

Improvement and Innovation Board

Agenda

Thursday, 25 October 2018
11.00 am

Smith Square 3&4, Ground 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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Improvement & Innovation Board
25 October 2018

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 25 October 2018** Smith Square 3&4, Ground 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:

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

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3263	email: Lewis.addlington-lee@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Location:

A map showing the location of 18 Smith Square is printed on the back cover.

LGA Contact:

Dan Mould

07867 189749 / Dan.Mould@local.gov.uk

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Improvement & Innovation Board – Membership 2018/2019

Councillor	Authority
Conservative (9)	
Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Paul Bettison OBE	Bracknell Forest Borough Council
Cllr Steve Count	Cambridgeshire County Council
Cllr Charlotte Haitham Taylor	Wokingham Borough Council
Cllr Donna Jones JP	Portsmouth City Council
Cllr Robert Light	Kirklees Metropolitan Council
Cllr Laura Miller	Purbeck District Council
Cllr Damian White	Havering London Borough Council
Cllr Glen Sanderson JP (Observer)	Northumberland Council
Substitutes	
Cllr Kelham Cooke	South Kesteven District Council
Cllr Lynne Duffy	Wychavon District Council
Cllr Angelique Foster	Derbyshire County Council
Cllr Phil North	Test Valley Borough Council
Labour (8)	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Joy Allen	Durham County Council
Cllr Phil Davies	Wirral Metropolitan Borough Council
Cllr Tudor Evans OBE	Plymouth City Council
Cllr Abdul Jabbar MBE	Oldham Metropolitan Borough Council
Cllr Vince Maple	Medway Council
Cllr Alice Perry	Islington Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
Cllr Olivia Blake	Sheffield City Council
Cllr Jason Brock	Reading Borough Council
Liberal Democrat (3)	
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
Substitutes	
Cllr Cherry Beath	Bath & North East Somerset Council
Independent (2)	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council



Government

Association

<i>Substitutes</i>	
Cllr Paul Cullen	Richmondshire District Council
Cllr Neil Prior	Pembrokeshire County Council

Agenda

Improvement & Innovation Board

Thursday 25 October 2018

11.00 am

Smith Square 3&4, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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Date of Next Meeting: Thursday, 31 January 2019, 11.00 am, Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ

Membership and terms of reference for 2018/19

Purpose

For discussion and decision.

Summary

For members to note the membership and agree the Terms of Reference of the Board for 2018/19.

Recommendation

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

Action

Officers to respond accordingly to members' direction.

Contact officer: Dan Mould
Position: Member Services Officer
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Improvement & Innovation Board – Membership 2018/2019

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Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
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Substitutes	
Cllr Paul Cullen	Richmondshire District Council
Cllr Neil Prior	Pembrokeshire County Council

Observers	
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 2018/2019

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 MHCLG regarding MHCLG funding for sector led improvement. The IDEa Board is formally accountable to MHCLG 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 MHCLG - 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. MHCLG 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:	9 members
7.2	Labour group:	8 members
7.3	Liberal Democrat group:	3 members
7.4	Independent group:	2 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**

25 October 2018

Priorities and work programme

Purpose of report

For discussion and direction.

Summary

This report invites members to agree the Board priorities for 2018/19, to note progress to date in delivering the improvement programme for 2018/19 and to offer thoughts about the potential shape of the improvement programme for 2019/20.

Recommendations

Improvement and Innovation Board members are asked to:

1. Agree the Board priorities for 2018/19 and confirm member leads (paragraphs 9);
2. Comment on the potential shape of the improvement programme for 2019/20 (paragraphs 20/27).

Action

As directed by members.

Contact officer: Dennis Skinner

Nick Easton

Position: Head of Improvement

Improvement Coordination Manager

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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 Ministry of Housing, Communities and Local Government (MHCLG). This report also updates members on delivery of the improvement programme and invites members' views on the shape of the programme for 2019/20, to inform discussions with MHCLG.
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 2018/19 with the following areas of focus:
 - 3.1 Funding for Local Government
 - 3.2 Housing
 - 3.3 Inclusive growth, jobs and devolution
 - 3.4 Children, education and schools
 - 3.5 Adult social care and health
 - 3.6 Supporting Councils
 - 3.7 Britain's exit from the EU
 - 3.8 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 Britain's exit from the EU, 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 MHCLG.
5. The overall *approach* to sector led improvement is summarised, particularly for new board 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;
 - 5.5. Sharing good and innovative practice.
6. The Government (MHCLG) supports this approach to sector led improvement and provides grant funding set out in a detailed MoU agreed between the LGA and MHCLG. 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 MHCLG grant funding. The MoU agreed with MHCLG is for one year only and amounts to £20 million in 2018/19. 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 MHCLG 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 MHCLG 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 MHCLG. 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 Peter Fleming**
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 Essentials programmes which provide development opportunities for approx 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, the programme also 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. We have strengthened our offers around commercialism including access to a recently 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. We have also strengthened our work with the National Cyber Security Centre to raise the profile of Cyber Security and support cyber resilience.

