

# Improvement and Innovation Board

## Agenda

Wednesday, 1 November 2017  
11.00 am

Westminster Room, 8th Floor, 18 Smith  
Square, London, SW1P 3HZ

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

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This meeting is



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## Improvement & Innovation Board

1 November 2017

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Wednesday, 1 November 2017** Westminster Room, 8th Floor, 18 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:

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<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.grouplga@local.gov.uk">independent.grouplga@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 18 Smith Square is printed on the back cover.

### LGA Contact:

Eleanor Reader-Moore  
0207 664 3383 / [Eleanor.reader-moore@local.gov.uk](mailto:Eleanor.reader-moore@local.gov.uk)

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The twitter hashtag for this meeting is #lgaib

## Improvement & Innovation Board – Membership 2017/2018

Councillor	Authority
<b>Conservative (9)</b>	
Cllr Paul Bettison OBE (Chairman)	Bracknell Forest Borough Council
Cllr Janet Blake	Aylesbury Vale District Council
Cllr Peter Fleming OBE	Sevenoaks District Council
Cllr Angelique Foster	North East Derbyshire District Council
Cllr James Jamieson	Central Bedfordshire Council
Cllr Catherine Rankin	Tunbridge Wells Borough Council
Cllr Barry Wood	Cherwell District Council
Cllr Laura Miller	Purbeck District Council
Cllr Glen Sanderson JP (Observer)	Northumberland Council
<b>Substitutes</b>	
Cllr Thomas Garrod	Norfolk County Council
Cllr Ian McCord	South Northamptonshire District Council
Cllr Linda Robinson	Wychavon District Council
<b>Labour (8)</b>	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Bob Price	Oxford City Council
Cllr Phil Davies	Wirral Metropolitan Borough Council
Cllr Joy Allen	Durham County Council
Cllr Tudor Evans OBE	Plymouth City Council
Cllr Abdul Jabbar MBE	Oldham Metropolitan Borough Council
Cllr Sue Woodward	Staffordshire County Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
<b>Substitutes</b>	
Cllr Nicole Meardon	Cheshire West and Chester Council
Cllr Colin Glover	Carlisle City Council
Cllr Amy Cross	Blackpool Council
<b>Liberal Democrat (3)</b>	
Mayor Dave Hodgson MBE (Vice-Chair)	Bedford Borough Council
Cllr Liz Green	Kingston upon Thames Royal Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Cherry Beath	Bath & North East Somerset Council
<b>Independent (2)</b>	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Sebastian Bowen	Herefordshire Council
Cllr Andrew Stringer	Mid Suffolk District Council
Cllr Robert Bucke	Tendring District Council

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

## Agenda

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### Improvement & Innovation Board

Wednesday 1 November 2017

11.00 am

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

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**Date of Next Meeting:** Tuesday, 30 January 2018, 11.00 am, Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ



**Improvement and Innovation  
Board**

01 November 2017

## **Membership and terms of reference for 2017/2018**

### **Purpose**

For discussion and decision.

### **Summary**

For members to note the membership and agree the Terms of Reference of the Board for 2017/18.

### **Recommendation**

That the Improvement and Innovation Board note its membership and agree its Terms of Reference.

### **Action**

Officers respond accordingly to members' direction.

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**Improvement and Innovation Board**

01 November 2017

**Improvement & Innovation Board – Membership 2017/2018**

<b>Councillor</b>	<b>Authority</b>
<b>Conservative (8)</b>	
Cllr Paul Bettison OBE (Chairman)	Bracknell Forest Borough Council
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Cllr Alan Connett (Observer)	Teignbridge District Council
<b>Substitutes</b>	
Cllr Cherry Beath	Bath & North East Somerset Council
<b>Independent (1)</b>	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council





**Improvement and Innovation  
Board**

01 November 2017

Cllr Mike Haines (Observer)	Teignbridge District Council
<b><i>Substitutes</i></b>	
Cllr Sebastian Bowen	Herefordshire Council
Cllr Andrew Stringer	Mid Suffolk District Council
Cllr Robert Bucke	Tendring District Council
<b>Observers</b>	
Mr Richard Priestman	Local Government Improvement and Development (Improvement and Development Agency Company Board)
Mr Philip Sellwood	Energy Saving Trust (Improvement and Development Agency Company Board)

## **Improvement and Innovation Board: Terms of Reference 2017/2018**

1. The purpose of the Improvement and Innovation Board is to provide strategic oversight of all the Local Government Association's (LGA) policy and improvement activity in relation to councils improving their performance and productivity - in line with the LGA priorities and the Memorandum of Understanding with DCLG regarding DCLG funding for sector led improvement. The IDeA Board is formally accountable to DCLG for the use of the grant funding.
2. In doing so, it will work closely with the LGA Boards on the performance of the sector in their subject areas and the arrangements they are putting in place to provide improvement support. The Board will provide an overarching framework for the sector's work on sector-led improvement. It will maintain strategic oversight of improvement support provided by LGA Boards and other sector owned bodies (for example successor bodies to the regional improvement and efficiency partnerships (RIEPs) and Boards set up for specific services) and provide guidance and advice as new support offers are developed.
3. Boards should seek to involve councillors in supporting the delivery of these priorities. This can be through task groups, special interest groups (SIGs), regional networks and other means of wider engagement. They are operating essentially as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.
4. The Improvement and Innovation Board will be responsible for:
  - 4.1 Developing a thorough understanding of council priorities and performance across the width of councils' responsibilities, using strong networks and robust information.
  - 4.2 Helping to shape the LGA Business plan by ensuring the priorities of the sector are fed into the process.
  - 4.3 Overseeing a programme of work to deliver the strategic priorities set by the LGA Executive, covering campaigns, research and/or policy, good practice, improvement support and events - as specified in the business plan and in the Memorandum of Understanding with DCLG - and taking into account linkages with other policy boards where appropriate. The programme of work focuses around the following priority areas agreed by the Improvement and Innovation Board: Leadership; Improvement (challenge and support from peers); Accountability and Transparency/sharing practice; Productivity and Efficiency; Innovation.

- 4.4 Representational activities on behalf of the LGA and responsibility for the promulgation of activity through public statements in its areas of responsibility. DCLG grant funding for improvement will only be used for the purpose set out in the MoU and will not be used to lobby parliament, government or political parties.
- 4.5 Building and maintaining effective relationships with key stakeholders.

5. The Improvement and Innovation Board may:

- 5.1 Appoint members to relevant Outside Bodies in accordance with guidance in the Political Conventions.
- 5.2 Appoint member 'champions' where appropriate (who must be a current member of the Board) on key issues, with responsibility for liaising with lead members on key issues that require rapid response and contact with councils.

**Quorum**

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

**Political Composition**

- 7. The Political composition of the Improvement and Innovation Board is as follows;

- |     |                         |           |
|-----|-------------------------|-----------|
| 7.1 | Conservative group:     | 8 members |
| 7.2 | Labour group:           | 7 members |
| 7.3 | Independent group:      | 2 members |
| 7.4 | Liberal Democrat group: | 1 members |

- 8. Substitute members from each political group may also be appointed.

**Frequency per year**

- 9. Meetings to be held five times per annum.

**Reporting Accountabilities**

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



**Improvement and Innovation  
Board**

01 November 2017



**Improvement and Innovation  
Board**

01 November 2017

## **Priorities and work programme**

### **Purpose of report**

For discussion and direction.

### **Summary**

This report invites members to agree the Board priorities for 2017/18, to note progress to date in delivering the improvement programme for 2017/18 and to offer thoughts about the potential shape of the improvement programme for 2018/19.

### **Recommendations**

Improvement and Innovation Board members are asked to:

1. Agree the Board priorities for 2017/18 and confirm member leads (paragraphs 8-11);
2. Note progress of delivery to date and take up of Corporate Peer Challenges (paragraphs 17-21); and
3. Comment on the potential shape of the improvement programme for 2018/19 (paragraphs 22-29).

### **Action**

As directed by members.

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## Priorities and work programme

### Background

1. All LGA Boards are asked to consider their priorities for the coming year at the first Board meeting of the new cycle. For the Improvement and Innovation Board (IIB) the work programme is in effect the improvement programme set out in the Memorandum of Understanding (MoU) with the Department for Communities and Local Government (DCLG). This report also updates members on delivery of the improvement programme and invites members' views on the shape of the programme for 2018/19, to inform discussions with DCLG.
2. The LGA's Boards seek to lead the agenda for local government on the key challenges and issues within their remit, and support the overall objectives of the organisation, as set out in the LGA's Business Plan.
3. The LGA Leadership Board and Executive have recently agreed an updated Business Plan for 2017/18 with the following areas of focus:
  - 3.1. Britain's exit from the EU;
  - 3.2. Devolution and funding for local government;
  - 3.3. Inclusive growth, jobs and housing;
  - 3.4. Children, education and schools;
  - 3.5. Adult Social Care and health;
  - 3.6. Supporting Councils; and
  - 3.7. A single voice for local government
4. The IIB leads the Supporting Councils theme; provides a strategic framework within which other LGA Boards provide improvement support in relation to the other Business Plan priorities and contributes to the cross-organisational work on Brexit, primarily through its work on Procurement. The Supporting Councils theme sets out an effective programme of support developed in line with the overall approach to sector led improvement and consistent with the MoU with DCLG.
5. The overall *approach* to sector led improvement is summarised, particularly for new members, at **Annex A**. The *programme* of sector led improvement support comprises a number of **core building blocks**, based on what we have learnt works for improvement. They are:
  - 5.1. Peer challenge;
  - 5.2. Leadership development programmes;
  - 5.3. Efficiency and productivity support;
  - 5.4. Tools to share comparative performance data; and
  - 5.5. Sharing good and innovative practice.
6. The Government (DCLG) supports this approach to sector led improvement and provides grant funding set out in a detailed MoU agreed between the LGA and DCLG. Up until 2016/17, the improvement work of the LGA was funded through a top-slice of the revenue support grant allocated to local authorities. 2016/17 marked a change from top-slice to DCLG grant funding. The MoU agreed with DCLG is for one year only and

amounts to £21 million in 2017/18. The main improvement grant has reduced by over 50 per cent since 2010/11.

7. The IIB oversees delivery of a large part of the work of the LGA funded by the DCLG grant. The MoU sets out what the funding can and cannot be used for and includes a detailed list of outcomes and outputs. The IDeA Board has overall formal responsibility for all the work funded by the DCLG grant. An extract of the MoU is **attached at Annex B.**

### **Board priorities**

8. The **core building blocks** for improvement are reflected in the MoU with DCLG. Importantly, they also provide a framework for the Board's priorities.
9. Historically, therefore, the Board has organised its work around the following core areas, each of which has been led by members, as follows:
  - 9.1. **Improvement (including peer challenge): Cllr Paul Bettison**  
This is the theme under which the vast majority of our peer support and peer challenge work is covered. We are due to deliver 110 peer challenges this financial year and put in place peer based support in over 150 councils. We have developed a tiered approach to the peer based model, recognising that whilst most support offers will be universal, some councils will sometimes face more significant challenges and will require more bespoke support.
  - 9.2. **Leadership: Cllr Judi Billing**  
The LGA's political leadership programmes provide direct support to improve the skills of councillors and senior managers across local government. The programme includes our Leadership Academy and Leadership Essential programmes which provide development opportunities for over 700 councillors. Also included in this area are our Next Generation and "Be a Councillor" programmes, plus the national graduate development programme (NGDP). In the light of feedback from the sector, this year's programme includes support for managerial leadership development, delivered in partnership with SOLACE.
  - 9.3. **Efficiency and productivity: Cllr Ron Woodley**  
Our efficiency and productivity programme provides a range of support to help councils in these areas ranging from the creation of procurement frameworks through to the use of productivity experts which provide support such as renegotiating contracts with suppliers. This year we have strengthened our offers around commercialism including access to a newly developed course jointly provided with the Institute of Directors. We have also recruited a number of expert financial advisers that councils can make use of, free of charge, to support them on a range of financial issues, including technical support to the medium term financial planning process. Also new to the programme this year is our work with the National Cyber Security Centre to raise the profile of Cyber Security and support cyber resilience.

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- 9.4. **Accountability, transparency and sharing good practice: Mayor Dave Hodgson**  
This includes our work to support local transparency, promote open data standards and the on-going development of LG Inform our on-line comparative data and benchmarking service.
- 9.5. **Innovation: Cllr Peter Fleming**  
Our work to support innovation in councils includes work with the Design Council to explore design techniques to transform services and manage demand and also with the Behavioural Insights Unit, plus the Innovation Zone at the LGA Annual Conference.
10. In addition, the IIB provides strategic oversight of all LGA improvement activity and works closely with other Boards.
11. The Board is invited to re-affirm these priorities and the member leads outlined above.
12. **Board members** have a valuable contribution to make to this work:
  - 12.1. Providing oversight of the improvement programme as a whole;
  - 12.2. Advising on the shape of the offer, ensuring that it addresses the changing needs of councils;
  - 12.3. Providing feedback on the effectiveness of the offer, either as a result of take up in their own council or by neighbouring councils (in advance of this Board meeting members were invited to sign their council up for a corporate peer challenge; participate in one of our leadership programmes and receive LG Inform training); and
  - 12.4. Promoting visibility and take up of the offer within their areas. Members can keep up to date with developments by signing up to the Board bulletin here: <http://local.gov.uk/ebulletins>.
13. **Member Peer Conference:** The sector led approach to improvement is effective because it is a peer based model. Peers contribute challenge, advice and support based on the practical knowledge and experience gained by working in the sector and dealing with the challenges it faces. Member and officer peers are integral to the success of the approach.
14. On 6 September the LGA hosted an annual Conference for Member Peers at Manchester Town Hall. The conference was a key occasion to thank peers for the contribution they make to the success of sector led improvement. It also provided an important opportunity to engage peers on the key issues facing the sector, helping to inform the LGA's improvement work going forward.
15. Approximately 100 member peers attended the event, and were welcomed Cllr Paul Bettison as the Chairman of the Improvement and Innovation Board. Feedback from peers has been positive, with 96.4 per cent of delegates stating they were either 'very satisfied' or 'fairly satisfied' with the event as part of the formal feedback process.



16. During the event, peers were asked what they believed to be ‘the major risks and opportunities for local government over the next 12 months’. The most frequent responses provided were: Finance; Devolution; Brexit; Health and social care; Relationships with residents and public confidence; Civil contingencies/emergency response and recovery. Planning for an event next year is already underway.

**Improvement programme - Progress (at the half year stage)**

17. The MoU provides for regular reporting about the progress of delivering the improvement programme and its impact. The annual report for 2016/17, provided as part of the fourth quarter monitoring meeting in June 2017, can be accessed [here](#). It sets out a positive assessment of the delivery and effectiveness of the support programme:

17.1. All apart from two of the 50 deliverables were fully met (and the remaining two partially met);

17.2. Take-up across the sector was strong;

17.3. Councils said the support was useful. Almost 90 per cent of council leaders and chief executives said the LGA support had a positive impact on their authority; and

17.4. The LGA/IDeA was able to demonstrate how it had met the target of helping councils deliver £210 million efficiency savings.

18. This pattern of strong delivery continues for the current financial year. Some key highlights, at the half-year stage include:

18.1. 740 councillors already booked on our leadership courses.

18.2. 31 peer challenges delivered and tailored peer support through the use of member or officer peers provided for a total of 41 councils.

18.3. Launched the Housing Advisers programme.

18.4. Productivity experts deployed to date in 15 councils, helping them to save in excess of £26 million.

18.5. Re-launched the shared services map which now identifies efficiency savings in excess of £640 million.

18.6. LG Inform received its 1 millionth hit.

18.7. Agreed a programme of support around community cohesion.

19. A detailed performance report for the first six months to end September is being prepared at the time of report writing and will be submitted to Lead Members, the IDeA Board and circulated to all Board members as soon as it is available.

20. One issue that has received some publicity recently is the **take up of the Corporate Peer Challenge (CPC) offer**. It was claimed in the press that “90 councils have yet to sign up to peer challenge” and that “some of England’s most prominent councils are among the third that have shunned the opportunity to have a corporate peer challenge”. In fact, of the 90 or so listed in the media article, approximately 30 authorities already had a CPC booked in or were in discussion to schedule one.
21. Our expectation is that all local authorities should have a Corporate Peer Challenge or Finance Peer Challenge over a four-five year period. We have also taken on board recommendations about “take up” from the Cardiff evaluation of Corporate Peer Challenge (CPC) published earlier this year. We closely monitor and actively promote take up of CPCs – including to those councils that have not yet had one – and as a result in 2016/17 approximately half of all CPCs were first time CPCs. Nevertheless there is still more that could be done and we would welcome members’ views and suggestions.

#### **Improvement programme - priorities for 18/19 onwards**

22. Discussions with DCLG will soon begin about the shape of the improvement programme for the remainder of 17/18 and for 18/19. It is important that the LGA is able to enter these discussions with a clear understanding of the sector’s support needs and the LGA has embarked on a process of engaging the sector to capture what the improvement priorities should be in future years.
23. To date this has included discussions at the LGA’s Member Peer Conference in September; the LGA’s Chief Executive Sounding Board; and through the discussions that the LGA’s Principal Advisors have with members and senior officers on a regular basis. The views of members of the Improvement and Innovation Board are an important part of this process.
24. Feedback so far from the sector continues to be very positive. Peer challenge and support; the leadership work developing councillors together with specific support to help councils to deliver savings are all still highly thought of and considered to be at the core of any improvement offer going forward.
25. In terms of new offers a number of councils have come forward to suggest that there is a need to develop an offer to help councils strengthen emergency planning and resilience preparations, in the light of Grenfell. In addition, whilst outside the core remit of DCLG funding, it is also the case that an increasing number of councils are looking for support around children’s services – both in terms of service performance but also cost, as demand pressures are impacting on many councils’ budget position.
26. We would welcome members’ contributions and suggestions to help develop and shape the improvement programme for 2018/19.
27. In terms of next steps we will continue to work with the sector to develop a clear sense of improvement priorities for 2018/19 and expect to engage DCLG later this year with a view to agreeing grant funding for 2018/19 by the beginning of that financial year.
28. In previous years the government has indicated the amount of improvement grant as part of the provisional local government finance settlement in late November/early December.

