish our outputs in December. It is envisaged that this will take the form of guidance documents or a toolkit.
- 9.4 We have been working with some councils, suppliers, Cabinet Office and the Social Value Portal on a tool for measuring public sector and provider attitudes to social value (which includes economic growth and environmental considerations). The final tool will also be supplemented by case studies and “how to” guides and templates. It will be launched at a reception in September 2016.

### 10 Commissioning Academy:

- 10.1 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. 600 council officers and elected members have been through the commissioning academy to March 2016. The Commissioning Academy for Elected Members cohorts 5 and 6 are being recruited and will take place at Warwick University on 21/22 July and 12/13 October.

## Income Generation

- 11 **Economic Growth Advisers** - 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, three experts are working with five councils to implement local economic growth priorities. We will continue to run the Economic Growth Adviser offer throughout 2016/17 aiming to fund a further 15 projects as a minimum this year.

## 12 One Public Estate:

12.1 New Applicants - as previously reported, the One Public Estate (OPE) Programme recently received an additional £31 million funding to expand over the next two years. In April 2016 a process was launched to recruit new areas to join the OPE programme with an offer of up to £500,000 funding to develop and deliver OPE programmes within their areas. The process was in two parts, inviting partnerships of councils to provide an Expression of Interest by 6th May 2016, and those with strong proposals awarded up to £50,000 to develop a final application by 29th July.

By the May deadline, Expressions of Interest had been received from 31 new partnerships involving 108 councils. After an assessment process, Ministers have approved 23 partnerships to progress to the next phase and develop a final Services and Assets Delivery Plan by 29<sup>th</sup> July. Detail of these partnerships can be seen in **Appendix 2**.

12.2 Existing OPE Partnerships - existing OPE Partnerships also have the opportunity to apply for up to an additional £500,000 funding to expand their current OPE programmes. A streamlined application process closed on 3rd June with 17 existing partnerships involving 76 councils applying. A formal assessment of applications has commenced and applicants will be notified on 29<sup>th</sup> July 2016 of the outcome of their application. Details of existing OPE partnerships who applied can be seen in **Appendix 3**.

### **Cross-cutting Offer**

13. **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. So far this year we have funded six projects across as many councils. The aim for this year is to provide support to 25 councils and we are on course to achieve this target.

### **Financial Implications**

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

## Appendix 1

# Efficiency opportunities through health and social care integration

## Headline findings

- 1) By focussing on the best care pathway for patients or service users<sup>1</sup>, significant benefits can be realised in terms of improved outcomes, greater quality of services and financial savings. **Efficiency savings of 7-10%**<sup>2</sup> of the budget areas assessed in this project could be realised through approaches to health and care that are better integrated. This equates to efficiency savings of over £1 billion nationally across the health and care system.
- 2) **Variation in front line decision- making** provides the greatest opportunities to improve efficiency. Health and social care practitioners reviewing 2,265 case notes through this study identified a significant lack of consistency in decision making, and estimated that up to 45% of pathway decisions could be improved. In almost every case there was evidence of over-provision of care, potentially reducing the service user's independence. It was found that robust, multi-disciplinary reviews, at key decision points, can have a significant impact on consistency of decision- making, whilst requiring only a relatively small investment in terms of resource.
- 3) The largest single area in which resource can be saved is through **avoidance of admissions to acute hospitals**. In over a quarter (26%) of the cases reviewed where people had been admitted to an acute hospital, there had been missed opportunities to make interventions that would have avoided the need for the admission.

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<sup>1</sup> As defined by the multi-disciplinary review teams to be appropriate and most likely to result in independent outcomes

<sup>2</sup> As defined in 'the approach, this work has not looked at all of health and social care spend. Reported savings of 7-10% across the budgets looked at would translate to 1-1.25 % of total acute, community and social care spend. These figures are expressed in annualised savings terms and do not account for the fact that some savings will take longer to be realised than others.

- 4) **Discharge planning to maximise independence**<sup>3</sup> would save money and improve outcomes. For nearly a quarter of people (24%<sup>4</sup>) who were discharged from hospital with a care package, in the sample studied, a preferable pathway was identifiable that could have delivered better outcomes at lower cost. Given that a significant subset of these pathways results in costly long-term residential placements this is of particular significance. Practitioners taking part in the study estimated that 59%<sup>5</sup> of long-term residential placements resulting from an acute hospital admission could be delayed or avoided.

The **role of preventative services** is key to any future model of health and care, leading to a reduced number of both acute and social care admissions. An estimated 25% to 40% of local authority service users would have benefited from preventative services, which they did not receive.