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; 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

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with the challenges it faces. Member and officer peers are integral to the success of the approach.

14. On 8 November the LGA is hosting an annual Conference for Member Peers in Nottingham. The conference will be a key occasion to thank peers for the contribution they make to the success of sector led improvement and provide an important opportunity to engage peers on the key issues facing the sector, helping to inform the LGA's improvement work going forward.

Improvement programme - Progress (at the half year stage)

15. The MoU provides for regular reporting about the progress of delivering the improvement programme and its impact. The annual report for 2017/18, provided as part of the fourth quarter monitoring meeting in July 2018, can be accessed here.

<https://www.local.gov.uk/sector-led-improvement-201718> . It sets out a positive assessment of the delivery and effectiveness of the support programme:

- 15.1. All apart from four of the 60 deliverables were fully met (and the remaining four partially met);
 - 15.2. Take-up across the sector was strong;
 - 15.3. Councils said the support was useful. 95 per cent of council leaders and chief executives said the LGA support had a positive impact on their authority; and
 - 15.4. The LGA/IDeA was able to demonstrate how it had helped councils deliver £209.5 million efficiency savings (£0.5m short of the MoU target).
16. This pattern of strong delivery continues for the current financial year. Some key highlights, at the half-year stage include:
 - 16.1. Over 700 councillors already booked on our leadership courses.
 - 16.2. 64 peer challenges delivered and tailored peer support through the use of member or officer peers provided for a total of 98 councils.
 - 16.3. Productivity experts deployed to date in 28 councils, contributing to efficiency savings/income generation of £33m.
 - 16.4. Re-launched the shared services map which now identifies £971 million of cumulative efficiency savings since we started collating the figures in 2012
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 Board members as soon as it is available.

Improvement programme - priorities for 19/20 onwards

20. Discussions with MHCLG will soon begin about the shape of the improvement programme for the remainder of 18/19 and for 19/20. It is important that the LGA is able

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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.

21. To date this has included discussions at 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 and we will also invite feedback and contributions from member peers at the forthcoming Member Peer Conference in November.
22. 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.
23. In terms of developing the programme for 2019/20 it has been suggested that:
 - 23.1 We make reference to working with MHCLG and councils to support the Digital Declaration programme. We know that using Digital technology to improve responsiveness of services whilst driving down costs is an area of keen interest for Ministers.
 - 23.2 Support for councils around homelessness and rough sleeping. The rough sleeping strategy signalled MHCLG's intention: *"We will work with the Local Government Association to develop a comprehensive package of sector-led support for homelessness and rough sleeping. We expect this to be in place by summer 2019."*
 - 23.3 Greater emphasis be given to our work on commercialisation. The commercial event at the LGA conference was very well received by Chief Exec's. Income generation and trading companies are featuring as emerging issues of interest.
 - 23.4 Strategic relationships with key suppliers and contingency arrangements where there is a risk that the supplier might go into administration is already being picked up as part of our work on procurement, but this is rising in terms of its importance and profile.
24. We would welcome members' contributions and suggestions to help develop and shape the improvement programme for 2019/20.
25. In terms of next steps we will continue to work with the sector to develop a clear sense of improvement priorities for 2019/20 and expect to engage MHCLG later this year with a view to agreeing grant funding for 2019/20 by the beginning of that financial year.
26. 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 2017 did not set out a grant figure for 2018/19 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 2019/20 and will continue to promote the case for a three year grant commitment.

27. Progress reports will be brought to the Board and IDeA Board in January.

Implications for Wales

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

Financial Implications

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

Next steps

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

ANNEX A

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,
 - 3.5 sharing good and innovative practice.A high level description of the current “offer” is here
<https://www.local.gov.uk/our-support/our-improvement-offer>
4. **Take up** of the offer by councils has been strong, for example;
 - 4.1 115 peer challenges delivered in 2017/18, 865 since 2011;
 - 4.2 2,300 days of senior member and officer time dedicated to corporate peer challenges in 2017/18, over 17,000 days since 2011;
 - 4.3 Almost 800 councillors participated in our various leadership programmes in 2017/18
 - 4.4 tailored support through the use of member/officer peers provided to a total of 77 councils in 2017/18;
 - 4.5 we worked with 89 councils in 2017/18 to help them transform their workforces and modernise the way they are managed;
 - 4.6 approx 1,000 examples of good and innovative practice highlighted on the LGA website; etc.