Whilst the settlement in November 2016 did not set out a grant figure for 2017/18 it did include confirmation that sufficient resources had been set aside to enable sector-led improvement to continue and that it was the Government's intention to announce funding to IDeA, following negotiations. We are seeking similar reassurances for 2018/19 and will continue to promote the case for a three year grant commitment.

29. Progress reports will be brought to the Improvement and Innovation Board and IDeA Board in January.

### **Implications for Wales**

30. There are no implications for Wales. DCLG grant is for England only. In Wales improvement work is provided directly by the WLGA.

### **Financial Implications**

31. There are no additional financial implications arising as a result of this report.

### **Next steps**

32. Officers will progress the work in the light of members' guidance.



## **Sector-led Improvement**

1. Sector-led improvement is the approach to improvement developed and put in place by councils and the LGA (led by the Improvement and Innovation Board) alongside the successful lobbying for the abolition of much of the old performance framework of inspection and upward reporting to Government.
2. At the heart of the approach to sector-led improvement is a set of **core principles** that have been developed with and re-affirmed by the sector. They are that:
  - 2.1 Councils are responsible for their own performance and improvement and for leading the delivery of improved outcomes for local people in their area.
  - 2.2 Councils are primarily accountable to local communities (not Government or the inspectorates), and stronger accountability, through increased transparency, helps local people drive further improvement.
  - 2.3 Councils have a collective responsibility for the performance of the sector as a whole (evidenced by sharing best practice, offering member and officer peers, etc).
  - 2.4 The role of the LGA is to maintain an overview of the performance of the sector in order to identify potential performance challenges and opportunities – and to provide the tools and support to help councils take advantage of this approach.
3. The *programme* of sector led improvement support comprises a number of **core building blocks**, based on what we have learnt works for improvement.
  - 3.1 peer challenge;
  - 3.2 leadership development programmes;
  - 3.3 efficiency and productivity support;
  - 3.4 tools to share comparative performance data; and
  - 3.5 sharing good and innovative practice.
4. A high level description of the current “offer” is [here](#).
5. **Take up** of the offer by councils has been strong, for example;
  - 5.1 119 peer challenges delivered in 2016/17, 750 since 2011;
  - 5.2 2,500 days of senior member and officer time dedicated to corporate peer challenges in 2016/17, 15,000 days since 2011;
  - 5.3 over 700 councillors participated in our various leadership programmes in 2016/17;
  - 5.4 tailored support through the use of member/officer peers provided to a total of 193 councils in 2016/17;
  - 5.5 we worked with 112 councils in 2016/17 to help them transform their workforces and modernise the way they are managed; and

- 5.6 over 1,000 examples of good and innovative practice highlighted on the LGA website; etc.
6. **The approach has been a success.** Results from our wide-ranging evaluation activity demonstrate that:
- 6.1 Residents remain satisfied and continue to trust their local council. 65 per cent of residents remain 'very' or 'fairly' satisfied with the way their local council runs things.
  - 6.2 Two-thirds of a raft of performance indicators commonly used by councils to assess their performance have improved.
  - 6.3 87 per cent of leaders and chief executives say support from the LGA has a positive impact on their authority.
  - 6.4 96 per cent of councillors say they feel more confident in their role having participated in our leadership programmes.
  - 6.5 The number of councils requiring DCLG to formally intervene in remains extremely low, with no councils entering formal intervention in the last financial year.
7. In the past, however, **national stakeholders have commented** that the approach can lack transparency (they point for example to the fact that there is no requirement to publish peer challenge reports) and that the voluntary nature of the approach means that there is the possibility that not all councils receive the support they need.
8. Whilst sector-led improvement is **voluntary** that does not mean that councils don't participate. The take-up analysis in the annual report for 16/17 demonstrates strong take up across the key offers.
9. In terms of **transparency**, whilst it is the case that sector-led improvement does not deliver a simple and easily comparable 'score' for council performance such as CPA, there has certainly been no diminution in the availability of comparative performance data. Councils are still required to provide a wealth of comparable data to central government, as defined in the single data list, outputs from sector-led improvement are published as a matter of routine, and of course councils continue to publish a wide range of locally relevant information and data about their priorities and performance. LG Inform, which is available to the public, draws together published data and provides the opportunity to make a much more targeted comparison of performance across a wide range of services of importance to the public.
10. In 2015, the Board initiated a review of sector led improvement and issued a consultation paper "Taking Stock" to the sector. There was a strong response from the sector, with a total of 160 individual responses. When responses from representative regional bodies were taken into account, 65 per cent of authorities were covered by the responses received. In addition, responses were received from a wide range of national stakeholders, professional bodies and regional local authority representative/improvement bodies. Key messages were that the principles on which sector-led

improvement is based are still the right ones but that there should be a stronger expectation on all authorities to have a corporate peer challenge on a regular basis, to publish reports and to produce action plans. As a result we made clear to local authorities they should all have a Corporate Peer Challenge or Finance Peer Challenge over a four-five year period.

11. Finally the programme is subject to **on-going monitoring and evaluation** to ensure that it continues to provide support that is effective, has impact and is valued by the sector. Between 2012 and 2014, a wide-ranging evaluation of sector led improvement and the LGA's offer was carried out. A second phase is now underway and most recent evaluation reports include;

- 11.1 Independent evaluation by Cardiff University of the Corporate Peer challenge offer which demonstrates that it is a highly effective tool; has a positive impact for councils and provides value for money (February 2017).

- 11.2 During 2016/17 we undertook a wide-ranging evaluation of our leadership programmes. The top line finding is that ninety six per cent of responding participants felt more confident in their role as a councillor either 'to a great extent' or 'to a moderate extent', having participated in our leadership programmes (August 2017).





## **Extract of Memorandum of Understanding**

### **MOU - Programme of sector improvement support for 2017/18**

#### **ENABLING IMPROVEMENT IN LOCAL AUTHORITIES**

There is now real momentum around sector led improvement. Councils support the approach, value the tools and support provided and report that this has a positive impact on their authority.

Challenge and support from one's peer's lies at the heart of our approach. Councils recognise the need for peer challenge to be adopted by all councils and that they will need to increasingly work with other partners from the public sector, private and from the voluntary and community sectors to realise their ambitions for their communities. The Corporate Peer Challenge (CPC) offer focuses on councils' leadership, corporate capacity and financial resilience – but is also able to be flexed to focus on other significant local issues such as homelessness; economic growth; transformation, etc. The Corporate Peer Challenge (CPC) has recently been refreshed and strengthened. We will continue to keep it under review and are currently implementing a number of the recommendations from the recently published independent evaluation from Cardiff University – including, for example, how we can use “impact stories” to promote and market CPC and how we can draw out and widely share good practice. There is an expectation that all councils will have a corporate peer challenge or finance peer review over a four to five year period. The LGA will proactively market peer challenge to those councils with zero/low take up.

A tiered approach to the peer based model has been introduced, recognising that whilst most support offers will be universal some councils will sometimes face more significant challenges and will require more bespoke support. In these circumstances work will be undertaken with councils to develop intensive packages of support drawing appropriate elements from this wide-ranging offer. The peer-based model has also been adapted to provide support for councils who are looking to work with their partners around a placed-based approach or to work with other councils.

As part of the approach to sector led improvement it has been agreed with the sector that the LGA maintains an overview of the performance of the sector and uses this information to drive improvement in the overall performance of the sector. The LGA also manages the risk of significant underperformance at a service or corporate level in councils in order to minimise the number of councils that government need to consider intervening in. In order to help the LGA do this it looks to Government Departments to share any concerns with it at the earliest opportunity.

#### **We will:**

- help councils to continue to achieve the outcomes they set for their communities
- ensure that the need for intervention by government of councils is kept to a minimum

- support councils to improve, as measured by a basket of performance indicators commonly used by councils
- help local government to continue to be the most transparent part of the public sector
- help fire and rescue authorities on their process of reform and change in response to the new independent inspection regime.

**In order to achieve this we will:**

**1. Deliver at least 110 peer challenges.**

This will include at least 70 corporate or finance peer reviews.

Peer Challenge is a process commissioned by a council and involves a small team of local government peers spending time at the council to provide challenge and share learning. The team normally involves a council leader, chief executive, specialist officers (depending on the scope) and an IDeA peer challenge manager. It will often include peers from the business, health and voluntary sectors and with the agreement of the authority concerned, representatives from Government Departments.

Peer challenges are offered across a range of subjects including:

- corporate peer challenges focusing on issues of leadership, corporate capacity and financial resilience;
- finance reviews (including consideration of major spend areas such as children's services, adult social care, etc) and health checks;
- service specific peer challenges, particularly on child safeguarding, adults, health and housing;
- place-based peer challenges.

Peer challenges normally last between three and five days, at the end of which there is a feedback presentation which is in turn followed by a formal report.

2. The LGA will **continue to proactively market peer challenge** to those councils with zero/low take up, and share the analysis of those areas that have not engaged with sector support with DCLG as part of their end of year monitoring report.
3. **Provide tailored member/officer peer support to at least 75 councils.** For example one to one support for individual councillors from experienced councillors with relevant expertise e.g. mentoring for new portfolio holders from an experienced portfolio holder from the same political party and an authority facing similar challenges, or mentoring support to a Chief Executive.
4. **Provide change of control support to 20 councils.** A change of council control or political Leader/Mayor can be a vulnerable time for councils. In order to help the new political team make a good start the IDeA offers five days free support from experienced member peers for new leaders and cabinet members, and where necessary other forms of support.

5. **Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership.** Acting as an independent and trusted partner to help resolve disputes between leading members and senior managers – often at the most senior level - to ensure these councils continue to deliver the outcomes they are seeking for their communities.
6. **Provide top team development support for at least 10 councils.** Support for the council leader and cabinet to improve strategic direction and leadership (this could include the chief executive and corporate management team if requested). Support is tailored to the specific needs of each council and team(s) and can cover a variety of needs including visioning, team building, roles and relationships, leadership styles, performance management, budgeting and financial monitoring, and communication.
7. **Provide service based or subject support to at least 45 councils.** This might, for example, include bespoke support such as helping develop an economic development strategy, reconfiguring a library service, helping a council strengthen its performance management arrangements, etc.
8. **Provide a range of support for scrutiny,** accountability and good governance through the Centre for Public Scrutiny. This will include:
  - Continuing national support – helpdesk, maintaining networks, organising conferences and roundtables etc,
  - 50 days direct support to individual authorities,
  - Options around guidance and advice on finance scrutiny.
9. **Hold regular meetings between LGA Principal Advisors (PAs) and all councils** to discuss challenges and support. PAs are the LGA's focal point for discussions with councils about their improvement needs and the support the LGA can make available. PAs work with regionally based improvement programmes, for example with the Care and Health Improvement Advisers funded by Dept of Health, to coordinate support. PAs also make use of data and intelligence to discuss potential risks/challenges, offer support and share good practice and expertise across the sector. Drawing on this the LGA will hold regular meetings with DCLG and government departments to provide opportunities to share information and concerns.
 

Given the additional money for adult social care, we will take account of the new measures being introduced alongside the new money and work closely with the wider Care and Health Improvement programme funded by DH. This will include ensuring, where appropriate, that all our programmes of support have regard to the new measures. We will also work closely with CQC on their review programme including drawing upon our pool of peers and associates to assist in this work.
10. **Deliver a safeguarding adults programme** to support councils in their lead roles including peer challenge, leadership support for lead members and capturing innovative practice to share with others and **deliver a programme of support for**

**children's social care** (particularly safeguarding) working with the Children's Improvement Board (comprising representatives of ADCS, SOLACE and LGA) and support to help councils tackle issues such as adoption and child sexual exploitation effectively.

11. **Provide bespoke support for at least 10 councils with the most severe performance challenges.** This is a package of bespoke support for councils identified by the LGA and the Department as having the most severe performance challenges and at risk of intervention or in intervention. A programme of support, developed with the local authority, will be delivered to help it overcome severe challenges. Councils deemed to require this level of support will have access to a rapid response team of senior members/officers with the appropriate mix of specialist skills and experience to help them respond to the challenges being faced. Beyond this IDeA will package together a combination of the support offers outlined in the four core work-streams set out in this Annex. For example this may include leadership development and mentoring; top team development work for the senior member/officer team; peer challenge; specialist subject specific support e.g. from a children's improvement adviser; signposting to relevant good practice; etc. and could be delivered over a period of many months.
12. **Provide support to fire and rescue authorities**, as required, through a tailored peer challenge process that aligns with and complements the new independent inspection regime for fire and rescue services being introduced in the autumn of 2017. The inspection regime will include both full inspections and thematic inspections on individual issues including diversity, collaboration and flexible deployment.
13. **Provide support to at least 20 councils to improve the way they engage with their communities** and establish a clear vision based on their residents' concerns about the priorities for the council.

## **Efficiency and productivity**

Providing value for money and improving the efficiency and effectiveness of councils is as important today as it's ever been. Over the last five years councils have made great strides to reduce costs whilst maintaining the quality of service delivery. The efficiency and productivity programme is designed to ensure that local government continues to be the most efficient part of the public sector and comprises a range of initiatives and support to help councils continue to improve their productivity and efficiency - including the development of common solutions or the facilitation of collaborative approaches where appropriate. More so than ever before local authorities need to look at how they now go beyond efficiency savings to how they can transform their services making use of digital and other opportunities. Our refreshed programme will support this area of work.

Strands involve:

- Transforming services: to make them more efficient, less wasteful or to find more effective ways of delivering local people's needs - including digital tools and techniques to improve online transactional services;
- Smarter sourcing: commissioning and procuring services, goods and works more efficiently;
- Generating income; for example through commercialisation, better use of assets or investing to grow the local economy.

**We will:**

- Support councils to continue to achieve value for money for the outcomes they set for their communities
- Help councils to continue to become more productive through a range of programmes of support
- Support councils to ensure they are effectively managing their finances and making informed financial decisions
- Support councils to share services and management teams with each other and with other public sector organisations
- Support councils to generate new sources of income to supplement their local tax raising powers.
- Support councils to adopt a more demand management approach to help them better manage different types of demand, including through the use of digital technology.

**In order to achieve this we will:**

1. **Develop opportunities for local authorities to enter more strategic procurement arrangements**, working with professional buying organisations including the Yorkshire Purchasing organisation (YPO), the Eastern Shires Purchasing organisation (ESPO), the North East Procurement organisation (NEPO) and the Crown Commercial Service (CCS) where appropriate, saving councils at least £10 million per annum. In line with the recommendations of the Local Government National Procurement Strategy we will:
  - a) Refresh category strategies and/or support councils in implementing good practice in the high spend areas: Information Technology, Social Care, Energy and Construction. Within each category tools and products will be developed to help councils achieve better value (including social value and better outcomes) through procurement.
  - b) Support nine experts to strategically manage relationships, on a national basis, with local government's key suppliers, informed by spending analyses to provide robust data on which to base the work.
  - c) Support councils to encourage innovation in local government procurement practice and in responding to change in the procurement and commissioning environment.
2. Oversee the sector-led body established to put in place national contracts for provision of external audit service to councils, ensuring these are operating in a cost-effective way and responding to the needs of the sector.
3. **Provide productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25 million:** Through this programme IDeA identifies and provides an expert for councils, providing additional skills, capacity, or expertise to realize efficiency savings e.g. to improve approaches to procurement, renegotiate contracts, rationalise capital assets, etc. The expert could be from another council, public sector organisation or the private sector and will have successfully implemented a project with results similar to what the council is trying to achieve.
4. **Help councils become more commercial and achieve savings or generate additional income of £10 million** by providing a range of support to help councils with improving the way they commission services and use their commercial opportunities. This includes advice, case studies, a commercial skills training offer and access to commercial expertise.
5. **Increase the efficiency savings councils make through sharing services** by continuing to support councils to share services, refreshing the annual national shared services map and by continuing to run a matchmaking service for councils contemplating making greater use of shared services or to expand their existing

arrangements. We will also explore the extension of the matchmaking principle to other areas e.g. digital collaboration.

6. Support 8 Councils to manage demand for services by **understanding the behaviour of their customers and staff** and develop a “top tips” guide to the use of behavioural insights to manage demand.
7. **Provide expert financial advice and assistance to 40 councils** (as distinct from finance peer reviews) to help them address specific issues. Assistance includes, but is not limited to, financial sustainability (including consideration of major spend areas such as children’s services, adult social care, etc), integrated budgets, management of risk and new delivery models. Examples might include: technical support to the medium term financial planning process and advice on capacity building within the finance service; expert advice to support changes to a council’s budget monitoring process and approach to budget risk; advice on the appropriateness of financial standing orders, etc.
8. Working with Fighting Fraud Locally, CIPFA and others, help councils to be more proactive in dealing with fraud. This will include **supporting counter fraud initiatives** in local government and researching and publicising learning from the DCLG Counter Fraud Fund pilots run in 2014/15 and 2015/16.
9. **Equip 10 councils to use design techniques to transform services and/or manage future demand including making use of digital or other opportunities.** Through the “Design in public sector” work with the Design Council, delegates from up to 10 councils will receive the mentoring and guidance needed to implement new activity and tangible projects over a 90 day period and their experiences and knowledge will be disseminated across the sector.
10. **Maintain and improve LG Inform**, the on-line data and benchmarking service, enabling the comparison and analysis of performance and thereby enhancing local accountability of councils. Over the coming year we will:
  - a) ensure that key financial data from the Audit Commission vfm profiles is made available to councils on the LG Inform or similar platform,
  - b) produce at least six ready-made reports for councils, on a range of subject areas including:
    - Housing/homelessness
    - Economy,
  - c) explore with DCLG the possibility of creating community cohesion bespoke reports,
  - d) Provide DCLG with free access to LG Inform and LG Inform Plus.