- 5) **Deploying a better skill mix in teams**, particularly within community services, would help to maximise resources. There is scope to develop a more effective mix of practitioners - clinicians and front-line care workers - to free up community nurses, thereby making better use of the resources available.
- 6) It was found that the most important factor in realising these opportunities is not the design of the specific operational solutions. Rather, It is the **approach taken to change**, characterised by prioritised, evidence-based, locally developed solutions.

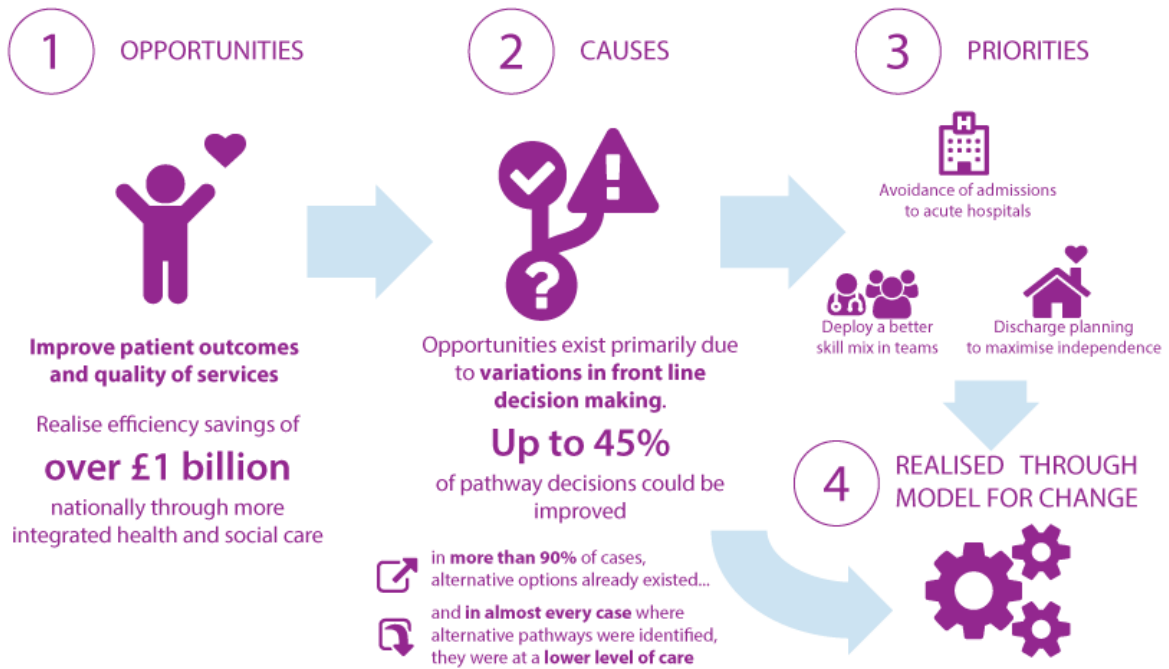
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<sup>3</sup> Defined as helping citizens regain or learn new skills to live their everyday lives and stay within their communities

<sup>4</sup> 24% is defined as total opportunity identified. In the financial modelling it is assumed that half of this opportunity would be realisable through an improvement programme

<sup>5</sup> In the financial modelling one third of this figure is assumed as realisable.

**TACKLING VARIATION:  
THE EVIDENCE TO SUPPORT INTEGRATION**



## Appendix 2

**One Public Estate: New Partnerships proceeding to the next phase of the current application process.**

<b>Partnership</b>	<b>Lead Council</b>	<b>Local Authorities in Partnership</b>	<b>Total Allocation</b>
Berkshire Partnership	Wokingham Borough Council	West Berkshire Council Reading Borough Council Wokingham Borough Council Bracknell Forest Borough Council Royal Borough of Windsor and Maidenhead Council Slough Borough Council	£50,000
Bristol	Bristol City Council	Bristol City Council	£25,000
Greater Brighton Partnership	Brighton and Hove City Council	Brighton and Hove City Council Worthing Borough Council* Adur District Council Mid Sussex District Council Lewes District Council	£50,000
Hertfordshire County Council	Hertfordshire County Council	Hertfordshire County Council Watford Borough Council	£0 – encouraged to submit final application
Kent Partnership	Kent County Council	Kent County Council Tunbridge Wells Borough Council Swale Borough Council Shepway District Council Ashford Borough Council Medway Council* Thanet District Council Canterbury City Council	£25,000
Lancashire Combined Authority	Preston City Council	Blackburn with Darwen Borough Council Blackpool Council Burnley Borough Council Chorley Council Fylde Borough Council Lancashire County Council Lancaster City Council Pendle Borough Council Preston City Council Rossendale Borough Council South Ribble Borough Council West Lancashire Borough Council	£50,000
London Borough of Brent	London Borough of	London Borough of Brent	£0 – no funding requested