5. **The approach has been a success.** Results from our wide-ranging evaluation activity demonstrate that:
 - 5.1 Residents remain satisfied and continue to trust their local council. 61 per cent of residents remain 'very' or 'fairly' satisfied with the way their local council runs things (June 2018)
 - 5.2 Over two-thirds (70 per cent) of a raft of performance indicators commonly used by councils to assess their performance have improved (May 2018)
 - 5.3 Over 96 per cent of council leaders and 95 per cent of chief executives say support from the LGA has a positive impact on their authority.
 - 5.4 99 per cent of councillors say they feel more confident in their role having participated in our leadership programmes.
 - 5.5 The number of councils requiring DCLG to formally intervene in remains extremely low, with no councils entering formal intervention in the last financial year. An independent panel was established to oversee the work of Kensington and Chelsea following the Grenfell fire. In May this year Commissioners were appointed in Northamptonshire. Good progress has continued to be made in Tower Hamlets and Rotherham which have both now come out of intervention.

6. 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.

7. Whilst sector-led improvement is **voluntary** that does not mean that councils don't participate. The take-up analysis in the annual report for 17/18 demonstrates strong take up across the key offers, with all councils having taken up one offer or another.

8. 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.

9. 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.

10. Key messages from the consultation were that:
 - 10.1 the principles on which sector-led improvement is based are still the right ones.
This was also confirmed by the results of the most recent LGA perceptions survey which saw an eight percentage point increase since 2016, in the proportion who said that a sector-led improvement approach is right in the current context (**78 per cent**). Since 2012, there has been a 19 percentage point increase in the proportion saying that sector-led improvement is the right approach.
 - 10.2 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 4/5 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 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 was 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). This has subsequently increased to 99 per cent.
 - 11.3 An external evaluation of the Productivity Experts Programme carried out in 2016 by Apteligen, the research company, found that from 2012-2016, £131 million worth of savings was achieved from the programme.

12. A report drawing together the results of evaluations of specific offers and analysis of feedback from participants that take up the various offers is currently being drawn together.

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ANNEX B

Programme of sector improvement support for 2018/19

PEER CHALLENGE AND SUPPORT

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 5 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.

For those 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

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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.

Outcome: A resilient and self-aware local government sector that is receptive of challenge and support from peers and committed to the collective ownership of performance and improvement.

Objective 1: our ambition is that every council will have received a corporate or finance peer challenge, between 2017 and March 2022 and acted on the resulting recommendations to improve their performance

Deliverables to include:

1.1 Deliver at least 110 peer challenges, of all types (including fire and rescue), of which 70 are corporate or finance peer challenges.

1.2 Reducing the number of councils that have not had a corporate peer challenge since 2012 by 50 per cent in 2018/19.

Objective 2: LGA acts as a focal point for the facilitation of effective peer to peer support, demand for which can often arise from the findings of a peer challenge

Deliverables to include:

2.1 Change of control support to 15 councils. A change of council control or political Leader/Mayor can be a vulnerable time for councils.

2.2 Provide support to at least 10 councils to manage and resolve issues between the political and managerial leadership

2.3 Tailored member/officer peer support to at least 60 councils. For example one to one mentoring support for individual councillors or Chief Executives

2.4 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

2.5 Support fire and rescue authorities as required and in a way that aligns with the new inspection regime.

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Objective 3: Scrutiny makes an effective and positive contribution to organisational effectiveness and support takes account of the Government's response to the Communities and Local Government Commons Select Committee report on Overview and Scrutiny.

Deliverables to include:

3.1 With CfPS, a range of support for scrutiny, accountability and good governance including promotion of good practice

3.2 Training for at least 20 councillors on a Leadership Essentials Scrutiny course

3.3 Maintain and improve LG Inform, the on-line data and benchmarking service, enabling the comparison and analysis of performance and thereby supporting efficient service delivery and enhancing local accountability

Objective 4: To work with the most challenged councils to minimise the risk of formal intervention by MHCLG

Deliverables to include:

4.1 Bespoke packages of support for up to 10 councils identified by the LGA and the Ministry as having the most severe performance challenges and at risk of intervention or in intervention.

Measures

- 90 per cent of Chief Executives of authorities that had received a peer challenge say their confidence about their council delivering its priorities had increased as a result
- 80 per cent of respondents from councils receiving a corporate peer challenge a year earlier report it had a positive impact on their council's performance and delivery of their priorities
- The number of councils to have not received a corporate peer challenge since 2012 is reduced by 50 per cent
- 85 per cent of councils receiving peer support state that it has had a positive impact
- 50 per cent of councils receiving peer support provide a member or officer peer as a result to support another council by 2020.

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LEADERSHIP AND CAPACITY

Background:

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. As part of our leadership offer this year we will include; strategic digital and cyber leadership; integration and cohesion; and preparing for emergencies and providing effective community leadership through response and into recovery. Unconscious bias training for councillors is included in parts of some of our programmes.