11. To ensure that Councils are well prepared to make effective, efficient use of digital technology and play a full part in digital aspects of various government strategies, including the UK's industrial strategy, and working where appropriate with Government agencies, including the Government Digital Service (GDS), we will:
  - a) Continue to develop resources and good practice (including case studies) from our digital expert and digital and data programmes and cascade across local and combined authorities,
  - b) Work with the sector to build capacity in digital transformation of local authorities, digitisation of transactions and digital leadership,
  - c) Provide tailored support to councils promoting ambitious use of digital to provide efficient public services and local economic growth,
  - d) Support the delivery of the National Cyber Security Strategy by widening digital and cyber resilience awareness across local authorities; hosting the Cyber Security Stakeholder group; and developing by 31<sup>st</sup> July 2017, and then helping coordinate the delivery, with others, of a plan of support on cyber security work, which will include:
    - Hosting official advice and guidance on the LGA website and disseminated via LGA newsletters, **first**, publications, events and campaigns,
    - Hosting discussions/round tables with council chief executives and elected members including at the LGA Annual Conference; facilitating a discussion at the LGA Improvement and Innovation Board and at the LGA's Chief Executives Sounding Board, and in association with the National Cyber Security Centre and National Cyber Security Programme discussing at the Local Government Delivery Council (LGDC) and LG Cyber Security Stakeholder Group, in order to raise local authorities' awareness of the risks and cost of cyber-attacks on local public service systems – and share lessons,
    - Enhancing the number of peers in the peer pool who have expertise in digital transformation and cyber security,
  - e) Coordinate and promote open data standards,
  - f) Develop at least 12 senior councillors through continuation of the data and digital leadership programme.
  
12. **Update and further develop the on-line searchable database of innovation and other notable practice** designed to help councils identify opportunities to save money and generate income. Examples of good/innovative practice are gathered from our contacts with councils, including peer challenges. There are currently over 1,000 examples on the data base.



13. **Run the Innovation Zone** at the LGA annual conference – showcasing over 25 examples of innovative practice relevant to local authorities and providing another opportunity for local authorities to learn what works from each other.
14. Work with the Cabinet Office to extend the One Public Estate programme until 2020, and with a sustainable funding model thereafter, with the aim of covering 95 per cent of the country, and with a view to reducing running costs on central and local government assets by £98 million, generating £415 million in capital receipts and creating 44,000 new jobs and 25,000 new homes by 2020.
15. **Deliver the Commissioning Academy Leadership Essentials** courses attracting at least 20 councillors. These courses, run jointly with the Cabinet Office, are designed for councillors involved in the commissioning of services to help them develop their knowledge and skills.
16. **Help councils to deliver efficiency savings** through collaboration with Local Partnership, in areas such as waste and waste disposal, re-financing PFI contracts, undertaking major contract/ fundamental spend reviews, etc. This will include working with:
  - a) up to 10 Councils to help them arrange re-financing of their current PFI contracts and help realise up to £10 million of annual savings,
  - b) up to 15 Councils to help them achieve savings on the soft service elements of their PFI contracts with a target saving of £3-£5 million,
  - c) up to 10 new Councils to help them achieve guaranteed savings on current energy spend with a target saving of £5 million,
  - d) 2/3 groups of Councils interested in considering new forms of governance etc. and/or achieve significant financial savings, and
  - e) We will train officers in up to five Councils on effective project and programme management.

### **Leadership and capacity**

Effective leadership has always been at the heart of effective democracy, and the LGA and IDeA both remain committed to supporting and developing the councillors and senior officers on whose shoulders this rests.

We know that local government is only ever as vibrant, effective and relevant as the people running it. In the context of new challenges for the sector - whether it be incentivising economic growth, or the onward devolution of powers to Mayors and Combined Authorities - a new cadre of leaders at both political and officer levels is required.

These leaders need to be capable of building strong working relationships, both across their communities and across central and local government. These leaders should also reflect the diversity and richness of the communities they serve.

We have a duty to support and challenge the politicians and council officers of today to be the best leaders they can, and to encourage and talent spot the best leaders for the future – helping the sector to build a cadre of strong viable leaders at senior levels.

Individual councils themselves invest considerably in developing the workforce skills and managerial capacity of their senior managers. Our programme is designed to support councillors and officers at each stage of their careers and to secure a continuous supply of high calibre recruits into the sector. In addition, to enhance leadership across the public sector, we will also create more opportunities by which senior, aspirant and future leaders across local and central government can come together and work collectively.

Finally, because the health and vitality of our sector depends on ensuring that the pipeline of talent continues to flow into local government, we will explore with SOLACE, CiPFA and others, including central government, how we can better ensure a continuous supply of skilled, high calibre senior managers into local government.

Our leadership offer aims to support these objectives.

#### **We will:**

- provide development programmes and direct support to improve the skills of councillors across local government
- provide support that is not only relevant, ambitious and flexible enough to respond to the changing local government agenda but that also offers value for money for councils and the places they serve
- provide national development opportunities that we know local politicians really value, with renewed vigour and refreshed content to reflect the challenges facing the sector
- provide support for leading members and senior officers to work together effectively
- support senior managerial leadership development across government and the wider local public sector
- support new talent into the sector - both councillors, graduates and apprenticeships,

- support councils to address the future workforce challenges and to provide the national negotiating machinery on pay and workforce issues.

**In order to achieve this we will:**

**Effective joint political and senior officer leadership**

1. **Provide training and support for at least 30 leaders and chief executives to develop their leadership roles** through the Leading Edge and other programmes providing them with the opportunity to work together on developing their leadership roles, exploring new ways of working and new models of service delivery, in particular focusing on dealing with the financial challenges facing local government and the opportunities created by Devolution.
2. **Provide top team development support for at least 10 councils** (see earlier Enabling Improvement section for further details).

**Strong Political Leadership**

3. **Provide development opportunities for at least 700 councillors with leadership roles in their councils** – including those in opposition – through the refreshed suite of leadership programmes. (Details of our programmes are set out in Table A).

The aim is that over 90 per cent of participants agree that the programme has made a difference and that the confidence of leaders and portfolio holders in leading their councils increases by 15 per cent.

4. **Support at least 60 ambitious and talented councillors with the potential to progress in their political careers through our Next Generation programme.**

The aim is that at least 50 per cent of participants will go on to be cabinet members, committee chairs or leaders within the following five years.

5. **Support and facilitate bespoke “Be A Councillor” programmes with at least 20 councils** to enable them to promote democracy and attract a wider pool of talent to stand for election.

The LGA will create a “toolkit” and diverse set of resources which councils could use to create their own local, bespoke programmes to help attract new talent to stand for election. Resources available will include a specific focus on supporting local authorities to attract a more diverse range of candidates.

6. **Refresh and renew our e-learning opportunities for all councillors.** Over 7,000 councillors are currently registered to access e-learning modules. We will look at refreshing and renewing our current offer to ensure it reflects the needs of

councillors. At the same time we will take the opportunity to join up our workbooks, course work and interactive online modules into a more connected offer. We will also look for partnership opportunities with other organisations that can help spread best practice and continuous improvement (e.g. CIPFA, Local Government Ombudsman).

### **Strong senior leadership and effective officer development**

7. To take advantages of the opportunities on offer to local government chief executives and other members of council senior management teams will need to ensure that – along with other skills – they provide strong and clear leadership both at a system and personal level. To equip our leaders to do this we will:

8. **Continue to develop and support the cross public sector leadership development programme** we delivered in conjunction with SOLACE and central government last year. It is designed to create more opportunities for leadership development across government and the wider public sector: This will continue to include building on the success of Ignite, a leadership development programme created in conjunction with SOLACE and central government, to recruit at least 20 additional chief executives to the programme.

9. **Develop and introduce programmes to support the leadership development of managers in councils in partnership with SOLACE to include:**

- a) A programme for senior managers who aspire to be CEXs
- b) A programme that recognises and develops rising talent
- c) A management development programme aimed at “middle” managers.

Managerial leadership is essential and needs to work in conjunction with political leadership. These programmes would address all aspects of managerial leadership - from supporting the CEXs of tomorrow, to recognising the fast track rising talent in councils, to ensuring that other local government managers are equipped with the skills and knowledge to deal with the changing face of local government and public service delivery.

### **Graduate Recruitment**

10. **Recruit at least 100 high calibre graduates in to local government**, working with councils to secure interesting and challenging placements for them through a two year management development programme as the basis for a successful leadership career in local government, and linking with graduate recruitment across the rest of the public sector.

11. Develop opportunities to create a trial interchange programme between NGDP and the Civil Service Fast Stream with the aim of at least 5 graduates spending up to six months on each exchange.

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12. Support a programme of trial secondment opportunities between central and local government including less formal exchanges with the aim taking forward at least 20 such opportunities by end of March 2018.
13. Our programme will **help councils meet their public sector apprenticeship target** and maximise their levy investment. It will provide guidance and support to both encourage and help local authorities to achieve their apprenticeship targets by taking a planned approach to spending their Levy. It will help address skills shortages in the workforce and increase skill levels to meet present and future needs. The programme will support councils in a number of way ways:
  1. Help councils deliver their apprenticeship targets through a variety of means, including:
    - Running the Apprenticeship Campaign to encourage senior leaders and chief executives to sign up to “Apprenticeship 10 step plan” (working title) for their council
    - Running the Apprenticeship Levy Khub, providing weekly updates, sharing learning and practice, providing advice and answering queries
  2. Publishing an initial guide on apprenticeship standards for local government by July 2017.
  3. Working with key partners like Sector Skills Councils, professional bodies, and providers as well as councils to help facilitate and provide capacity to assist in the development of new standards where needed and to update the guide by end of March 2018.
  4. Providing a guide on apprenticeship procurement frameworks by October 2017 and support councils where required to procure national training schemes working with the relevant partners. This will include, for example:
    - working with key provider networks e.g. AoC and AELP and HE and FE partners to map provision for councils against skills needs and
    - assisting regional networks / groups of councils to undertake procurement / create procurement frameworks for apprenticeship training provision.
  5. Supporting councils with workforce planning, including:
    - a. Delivering 4 cohorts of training offering 60 places to councils by March 2018, with two cohorts taking place by October 2017;
    - b. providing workforce planning support to partnerships/networks working with relevant providers to help match existing apprenticeship standards/frameworks to the skills and job roles required in local government; and

- c. working with relevant partner agencies to monitor the number of apprenticeships delivered, working with the SfA and using DAS supplemented by a bi-annual survey to capture progress.

## **Workforce**

14. **Support 80 councils to transform their workforces and modernise the way they are managed** through a range of HR/OD initiatives which focus on organisational structures, job design, health and wellbeing, employee engagement, developing new skills and integrating workforces.
15. **Directly negotiate a pay agreement for local government** that addresses the challenge of the National Living Wage and deliver pay agreements for a range of other occupational groups to avoid the duplication of single employer negotiations.
16. **Provide sector specific advice** on a range of employee relations and pensions issues including employment law, job evaluation and new developments covering exit payments and tax responsibilities (IR35). Help councils respond to the practical implementation implications of employment law proposals.
17. **Build on the success of the “21<sup>st</sup> century public servant”** e-book “Walk Tall” and support councils to take the work forward. This will include providing practical advice and sharing innovative practice to help leaders, senior managers, HR practitioners and employees define and implement the skills and behaviours necessary for modern public service organisations.
18. **Support 20 councils through the “Creating performing organisations”** programme. The programme improves how councils manage people performance aligning it to organisational goals and resources. The programme helps councils embed behavioural based approaches across their organisation’s systems and processes. The programme provides on-site support, access to use the on-line PACE Toolkit, on-site training workshops and sharing of practice for all councils via access to the PACE website.
19. **Promote flexible working to councils** as a way of recruiting and retaining skills and knowledge. This could include workshops, visits, Timewise councils and regional meetings aiming to engage with at least 50 councils.
20. **Roll out the ‘Come Back to Social Work campaign’** with an ambition to facilitate the retraining of 100 social workers to return to the profession
21. Work with Central Government and national partners to **advise and support councils in addressing the workforce changes associated with public sector reform**. This could include leading the development of Employer Standards for the Public Health workforce; guidance on the employment of Medical Examiners and publishing an assessment of approaches to workforce challenges in places where health and social care integration is developing.

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### **Strong communities with excellent public services**

Central and local government are both committed to creating the right conditions to deliver strong local economies with local authorities delivering high quality, value for money services.

This means there needs to be a shift in power from central to local government. We want to see economic growth being boosted in a way that offers prosperity to every place. We want public services transformed so they prevent problems instead of just picking up the pieces. We want services to be built around people and their needs, joining up to make a positive impact on the lives of individuals, families and communities. To deliver the outcomes councillors are seeking for their communities, councils will need to transform their services and work with others. This will include continuing to put citizens first, integrating service delivery at the local level with other councils and with other public sector bodies including health and central government.

The government has embarked on a journey that will bring power close to local communities. This offer is to help councils on this journey. For those with deals already agreed, it will involve helping them with implementation. For those that are just embarking on the journey it will involve help to establish the meaningful partnerships required to sustain any deal.

#### **We will:**

- support areas to explore the opportunities provided by devolution
- support councils to transform their services, putting their residents first
- support councils, other public sector partners, private and the voluntary sectors to work together, including integrating services to deliver more cost effective outcome based services
- support councils in their ambitions to increase the supply of housing.

#### **In order to achieve this we will:**

1. Support areas with the development of their devolution bids as well as helping those areas where devolution deals have been agreed, capturing and sharing good practice. This will include:
  - a) holding at least four meetings of the network of combined authorities and devolution areas that supports the development of a strong, connected cohort of chief executives and/or lead officers to share their experiences and encourage the development of good practice
  - b) providing tailored capacity support in up to at least six combined authorities. The election of 6 combined authority mayors in May 2017 represents an important shift in the responsibilities and accountability of local government. Combined authorities will take on new powers in areas such as transport, skills and planning. Drawing on its expertise the

LGA will provide bespoke support and challenge to combined authorities to improve their strategic, organisational, economic, and political support functions.

- c) **developing as part of our suite of peer challenges a self-evaluation diagnostic** in partnership with combined authorities and trialling this in at least three areas
  - d) **producing a range of tools and web content** to increase councils' understanding of and ability to successfully manage devolution
  - e) **supporting new Mayors** to ensure that they are able to govern effectively, through bespoke support including political mentoring and top team development as well as at least two joint meetings
  - f) **working with NALC** to undertake work to identify principles and good practice for how principal authorities can work with local councils. This will build on #NewConversations recently commissioned by the LGA. We will jointly host a launch and workshop to present the outcomes and any resulting guidance and/or recommendations to both sectors by March 2018
  - g) in conjunction with the Leadership Foundation for Higher Education (HEFCE) and Universities UK (UUK) **delivering the second phase of the Leading Places programme** supporting up to 5 partnerships to build and transfer best practice in collaborative leadership between combined/local authorities, universities and other institutions.
2. Help councils put housing at the centre of solutions to wider public service challenges by developing an improvement offer based on the LGA Housing Commission's key findings. The offer will support councils to meet the ambitions of the Housing White Paper, *Fixing our broken housing market* by focusing on delivering homes, generating revenue or finding savings, and preventing and relieving homelessness. In the light of the Commission's initial findings this could involve a programme of action learning events and in-depth work directly supporting a number of councils on an improvement journey, and drawing out lessons for the whole sector through case studies and regional events. Work alongside DCLG to support councils to take a strategic approach to homelessness prevention and the implementation of the Homelessness Reduction Bill, including securing enhanced collaboration across local authorities and wider public services to improve prevention outcomes and therefore cost effectiveness.
  3. Through our support to Local Partnerships we will work with 3/4 Councils unsuccessful in the current bidding round and support them to achieve accelerated housing delivery in their area. We will publish a best practice guide and organise with the LGA regional launch events.
  4. Through our arrangement with Local Partnerships we will work with two Waste consortia, with a particular focus on Combined Authorities, to identify savings on



current spend. Target savings £4 million per consortia. We will continue to hold best practice Regional network events.

5. **Support officers and members to strengthen councils' licensing and regulatory functions** so they are better placed to address issues like child sexual exploitation. This will include developing guidance on the scrutiny of licensing applications.
6. **Provide support to councils to assist them in tackling modern slavery** by identifying and disseminating existing good practice including around procurement and eliminating modern slavery from supply chains.
7. **Ensure** that councils are making an effective contribution to the public health system, by addressing the issues of health inequalities and examining the links between economic growth, employment and health.
8. In order to address issues around opportunity, integration and extremism, develop a programme of **support to councils to strengthen community cohesion and counter extremism**, taking account of the Government's developing strategy around Community Integration. This is likely to include:
  - developing a leadership offer for councillors,
  - bespoke training for councils
  - refreshed guidance around community cohesion and integration
  - identification and sharing of good practice
  - advice to support effective scrutiny.
9. **Strengthen fire and rescue authorities'** ability to drive up efficiency, increase collaboration with other emergency services and the health service, improve transparency and accountability and reform the workforce. This will include providing leadership training for fire and rescue authority members.
10. Work with DCLG to ensure that the national **Troubled Families Programme**, which is delivered for the government by 151 upper tier authorities, is effectively implementing service transformation across Early Help services in order to provide better outcomes for families, deliver better value for the tax payer and improve service delivery on the ground in a manner which will be sustainable beyond the life of the programme. We will explore with DCLG the possibility of developing a peer led methodology to support local areas' self assessment on their service transformation journeys as an outcome of the Troubled Families programme.
11. We will increase opportunities for the business community to work with local government at various levels. This will include:
  - a) Establishing a forum for the CBI and other leading business organisations to meet with representatives of the sector including councils themselves to explore opportunities for more collaborative working,
  - b) Establish a Town Centre Regeneration Network and promote examples of good practice, including via the LGA website and the LGA Conference.





**Improvement and Innovation  
Board**

01 November 2017

## **Productivity programme**

### **Purpose**

This report updates the Board on the progress being made against the Productivity Programme for 2017/18 for the second quarter of the year. **Annex A** provides a summary of the main outputs for the quarter.

There will be a presentation by Alison Whitney, the Deputy Director at the National Cyber Security Centre on the subject of cyber resilience for councils (Section 4 of the report refers to this.)

### **Recommendation**

Improvement and Innovation Board 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 members' guidance.

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## Productivity programme

### Background

1. The Productivity Programme comprises a range of projects to help improve productivity and efficiency in councils through delivering savings, generating income and making better use of assets. 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;
  - 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 goods, works and services (with a combined value of £55 billion) that contribute to local outcomes more efficiently and effectively. 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.

### Issues

#### Transforming Services

4. **Digital workstream:** The LGA is working with councils and our partner local government representative bodies to maximise the opportunities that digital tools and solutions create, to ensure that Councils are making effective, efficient use of digital technology to benefit their local residents, communities and businesses and play a full part in digital aspects of various government strategies.