	Brent		
London Borough of Islington and Haringey	London Borough of Islington	London Borough of Islington London Borough of Haringey	£50,000
London Borough of Lewisham	London Borough of Lewisham	London Borough of Lewisham	£50,000
London Borough of Merton	London Borough of Merton	London Borough of Merton	£50,000
London Borough of Sutton	London Borough of Sutton	London Borough of Sutton	£50,000
London Borough of Waltham Forest	London Borough of Waltham Forest	London Borough of Waltham Forest	£50,000
London Borough of Westminster	London Borough of Westminster	London Borough of Westminster	£0 – encouraged to submit final application
Medway Partnership	Medway Council	Medway Council*	£25,000
Norfolk Partnership	Norfolk County Council	Breckland Council Broadland District Council Great Yarmouth Borough Council Borough Council of King's Lynn and West Norfolk Norfolk County Council North Norfolk District Council Norwich City Council South Norfolk Council	£50,000
North Central London Partnership	London Borough of Barnet	London Borough of Barnet	£50,000
North Somerset	North Somerset Council	North Somerset Council	£35,000
Shropshire Estate Partnership	Shropshire Council	Shropshire Council	£50,000
Somerset Partnership	Somerset County Council	Somerset County Council Taunton Deane Borough Council Mendip District Council Sedgemoor District Council West Somerset Council South Somerset District Council	£25,000
Staffordshire Partnership	Staffordshire County Council	Staffordshire County Council* South Staffordshire District Council* Stafford Borough Council	£50,000



		Lichfield District Council Staffordshire Moorlands District Council Newcastle-under-Lyme Borough Council Tamworth Borough Council* Cannock Chase District Council*	
Surrey Heath Partnership	Surrey Heath Borough Council	Surrey Heath Borough Council Runnymede District Council Surrey County Council Woking Borough Council	£50,000
West Midlands Combined Authority	Birmingham City Council	Birmingham City Council Cannock Chase District Council* Coventry City Council Dudley Metropolitan Borough Council Nuneaton and Bedworth Borough Council Sandwell Council Solihull Metropolitan Borough Council Tamworth Borough Council* Walsall Council City of Wolverhampton Council	£0 – encouraged to submit final application
West Yorkshire Combined Authority	Calderdale and Kirklees	City of Bradford Metropolitan District Council Calderdale Metropolitan Borough Council City of York Council Kirklees Council Leeds City Council City of Wakefield Metropolitan District Council	£50,000

\*Council mentioned in more than 1 Expression of Interest

### Appendix 3

#### One Public Estate: Existing participants submitting applications for additional funding

Partnership	Lead Council	Local Authorities in Partnership	Funding Requested
Cambridgeshire MAC Partnership	Cambridgeshire County Council	Cambridgeshire County Council Cambridge City Council Fenland District Council East Cambridgeshire District Council South Cambridgeshire District Council Huntingdonshire District Council	£506,000
Cheshire and Warrington LEP	Cheshire West and Chester Council	Cheshire East Council Cheshire West and Chester Council Warrington Borough Council	£500,000
Cornwall Council	Cornwall Council	Cornwall Council Isles of Scilly*	£734,000
Greater Manchester Combined Authority	Manchester City Council	Bolton Metropolitan Borough Council Metropolitan Borough of Bury Manchester City Council Oldham Metropolitan Borough Council Rochdale Metropolitan Borough Council Salford City Council Stockport Metropolitan Borough Council Tameside Metropolitan Borough Council Trafford Metropolitan Borough Council Wigan Metropolitan Borough Council	£546,000
London Borough of Bexley	London Borough of Bexley	London Borough of Bexley London Borough of Lewisham	£204,000
London Borough of Croydon	London Borough of Croydon	London Borough of Croydon	£150,000
Liverpool City Region	Liverpool City Council	Halton Borough Council Metropolitan Borough of Knowsley Liverpool City Council Sefton Metropolitan Borough Council St Helens Metropolitan Borough Council	£300,000