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. We are currently consulting on a new local government workforce strategy called “Growing Places” and this will drive our work over the next few years. It will take into account the potential workforce issues that may arise from Brexit. In consultation with councils and relevant stakeholders we have identified five key areas which we believe will shape the development of the local government workforce for the foreseeable future:

- organisational development
- skills development
- leadership
- recruitment and retention
- pay and rewards.

<p>Outcome: Councils provide strong, accountable local leadership that sets the direction for place shaping, growth and effective local partnerships</p>

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Objective 5: Councillors and officers are provided with the support and development opportunities they require to become strong, capable and effective leaders who understand the needs of their areas, lead and manage their organisations and are able to work effectively with partners to improve outcomes for citizens and communities.

Deliverables to include:

5.1 Provide development opportunities for at least 680 councillors with leadership roles in their councils

5.2 Promote good standards in public life in appropriate leadership courses and through the sharing of good practice and information

5.3 In partnership with SOLACE:

- The Ignite leadership development programme for at least 10 chief executives
- A programme for senior managers who aspire to be CEXs
- A programme that recognises and develops rising talent
- A management development programme aimed at “middle” managers

5.4 In partnership with CIPFA enhance the programme of leadership support for s.151 officers

5.5 Training and support for at least 75 council leaders or other senior politicians and chief executives and senior officers to develop their leadership roles through top team development and other programmes including digital leadership

Objective 6: The supply of talented political and officer leaders is continually refreshed

Deliverables to include:

6.1 At least 20 councils are supported to deliver bespoke “Be A Councillor” programmes to enable them to promote democracy and attract a wider pool of diverse talent to stand for election

6.2 60 ambitious and talented councillors are supported to progress their political careers through the Next Generation programme

6.3 The national graduate development programme (a two year management development programme) recruits at least 100 high calibre graduates in to local government

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6.4 An apprenticeship programme (of encouragement and practical support) designed to help councils increase the number of apprentices and maximise their levy investment

Measures:

- over 90% of participants agree that the political leadership programme has helped them improve the way they carry out their role
- over 90% of members in our political leadership programme agree that as a result they feel more confident in their ability to carry out their role.
- over 90% of participants in our officer leadership programmes agree that as a result they feel more confident in their ability to carry out their role.
- At least 50% of participants in the Next Generation programme go on to be cabinet members, committee chairs or leaders within the following 5 years.
- At least 50% of participants in the national graduate development programme for 2018 go on to managerial positions by 2022.
- At least 75% of senior members and officers attending our senior leadership courses go on to provide peer or mentoring support to others by 2020.

Outcome: Councils recruit, develop, reward and deploy their workforce to best meet their objectives.

Objective 7: Councils are supported to address future workforce changes associated with public sector reform, the practical implementation of current employment legislation etc and to modernise and transform the way they work, developing workplace cultures that motivate and value staff at all levels

Deliverables to include:

7.1 Publish a new pay and workforce strategy by September 2018

7.2 Support over 75 councils to transform their workforces and modernise the way they are managed through a range of HR/OD initiatives and in line with the new pay and workforce strategy

7.3 Develop further campaigns to retain and attract staff in hard to recruit professions.

Objective 8: Pay settlements are agreed and workforce disruption minimised

Deliverables to include:

8.1 To maintain the national negotiating machinery on pay and workforce issues, facilitating the negotiation of a pay agreement for local government that

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addresses the challenge of the National Living Wage and delivers pay agreements for a range of other occupational groups, to avoid the duplication of single employer negotiations.

Measures

- Over 90% of councils provided with bespoke support agree that it has had a positive impact on their authority
- Councils reporting significant difficulties in recruiting to key jobs falls by 10% by end of 2020.

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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.

Local government has a track record of working with other bodies: public sector (including central government), voluntary sector and the business community to help to transform the lives of their residents and communities for the better. It is by working together collaboratively in a place that added value can be achieved and councils are at the forefront of this way of working.

The LGA welcomes the government's recognition of local government's partnership role as set out in the common strategic agenda outlined in the UK Digital Strategy, the Government Transformation Strategy and the National Cyber Security Strategy. These set out an ambitious agenda which impacts directly on local communities, business and public services and emphasise the importance of collaborative work, as highlighted in the recent local government family's joint local digital leadership statement.

In the digital age it is more important than ever that councils are at the heart of developing a cross cutting culture of collaborative local digital leadership. It is vital that local leaders are on board with this agenda if it is to succeed. The LGA together with other key local government membership bodies will promote and build the local digital leadership required to maximise the benefits of digital transformation for local citizens, communities and businesses.

Our refreshed programme will support this area of work.

Strands involve:

- Transforming services: to make them more efficient, managing demand and finding more effective ways of delivering local people's needs - including

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digital tools and solutions to improve online transactional services through to new innovative ways of delivery;

- 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.

Outcome: Councils undertake their functions in an efficient, effective and resilient manner, responding to and taking advantage of new technologies in order to improve continuously and provide value for money for citizens.