##### 4.1. Programme activities 2017/18:

Objective	Achieved
Work with the sector to build capacity in digital transformation of local authorities, digitisation of transactions and digital leadership.	<p>In November 2016 the LGA met with Kevin Cunnington the Director General of GDS to discuss how we might collaborate more on work to digitalise public service.</p> <p>Post this meeting we worked with officials from GDS leading on the Digital Academy to agree a plan to enable council officers to attend the Digital Academy course.</p>

	<p>As of March 2017, we have actively promoted the DA course to councils and from May to September 2017, 61 requests of which 22 have been processed resulting in 62 council officers attending a Digital Academy course.</p> <p>In April 2017, the LGA delivered a Lead Member Peer session on Digital, data and cyber security.</p>
Continue to develop resources and good practice (including case studies) from our digital expert and digital and data programmes and cascade across local and combined authorities.	<p>Case studies from the LGA Digital Experts funded programme have been captured and published on the LGA website. These projects generated over £2.5 million savings and income.</p> <p>In February 2017, we awarded funding to 23 council led projects to support work on 'channel shift' – using digital technology to ensure that residents who choose to can access council services more quickly and easily. These projects will be monitored and supported throughout 2017/18 and case studies and final evaluation will be carried out in 2018. The projected savings are £1 million.</p>

4.2. **Next steps:** We will continue to work with the funded projects to help them deliver the improvements and savings as set out in their agreed bids. We will capture their learning and good practice (including case studies) and share these widely with councils. We will also provide tailored support to councils promoting ambitious use of digital to provide efficient public services.

5. **Cyber Security:** The LGA is continuing to work with councils, the National Cyber Security Centre (NCSC), Cabinet Office and DCLG to raise the importance of cyber security as well as signpost councils to where they can get advice, find guidance and good practice to support their own work on cyber resilience.

**5.1. Programme Activities 2017/18:**

Proactively support the widening of digital and cyber resilience awareness across local authorities and their active participation in the national Cyber-Security Information Sharing Partnership (CiSP).	<p>The LGA continues to host and run various sector boards to help councils understand and manage the risk of cyber security. These include;</p> <ul style="list-style-type: none"> <li>• The LG Cyber Security Stakeholder Group which brings together various</li> </ul>
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	<p>sector representative bodies including, Solace, ADASS, CIPFA, Socitm alongside the NCSC, Cabinet Office and DCLG. The aim of this group is to get cyber security onto the agenda at a strategic level in councils.</p> <ul style="list-style-type: none"> <li>• The LG Cyber Security Technical Advisory Group which brings together officers in IT Security and Cyber Security roles to discuss the more technical aspects of cyber security.</li> </ul> <p>In September, we hosted a workshop at the LGA Member Peer Conference at which the Deputy Director from the National Cyber Security Centre highlighted to the delegates potential questions and issues to raise in their work as member peers when visiting councils.</p> <p>In October, the LGA Chief Executive's Sounding Board heard from a council who were recently subjected to a sustained Denial of Service attack. The council shared the lessons learnt as to how they successfully dealt with this attack with the chief executives present.</p> <p>The 1 November, Improvement &amp; Innovation Board has an item on cyber security on the agenda, Alison Whitney Deputy Director from the National Cyber Security Centre will deliver a presentation to members.</p> <p>We continue to engage with councils, Local Resilience Forums (LRF) and Warning, Advice and Reporting Point (WARPs), DCLG, Cabinet Office, the National Cyber Security Centre and sector representative bodies, to raise the importance of cyber security in local government.</p>
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5.2. **Next steps:** As a result of discussions with councils, the National Cyber Security Centre, Cabinet Office and DCLG, the LGA is now working to pull together a bid for

the sector to Cabinet Office to fund work to help councils better prepare their approach to incident management. This will include building capacity by making sure councils are already linked into their Local Resilience Forums (LRF) and Warning, Advice and Reporting Point (WARPs)

## 6. Shared Services and Collaboration

### 6.1. Programme activities 2017/18:

Increase the efficiency savings councils make through sharing services, by continuing to support councils to share services and refreshing the annual national shared services map.	The LGA Shared Services map was updated for 2017 and relaunched in May and shows that all but six councils are involved in shared service arrangements across the country. These arrangements are contributing to accumulated savings of more than £640 million.
Shared Services Matchmaking and Shared Service Expert programme in place to help and assist councils interested in sharing services or expanding existing shared service arrangements.	The shared services matchmaking service was launched to provide assistance to support councils who wish to share services and/or management teams with other councils. The offer includes access to funding for a dedicated shared service expert. We have had fifteen enquiries with two councils being awarded funding.

6.2. The final figures from the relaunched Shared Service Map for 2017 show £643 million of cumulative efficiency savings from 486 shared service arrangements with all but six councils (10 in 2016-17) reporting that they are actively collaborating. Comparative figures from the previous year show a £143 million savings increase on the £500 million reported figures with 190 more arrangements in place than last year.

6.3. Whilst the increase in the number of shared service arrangements can be partly attributed to including council-led partnerships with wider public sector bodies (fire, police, health) on this iteration of the map, our data shows that over 50 new shared services were entered into in 2016 alone.

6.4. The figures cement local government's reputation as the most efficient part of the public sector by demonstrating our collective drive to improve services, increase resilience and save money in times of significant change.

**Managing Demand & Service Design**

**7. Behavioural Insights Programme**

**7.1. Programme activities 2017/18:**

<p>Support eight Councils to manage demand for services by understanding the behaviour of their customers and staff and develop a 'top tips' guide to the use of behavioural insights to manage demand.</p>	<p>We have produced a behavioural insights <a href="#">webpage</a> which contains examples of what councils are doing in this area, guidance and tools and also the reports and outputs from the LGA Behavioural Insights Programme phase 1 projects.</p> <p>The behavioural insights projects for phase 1 of the programme are complete with reports published on each of them on the behavioural insights webpage.</p> <p>A key highlight has been the result in the Liverpool project to reduce sugar consumption by local residents to improve health outcomes. The project tested whether displaying the sugar content of different fizzy drinks at the point of sale has an impact on the number of drinks sold. The result of the trial was a 7.3 per cent reduction in high sugar drinks sales.</p> <p>Behavioural Insights trials are in the process of being set up for a further 8 councils looking at issues including: reducing domestic violence, reducing demand on housing services amongst under 35's, increasing take-up of online sexual health testing services and decreasing young people's sugar consumption in secondary schools.</p>
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**7.2. Next steps:** Applications for the next round of funding of LGA behavioural Insights projects is now open and will close on the **10 November 2017** and the full prospectus can be found [here](#).

**8. Design in the Public Sector:** We have been working with the Design Council to support councils to examine the ways in which they deliver services and how they can be redesigned to save costs and improve their effectiveness. The project has been pursued on a region-by-region basis.



**8.1. Programme activities 2017/18:**

<p>Equip 10 councils to use design techniques to improve services and or manage future demand.</p>	<p>The London cohort of the programme has recently completed. This has provided the following councils with design skills to apply to their service challenges: Brent, Hackney, Haringey, Islington, Kensington &amp; Chelsea, Redbridge and Westminster.</p> <p>The programme has helped councils to redesign the following services: improved services for young care leavers, customer services in planning, homecare services, engagement with private landlords and gang prevention services.</p> <p>We have also produced a webpage to share the learning and impact from the programme so far.</p>
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**8.2. Next steps:** The next phase of the Design in the Public Sector programme is focused on applying design process and methods to tackle public health challenges with a focus on prevention. It is for people working in public services who are passionate about transforming the health of the nation.

**Smarter Sourcing**

9. Commissioning and buying goods, works and services (with a combined value of £55 billion per year) that contribute to local outcomes more efficiently and effectively. Managing resulting contracts to optimise value from them.

10. **Smarter Sourcing:** The National Advisory Group for Local Government Procurement (NAG) continue to work on the implementation of the national procurement strategy (NPS) 2014, and following a diagnostic exercise are in the process of compiling a new strategy for 2018.

10.1. Under the NPS the main workstreams are:

10.1.1. Category management of council's main areas of spend i.e. construction, ICT, energy and social care.

10.1.2. Strategic supplier management of the top suppliers to local government in the categories.

10.1.3. Identifying what procurement and commercial related skills are needed and working with the sector and central Government to identify how these can be delivered.

10.1.4. Innovation, both in procurement processes and in encouraging suppliers to identify innovative goods and services.

**10.2. Programme activities 2017/18:**

<p>Develop opportunities for local authorities to enter collaborative procurement opportunities.</p>	<p>We continue to host and run the National Advisory Group for Local Government Procurement (NAG) to advise and provide governance for the work on procurement.</p> <p>During the second quarter of this year we have:</p> <ul style="list-style-type: none"> <li>• Published refreshed category strategies for both energy and ICT and are working on publication of a new strategy for construction early in 2018. We are working with colleagues in LGA on the procurement role in a refresh of 'Integrated Commissioning for Better Outcomes' for adult social care and are engaging with children's services commissioners to identify if a national approach could make a difference in this market.</li> <li>• Continued our work with strategic supplier management experts and the main suppliers to consider how we can work differently and more transparently together. We now have identified which councils spend the most with these suppliers and are engaging with those with spend over £5 million per annum</li> <li>• Agreed with central Government that councils will be invited to attend commercial and procurement related training, master classes etc. being delivered at no cost to councils.</li> <li>• Published a report on our initial work on encouraging innovation in local government procurement. We have been invited to join a cross government working group on the same subject.</li> <li>• Worked with LGA colleagues to contribute a chapter on supply</li> </ul>
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	<p>chains in a guide to Modern Slavery.</p> <ul style="list-style-type: none"> <li>• We held a national procurement showcase in September to engage and network with the most influential procurement people in local government.</li> </ul>
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10.3. **Next steps:** Along with NAG and sector stakeholders we will continue our work on the new national procurement strategy 2018 and will continue to build our resources and networks to enable councils to learn and share good practice and collaborative opportunities.

10.4. We will be working on a toolkit and resources for encouraging innovation and are hoping to identify and follow project(s) being run by councils to identify lessons learned that we can promote to the sector.

### Generating income

11. **Generating income** 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.

12. **Commercialisation:** At the last meeting of the Improvement and Innovation Board members requested further information regarding the LGA's support offer to councils' commercial activities which is set out below:

13. **LGA's Advanced Commercial Group (ACG)** was set up in 2014 and comprises 25 councils from across the country who are particularly advanced and innovative in their commercial thinking. The aims of the ACG are:

13.1. To share different approaches to commercialisation to enable mutual learning.

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

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

13.4. To design and shape the LGA's improvement offer on commercialisation.

14. **Commercial Experts:** We have extended the LGA's Productivity Expert offer to provide funding to councils who wish to engage with a commercial expert to provide the necessary skills and expertise to help the council to generate income.

15. **LGA Commercial skills training for officers:** We have developed a course in partnership with the Institute of Directors (IOD) which will allow participants to learn the key skills and competencies to better equip councils to undertake greater commercial activity.

15.1. The course is delivered over 8 days comprising of the following four modules:

- 15.1.1. Governance – strategic risk evaluation and management.
- 15.1.2. Strategy – formulating strategy.
- 15.1.3. Finance – financial roles and responsibilities of directors.
- 15.1.4. Dealing with Commercial Partners and Negotiating Skills – supplier relationship management.

**16. LGA Commercial Skills Procurement Solution (CSPS):** The LGA's commercial skills procurement solution (CSPS), in partnership with YPO, provides councils with a bespoke solution to finding the right people, making the delivery of commercial projects easier and ensuring councils pay a competitive price for specialist expertise.

17. Further information regarding all of the above LGA support offers can be found at [www.local.gov.uk/commercialisation](http://www.local.gov.uk/commercialisation).

**18. Programme activities 2017/18:**

<p>Support councils to become more commercial and to help them achieve savings or generate additional income of £10 million.</p>	<p>The LGA Advanced Commercial group, has met twice in the past quarter and continues to advise and inform the LGA's improvement offer to councils' commercial activity.</p> <p>Commercial experts have been commissioned to work with four councils so far this year and are contributing towards an estimated £7.9 million in additional income for these councils.</p> <p>At the LGA conference in July we hosted a workshop on council commercial activities at which the updated LGA Enterprising Councils guidance was launched. Speakers from Essex County Council and Nottingham City Council shared the learning from their commercial work so far.</p> <p>The first two cohorts of the LGA/IOD Commercial Skills Training have been delivered to officers from 20 councils across the country. Due to high demand further cohorts have been booked to start in Roffey Park in October 2017 and Leeds in January 2018.</p>
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- 18.1. **Next steps:** Work is underway to design a commercial skills training offer for elected members with the masterclass being piloted in early 2018.

## 19. One Public Estate:

Work with the Cabinet Office to extend the One Public Estate Programme	<p>On the 1 August One Public Estate (OPE) launched its latest funding round, Phase 6. Partnerships can apply for up to £500,000 revenue funding to deliver land and projects in their local areas. A new partnership between OPE and the Department for Communities and Local Government (DCLG) will enable partnerships to access the Local Authority Land Release fund, announced in the government's Housing White Paper earlier this year. This provides a pot of £45 million capital funding for land remediation and infrastructure projects that will deliver much needed land for housing.</p> <p>New partnerships are required to complete a two stage application process. For the first stage partnerships can be awarded up to £50,000 to develop a full Services and Assets Delivery Plan depending on the strength of their Expression of Interest. On Friday 15 September the funding was awarded. Details of the amount awarded to each partnership can be seen in <b>Annex B</b>.</p>
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- 19.1. Other new elements to OPE include repayable grants, a pilot scheme offering existing partnerships the opportunity to apply for a repayable grant of up to £500,000, in addition to any grant funding applied for and Pool of Experts, providing OPE partnerships with the procurement free route to access specialists in anything from feasibility and master planning and housing. The full [prospectus](#) can be found on the OPE webpages. Partnerships have until **Friday 3 November** to apply.

## Cross-cutting Offer

## 20. Productivity Experts

### 20.1. Programme activities 2017/18:

Productivity experts to work with at least 25 local authorities, saving the councils in total at least £25 million.	So far this year, Productivity Experts are working with 15 councils contributing towards efficiency savings and/or income generation of £26.8 million.
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**20.2. Next steps:** the Productivity Experts Programme provides an opportunity for councils to access expertise that will provide them with the skills they need to realise ambitious efficiency savings and income generation. The programme offers bespoke support, brokered by the LGA, on a specific project or initiative. The LGA has recruited a 'pool' of productivity experts who can provide support across a range of issues. All of the experts have a proven ability to work with councils and deliver results. Councils are invited to apply to the programme to access £7,000 grant funding to commission support from one of the pool.

### Financial Support to Councils.

#### 21. Programme activities 2017/18:

Provide expert financial advice and assistance to 40 councils	Support was provided to 22 councils in the first six months of the year ranging from financial reviews and health checks to practical support on financial matters and governance. Additional tailored support has been provided to authorities with particular financial challenges.
Public sector audit procurement	Public Sector Audit Appointments Ltd, (PSAA) the Company set up by the LGA as a sector led body to procure external audit services on councils' behalf has completed the procurement process.  98% of eligible bodies signed up for the procurement process. As a result councils will receive a further 18 per cent reduction in their annual audit fees, representing typical savings of £8-10,000 a year for a District Council and £25,000 - £30,000 for a typical upper tier authority.
Help Councils to be more pro-active with dealing with Fraud	Building on the award of £16 million in Counter Fraud Fund grants to 52 local authority projects by DCLG in 2014, the LGA has awarded a contract to CIPFA to analyse the outcomes from the programme and identify good practice that can help other councils recover or prevent losses.

**21.1. Next steps:** Individualised support on financial issues will continue to be provided throughout the year in the form of Financial Reviews and Financial Health Checks and bespoke support to councils facing challenging financial circumstances. Since financial issues rarely stand on their own, this is usually as part of a wide package of sector led support. Five Finance Improvement & Sustainability Advisers have

been engaged to enhance our capacity to support councils on financial matters. These work alongside regional teams to ensure that we are proactive in supporting councils with financial challenges.

**Financial Implications**

22. The Productivity Programme for 2017/18 will be funded from grant provided by DCLG under our Memorandum of Understanding with the Department.

**Implications for Wales**

23. There are no implications for Wales. DCLG grant is for England only. In Wales improvement work is provided directly by the WLGA.

**Annex A**

## Summary of key outputs July to September 2017

The main achievements and outputs during this period are set out below. Further details can be found in the main body of the report as referenced.