		Wirral Metropolitan Borough Council	
North East Partnership	Newcastle upon Tyne City Council	Metropolitan Borough of Gateshead Newcastle City Council North Tyneside District Council Northumberland County Council	£225,000
North Midlands Partnership (D2N2)	Derbyshire County Council	Derby City Council Derbyshire County Council Nottingham City Council Nottinghamshire County Council	£577,500
Place Partnership Ltd	Place Partnership Ltd	Worcestershire County Council Worcester City Council Redditch Borough Council Wyre Forest District Council*	£375,000
Plymouth City Partnership	Plymouth City Partnership	Plymouth City Council	£544,832
Sheffield City Region	Sheffield City Region Combined Authority	Barnsley Metropolitan Borough Council Bassetlaw District Council Bolsover District Council Chesterfield Borough Council Derbyshire Dales District Council Doncaster Metropolitan Borough Council North East Derbyshire District Council Rotherham Metropolitan Borough Council Sheffield City Council	£417,000
Southampton	Southampton City Council	Southampton City Council	£350,000
Surrey and East Sussex	Surrey County Council	Brighton and Hove City Council East Sussex County Council Eastbourne Borough Council Elmbridge Borough Council Lewes District Council Surrey County Council Surrey Heath Borough Council Woking Borough Council	£350,000
West Suffolk	St Edmundsbury Borough Council	Forest Heath District Council St Edmundsbury Borough Council Suffolk County Council	£50,000
Wider Hampshire	Hampshire County Council	Hampshire County Council Basingstoke and Deane* Eastleigh Borough Council East Hampshire District Council Fareham Borough Council Havant Borough Council Isle of Wight New Forest District Council	£495,000



**Improvement & Innovation Board**

12th July 2016

		Rushmoor Borough Council* Test Valley Borough Council Winchester City Council	
Wiltshire	Wiltshire Council	Wiltshire Council	£395,000

\*New Councils in the partnership

Document is Restricted



Document is Restricted







**Improvement and Innovation Board**

12 July 2016

**Improvement and Innovation Board: Annual Review of the year**

**Purpose:**

To comment and approve.

**Summary:**

All Boards have been asked to take an end of year report to their June/July meeting, looking at the key Board achievements of the year. The report will also be considered by the LGA Executive in July 2016.

**Recommendation**

Members are asked to comment and approve the end of year report.

**Action**

Officers to progress as appropriate in the light of members' views.

**Contact officer:**

Dennis Skinner

**Position:**

Head of Leadership and Productivity

**Phone no:**

020 7664 3017

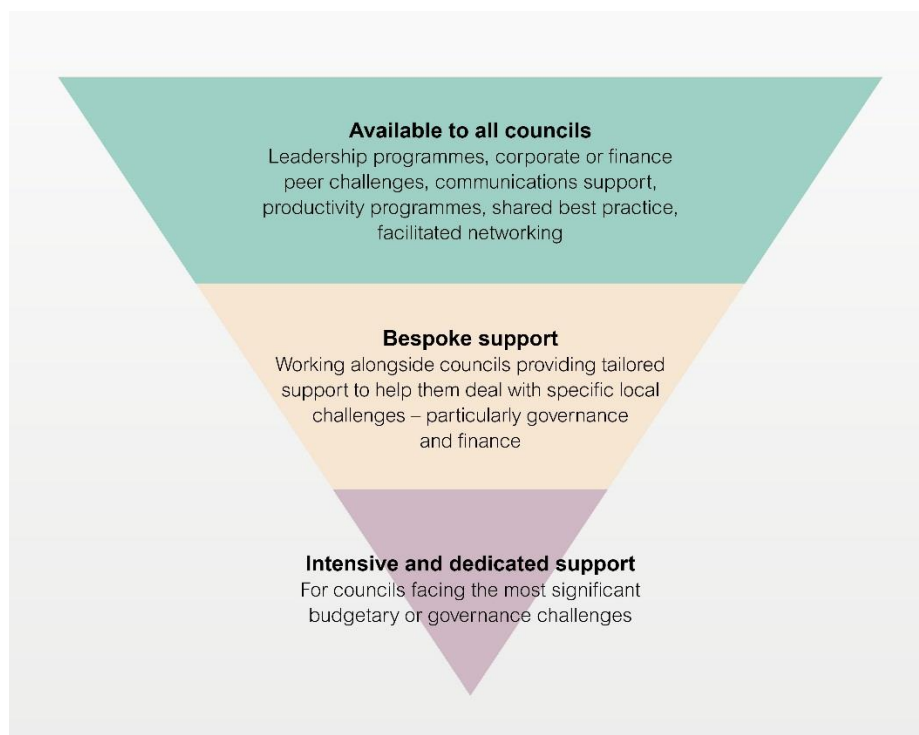
**Email:**

[Dennis.Skinner@local.gov.uk](mailto:Dennis.Skinner@local.gov.uk)