Objective 9: Help councils become more efficient in the way they procure and deliver services and to assist them in managing risks including having in place sound contingency arrangements for contracts that have been outsourced.

Deliverables to include:

9.1 Revise the Local Government National Procurement strategy and set out a programme of work by October 2018 to help councils improve their procurement arrangements

9.2 Collaboration with Local Partnerships to provide practical support to help councils deliver efficiency savings and/or improve performance in areas such as waste and recycling, re-financing PFI contracts, undertaking major contract/fundamental spend reviews, etc.

9.3 Annual refresh of the national shared services map and a matchmaking service for councils in order to help increase the efficiency savings councils make through sharing services

9.4 Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty

9.5 Work with MHCLG to synthesise data to develop a better understanding of the characteristics of intelligent and efficient councils

Objective 10: Help councils protect their financial resilience, including exploring new sources of revenue, fighting fraud locally and understanding and responding to local financial challenges

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Deliverables to include:

- 10.1 Productivity and income generation experts to work with at least 25 councils, saving the councils or generating income of at least £25m
- 10.2 Help councils become more commercial through a series of courses, events and sharing good practice.
- 10.3 Provide expert financial advice and assistance to 40 councils to help them address specific issues
- 10.4 Help councils to be more pro-active in dealing with fraud by supporting Fighting Fraud Locally with CIPFA and others; supporting the Fighting Fraud Locally Board to review the 2016 strategy; and working with MHCLG in support of the Procurement Fraud Review.

Objective 11: Innovation and good practice in service design and delivery is encouraged and shared across the sector, including responding to the implications and opportunities of new technologies and digital transformation

Deliverables to include:

- 11.1 Through the “Design in public sector” work with the Design Council equip 10 councils to use design techniques to transform services and/or manage future demand and disseminate the learning across the sector
- 11.2 Work with the Behavioural Insights Team to help 8 councils better understand the behaviour of customers in order to better manage demand for services
- 11.3 Support to help councils maximise the opportunities that digital tools and solutions create to get more services online and help local residents and businesses carry out their business with their council online and to play a full part in digital aspects of various government strategies, including the UK’s industrial strategy
- 11.4 A programme of work to proactively support widening of the use of digital tools and solutions across local authorities and on-going work to highlight the importance of cyber security to senior officers and leaders in local authorities to promote their active participation in the national Cyber-Security Programme and membership of the online Cyber Security Information Partnership (CISP).
- 11.5 Showcase innovation and good practice through the Innovation Zone, on-line searchable database, publications and events.

Measures:

- councils continue to improve performance as evidenced by a basket of performance indicators used by councils across a wide range of services (as a proxy to measuring how our support has had an impact);
- the sector continues to transform services, utilising opportunities presented by

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new technologies, to become more efficient and effective in its use of resources - for every £1 of MHCLG grant invested in this part of the programme of sector led improvement we will help councils save £10.

- Leaders and Chief Executives in councils value the improvement support the LGA is making available as demonstrated by 90% saying it has had a positive impact on their authority.

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. We will support councils in responding to the challenges of building strong, integrated 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.

We want to 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. We will look to expand the reach of our housing adviser programme.

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.

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Outcome: Councils that support the creation of strong local communities, working with partners to support healthy communities and strong local economies, and provide services that meet the needs of the citizens and communities to whom they are accountable.

Objective 12: Councils are provided with the support they need to work effectively with partners to deliver excellent public services that support the creation of strong communities

Deliverables to include:

12.1 Implement the Housing Advisers programme, providing practical bespoke support to help at least 20 councils deal with the housing, planning and homelessness challenges they are facing in their areas and draw out the lessons for wider dissemination within the sector. Work with MHCLG on a series of national sector-wide projects supporting councils to meet common challenges in housing delivery, planning and homelessness prevention.

12.2 A mixture of generic and bespoke support for newly elected mayors and assistance to those areas in the process of developing their devolution arrangements, capturing and sharing good practice

12.3 In association with NALC, continue to promote effective collaboration between principal authorities and town and parish councils and support for mutually beneficial areas of work.

12.4 Support councils on the local growth agenda, including working with councils and their partners on developing Local Industrial Strategies through a programme of events and capturing good practice.