Project/ programme	Outputs	On target (RAG)	Report reference for further detail
Shared services	Launched the 2017 Shared Services Map, demonstrating £643m in savings since 2012	Green	Para 5
Digital	Funding awarded to 23 council led projects to use digital tools and solutions to deliver channel shift	Amber	Para 3
Cyber security	As set out in our objective and the MoU, we developed and shared our plan to support cyber security work with DCLG by 31 July 2017.	Green	Para 4
Behavioural insights	Funded 8 council led projects running in 2017/18.	Amber	Para 6
Design in Public Services	7 London councils have completed their training in design skills from the Design Council. The next cohort of 8 councils for the Public Health programme are about to start.	Amber	Para 7
Procurement	Dynamic Purchasing Systems Guidance has been published	Green	Para 8
	Category Strategies for ICT, Construction and Energy published next month	Green	
Commercialisation	Commercial experts have been commissioned to work with 4 councils so far this year and are contributing towards an estimated £7.9 million in additional income for these councils	Green	Para 9
One Public Estate	Secured an additional £45million for council to release their land for house building.(Via DCLG's Land Release Fund)	Green	Para 10
Productivity Experts	Working with 15 councils so far in 2017/18 to deliver savings of £26.8 million.	Green	Para 11
Finance	Supported 22 councils to improve their financial management and plan for financial sustainability.	Amber	Para 12



## Annex B

## One Public Estate

<b>Partnership</b>	<b>Lead Council</b>	<b>Local Authorities in Partnership</b>	<b>Total Development Funding Awarded (2017/18)</b>
AFO and RDV	London Borough of Newham	London Borough of Newham	£50,000
Bath and North East Somerset (BANES) One Public Estate Partnership	BANES Unitary Authority	BANES Council North Somerset Council South Gloucestershire Council Bristol City Council	£25,000
Connecting Warwickshire	Warwickshire County Council	Warwickshire County Council North Warwickshire Borough Council Nuneaton and Bedworth Borough Council Rugby Borough Council Stratford Upon Avon District Council Warwick District Council	£40,000
The Cumbrian Partnership	Carlisle City Council	Cumbria County Council Carlisle City Council	£40,000
Devon & Torbay	Devon County Council	Devon County Council Torbay Council East Devon District Council Exeter City Council Mid Devon District Council North Devon District Council South Hams District Council Teignbridge District Council Torridge District Council West Devon District Council	£50,000
East Northamptonshire Council	East Northamptonshire Council	East Northamptonshire Council	£0
East Riding OPE	East Riding of Yorkshire Council	East Riding of Yorkshire Council	£25,000
Essex Property Partnership Board	Essex County Council	Essex County Council Rochford District Council Epping Forest District Council	£50,000

		Tendering District Council Thurrock Council	
Kensington & Chelsea	Royal Borough of Kensington and Chelsea	Royal Borough of Kensington and Chelsea	£50,000
Kingston One Public Estate Partnership	Royal Borough of Kingston upon Thames	Royal Borough of Kingston upon Thames	£25,000
North Yorkshire Authorities Property Partnership	North Yorkshire County Council	Ryedale District Council Richmondshire Council Scarborough Borough Council North Yorkshire County Council Hambleton District Council	£50,000
Oxfordshire One Public Estate	Oxfordshire County Council	Oxfordshire County Council Cherwell District Council Oxford City Council South Oxfordshire District Council Vale of White Horse District Council West Oxfordshire District Council	£40,000
Poole	Borough of Poole	Borough of Poole	£20,000
Richmond and Wandsworth Shared Staffing Arrangement (SSA)	London Borough of Richmond and Thames	London Borough of Richmond and Thames Wandsworth Borough Council (as part of shared service)	£20,000
Rutland One Public Estate (ROPE)	Rutland County/Unitary Council	Rutland County/Unitary Council	£25,000
West London Partnership	London Borough of Harrow	London Borough of Harrow London Borough of Ealing London Borough of Hammersmith & Fulham London Borough of Hounslow London Borough of Barnet London Borough of Brent	£50,000



## **Highlighting Leadership offer: 2017/18 update**

### **Purpose**

For information and decision.

### **Summary**

This report updates members on our work priorities and engagement figures for the 2017/18 Highlighting Political Leadership offer.

### **Recommendation**

That the Improvement and Innovation Board notes the progress so far for 2017/18 and offers any comments on the Highlighting Leadership work.

### **Action**

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

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## **Highlighting Leadership offer: 2017/18 update**

### **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. Attending our political leadership programmes gives councillors a unique opportunity to network with other Members from different tiered authorities and often across the political spectrum. Our managerial leadership development programme starts by growing future talent with the National Graduate Development Programme, through to opportunities for senior officers up to and including the IGNITE programme for Chief Executives.
2. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements so far in 2017/18.
3. Since the last Board meeting, the Leadership & Localism team have strengthened their strategic and programme management capacity in response to increased demand, not least for Managerial Leadership programmes. Helen Jenkins, who was formerly on secondment to the LGA from Surrey CC, is now in full time post as Programme Manager for the team.

### **Highlighting Political Leadership**

4. The LGA continues to offer a wide range of development opportunities for councillors. Alongside flagship programmes such as Leadership Academy and Next Generation, the LGA offers specialised masterclasses and residential courses on topics such as scrutiny, finance, children's services and sport. Our catalogue of programmes is regularly reviewed to ensure that it reflects what is relevant within the public sector and meets the needs of councillor attendees.
5. Figures included in this report are correct up to and including September 2017.
6. Highlights so far in 2017/18 include:
  - 6.1. Unprecedented demand for our programmes – currently 740 members booked in.
  - 6.2. There has been a slight increase in gender equality from 2016/17 outturn figures but we do not currently have enough data to comment on other underrepresented groups.
  - 6.3. Feedback is currently consistent with previously reported figures (95 per cent achieving objectives and 96 per cent confidence levels in their leadership role).
  - 6.4. A successful pilot of our new style masterclass.
7. 2017/2018 participation figures on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), the Leader's Programme (LEAD), Next Generation (NXG) and "Leading Edge" are set out in the tables which follow.
8. Following demand, we are providing one further Leadership Academy cohort this year as well as running pilots of our one day "Masterclasses".

**Political Leadership development programme bookings**

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Labour	55	209	22	3	20		309
Conservative	46	231	12	4	20		313
Liberal Democrat	8	25	9	1	12		55
Independent	20	16	9	0	13		58
<b>Total:</b>	<b>129</b>	<b>481</b>	<b>52</b>	<b>8</b>	<b>65</b>	<b>N/A</b>	<b>735</b>

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
East of England	7	52	8	0	10		77
East Midlands	13	28	9	1	4		55
Greater London	15	66	8	3	7		99
North East	2	13	1	0	4		20
North West	9	47	3	0	8		67
South West	17	67	6	3	9		102
South East	11	66	9	0	13		99
Wales	39	1	0	0	4		44
West Midlands	10	84	5	1	3		103
Yorkshire & Humber	6	57	3	0	3		69
<b>Total:</b>	<b>129</b>	<b>481</b>	<b>52</b>	<b>8</b>	<b>65</b>	<b>N/A</b>	<b>735</b>

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
District	43	115	23	1	21		203
County	9	83	7	1	7		107
Metropolitan	11	100	3	1	12		127
London	15	66	8	3	7		99
Unitary	12	106	10	2	14		144
Welsh	39	1	0	0	4		44
Fire	0	10	1	0	0		11
Parks	0	0	0	0	0		0
<b>Total:</b>	<b>129</b>	<b>481</b>	<b>52</b>	<b>8</b>	<b>65</b>	<b>N/A</b>	<b>735</b>

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Male	81	270	35	6	37		429
Female	47	210	17	2	28		304
Transfeminie	1	0	0	0	0		1
Unknown	0	1	0	0	0		1
<b>Total:</b>	<b>129</b>	<b>481</b>	<b>52</b>	<b>8</b>	<b>65</b>	<b>N/A</b>	<b>735</b>

LA = Leadership Academy  
FoL = Focus on Leadership

LE = Leadership Essentials  
LEAD = Leaders Programme

NXG = Next Generation  
LEDGE = Leading Edge

### **Be a Councillor**

9. As part of the LGA's Highlighting Political Leadership offer, we recognise that prospective councillors benefit from information, advice and guidance in making a decision about whether or not to stand, and what next steps to take. The Be a Councillor campaign focusses on raising the profile of the role of a councillor, with the aim that more people will choose to stand as a candidate.
10. We have been engaged with a number of councils over the year with local campaigns run in Guildford BC, LB Brent and LB Kingston, with a number of discussions in progress with other councils such as Huntingdonshire DC, Test Valley DC and Wolverhampton City.
11. This year has also seen the Be a Councillor campaign building relationships and partnerships with a number of organisations working towards similar aims such as London Councils, Parliamentary Outreach and organisations working with under-represented groups such as women and young people.

### **Leadership Essentials – “Masterclasses”**

12. It was previously reported that we would introduce new masterclass style workshops on “hot topics” relevant and reactive to the changing political environment. These masterclasses would be no longer than one day long and would be spread across different regions to allow councillors to travel on-the-day and minimise the time-commitment required for our residential programmes.
13. This pilot began with a workshop in London in September that brought the LGA's New Conversations guide to life. Councillors were provided with tools and insight into contemporary methods of engaging partners and councils. This session will be repeated in Leeds in November. Early feedback shows good satisfaction with the pilot.
14. We have also committed to providing three masterclasses on partnership working and collaboration and these are scheduled for late 2017 and spring 2018.
15. Bespoke workshops on topics such as modern community leadership have continued to be popular, and we have provided support in partnership with the LGA regional teams.
16. Following the Grenfell Tower tragedy, we have responded to feedback by committing to a new Leadership Essentials programme on Emergency Planning. This programme is currently being commissioned and will be available for councillors to attend in early spring 2018.

### **Leading Edge**

17. We are currently looking at running a Leading Edge event in the New Year. The current planned theme for the event will be “Sensemaking: develop and critique a strategic narrative for place”.
18. Leaders and Chief Executives will be able to explore the big picture issues facing local government and find ways of quickly capturing the complexities of their environment and explaining it simply to others.

### **Online resources**

19. The number of councils signing up to receive e-learning modules continues to increase with the development of a process by which councils with their own e-learning portal can receive LGA modules for their own platforms directly. It is also becoming more common that all the councillors of a council are being signed up directly through their member services department rather than as individuals.
20. Recent published modules have included Data Protection, Stress Management and Personal Resilience and Dealing with Residents with Difficult issues. Further modules are in the process of being planned on Information Management and Finance and Commissioning.
21. The review of councillor workbooks is ongoing. Nine workbooks have been redesigned and published and six further ones are in the design process. Three workbooks have been removed as either outdated or no longer relevant.

### **Highlighting Managerial Leadership**

#### **IGNITE**

22. This is a programme for serving Chief Executives which is fundamentally about building relationships across the wider system that leads to enhanced partnership working and improved outcomes for citizens. It is more than a leadership programme it's about making a fundamental shift in behaviours and attitudes.
23. Following a successful pilot that was reported at LGA Conference in July, we are running a second cohort starting in November. After an open invitation, we have had 54 expressions of interest from across the country.
24. There are 16 places available for the November programme which are currently being confirmed and due to the response and obvious need for something like this we will be exploring options to see if we could fund and operate a third cohort in early 2018.

#### **Total Leadership**

25. This programme is aimed at senior officers who are looking to make their next step as a Chief Executive. It runs over 12 months with six, one and a half day, residentials and additional online learning and action learning sets. It is a detailed programme and requires significant commitment.
26. The next programme is due to start in December 2017. We are funding four places on this programme currently, however if there is demand for more we could provide up to six more places and allocate more grant to this programme.

#### **Springboard**

27. This is a fast track, rising talent development programme (similar to the political Next Generation programme). With the LGA funding we are increasing the places on offer this year from 18 to 36. We are especially interested in supporting underrepresented groups to apply. To date there have been very few applications from BAME groupings and we would like to take positive action in response. The application process is to start in November.

## **TRANSFORM**

28. This is a 12 month support programme that includes four residentials and intermodular coaching and support. It is unique in that it helps officers who are leading and implementing change using actual projects that they are delivering in their own council. It is designed for strategic leads of an organisational change programme who will have the opportunity to work with Solace and Newton Europe to apply a tried and tested change methodology to their programme and will be provided with the knowledge, tools and coaching to move the project from initial scoping and assessing through to implementation stage.

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

29. Recruitment for 2017 intake of trainees on the NGDP has now been completed. Cohort 20 has seen a total of 131 graduates appointed across 53 councils - this is an increase from 95 graduates recruited the previous year.
30. Working with our learning partner, SOLACE, a prestigious and bespoke development programme has been designed to help realise the potential of the 131 trainees taking part in NGDP. Trainees will be provided with a mixture of residential training modules, regional events, online learning and action learning opportunities. As part of our offer to councils, trainees will complete an ILM Level 7 Certificate while on the programme.
31. Applications for the 2018 intake of trainees opened on 9 October and Councils can now also register their interest. Based on feedback we have received from the sector, we now offer five options for council involvement in NGDP. This includes sharing a trainee across a number of authorities, local recruitment and developing graduates already employed within the sector. We now also offer Council's the opportunity to send their existing graduates on our learning and development programme without being recruited through NGDP. The newly published Council Information Pack provides local authorities with information they need to know when considering taking on a trainee through the scheme: [www.local.gov.uk/graduate-programme](http://www.local.gov.uk/graduate-programme).
32. There had previously been discussion about whether councils could use their apprenticeship levy to pay for NGDP. This was not possible for cohort 19, as ILM Level 7 had not been mapped to an apprenticeship standard at the time. We are now investigating the options for cohort 20, however, it should be noted that ILM Level 7 apprenticeship standards require a four year commitment and 20 per cent study time, which is significantly different to the offer that council's currently sign up to.

### **Implications for Wales**

33. There are no implications for Wales. DCLG grant is for England only. In Wales improvement work is provided directly by the WLGA.

### **Financial Implications**

34. There are no additional financial implications arising as a result of this report. All programmes will be met from existing budgets.

### **Next steps**

35. Officers will progress the work in the light of members' guidance.



## **Sector-led Improvement for Care and Health**

### **Purpose of report**

For discussion.

### **Summary**

The Care and Health Improvement Programme is sector-led improvement for adult social care and the integration of care and health services, delivered in partnership with the Association of Directors of Adult Social Care (ADASS) and funded by the Department of Health. The programme draws heavily on sector-led improvement in its approach and the wider support available from the LGA.

The programme has now secured a three-year funding arrangement with the Department of Health and we are working with the sector to redefine the scope of the offer, although this broadly remains unchanged from previous years with an emphasis on the sustainability of social care and the integration of services with the NHS.

### **Recommendations**

Improvement and Innovation Board members are asked to:

1. Note the progress being made with the re-shaping of the Care and Health Improvement Programme to focus on the sustainability of social care and the integration of services with the NHS.
2. Provide direction on the scope of the activity and offer to the sector, to inform negotiations with the Department of Health.

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## **Sector-led Improvement for Care and Health**

### **Background**

#### **The State of Social Care and Health Integration**

1. Councils will have managed reductions to their core funding totalling £16 billion between 2010 and 2020. Councils are protecting adult social care but it is increasingly impossible for the service to be immune from the impact of reductions on this scale. We estimate that local government faces a funding gap of £5.8 billion by 2020. £1 billion of this is attributable to adult social care and includes only the unavoidable cost of demography, inflation and the National Living Wage. This figure excludes other significant pressures, including the potential costs associated with 'sleep-ins', as well as any resources to address unmet need. In addition to the £5.8 billion gap, a minimum of £1.3 billion is required now, and in future years, to stabilise the adult social care provider market.
2. The Government's response to the challenge of adult social care funding in recent years has been short-term and incremental in nature. The consequences of under-funding include an ever more fragile provider market, growing unmet need, further strain on informal carers, less investment in prevention, continued pressure on an already overstretched care workforce, and a decrease in social care's ability to help mitigate demand pressures on the NHS.
3. The unhelpful emphasis has given rise to a major and unwarranted focus on councils' role in reducing 'delayed transfers of care' (DTOC). Associated messages from Government and NHS England risk undoing the vital work that care and health have been doing together in local areas.
4. Councils are committed to reducing DTOC and work closely with local health and care provider partners to get people out of hospital and back into the community. Any suggestion, implied or otherwise, that councils do not take this responsibility seriously is deeply unhelpful and damaging to local relationships.

#### **Care and Health Improvement Programme**

5. The Care and Health Improvement Programme (CHIP) is sector-led improvement for adult social care and the integration of care and health services. The Programme is funded by the Department of Health through a memorandum of understanding and delivered in partnership with the Association of Directors of Adult Services (ADASS) and increasingly with input from NHS bodies. The tri-partite arrangement forms an essential co-production component of the Programme, in terms of governance, oversight and enabling local delivery.

6. The Programme recognises the current financial context for social care set out in the LGA's *Adult social care funding: 2017 state of the nation report*<sup>1</sup>, the aspirations set out in ADASS's *Distinctive, Valued, Personal*<sup>2</sup>, the critical issues relating to care market sustainability and the need to develop sustainable health and care systems.
7. The Programme has adopted the sector-led improvement protocols and principles for the work:
  - 7.1. **Councils are responsible for their own performance and improvement** and for leading the delivery of improved outcomes for local people in their area;
  - 7.2. **Councils are primarily accountable to local communities** and stronger accountability through increased transparency helps local people drive further improvement;
  - 7.3. **Councils have a collective responsibility** for the performance of the sector as a whole; and
  - 7.4. The **role of the LGA is to maintain an overview** of the performance of the local government sector in order to identify potential performance challenges and opportunities, and to provide tools and support to help councils take advantage of the approach.
8. The Programme draws heavily on sector-led improvement in its approach and the wider support available from the LGA. Specifically, the Programme seeks to support local care and health economies as follows:

Priorities	Work streams
<b>1. Make social care more resilient</b>	<ol style="list-style-type: none"> <li>1. To improve risk management and financial risk awareness</li> <li>2. To support resilience in adult safeguarding</li> <li>3. To refresh Commissioning for Better Outcomes for integrated services</li> <li>4. To promote sound market shaping and market position statements</li> <li>5. To promote efficiency, demand management and innovation approaches</li> <li>6. To support councils to improve delayed transfers of care attributable to social care</li> </ol>

<sup>1</sup> <https://www.local.gov.uk/adult-social-care-funding-state-nation-october-2017>

<sup>2</sup> <https://www.adass.org.uk/media/4475/distinctive-valued-personal-adass-march-2015-1.pdf>

Priorities	Work streams
<b>2. Enable the development of effective care and health systems</b>	<ol style="list-style-type: none"> <li>1. To support the capacity and capability of systems leaders to enable integration</li> <li>2. To support places to deliver BCF and integration</li> <li>3. To support evidence-based decision making in prevention and early intervention</li> </ol>
<b>3. Participate in the Transforming Care Programme</b>	<ol style="list-style-type: none"> <li>1. To support the Transforming Care programme</li> </ol>

**Issues**

9. The Programme requires updating to adapt to a rolling three-year programme being funded by the Department of Health. The grant available to deliver the programme over the next three years is expected to decline by 10 per cent across the period.
10. In discussions with representatives from across the sector, and with other sector bodies such as Skills for Care and Social Care Institute for Excellence, the key areas of concern are focused on:
  - 10.1. **Market failure and the need for councils to make contingency arrangements**  
The potential for care provider market failure is considered to have increased significantly over the last 18 months and a growing number of councils have experienced providers 'handing back' contracts they can no longer afford to deliver.
  - 10.2. **Delayed transfers of care**  
Delayed transfers of care (DTOC) out of hospitals as a result of social care issues, while comprising about 1/3 of the total number, have increased quickly in recent years. Much of this is to do with pressures in the provider market and the funding available to councils.
  - 10.3. **Integration**  
While the debate about whether the integration of social care and health will generate savings continues, it remains a priority in order to provide improved patient focused services. Issues concerning funding arrangements through the Better Care Fund and Improved Better Care Fund in relation to DTOC have caused relationship problems at a local level, delaying this improvement.
  - 10.4. **Workforce**  
The social care workforce, particularly for care providers, remains a significant concern in light of Brexit and reduced funding. While improvement activity for

the provider workforce is the responsibility of other agencies, this programme needs to ensure that there is an available workforce for the services being commissioned.