## Improvement and Innovation Board: Review of the Year

### Sector-led Improvement

1. During the year we have refreshed our approach to sector led improvement in the light of the results and feedback from the sector to our wide ranging consultation on sector led improvement (taking stock: where next on sector led improvement?) and our on-going evaluation of the key elements of the programme.
2. In summary our refreshed approach provides different tiers of support depending on the intensity of the challenges faced locally.



3. We are working on the basis that every council and fire and rescue service will have a corporate peer challenge or finance peer review (at no cost) at least every 4-5 years. We also expect participating councils to publish the peer challenge report, to produce an action plan and to have a follow-up visit within two years.
4. We keep our offer of support under review and have commissioned a second full-scale evaluation in order to gauge the impact of our support and the extent to which it continues to enjoy the confidence and support of the sector and government. The evaluation will focus on the core elements of the offer (leadership, peer challenge, productivity, LG Inform, etc.) and on their impact.
5. The results from the LGA Perceptions Survey continue to demonstrate the sector's support for the sector-led improvement approach and the value attached to the LGA's

support offer. Over seven in ten respondents (71 per cent) reported that they 'strongly agree' or 'agree' that the approach to sector-led improvement is the right approach in the current context. This represented a significant increase compared to 2014, when 63 per cent gave a positive response. Four fifths of respondents (84 per cent) believe that the support and resources offered by the LGA for sector-led improvement have had a positive impact on their authority, increasing to 89 per cent of chief executives and 96 per cent of leaders.

### Improvement

- 6 Our bespoke sector-led improvement **peer support and challenges** remain popular. By Quarter 4 of 2015/16, over 100 peer challenges have been delivered covering a range of different areas including corporate, finance, fire, children's and adults.
- 7 By March 2016, councils had contributed nearly 4,000 days of senior councillor and officer time to **Corporate Peer Challenge** teams representing a considerable investment by the sector in its own improvement, equivalent to millions of pounds of consultancy. We have also held a further 15 peer development or briefing events during the year as we seek to widen our pool of member and officer peers.
- 8 Working through the LGA's Lead Member Peers and Principal Advisers, we have provided **targeted support to individual councils** and groups of councils, for example: change of control support to 43 councils, bespoke peer mentoring support to 46 councils, top team development work with 23 councils, follow-up support to 22 councils who received peer challenge and direct improvement support to 131 councils, eg around financial sustainability or where councils are facing specific improvement challenges.
- 9 **Public Sector Audit Appointments (PSAA)**. As regards audit arrangements in local government, the Secretary of State for Communities and Local Government has extended the transitional arrangement for principal local government bodies to 1 April 2018. We estimate that this equates to a saving of £24m for local government. The LGA is supporting an application by Public Sector Audit Appointments Limited (PSAA), a company owned by the Improvement and Development Agency (IDeA), to become the sector-led 'appointing person' which would enable councils to opt-in to a form of national procurement of external audit once the transitional arrangements come to an end. Over 200 local government bodies have already expressed an interest in opting-in to a sector-led body guaranteeing that this is an economically viable offer.

### Productivity

- 10 A key achievement this year was the launch of the LGA's **Innovative Councils database** which has collected together information on innovation from councils across the country and has provide a popular source of information for councils.
- 11 The board worked with a number of sector representative bodies to produce, in December 2015, [a set of papers](#) that outline **the sector's position and priorities for digital**, including: improving online transactional services; transforming local public services; developing the necessary leadership skills to understand and apply digital approaches; coordinating programme leadership and support. Taken together the four papers set out a high-level case for investing in a coordinated and comprehensive programme of support. We have awarded £560,000 funding for digital schemes to

projects involving 34 councils through the **digital transformation programme**. The aim of the programme is to develop digital solutions to support work on national transformation programmes including troubled families and welfare reform, which can be reused by other councils and will enable them to operate more efficiently