12.5 Support for officers and members to strengthen councils' licensing and regulatory functions, including issues arising from the Hackitt review of Building Regulations and Fire Safety

12.6 Assist councils to tackle modern slavery, including identifying and supporting victims, through the dissemination of guidance, sharing best practice and raising awareness

12.7 Help councils make 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

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12.8 A programme of support for councils to help secure integrated communities, taking account of the Government's Integrated Communities Strategy, and including leadership support to handle the complexities of the agenda

12.9 A programme of support for councils to help counter extremism, taking account of the Government's Counter-Extremism Strategy

12.10 Strengthen fire and rescue authorities' ability to take forward the fire reform agenda by strengthening their strategic leadership

12.11 Work with MHCLG to ensure that the national Troubled Families Programme is effectively implementing service transformation across Early Help Services

12.12 Support councils to prepare for EU Exit by sharing best practice from within the sector on EU Exit planning including capturing and sharing evidence of the differing, local impacts of Brexit through engaging with the sector and local seminars

12.13 Support councils to strengthen their resilience and emergency planning, focussing on community leadership in civil emergencies, through a series of training events and other materials

12.14 Through the One Public Estate, support the delivery of the Land Release Fund.

Measures:

- Council residents maintain high levels of trust and satisfaction in local government
- Over 85% of those authorities provided with support report that it has had an impact
- Officer and Member peers come forward to support others from at least 50 councils as a result of the support provided

Productivity Programme

Purpose

This report updates the Board on the progress made against the Productivity Programme for 2018/19 for the sixth month period up to the end of September. Annex 1 provides a summary of the main outputs for the quarter.

There will be a brief presentation from RAND to highlight the key findings from the recent cyber security stocktake.

Recommendation

Members of the Improvement and Innovation Board are asked to:

1. Note the updates and progress on the Productivity Programme
2. Provide such guidance as the Board considers necessary to ensure that the programme meets its objectives.
3. Contribute to the gathering of best practice, engage with the development of the content for the self-assessment tool and provide over-sight of the 'efficient and intelligent Councils' project. (Paragraph 12)

Action

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

Lead Member	Councillor Ron Woodley
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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 Ministry of Housing, 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 work-stream – MoU commitment

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 2018/19

There are currently three live digital funded programmes and each are at a different stage;

- 4.1.1 The Digital Transformation programme 2016/17 – funded 15 projects. Nine of these have reached a stage whereby we have been able to capture their case studies, setting out the challenge they sought to address which included, Troubled Families, Children's services and managing demand for housing, and the impact of their work, including the benefits to their residents and the savings generated

which are in excess of £2.4 million so far. The case studies and an overarching report will be published on the LGA website this autumn.

- 4.1.2 The Digital Channel Shift Programme 2017/18 – funded 21 projects. 18 of these are now live and include work to put online a range of services from taxi and skip licenses to Revenues and Benefits. The LGA has hosted a number of workshops to support these projects and they are working with us to identify the impact of their projects in preparation for capturing their case studies which we plan to start this autumn. To date these projects have generated over £900k of savings.
- 4.1.3 The Digital Housing programme 2018/19 – funded five projects. The LGA is working with Tunbridge Wells who led on the Digital Transformation funded programme across a group of councils in Kent, developing and implementing a series of online forms for homelessness, a self-assessment form for housing and a housing application form. These are live and operating across a number of councils in Kent.

This year's funded programme is being run as an action learning set whereby the LGA and the team at Tunbridge Wells have developed a series of workshops and are directly supporting the five participating councils to see if the learning and assets they originally developed can be reused by these other councils.

4.2 Next steps

The LGA is hosting a Digital showcase conference on 22 November. We have invited the MHCLG Minister leading on digital to address the delegates in a keynote speech. We will showcase a number of different projects and work being done by councils to transform their services using digital tools and solutions helping share the learning more widely.

5. Cyber Security – MoU commitment

This programme of work proactively supports the widening of digital and cyber resilience awareness across local authorities and highlights the importance of cyber security to senior officers and leaders in local authorities.

The LGA continues to host and run various sector boards to help councils understand and manage the risk of cyber security. These include:

- 5.1 The LG Cyber Security Stakeholder Group which brings together various 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.
- 5.2 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.

5.3 Programme Activities 2018/19

We hosted a chief executive Chatham House Rules discussion at the LGA conference where two chief executives shared their experiences of being subject to a cyber-attack with other councils – this provided a useful learning opportunity and builds on other work the LGA is doing to build resilience in councils enabling them to respond to adverse events.

In addition to our cyber security work directly with MHCLG, the LGA successful bid for funding from Cabinet Office under the National Cyber Security Programme securing £1.5million for 2018/19. This funding will be used to help capture the current arrangements in councils, identifying risks as well as good practice and using this to help shape a programme of support for the sector. The intention is to draw peers from councils where there is good practice to help others – a sector led improvement approach.

The LGA has carried out a stocktake of all 353 English councils. This sought to capture each councils' arrangements in place including for, leadership, governance, training and awareness raising, incident management and partnerships. Now the stocktake is complete, the LGA is working with our research partner RAND Europe to carry out analysis before giving feedback to each council. There will be a brief presentation from RAND at the Board meeting to highlight the key findings from the stocktake.

In parallel, the LGA is putting in place a Grant Funding scheme to enable councils to bid for funds to address any issues identified. The initial focus will be to fix issues that pose the greatest risk and then to look to develop skills and capacity to sustain cyber resilience in the future.