11. These discussions have also highlighted that while the overarching priorities are the right ones, there needs to be some reframing and rebalancing of the workstreams and offer to the sector in order to address the identified concerns.
12. In particular there is a need to give more emphasis to support councils:
  - 12.1. with more bespoke support and fewer generic tools and guidance;
  - 12.2. with their arrangements for commissioning for quality services and contingency planning in the event of a market failure;
  - 12.3. to address DTOC, within the context of the Better Care Fund, and ensure care pathways provide patient centred care;
  - 12.4. with efforts to prevent and manage demand for services, to be more efficient and harness innovation; and to
  - 12.5. identify the management information to support local decision making.

### **Implications for Wales**

13. This report has no implications for Wales as the work is funded by the English Department of Health for the benefit of English local authorities only. However, we have shared specific learning from the Programme, for example on financial risk management, and all of our material is available online for Welsh councils, if required.

### **Financial Implications**

14. The total value of the Programme in 2017/18 is £10.074 million.
15. Most of the cost of this Programme is covered by a grant from the Department of Health to the LGA and ADASS. In 2017/18 the initial grant was £7.274 million, expected to reduce to c£6.7 million in 2019/20. In 2017/18 an additional £1 million is to be made available to support delayed transfers of care.
16. In addition a further £1.8 million in 2017/18 and £1.6 million in 2018/19 is provided by NHS Digital to support work on digital innovations and data sharing across care and health. NHS England also makes a small contribution to our work in relation to transforming care for people with learning disabilities and autism.

### **Next steps**

17. We will continue to discuss the requirements for this sector-led improvement work with councils and associated professional organisations over the course of the autumn. A submission will be made to the Department of Health in late December 2017 with approval expected in January/February 2018.



# Sector-led Improvement for Care and Health

Care and Health Improvement Programme (CHIP)

Story Board for 2018/19

*Year 2 of 3 year programme to end of March 2020*

*20171101 - SLI for Care and Health 18-19 StoryBoard for IIB for 1 Nov*

# Health and adult social care environment

- Ageing population with complex needs, 85+ up by 33%
- Increasing financial pressures on social care:
  - Immediate £1 billion for unavoidable costs eg growing population, plus
  - £1.3 billion now and annually to stabilise the market, plus
  - Funding other significant pressures eg 'sleep-ins' (est £400K)
- Increasing fragility and less resilience in all parts of the system – especially commissioning and markets and likelihood of failure
- Anxiety that DToCs targets used to control BCF funding commitments
- Long-term issues restrict ability to change or implement policy
- Sustainability of social care – Government Green Paper proposed



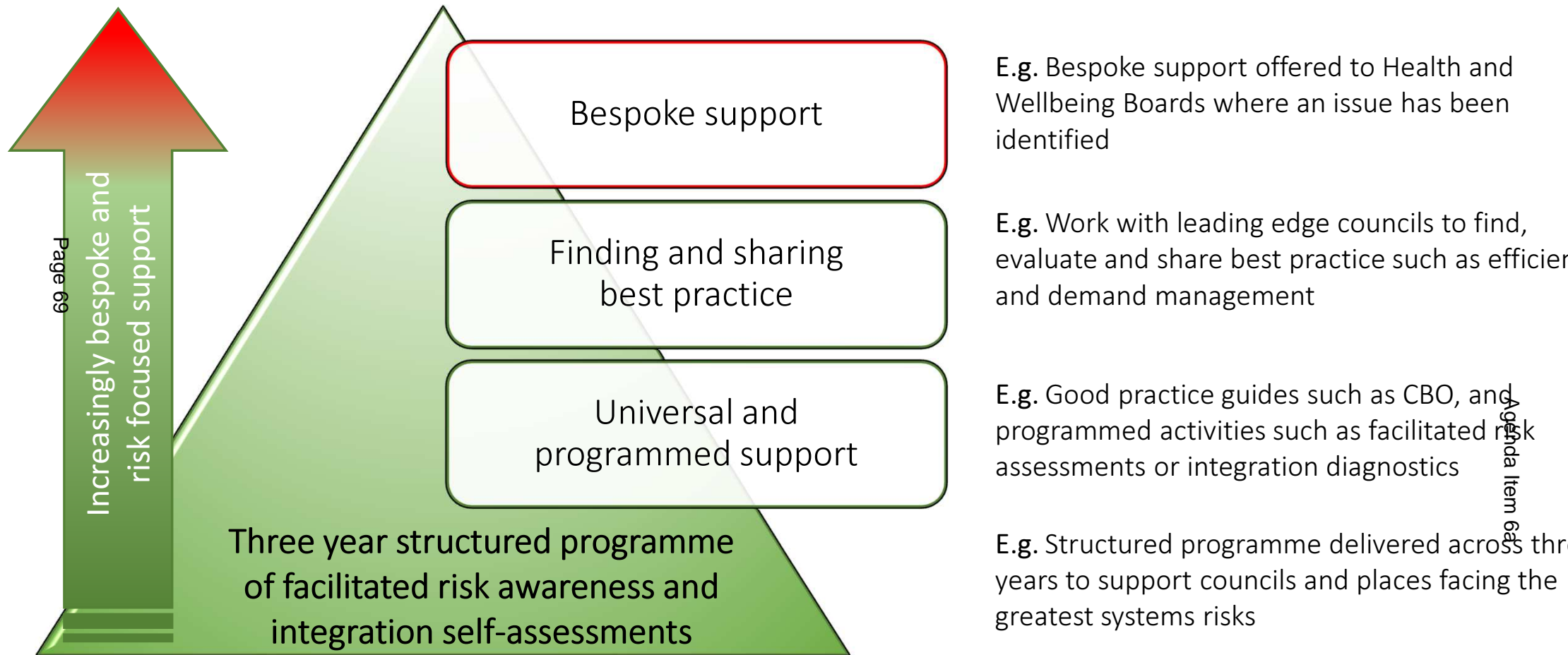
# Sector-led improvement for social care

- *CHIP* is the SLI programme for adult social care and health integration delivered with the Association of Directors of Adult Social Care and delivered in the context of the LGA's SLI approach
- LGA and DH have been working in co-operation since 2012 on a range of social care improvement and health integration programmes. Including discrete programmes focused on Health and Wellbeing Boards, the response to Winterbourne View (now Transforming Care), implementing the Care Act and more recently integration and informatics
- In 2014/15 the programmes were brought together as the *Care and Health Improvement Programme (CHIP)* to strengthen the strategic oversight and ensure a coherence
- In 2017/18, it is funded by the Department of Health (£7.24million) with contributions from NHS for Transforming Care and some digital and information activity (£1.2million).

# Our approach

- Active contact with all councils at member, corporate and service levels
  - Strong relationships with Councillors, Chief Executives, DASSs
  - Increasingly close working and links with NHS Confed/CC on policy and practice
- Proven sector-led approaches built on a consensus across all councils
  - Effective at supporting service delivery, delivering change and crisis support
  - Understanding of the politics of places and the drivers that encourage change
  - Cost effective leveraging of peer-to-peer support at minimal costs
- Able to adapt to change in policy and priorities
  - Redirecting planned resources to address growing demand for financial risk support
  - Responding to demand for practical solutions to support DToCs and market failure
- Bespoke support based on approaches that are known to work
- Collection and use of soft intelligence and insight

# Facilitated sector-led approach



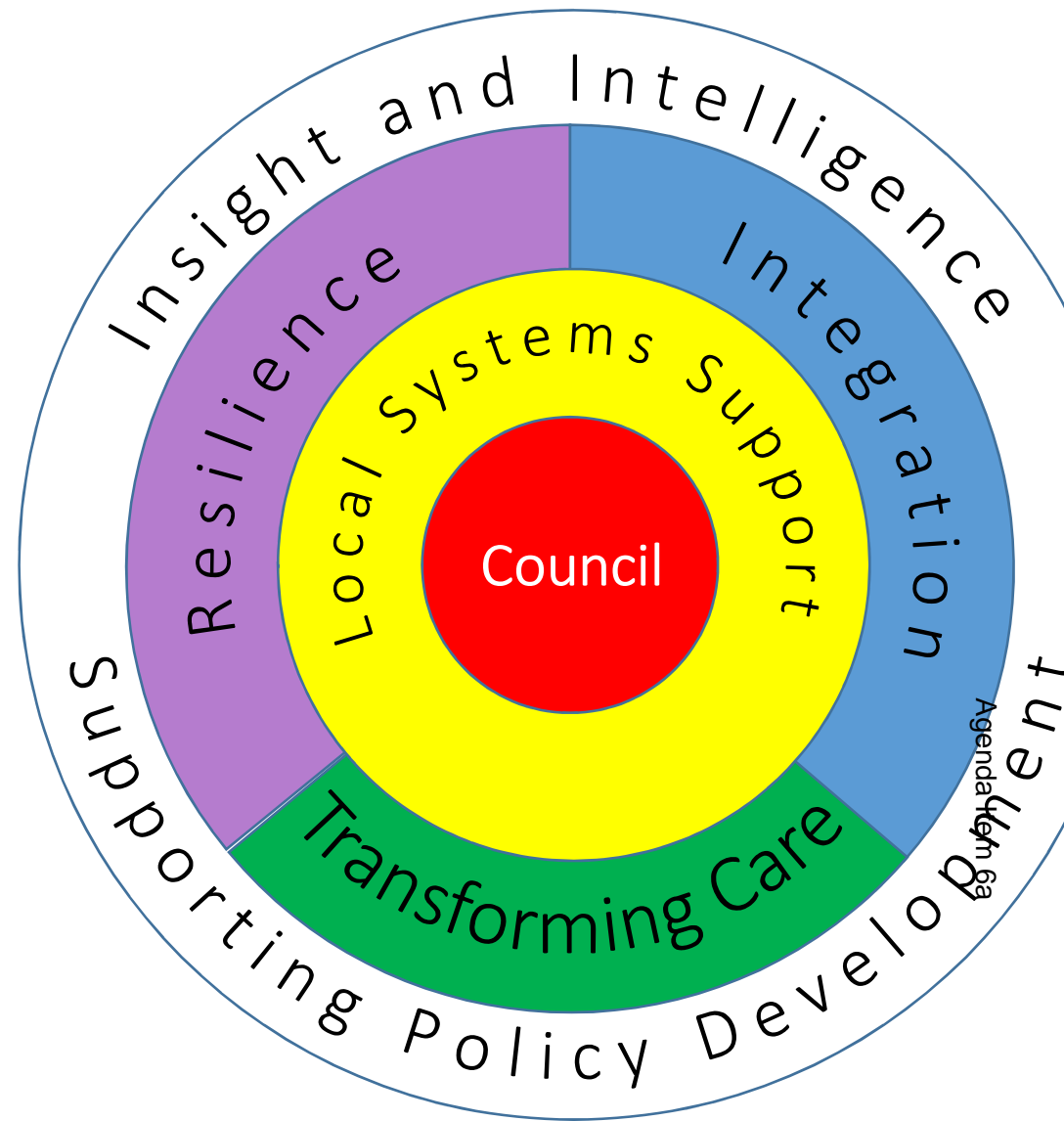
# Programme objective

Using sector-led improvement to support systems leaders to develop:

- resilience in adult social care
- effective care and health systems

and

- to fulfil our role in the Transforming Care Programme



# Sector-Led Improvement for Care and Health

Strategic Framework 2017/18

Priorities

Workstreams

Page 71

## Resilience in adult social care

### 1.1 Risk

To improve risk management and financial risk awareness

### 1.2 Safeguarding

To support resilience in adult safeguarding

### 1.3 CBO

To refresh Commissioning for Better Outcomes for integrated services

### 1.4 Market Shaping

To promote sound market shaping and market position statements

### 1.5 Efficiency

To promote efficiency, demand management and innovation approaches

### 1.6 DToCs

To support councils to improve delayed transfers of care

## Effective care and health systems

### 2.1 Systems Leaders

To support the capacity and capability of systems leaders to enable integration

### 2.2 Integration/BCF

To support places to deliver BCF and integration

### 2.3 Prevention

To support evidence-based decision making in prevention and early intervention

## Transforming Care

### 3.1 Transforming Care

To support the Transforming Care Programme

Agenda Item 6a

# Areas of focus following priority review

Discussions confirm our 2017/18 priorities remain relevant for 2018/19 but with a shift in emphasis in some places:

- Greater need for bespoke local support – rather than more universal guidance/tools
- More on prevention – demand management, efficiency and innovation support
- Contingency planning – supporting arrangements and preparedness rather than drawing up plans
- Our support offer in the event of failure
- Data – provision of management information to inform local decision making

# Planning process and next steps

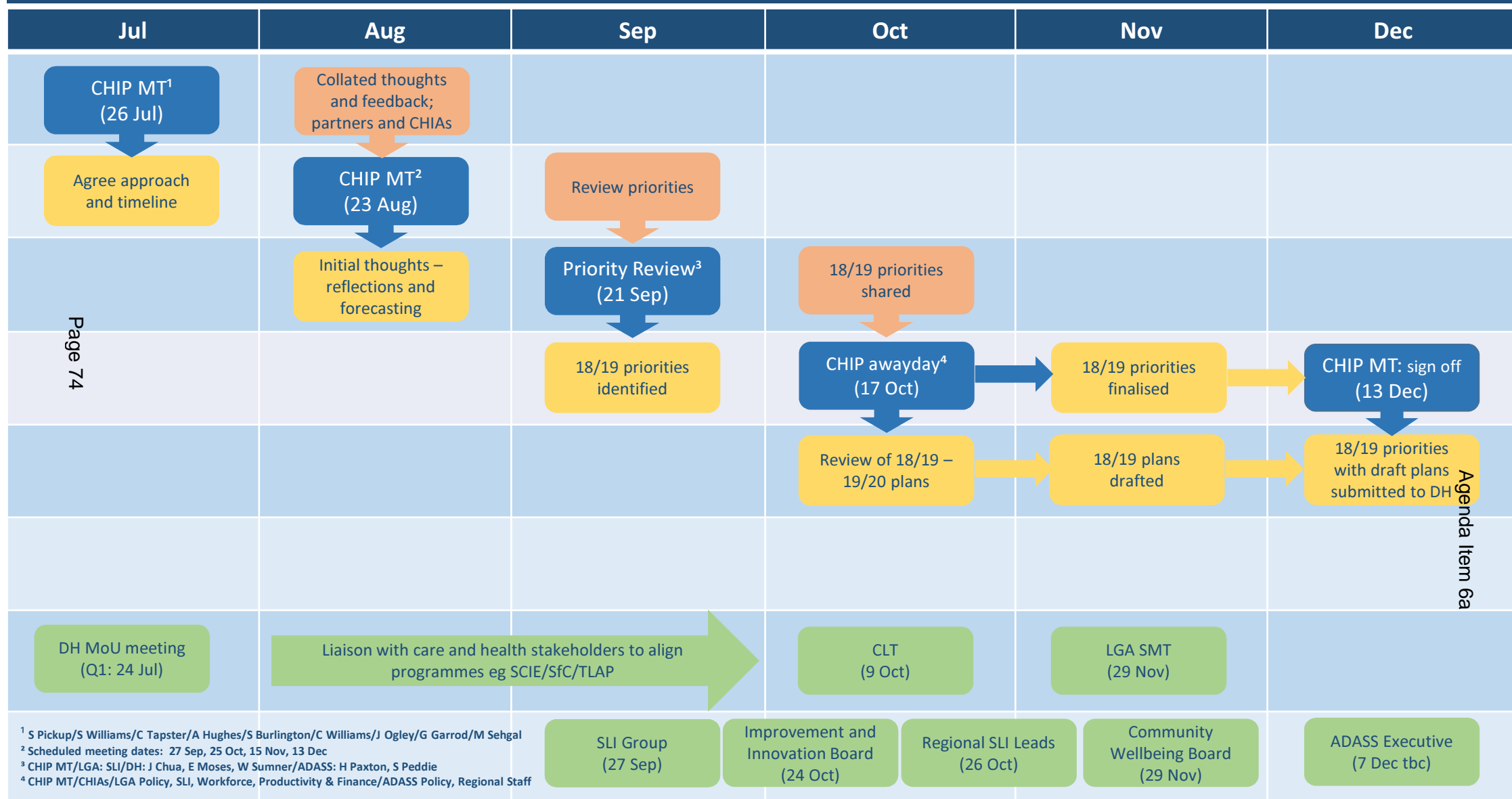
To date:

- CHIP Management Team has reconsidered 17/18 priorities
- Priority review meeting held with DH and ADASS to identify any changes and areas for re-focus
- CHIP Team event to consider evolution of work and proposed changes

Ongoing activity:

- Planning leads to refine detail of logic models and discuss with DH/NHS counterparts
- Plans to be shared with stakeholders and their internal boards
- Collation of revised offers and submit a costed proposal to funders by 19 December

# CHIP Planning timeline – 2018/19 (v0.7 at 19 October)



<sup>1</sup> S Pickup/S Williams/C Tapster/A Hughes/S Burlington/C Williams/J Ogley/G Garrod/M Sehgal

<sup>2</sup> Scheduled meeting dates: 27 Sep, 25 Oct, 15 Nov, 13 Dec

<sup>3</sup> CHIP MT/LGA: SLI/DH: J Chua, E Moses, W Sumner/ADASS: H Paxton, S Peddie

<sup>4</sup> CHIP MT/CHIAs/LGA Policy, SLI, Workforce, Productivity & Finance/ADASS Policy, Regional Staff



## **Data and transparency programme**

### **Purpose of report**

For discussion and direction.

### **Summary**

This report updates members on two aspects of the LGA's data and transparency programme and invites members' guidance.

### **Recommendation**

That Improvement and Innovation Board considers the progress to date of these two projects about councils' use of data and of personal data protection and offers guidance.

### **Action**

Officers to pursue the projects as indicated in the report and as advised by members.