- 12 We have launched the LGA [demand management microsite](#). The microsite equips councils with the knowledge and tools they need to manage demand effectively. By bringing together and highlighting examples of demand avoidance and demand prevention from across the country, it demonstrates how councils are changing their relationship with residents to better understand and manage demand.
- 13 We have continued our work on procurement to roll out the **National Procurement Strategy**, launching two further category strategies relating to social care and IT. We funded 11 projects involving 60 councils to promote efficiency and innovation in waste and recycling, with the potential to save £4m from these projects. The intention is to publish the lessons from this during 2016/17.
- 14 Working with a newly established reference group, **the Advanced Commercialisation Group (ACG)**, we have developed our offer in support of local authority commercial enterprise, seeking to identify the gaps in support available to councils. We have identified a need to give councils better access to markets for commercial advice and training and we are working with the ACG to encourage councils that have been at the cutting edge of commercial good practice to share the lessons learned.
- 15 We commissioned work to assess the efficiency opportunities of **integration across health and social care** and published interim findings early in 2016 which demonstrated the operational efficiencies and savings, and crucially better outcomes for patients to be found from closer working between councils and the NHS.
- 16 We continued with our successful ongoing offers, providing Productivity Experts to support 24 councils across 15 projects and Growth Advisers also supporting 24 councils across 13 projects to support them in delivering **efficiency and income generation projects**, running the popular Commissioning Academy for officers and elected members and relaunching our shared services map, which now shows that councils have made more than half a billion in savings from shared service arrangements since 2010.
- 17 More than [100 additional councils](#) are joining the [One Public Estate programme](#), which the LGA is leading with the Cabinet Office. In addition, the Government has announced £31 million of extra funding to expand the programme to more areas. The programme enables local councils to work with other public sector organisations to share buildings and services, reduce running costs and release land for development, and is an excellent example of local government leadership and efficiency.

### **Supporting Political and Managerial Leadership**

- 18 It has been a strong year for bookings onto **LGA political leadership development programmes**. We delivered 84 events which had over 800 delegates, including 57 council leaders, from 269 different local authorities.

- 19 On 19-20 May, the **Leadership Academy graduation** took place in Warwick. We have over 140 new Leadership Academy graduates, the highest number since 2010. This has been a record breaking year, with more Leaders than ever attending our programmes.
- 20 The **National Graduate Development Programme** has proved to be incredibly popular this year with more councils and graduates getting involved than ever before. We are close to placing over 100 graduates with over 60 different councils this year.
- 21 The **Be a Councillor campaign** has built on a successful pilot in Rotherham to offer bespoke packages to councils who are planning prospective councillor events and activities. A full project has been undertaken with Lancashire County Council which has focussed on modern, innovative ways of attracting potential candidates – for example, the first Be A Councillor film was made, which shows the ‘day in the life’ of a councillor – aiming to bust myths and stereotypes about councillors and what the role involves. Funding for a similar package in Birmingham has now been confirmed, and will focus on the all-out elections in 2018. An event in Isle of Wight is also planned, which will be the first to specifically target getting more women into public office. Increased awareness of the campaign has resulted in contact from a number of councils looking to use Be a Councillor in their own area.
- 22 We held a number of **Leadership Essential programmes** in Children’s Services, Fire and Rescue, Sport, Getting Your Message Across and Effective Scrutiny. These events provide a chance for councillors to develop leadership skills in a particular area and share experiences among colleagues dealing with similar challenges. A new Leadership Essential Planning programme was launched called ‘New Government and Planning’. This programme is designed to help delegates to take an active leadership role in responding to the challenges that planning services face from the government’s agenda on planning.
- 23 We launched **Political Leadership Masterclasses** on Working with the Media; Consultation and engagement; Culture Change and Risk Management. These were all well received and will be repeated for the coming year.
- 24 We published a new [e-learning module and councillor workbook](#) on scrutiny. The workbook was written in conjunction with the Centre for Public Scrutiny (CfPS) and both resources form part of the Community Leadership offer under the LGA’s Highlighting Political Leadership support. We have also published new e learning modules on Licensing and Regulation and Police and Crime Panels during 2015/16 financial year. We now have over 7500 people signed up to e-learning.
- 25 As part of the wider Sector Led Improvement priorities of the LGA we have provided direct support to six of the regions during the previous financial year (London, South East, NW, East Anglia, West Midlands and SW) by way of **bespoke in house training courses and political leadership events**.

### Transparency & Data

- 26 We have continued to help councils get to grips with the implications of the **Local Government Transparency Code** by publishing, updating and maintaining practical guidance to help authorities in implementing it. We also ran a support desk for local

authority queries about the Code. There were between 4,000 and 9,000 downloads for each of the various guidance documents last year, resulting in 27,000 in total.