5.4. Next steps

The LGA has also submitted a bid for funding for 2019/2020, this is to build on the work already started with a focus on consolidating and enhancing current arrangements as well as building skills and capacity for the future.

The LGA is hosting a Cyber Security conference on 7 November. We have invited Cabinet Office to address the delegates in a keynote speech. We will showcase different approaches already being used by councils to build their cyber resilience as well as promote the grant funding scheme to help councils bid.

6. Shared Services and Collaboration – MoU commitment

Undertake an annual refresh of the national shared services map and matchmaking service for councils in order to help increase the efficiency savings councils make through sharing services.

6.1 Programme activities 2017/18

The LGA Shared Services map was relaunched in June and evidenced £971m in cumulative efficiency savings from over 559 partnerships – this was up £314m from £657m savings and from 486 partnerships in the previous year.

The Shared Service Expert programme placed an expert within Trafford, Stockport and Rochdale's STAR Procurement team. Their support was used to help highlight the key risks and opportunities as well as supporting some of the practical aspects of "on-boarding". Subsequently STAR officially announced "on-boarding" Tameside at the start of September. Support continues with the Liverpool City Region project, whilst a piece of work is in the pipeline with the merging councils of West Suffolk.

6.2 Next steps

Continued support and advice for shared service enquiries and applications as well as trying to connect councils with others in their pursuit of collaborative working and saving money.

7. Behavioural Insights Programme – MoU commitment

Work with the Behavioural Insights Team to help eight councils better understand the behaviour of customers in order to better manage demand for services.

This programme encourages innovation in local public services by giving support and funding to councils to help them to deal with the biggest service challenges.

Behavioural insights is an approach based on the idea that interventions aimed at encouraging people to make better choices for themselves and society will be more successful if they are based on insights from behavioural science, also known as "nudge theory".

7.1 Programme activities 2018/19

LGA Behavioural Insights Programme grant funding 2018

Phase four of the prestigious LGA [Behavioural Insights](#) programme has been launched as part of our wider support to council innovation. Applications are sought from councils, fire and rescue authorities and national parks that would like to work on a behavioural insights or 'nudge' projects. The ideas for the projects are aimed at managing service demand or achieving efficiencies. Successful applicants will benefit from up to £25,000 match funding to run a trial.

The phase three project from Warrington to use behavioural insights to reduce the demand for Education, Health and Care (EHC) plans has now finished. Using BI techniques to improve the EHC panel decision making has resulted in actual savings of £8,500 and cost avoidance of £133k. Over 12 months from June 2018 to June 2019 the projected savings for the council are £42,000 with projected cost avoidance of £380k.

7.2 Next steps

The LGA Behavioural Insights 2018 grant funding page for further information, frequently asked questions and the application form: <https://www.local.gov.uk/bi-2018>
The closing date is Thursday 1 November

More information on the LGA's Behavioural Insights Programme can be found here <https://www.local.gov.uk/our-support/efficiency-and-income-generation/behavioural-insights>

The LGA is due to host a BI event next year on 12th March 2019 to share lessons learned and best practice. Councillor Fleming will be giving the key note address.

8. Design in the Public Sector – MoU commitment

The Design in the Public Sector programme is one of the LGA's Innovation projects. Delivered in a partnership between the LGA and the Design Council. The Design in Public Sector programme equips councils with design skills and techniques to apply to their service challenges.

This year's Design in the Public Sector programme, in partnership with the Design Council, is focussed on applying design process and methods to tackle public health challenges with a focus on prevention. The programme will support 10 councils who will disseminate learning across the sector.

8.1 Programme activities 2018/19

Design in the Public Sector programme

The Design in the Public Sector programme is a 16 week training programme which skills up officers in design tools and techniques to apply to councils' greatest social challenges. Design is increasingly being recognised as a critical tool to help transform services in communities across the globe. Whatever the challenge, design experts help professionals to explore the issues impacting them and identify new ideas and opportunities to bring about positive change.

This year's programme has supported councils and health partners to rethink their challenges around public health for example:

- 8.1.1 Improving patient's health before surgery in Calderdale;
- 8.1.2 Reducing unnecessary A&E visits by the over-75s in Epping Forest;
- 8.1.3 Addressing high rates of teenage pregnancy amongst vulnerable groups in West Sussex;
- 8.1.4 Building social connection and community-led services to reduce social isolation in Stockport.

Applications for the latest round of the Design in the Public Sector programme have now closed and we received our highest ever number of applications to the programme.

8.2. Next steps

A selection process will now take place led by current and former Directors of Public Health to finalise the successful councils. For teams in the north, the programme will be delivered in Leeds and at Design Council's office in London for those in the south. The successful councils will be announced at the end of October.