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## **Data and transparency programme**

### **Background**

1. The LGA's Data and Transparency programme comprises a range of projects and activities funded through DCLG grant and delivered by members of the Research and Information Team. The aim of the programme is to support and coordinate better use of data within local government and increase data sharing, open data publishing and consistency of data practice throughout the sector.
2. This report focusses on two current and active projects:
  - 2.1. practices to promote better informed and evidenced decision making – an Intelligent Council.
  - 2.2. Supporting the preparations for GDPR and the sharing of data and research.

### **The Intelligent Council Project**

3. The current emphasis on transparency and the external scrutiny of council activities places renewed emphasis on the importance of good data and data usage within local government.
4. Robust data practices and the use of good analysis and presentation are also key to guiding evidence-based decision making. By and large councillors and senior managers know what information they require to inform decisions but many councils have found it necessary to reduce resources and budgets in the areas of data and business analysts and there can be a lack of understanding on what good practice in evidence-based decision making looks like.
5. The challenge is to help research officers make best use of resources which already exist and to help them inform decision makers effectively - and also to help senior managers and politicians understand how to encourage such ways of working. This project aims to demonstrate the benefits of placing more emphasis on evidence collection and use. What are the research disciplines and approaches which an excellent local authority would be expected to deploy and why?
6. The LGA is working with partners to explore the idea of the 'Intelligent Council' with the aim of setting out what an excellent evidence-based organisation looks like. The project aims to develop a knowledge base of support materials and a framework for councils to assess their current position and understand the benefits of evidence-informed decision making. It will identify those skills, tools, guidance, techniques and tips to help authorities make better use of data to inform evidence-led decision making and the business case for doing so. We also envisage developing a self-assessment tool for councillors and officers to monitor what stage of maturity their organisations have reached in the improvement journey and to identify the next steps on their road to improvement. We are working with partners to oversee this work and have formed an advisory group from

representatives of the Society of Local Authority Chief Executives (SOLACE) and the Local Area Research and Intelligence Association (LARIA).

7. In terms of progress to date, a procurement exercise was undertaken to select an expert, independent research consultant to undertake an initial desk study scrutiny of the practices currently in place in a sample of local authorities and the views of relevant stakeholders on what makes an 'Intelligent Council'. A small research company, *AnalyticsCambridge*, was selected. The work has involved interviewing a wide range of councillors and senior managers to determine their thinking on what types of information best supports them in forming their decisions and managing the priorities and work of their council. We also hope to identify good practice examples of councils that use evidence and information to great effect. From this information we will create and build up an online hub of resources and enablers that will help authorities learn from each other and set the framework for making better use of the data and skills that they hold.
8. We have now reached the position where we have a good understanding of the issues, core techniques and data practices that are being followed within effective councils. We intend to summarise these into a presentation and will engage with senior managers in a workshop at the SOLACE Summit to take place in Manchester on 1-3 November 2017.
9. Depending on the reception we receive at the summit, and the advice on next steps that we receive, we will then move to scope the creation of the online knowledge base that councils can use to challenge their current working and move towards improvement based upon a sector-wide understanding of what is considered to be best practice.
10. We would welcome any Board members who are interested in this project to work with us to widen our input from councillors.

#### **Supporting local government in its preparations for GDPR**

11. On 25 May 2018, the General Data Protection Regulation (GDPR) comes into effect. This is derived from European law but the Government has confirmed that many of the directives will carry through to domestic law.
12. The regulation mandates new and more rigorous requirements for organisations relating to the protection and management of personal data. It is no longer just about organisations storing and securing data, it is about capturing the context of data, documenting process and policy and being able to prove everything is being done to protect the subject's data and the rights of the subject him or herself. The new regulation will impact almost every area of local government business – hardcopy, electronic, website data, images, recordings, CCTV and written records. The costs to each council of implementing GDPR is substantial. Gloucestershire County reported an estimate of £600,000 to prepare.

13. Organisations that fail to prepare for these changes leave themselves open to heavy penalties in the form of fines of up to €20 million or 4 per cent of revenue/turnover for any infraction. We detect that many councils have not yet fully realised the enormity of the preparations necessary and their impact on budgets and other resources. In particular there is general concern that some external services for which authorities have indirect responsibility, such as schools, will be difficult to engage; and unplanned demand of council resources will impact as we approach the implementation date of 25 May 2018.
14. We are keen to support local authorities implement the Regulation but, at the time of writing, the Government has not published its interpretation of the EU GDPR directive and which aspects it will carry through to domestic law after Brexit. DCMS is responsible for this activity. As a consequence, we are not able to fully confirm the activities and preparations necessary, pending publication of the new Data Protection Act. As a result we are, for now, focussing on the substance of the new regulation and on those items of preparation that will take substantial resource and time to prepare.
15. In terms of our approach, we are seeking to work with other organisations providing advice and we are also providing mechanisms to enable the sector to share its thinking and practice.
  - 15.1. We are aligning ourselves with other information governance groups that are undertaking publication of substantial support materials and guidance. In particular, we have built relationships with the Information Commissioner's Office (ICO), the NHS Health and Social Care GDPR Working Group and the Crown Commissioning Service. Each organisation is preparing support materials which we are able to influence and use within local government.
  - 15.2. We are seeking to facilitate a sector-led approach encouraging open shared discussion between authorities and the sharing of preparation materials and documents for others to review and re-use.
16. We are undertaking four areas of work, designed to help English councils and fire authorities understand and prepare for GDPR. They are:
  - 16.1. We wrote to all Chief Executives and Heads of Legal Services in July setting out the importance of [GDPR and guidelines](#) on areas of attention currently in need of focus.
  - 16.2. We have opened a highly active [knowledge sharing portal](#) on the Knowledge Hub where local government and health officials are able to meet online to share ideas, questions and documentation, such as policies, templates, plans that they have prepared. This launched in late July and currently has achieved a registered membership of 460 users.
  - 16.3. We are preparing a collection of [three free briefing events](#) planned for Manchester, London and Birmingham in January and February. We aim to have data experts

from the ICO, Health and Social Care, Crown Commissioning Service as speakers and a collection of smaller workshops run by sector experts covering more specific data protection subject areas. Each event will accommodate 100 delegates and we anticipate over subscription and some disappointed applicants who are deferred to a waiting list. The number of events is limited by capacity of the expert speakers to make themselves available. We will video record the London event and make sessions available for later viewing on YouTube.

16.4. We have in development a free eLearning module for release later in the year to instruct councillors on the implications and importance of conforming to GDPR. It will also consider the lines of questioning that councillors should be seeking of their organisations to reassure themselves that appropriate progress is being made.

17. In terms of next steps, we had intended a short survey of authorities to determine their understanding, plans, readiness and hotspots. However, it has now become apparent that SOCITM – the Society of IT Managers – is doing something similar. We will aim to work with SOCITM around the results and to determine where additional support might be needed.

#### **Implications for Wales**

18. Welsh local authorities have access to our knowledge sharing hub, so are benefitting from that work we are doing. The London briefing event will also be recorded for all authorities in England and Wales to view.

#### **Financial implications**

19. There are no additional financial implications arising from these two projects at this stage.

#### **Next steps**

20. To pursue the projects as indicated above and in the light of members' guidance.



## **Progressing next year's Innovation Zone**

### **Purpose of report**

For direction.

### **Summary**

This report invites Members' views on the strategic organisation of the Innovation Zone at the LGA Annual Conference 2018. The report includes background details about the Zone, latest developments and Members' involvement.

### **Recommendation**

That the Improvement and Innovation Board advises on the Zone's development for 2018 as outlined in paragraph 6, in particular whether to theme the Zone or not, the types of innovation to showcase in 2018 and whether to appoint a member advisory group.

### **Action**

Officers to progress the Zone in light of Members' guidance on the issues raised.

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## **Progressing next year's Innovation Zone**

### **Background**

1. The LGA's innovation programme shares examples of local government and wider public sector good practice, helping equip councils with tools and confidence to use innovative approaches to solve their challenges.
2. This includes the three-day Innovation Zone that we have organised at the last five LGA Annual Conferences. This will be repeated in Birmingham in 2018.
3. Key successes this year were that the Zone:
  - 3.1. Received very positive feedback. 49 per cent of conference delegate survey respondents made use of, and were very/fairly satisfied with the Zone – up from 35 per cent making use of the Zone in 2016 - with particularly positive comments about delegates making changes as a result of what they learned in the Zone.
  - 3.2. Was more vibrant and better attended than ever. It was more colourful, with creative board and card games devised by Sandwell and Essex councils, Luton carnival costumes and prizes, and a delegate teaching tap dance to highlight how skills can be quickly and easily drawn out to help others achieve their goals.
  - 3.3. Saw some sessions as standing room only, almost all sessions were full, and delegates used the space for work and discussions between sessions.
  - 3.4. Featured innovations from 25 local authorities from across the country and 18 other organisations including New Urban Mechanics from Boston USA, the Democratic Society and the Department for Communities and Local Government. Newton, the Zone's sponsor, also showcased its work with the LGA and councils.

### **Improvement and Innovation Board input**

4. At its meeting in November 2016, the Improvement and Innovation Board advised on the Zone's development for 2017, agreeing to:
  - 4.1. Invite examples from the wider public sector.
  - 4.2. Not have subject specific themes.
  - 4.3. Set up an informal Board advisory group providing strategic direction.
5. Officers progressed the Zone accordingly, taking on board comments from the advisory group comprising Cllrs Peter Fleming OBE, Judi Billing MBE, Bob Jennings and Mayor Dave Hodgson MBE.



## **Innovation Zone 2018**

6. As we plan 2018's Zone, we would welcome Members' views on the following issues:

### **6.1. Whether or not to theme the Zone:**

6.1.1. In 2015 and 2016, we had subject specific themes including leadership, integration of services for better outcomes, digitalisation, collaboration with others, and tools to help councils develop a culture of innovation. Themes were purposely broad to include innovations from a variety of local authorities including district councils and fire and rescue authorities.

6.1.2. In 2017, we had no subject specific themes but an overall theme of creative and positive disruption to connect the programme's examples.

6.1.3. Both having and not having themes have advantages and disadvantages.

6.1.4. **Subject themes** focus the programme on the most relevant topics and examples for councils. In turn, the resulting programme and the LGA are seen by the sector to provide coherent content for councils to learn from, on the top current priorities for local government. Each theme is allocated an LGA subject specialist to co-ordinate the best sessions, making the most of their knowledge and established relationships with speakers, requiring less time to organise. Themes however can restrict the breadth of innovation and authority types showcased.

6.1.5. **No subject specific themes** enable us to showcase the widest variety of innovations, from all authority types, relevant to councils. It can however potentially mean a less powerful programme that does not address the most relevant topics, looks less coherent, with the LGA seen to not be providing the most relevant contact for councils. No themes and therefore no theme leads also requires a generic assessment group to consider every Zone submission (over 140 in 2017), with relevant LGA policy officers still being involved to give their views on submissions relevant to their work area. Generic officers then progress chosen submissions but without the connections that LGA theme leads would have. We still produced a high quality programme due to our process but generic assessment requires a lot more staff and time than LGA theme leads do, creating a more lengthy process.

6.1.6. Views are welcome on whether to have themes or not, including what subject themes or what general theme to use, and what examples of innovation and speakers to consider. Commercialisation/investment, technology and public

services for example have been suggested through delegate feedback.

**6.2. Any limits to the types of innovations to showcase** – this year we:

**6.2.1. Assessed submissions for how:**

- Innovative their ideas were for the organisation;
- Much their innovation had improved outcomes;
- Much they were addressing difficult issues; and
- Relevant the innovation was to councils.

6.2.2. Included examples from the wider public sector and beyond, including from the USA, experimental innovations and those already producing positive results. We would look again to invite ideas from councils and organisations from UK to international level.

6.2.3. Delegate feedback was very positive about the innovations showcased, so we look to continue this approach, which didn't exclude any sector. Again however, comments are welcome to encourage the best examples from the outset.

**6.3. Member involvement** – throughout the Zone's organisation, officers liaised with this Board's Chairman, innovation lead and set up and worked with an informal Board advisory group to steer the strategic development of the Zone. The Board is asked to consider if it will appoint a similar member advisory group for 2018.

7. Comments are welcome on all these aspects, and whether anything else is required. Members are also encouraged to suggest innovations that could feature in the Zone, especially those that could launch the Zone and otherwise stand out.

8. Meanwhile, we have refreshed our LGA-wide officer working group to progress next year's Zone. The group has already considered and is acting on delegate and staff feedback from this year's Zone. Newton is also already confirmed as next year's Zone sponsor for the third year running.

**Implications for Wales**

9. None.

**Financial Implications**

10. None.

**Next steps**

11. Officers to progress the 2018 Zone in light of Members' guidance on the issues raised in paragraph 6 above.

## **LGA Boards' improvement activity**

### **Purpose of report**

For discussion.

### **Summary**

This is a progress report on improvement activity undertaken by other LGA Boards.

#### **Recommendation**

That Improvement and Innovation Board members note the report.

#### **Action**

Officers to respond as necessary to any comments.

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## **LGA Boards' improvement activity**

### **Background**

1. Members have agreed that it is important for this Board to retain a strategic or “overarching” perspective on the improvement activity currently undertaken across LGA Boards. This helps ensure consistency with the key principles underpinning the approach to sector-led improvement and helps avoid any potential duplication.
2. To achieve this:
  - 2.1. officers coordinate the flow of business through the Boards so that the Improvement and Innovation Board can be invited to express strategic views about any significant improvement issues put before other Boards.
  - 2.2. during the year the Improvement and Innovation Board receives suitably timed progress reports on the major improvement programmes.
  - 2.3. as far as possible, the Improvement and Innovation Board meets towards the end of each cycle of meetings so it can consider any significant issues put before other Boards and then report back to Boards at their next meeting.
3. A progress report drawing together a summary of significant improvement activity led by other LGA Boards since this was last reported is set out in **Annex 1**.

### **Implications for Wales**

4. There are no implications for Wales.

### **Financial Implications**

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

### **Next steps**

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

**Annex 1****Progress report**

This progress report summarises significant improvement activity led by other LGA Boards since this was reported to this Board in July 2017:

**City Regions, and People and Places Boards**

The LGA's work on devolution is led by the City Regions, and People and Places Boards. Under their direction, the LGA has sought to support councils with their devolution ambitions, with activity primarily focussing on: negotiating deals, moving from a deal to implementation, sharing knowledge and best practice. Recent activity has included:

- providing bespoke support to combined authorities (CAs) and CA mayors:
  - providing tailored capacity support to seven CAs: the West of England, Greater Manchester, the West Midlands, Cambridgeshire and Peterborough, Liverpool City Region, Sheffield City Region and the Tees Valley
  - hosting the July and September meetings of the CA chief executives' network to share public service reform plans and CA responses to Brexit
  - agreeing to commission research on behalf of the CA chief executives' network that looks at further fiscal devolution opportunities as well as the existing financial instruments available to CAs
  - commencing work to convene thematic groups for senior CA officers covering: finance, housing and planning, employment and skills, and transport
  - updating the CA self-evaluation diagnostic tool in light of the recently published National Audit Office report on the progress of CAs; the LGA has begun discussions with the West of England CA and Cambridgeshire and Peterborough CA regarding the roll-out of the tool in their organisations
- establishing a mayoral support offer, whereby the LGA has established a Mayoral Hub, which provides support in arranging Ministerial meetings, commissioning bespoke policy briefings and research, and advising on external support offers and promotions; the next mayoral event is planned for autumn this year
- working with Universities UK and the Higher Education Funding Council for England to:
  - support the delivery of the second phase of the Leading Places programme, which continues to progress in fifteen areas
  - contribute to the development and delivery of the Local Growth Academy, which is a leadership programme developed in partnership between the Higher Education Funding Council for England, Universities UK, the LGA and the NHS Confederation; LGA officers have delivered policy update sessions at Module 2 of the Academy
- continuing to develop and deliver our bespoke support offer to areas looking to secure and advance local devolution, including: leadership support, overview and scrutiny support, policy development, communications and negotiations with Whitehall.

**Community Wellbeing Board**Care and Health Improvement Programme (CHIP)

CHIP is the sector-led improvement programme for adult social care and health. It is funded mainly by the Department of Health (DH) with contributions from the NHS for some digital activity and Transforming Care. DH has agreed to continue that funding until March 2020 based on a set of priorities around risk and resilience, effective care and health systems and our contribution to the Transforming Care Programme.

Insight and activity for Quarter 2, July to September 2017, includes the following:

- We remain active participants in national negotiations on the Better Care Fund (BCF), improved Better Care Fund (iBCF) and BCF graduation, challenging decisions where necessary that do not recognise or consider the views and commitments of local government. We continue to give voice to the significant frustrations and local tensions aired by councils caused by the BCF planning and assurance process, particularly NHS England (NHSE) pressure around the delayed transfers of care (DToCs) target setting and agreements to spend iBCF. We maintain close contact with the 19 councils that have presented robust plans but are unable to agree to the DToCs targets and so are now subject to escalation measures and the potential withholding of BCF funds. We have previously alerted DH/NHSE to the implications of this action, which are jeopardising spending on interventions that support timely discharge or help avoid admissions in the first place. Councils that have agreed plans risk as yet undetermined sanctions should they fail to meet the unrealistic DToCs targets that could jeopardise the funding of services in the future.
- We continue to support councils around DToCs:
  - producing a single set of offers with national partners on managing hospital to home discharge
  - running a series of regional workshops with the Emergency Care Improvement Programme (ECIP) to improve consistency with data and counting (80 plus attendees at each)
  - developing a medium to long-term offer from the North of England DToCs work.
- Our two national events on the High Impact Change Model and emerging practice attracted over 160 attendees with demand for further events. Councils have expressed concern at how discharge delays are attributed and reported, which do not support the principle of integration, and have warned of the potential damage to local relationships this is causing. There are similar feelings about the use of the High Impact Change Model as a sector-led improvement tool as well as a requirement for BCF funding and the additional burden this is creating.
- The disconnect between national and local priorities is becoming ever more evident. Sustainability issues in social care plus a focus on delayed transfers from hospital to home have lessened interest in commissioning and market shaping, which remain critical operational factors for councils. Market fragility, and the supply of the right support to the

right people continues as a significant concern. Meanwhile the national focus on DToCs, and linking funding to the achievement of targets is seen as unrealistic and likely to increase financial risk, create additional burdens and divert resources from other areas with the potential for costly escalation processes.