- 27 Also as part of the **transparency and open data agenda**, we engaged with the Open Data Institute to develop online learning modules about publishing data and using open standards for local authorities. These YouTube webinars were a big hit with local authorities, enabling them to learn and ask questions, using a free resource at a time and place which suited them best. Since their launch in March, 130 people have already completed modules.
- 28 We have worked with Land Registry and local authorities to understand the impact that the transfer of **local land charges to Land Registry** will have on local authorities, and are making the case for funding the burden of that data transfer and ongoing cost.
- 29 We have promoted the **better use of data**, in particular the value of standards to create data in consistent formats which allow comparisons, to encourage more efficient and effective use of information within authorities. As part of this we have partnered with NESTA in a 'Local Datavores' project to explore how the better use of data and analytics can help to innovate and transform services
- 30 Over the course of the year our data benchmarking service for councils, **LG Inform**, was continually kept updated and new data was also added. The number of data items in LG Inform increased from just over 2,000 to nearly 3,000. New ready-made reports on a range of themes have been added, such as [crime](#) and [health](#), to give authorities quick access to a collection of data about their area. As a result, the proportion of authorities with registered users for LG Inform is now 100 per cent, and it is receiving 4,500 visits from over 3,000 unique visitors every month.
- 31 The **LG Inform local benchmarking club**, which allows councils to compare data with other councils that is either not collected elsewhere or is collected with a time lag, continues to be successful. Over a hundred authorities are regularly submitting data on a voluntary basis, without needing to pay to join a commercial club.

### **Oversight of LGA Improvement activity**

- 32 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. We have received regular reports on the improvement activity of LGA Boards and had the opportunity, amongst others, to provide strategic input to the development of the integrated Care and Health Improvement Programme for 2016/17; our children's services improvement work and our developing offer of support on Devolution.

## Note of last Improvement & Innovation Board meeting

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<b>Title:</b>	Improvement & Innovation Board
<b>Date:</b>	Tuesday 10 May 2016
<b>Venue:</b>	Westminster Suite, 8th 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 board members to the meeting and began proceedings with a tribute to Cllr Darren Cooper, a valued board member who passed away earlier this year, followed by a minute's silence.</p> <p>The Chairman also introduced Will Brooks from the LGA on his appointment to the position of Principal Adviser of the Leadership team.</p> <p>There were <b>no declarations of interest</b>.</p>	
<b>2</b>	<p><b>Devolution: Support Offer</b></p> <p>The Chairman and Rebecca Cox introduced the report summarising the LGA's devolution support to councils. Rebecca Cox stated that the LGA's support is demand led and that the LGA is currently engaged with approx. half the devolution deals in the sector and is keen to engage with the second half going forward. She further invited the board to express their views on the work programme, and how the LGA support offer aligns with the devolution agenda.</p> <p>Members made the following comments:</p> <ul style="list-style-type: none"> <li>• The LGA has a valuable role to play in sharing information and lessons learnt between devolution areas especially in the following areas: <ul style="list-style-type: none"> <li>- Different mayoral models</li> <li>- How oversight and scrutiny works in devolved settings</li> <li>- How LEPs are engaging with devolution deals</li> <li>- Devolution of health and social care.</li> </ul> </li> <li>• Lobbying for the transfer of skills funding should be prioritised by the</li> </ul>	

LGA.

- The focus of devolution should be on how it will improve the lives of residents and communities. Developing successful devolution deals takes time – authorities must lay the foundations for success.
- How to ensure non-executive members were aware of the LGA's work and support offer on devolution
- The combination of the era of austerity and devolution in local government presents a challenging environment for councillors. What will the role of councillors in a devolved setting be?

### **Decision**

Members **noted** the work on the LGA's devolution support offer to councils.

### **Action**

Officers will feed the boards comments back to the City Regions and People and Places Boards.

## **3 Productivity Programme**

The Chairman and Alan Finch introduced the report which set out the progress made on the LGA's productivity programme and the main elements of the intended programme in the coming year. Cllr Shirley Pannell drew members' attention to the forthcoming launch of the updated shared services map.

The Chairman further informed members that the LGA's negotiations over its government grant have been completed, and funding for improvement support to the sector has now been secured. Due to this late announcement, Alan Finch mentioned that the forward programme for productivity was still largely in development.

Board members made the following comments:

- The importance of the work on demand management and looking at how to take demand out of the system, not simply how to manage increasing demand for services.
- The important role of District councils in delivering preventative outcomes around health and social care. Moreover, more joined up thinking should be espoused including promoting a closer working relationship between social care and health.
- Community engagement is an under exploited resource due in part to the huge pressure in local authorities to outsource services.