- We continue with delivery of the peer-led Better Care Advisers/Multidisciplinary Consultants Support Programme. We are currently working with 25 areas developing offers in the High Impact Change Model, iBCF and evaluation. Key themes emerging from our support work include: facilitating plan agreement, supporting scheme evaluations, planning for greater integration beyond the BCF, and planning for and implementing activity to improve DToCs performance including the High Impact Change Model.
- We ran a further three facilitated integration tool workshops with the NHS Confederation with two more scheduled for Quarter 3. These are part of our support package to assist areas assess their readiness for the integration of care and health services and develop plans.
- There is renewed interest in our programme of member training offers following notable churn at the recent local elections, especially Leadership Essentials as well as the recent Political Leaders in Care and Health Induction session co-delivered with NHS Clinical Commissioners.
- Our new draft framework for Integrated Commissioning for Better Outcomes framework proposes four revised domains: building foundations; person-centred, place-based and outcomes focussed; lifting the ambition; and shaping provision for people and populations. It has been challenging to develop an approach that works for both local government and NHS audiences while retaining a focus on personalisation.
- There is significant interest in our new suite of offers following publication of our *Public Health, Prevention and Early intervention Sector-Led Improvement Prospectus*. We delivered a further three Prevention Matters member training sessions (bringing the total to 10).
- Another cross system health and care peer challenge pilot was completed with a second in negotiation.
- Highlights of our NHS funded, digital and information work include:
  - 103 councils (80 per cent) submitted a Social Care Digital Maturity Self-Assessment. Updated for 2017/18, this voluntary process is designed to help councils understand their local progress and consider local priorities. We are working with councils to help address the findings.
  - We are also working with the 15 councils that received up to £50,000 funding as part of the Digital Local Investment Programme in partnership with NHS Digital.

### **Children and Young People Board**

The LGA has launched a large scale campaign, Bright Futures, aiming to highlight the scale of the financial challenge facing children's services. As part of this work, we are building a broad based coalition of support behind our key messages of closing the funding gap,

reversing the cuts to early intervention funding, and investing in sector-led improvement. Further information is available at [www.local.gov.uk/bright-futures](http://www.local.gov.uk/bright-futures).

We have also launched two resource packs for councillors focusing on corporate parenting and support for care leavers. These outline the legislative and policy context that councils should be working in, highlight key lines of enquiry to support councillors in the oversight, scrutiny and development of services, and collate examples of best practice. The resource packs are available at <https://www.local.gov.uk/corporate-parenting-resource-pack> and <https://www.local.gov.uk/support-care-leavers-resource-pack>.

Robert Goodwill, Minister of State at the Department for Education, announced in his speech at the National Children and Adult Services Conference in October 2017 that:

- £20 million will be made available to support children's social care improvement through expansion of the Partners in Practice programme and the testing of Regional Improvement Alliances in the East and West Midlands, and the East of England
- Nesta will run the previously trailed What Works Centre for Children's Services.

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

We have agreed improvement contracts with Sport England and Arts Council England for 2017/18. These will deliver:

- two culture leadership essentials
- three culture peer challenges
- three sport and physical activity leadership essentials
- one sport and physical activity officer development course
- one regional sport and physical activity event, to facilitate cross-border working between councils.

We are also holding a sport and physical activity conference on 5 December to communicate the latest policy developments and best practice to the sector.

In August, we published a councillor handbook on library services to help councils to plan the future of their services and learn from innovative practice in other councils. We also published a strategic planning and needs mapping tool to help library services identify local need and develop plans to address that, and a new benchmarking framework for library services to use for continuous improvement. These tools were developed as part of our commitment to the Libraries Taskforce.

We also launched the Culture Hub, with Arts Council England, to help councils develop innovative ways to invest in culture, even where financial resources are under pressure. This brings together cultural case studies across four themes: value of culture, inspiring leadership, different delivery models, and achieving efficiencies. During the week of the launch, it was the third most visited page on the LGA website with nearly 800 unique hits.



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

### Housing

The Housing Advisers Programme was launched over the summer. This programme is designed to support local authorities deliver a project that helps meet the housing need of their local area. It aims to be simple, flexible, and locally-led. The programme will fund the provision of an independent adviser to offer bespoke expert support to local authorities undertaking a specific project that works towards delivering homes, reducing homelessness, or generating savings or revenues.

By 12 September, the deadline for expressions of interest from councils, the LGA had received 71 submissions and these are now being assessed. All regions and political control are represented in the submissions, which are fairly evenly split across issues of housing supply, planning and homelessness.

Two additional sector wide improvement projects are planned:

- building through Housing Revenue Accounts, innovations and limitations
- delivering planning permissions, strategies and innovation.

Reports including best practice examples will be published later in the financial year.

### Growth

Our growth improvement commitment includes increasing opportunities for the business community to work with local government. Our joint work with the British Property Federation, which brings councils together with institutional investors and other business interests, continues. This will include working with Bassetlaw on regeneration issues.

In addition the first of our town centre forum events is scheduled to take place on 29 November.

## **Safer and Stronger Communities Board**

### Counter extremism leadership essentials

The second leadership essentials course on counter-extremism took place in September, attended by eight councillors. A further four courses on counter-extremism or Prevent are scheduled over the coming months.

### Community cohesion workshop

The first community cohesion workshop was held in Birmingham in September, attracting approximately 30 delegates. The event was aimed at providing councils with an opportunity to share and discuss ideas, practice and current issues around community cohesion, leadership and engagement.

#### Inclusion and Diversity Masterclass

The Fire Services Management Committee (FSMC) held this masterclass on 26 September for fire and rescue authority members. The masterclass included case studies, which members found very useful, and a session from the new inspectorate of fire and rescue services, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

#### Supporting Avon Fire and Rescue Authority

The Government commissioned an independent inspector, Dr Craig Barker, to undertake a statutory inspection of Avon Fire and Rescue Authority (FRA), the report of which has now been [published](#). Avon FRA has requested support from the National Fire Chiefs Council (NFCC) and the LGA. We are currently putting in place a bespoke member development package, which will be informed by discussions with the FRA. The FRA has also agreed to establish an independent improvement board, which will be chaired by Huw Jakeway, Chief Fire Officer at South Wales Fire and Rescue Service, and Vice Chair of the NFCC. Cllr Rebecca Knox, Deputy Chair of the FSMC, will also be a part of the board and we will continue to engage with Avon through our regional Principal Adviser.

### **Resources Board**

#### Finance

Officers attended regular meetings of county council, district council, municipal and unitary authority treasurers' societies to provide them with updates on various policy developments to aid longer-term financial planning and share knowledge. This includes developments related to local authority commercial investment such as the CIPFA Code of Practice for Treasury Management, CIPFA prudential code and the Markets in Financial Instruments Directive II, progress and potential implications of business rates retention reform and the Fair Funding review.

#### Workforce

#### **Workforce Strategy**

In the context of continuing budget restraint, service integration, Brexit and wider changes in the nature of work and employment, it has been judged timely for the LGA to produce a new assessment of the general strategic workforce priorities in local government. The report will look at the major themes of leadership, organisational development, recruitment, skills and rewards. A series of initial priorities for action will be identified and the workforce team will talk to the sector about the most effective forms of targeted information and support the LGA can provide over coming years. The report is currently in the consultation phase.

#### **Apprenticeships**

A new member of staff, Jamie Saddler, Apprenticeship Adviser, has been appointed to provide additional full-time support to councils helping them make the best use of the levy that came into force this April. The focus will be on an increase in the number of apprenticeship programme starts councils can achieve. Take up was slow in the first quarter of the year as councils used the time to identify needs and get robust procurement practices in place. All councils who have contacted the LGA have registered for the Digital account

services so they can access their levy accounts. The LGA is undertaking a gap analysis for DCLG to identify which councils are progressing well with this agenda and which need further support. The analysis report is due to be published in December 2017.

### **Rewards**

The workforce team has commissioned some research on detailed comparisons between local government and private sector reward packages for key comparable jobs. The intention is to cut through the “noise” around public/private packages with some properly focused research that will support councils in making vital decisions in various labour markets.

### **Health and Care**

The workforce team is working with Public Health England to develop a set of employer standards for the public health workforce. Based on the well-established social work standards, the intention is to help employers ensure that they can achieve a stable supply of properly qualified and experienced public health staff across a complex system that includes many specialist disciplines.



01 November 2017

## Note of last Improvement & Innovation Board meeting

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<b>Title:</b>	Improvement & Innovation Board
<b>Date:</b>	Tuesday 11 July 2017
<b>Venue:</b>	5th Floor Conference Suite, 5th Floor (South side), Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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### Attendance

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

Item	Decisions and actions
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<b>1</b>	<b>Declarations of Interest</b>
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Councillor William Nunn (Chairman) welcomed members to the meeting and requested members make any declarations necessary.

Councillor Alan Connett declared an interest in item 6 as a co-deliverer of Leadership Academy.

<b>2</b>	<b>Note of the Previous Meeting</b>
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Councillor Nunn asked the board to note and agree the note of the previous meeting.

### Decision

The board **agreed** the minutes of the previous meeting.

<b>3</b>	<b>Productivity Programme</b>
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### Behavioural Insights

Rhian Gladman (Programme Manager – Productivity) introduced Tim Pearce (Head of Local Government at the Behavioural Insights Team) who gave a presentation on the Behavioural Insights Team's work with the LGA and pilot councils using nudge techniques to influence service demand.

Tim Pearce outlined the basic principle of Behavioural Insights around encouraging the public to replace instinctual automatic decision-making with more deliberative decision-making practices and thereby encourage them to make the desired for choice. He outlined three trials currently underway in Leeds, Lincolnshire and Liverpool around adult social care signposting, skills training and sugar consumption in hospitals respectively. The reports are expected shortly with phase 2 trials in Brighton and Hove, Kent, Lambeth and Southwark and Tunbridge Wells, Swale, Sevenoaks, Tonbridge and Malling and Maidstone.

01 November 2017

## **Discussion**

Members discussed:

- 1) The modelling used to assess the success of these trials and how to assess whether value for money was achieved.
- 2) The viability of 'nudge' theory in the digital sector and the need for the online option to be as good as, if not better than, the non-online option.
- 3) The opportunity to make some quick wins by sharing good practice around simple nudges i.e. letter wording already proven by experience to be effective.

## **Actions**

Officers to explore with BIT how we can promote simple and effective 'nudges' for councils to adopt.

## Productivity Report

Councillor Ron Woodley introduced the productivity report including successes for this last year and priorities for the 2017/18 political cycle. He particularly highlighted the re-launch of the Shared Services Map which went live a few days prior to the meeting showing substantial savings up to £643 million since 2012; the re-launch of the Enterprising Councils guidance; two successful workshops around digitisation (transformation and cyber security) at the LGA Annual Conference; the successful Conference Innovation Zone and a further 18% reduction in audit fees as negotiated by PSAA.

## **Discussion**

Members discussed:

- 1) Whether the savings shown in the Shared Services Map are increasing, decreasing or remaining static on a year on year basis
- 2) Whether the LGA is doing enough around cyber security considering the recent NHS cyber-attack. Officers reassured members that local government was protected during this attack because security systems are more up-to-date and compliant than other groups. However this was an issue of growing importance and the LGA was working through the Cyber Security Stakeholder group to raise the profile of the issue at senior levels within councils.
- 3) Reported concern about councils buying high value development sites using the public works loan board and the possible danger of large scale borrowing. Members highlighted the potential need to help councils with investment decision making and identified the potential need for communications support to help councils explain to their residents the drivers behind commercial activity and how this can mitigate against the pressure to raise council tax levels.
- 4) The importance of promoting the positive outcomes identified in the report to councils and ensuring that opportunities to participate in the work, eg as pilots, are widely promoted.

01 November 2017

## **Decisions**

Members noted the updates and progress on the Productivity Programme and provided guidance around the direction of the programme and detail in the report.

## **Actions**

Officers to consider members' suggestions for further support to help councils pursue the commercialisation agenda.

## **4 Performance Report and MOU for 2017/18**

Dennis Skinner (Head of Improvement) introduced the report on performance against the deliverables identified in the 2016/17 Memorandum of Understanding (MoU) with DCLG on sector led improvement. Forty-eight out of 50 deliverables had been achieved; the two outstanding ones were around fraud workshops delivered by CIPFA, which would now take place in 2017/18, and the uptake of the National Graduate Development Program (NGDP).

Dennis pointed to the positive outcomes in para 2.6 of the report, in particular that a basket of performance metrics used by councils continued to improve, levels of resident satisfaction had been maintained and that ninety per cent of council leaders and chief executives surveyed believed the LGA's support had had a positive impact on their authority.

In terms of 2017/18, DCLG had approved a grant of £21m and an updated MoU had been agreed.

## **Discussion**

Members discussed:

- 1) The uptake of Corporate Peer Challenges (CPC). It was noted that half the CPCs delivered in 2016/17 were to "first time" councils;
- 2) Whilst public satisfaction had been maintained it was not yet at a level that many in the private sector would be comfortable with and whether there was more the LGA could do in this area, recognising the difficulties and challenges of working in the public sphere where much was delivered through partnership;
- 3) The requirement within the MoU to help the sector achieve £210 million of savings, ongoing monitoring of these savings and consequences if they are not achieved.

## **Decision**

Members:

- 1) **Noted** the report and the MoU for 2017/18
- 2) **Agreed** the report on sector-led improvement in 2016/17 for publishing.

## **Actions**

Officers: to augment the SLI report for 2016/17 with a table showing projected savings.

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## **5 Improvement support to councils around community cohesion, counter extremism and Prevent**

Mark Norris (Principal Policy Adviser) introduced this item about improvement support for councils around community cohesion, counter-terrorism and Prevent in the light of Dame Louise Casey's review report published in December 2016.

Mark reported that Dame Louise Casey attended the March LGA Executive and set out the challenges to local government around cohesion. A more detailed integration strategy from government has been delayed and is now not expected for some time. In terms of developing a support offer it was suggested that this be built on the existing support around community cohesion and Prevent and developed further with councils through informal round-table sessions. Feedback to date tended to suggest that councils would value opportunities to network and share good practice as opposed to further written guidance.

### **Discussion**

Members discussed:

- 1) The apparent lack of mention of the importance of educational opportunities in the context of cohesion, although Dame Casey did include a strand of work around economic opportunities;
- 2) That the Prevent agenda is viewed negatively by some;
- 3) Agreement that the approach taken is correct, and that the focus should be on the positives.

### **Decisions**

Members **noted** the contents of the report around improvement-related work already underway and **commented** on the work going forward in response to the Casey review.

### **Actions**

Officers:

- 1) To continue developing the cohesion programme.
- 2) To organise round-table events for councillors to help shape the LGA's support offer around the issue of community cohesion.

## **6 Highlighting Leadership offer: 2016/17 final outturn and 2017/18 work priorities**

Councillor Judi Billing introduced the item. In terms of the delivery of the 2016/17 leadership offer, the programme had attracted 649 participants, the second highest total in the last ten years, 95 percent said that attending the programmes had made them more confident in their leadership role and that the ethnicity balance had improved. However there had been a small decrease in gender equality and engagement from the north-east is not optimum.



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Cllr Billing outlined the refreshed leadership offer for 2017/18 which had been developed in response to the new Memorandum of Understanding (MoU) agreed with the Department of Communities and Local Government (DCLG). This involved augmenting current programmes with an increased offer around managerial leadership in conjunction with SOLACE.

### **Discussion**

Members of the board discussed:

- 1) The level of engagement mentioned within the report as higher, despite fewer attendees. Officers explained this is due to individual members taking up multiple offers.
- 2) The question of why not all leadership programmes are full considering each council receives free places and whether more could be done to encourage authorities to take up these places.

### **Decision**

Members:

- 1) **Noted** the outturn figures for 2016/17.
- 2) **Agreed** the work plan for 2017/18.

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

Councillor Peter Fleming introduced this item and thanked officers, particularly Vicki Goddard, and members, for the success of the Innovation Zone at the LGA Annual Conference. Publishing the programme early had allowed members to plan and prioritise events they wished to see and he requested that this be repeated for future conferences.

### **Decision**

Members agreed that the Innovation Zone had been very successful and made a significant contribution to the success of the Conference.

## **8 LGA Boards' improvement activity**

Vicki Goddard introduced the item.

### **Decision**

Members of the board noted the contents of the report.

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**Appendix A - Attendance**

Position/Role	Councillor	Authority
Chairman	Cllr William Nunn	Breckland Council
Vice-Chairman	Mayor Dave Hodgson MBE	Bedford Borough Council
Deputy-chairman	Cllr Judi Billing MBE Cllr Ron Woodley	North Hertfordshire District Council Southend-on-Sea Borough Council
Members	Cllr Peter Fleming OBE Cllr Linda Robinson Cllr Harvey Siggs Cllr Barry Wood Cllr Bob Price Cllr Phil Davies Cllr Tudor Evans OBE Cllr Bob Jennings Sir Stephen Houghton CBE Cllr Mike Haines	Sevenoaks District Council Wychavon District Council Somerset County Council Cherwell District Council Oxford City Council Wirral Metropolitan Borough Council Plymouth City Council Epping Forest District Council Barnsley Metropolitan Borough Council Teignbridge District Council
Apologies	Cllr Robert Gould Cllr Michael Wilcox Cllr Andy Moorhead Cllr Sue Woodward Cllr Cherry Beath Cllr Glen Sanderson JP	Dorset County Council Lichfield District Council Knowsley Metropolitan Borough Council Staffordshire County Council Bath & North East Somerset Council Northumberland Council
In Attendance	Mr Richard Priestman  Mr Philip Sellwood Tim Pearse	Local Government Improvement and Development Energy Saving Trust (EST) Head of Local Government, Behavioural Insights Team
LGA Officers	Dennis Skinner Alan Finch Mark Norris  William Brookes  Vicki Goddard Jess Norman	Head of Improvement Principal Adviser (Finance), Productivity Principal Policy Adviser, Resilience, Safety and Regulation Principal Adviser (Leadership, Leadership and Localism Improvement Support Adviser Members Services Officer



# 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)