- The importance of effective working with partners locally and the difficulties in engaging with the health sector which was leading to difficulties in some areas in providing GP surgeries.

### **Decision**

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

### **Action**

Officers to pursue the activities outlined taking account of members' guidance.

## **4 Sector-led Improvement Evaluation: Proposal for a Research Programme**

The Chairman and Juliet Whitworth introduced the report which invited members' comments on the proposed second phase of evaluation of sector-led improvement and the LGA's support offer.

The Chairman commented that four years takes us into the next general election, at which point the LGA will need a substantive piece of work such as this to demonstrate its value added to improvement in local government. Further, Juliet Whitworth stated that there will be a 2 year interim report to gauge the success of the approach, a balance of internally and externally led research, and a full spectrum of research carried out in order to draw useful comparisons.

The board members made the following comments:

- Focus on recipients of the support and their perceptions of its value, as well as factual data around the support offer.
- Focus on outcomes. The research should focus more on what has been achieved on the ground through the LGA's improvement and leadership programmes, and emphasise outcomes. It is important to be able to demonstrate the difference the support has made.
- There should be a strong element of external independent rigor to the programme – with a balance between perceptions and data.
- Our ability to draw in member peer support in our improvement work is unique and we should consider how to evaluate the success of this contribution.
- Diversity in local government. The Leadership programme's diverse outreach strategy should be commended, although some clarification on where local government is on bringing more diversity into local politics would be welcome.
- The research needs to be flexible enough to reflect the diversity of improvement needs across the country.

### **Action**

The Research and Information team will progress the research project taking the board's comments into account.

## **5 LGA Boards' Improvement Activities**

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

Members asked if there were examples of a single contact number for adult social care and health enquiries as part of the work on local digital roadmaps to support the NHS five year commitment that by 2020 all health and care records will be digital and interoperable.

### **Decision**

Members **noted** the report.

### **Action**

Officers to respond to members requests.

## **6 Note of the Previous Meeting**

Board members made the following comments:

- In item 3 of the minutes, it was agreed that it might be helpful for members at the beginning of each political cycle to review the leadership programmes for that year.
- Cllr Dominic Gilham noted that his attendance is incorrect on the minutes.
- Cllr Sue Whitaker noted that her name is spelt incorrectly on the minutes.

### **Decision**

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

### **Action**

Officers to take action based on the above three points.

**Appendix A -Attendance**

Position/Role	Councillor	Authority
Chairman	Cllr David Simmonds CBE	Hillingdon London Borough Council
Vice-Chairman	Mayor Dave Hodgson	Bedford Borough Council
Deputy-chairman	Cllr Judi Billing MBE	North Hertfordshire District Council
	Cllr Shirley Pannell	North Kesteven District Council
Members	Cllr Robert Gould	Dorset County 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 Claudia Webbe	Islington Council
	Cllr Phil Davies	Wirral Metropolitan Borough Council
	Cllr Bob Price	Oxford City Council
	Cllr Sue Woodward	Staffordshire County Council
	Cllr Sue Whitaker	Norfolk County Council
	Cllr Colin Glover	Carlisle City Council
	Cllr Mike Haines	Teignbridge District Council
	Cllr Cherry Beath	Bath & North East Somerset Council
	Cllr Paul Bettison	Bracknell Forest Borough Council
	Sir Stephen Houghton CBE	Barnsley Metropolitan Borough Council
	Cllr Howard Sykes MBE	Oldham Metropolitan Borough Council
	Mr Richard Priestman	Local Government Improvement and Development
	Mr Philip Sellwood	Energy Saving Trust (EST)
Apologies	Cllr Keith Glazier	East Sussex County Council
	Cllr Stephen Parnaby OBE	East Riding of Yorkshire Council
	Cllr Linda Robinson	Wychavon District Council
	Cllr Lewis Herbert	Cambridge City Council
	Cllr John Blackie	Richmondshire District Council





# LGA location map

## Local Government Association

Local Government House  
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 Fax: 020 7664 3030  
 Email: [info@local.gov.uk](mailto:info@local.gov.uk)  
 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)

## Cycling facilities

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

## Central London Congestion Charging Zone

Local Government House is located within the congestion charging zone.

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

## Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park  
 Horseferry Road/Arneway Street. Visit the website at [www.westminster.gov.uk/parking](http://www.westminster.gov.uk/parking)