The programme has also been selected as one of the workshop sessions at the LGA Employee Conference in December 2018.

We have produced a webpage to share the learning and impact from the programme so far. Further information on this programme can be found at <https://www.local.gov.uk/our-support/efficiency-and-income-generation/design-public-sector>

Smarter Sourcing

9. Smarter Sourcing – MoU commitment

To help councils become more efficient in the way they procure and deliver services to assist them in managing risks including having in place sound contingency arrangements for contracts that have been outsourced.

Revise the Local Government National Procurement strategy and set out a programme of work by October 2018 to help councils improve their procurement arrangements.

Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty.

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.

9.1 Programme activities 2018/19

NPS 2018

The National Advisory Group for Local Government Procurement (NAG) has commissioned and developed a new national procurement strategy (NPS) 2018 which was launched at the LGA Conference in July.

The new NPS 2018 has an overarching theme of 'Innovation' and includes a 'maturity index' format that will enable councils to identify their own progress and what they can do to improve:

- 9.1.1 Category management of council's main areas of spend i.e. construction, ICT, energy and social care
- 9.1.2 Strategic supplier management of the top suppliers to local government in the categories
- 9.1.3 Identifying what procurement and commercial related skills are needed and working with the sector and central Government to identify how these can be delivered
- 9.1.4 Innovation, both in procurement processes and in encouraging suppliers to identify innovative goods and services.

The initial diagnostic exercise was sent out to councils' week commencing 24 September so that councils can self-assess where they are in relation to the maturity model. The results are due at the end of November and this will further inform our action plan.

9.2 Strategic Suppliers

The LGA is engaging with top spending councils with a number of suppliers identified as being key strategic suppliers to local government. Contract information is currently being gathered and a SWOT analysis is also being undertaken for these key suppliers. Initial council-only meetings are being arranged for October, with meetings taking place during November with the suppliers.

9.3 Category Management

We have identified the need to consider and re-develop a set of national contracts for the use of Children's Services. We are currently in the process of engaging with children's services consortia on this project.

There are a number of work-stream within the Construction category. This includes:

- 9.3.1 Schools benchmarking exercise in October 2018.
- 9.3.2 The annual Construction conference taking place in February 2019.
- 9.3.3 Continued support for the work of the Industry Response Group following the Grenfell Tower disaster and work to develop a set of competencies relating to procurement following the Dame Judith Hackitt review and recommendations.
- 9.3.4 Working with policy colleagues to identify supply chain issues relating to fire doors following failed fire testing.
- 9.3.5 Three workshops are due to be held in October/November on the use of JCT contracts.

9.4 Skills

A refreshed skills programme is planned, following the new NPS 'Developing Talent'. The diagnostic being undertaken by councils will help to identify support for key skills areas and we will look to put high achieving councils in touch with those who require additional support in specific areas.

We will continue to promote the free procurement masterclasses and other resources being cascaded by Government Commercial Function to councils. We will use the outputs and intelligence from this work to inform and shape the LGA's 'Work Local' campaign and policy work. This is an ambitious but practical vision for devolved and integrated employment and skills.

9.5 Brexit

Discussions have been held with Cabinet Office and MHCLG on procurement matters relating to Brexit. We tried to lobby for procurement changes following the Brexit White Paper, however we were advised that there was no time or enthusiasm at this stage to do anything but accede to the WTO Government Procurement Agreement in our own right. As

the GPA is the basis for the current EU legislation (albeit simpler), we do not have an issue with this.

Government guidance relating to a 'no deal' has recently been issued and this has been disseminated through procurement networks. We have also met with Cabinet Office and MHCLG on the procurement market access offer for future free trade agreement negotiations in order that local government considerations are included.

9.6 Innovation

We will be publishing shortly a new 'road map for innovation' that has been developed. A meeting with the Future Cities Catapult took place on the 20th September to consider how we can work together on innovation in the procurement agenda. A number of regional workshops on innovation are planned for 2019.

9.7 Modern Slavery

We have continued to support the voluntary publication of an annual transparency statement under the Modern Slavery Act based on the issues around reputation. 65 councils (one in five) have now voluntarily submitted their transparency statements and are listed in our new [Transparency in the supply chain- council statements portal](#) {which went live in September}.

9.8 Next steps

The focus over the next quarter will be to encourage councils to complete the diagnostic tool to self-evaluate their current and future performance. We will also be supporting councils in with discussions with their key strategic suppliers.

A 'Lessons Learned' event – 'we need to talk about Carillion' was held on 2 October. This event was hosted with Oxfordshire County Council. The lessons learned will be shared with councils.

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.

10. Commercialisation – MoU commitment

Help councils to become more commercial through a series of courses, events and sharing good practice.

10.1 Programme activities 2018/19

Commercial skills training for senior officers

By 2020, local authorities will have faced a reduction to core funding from the Government of nearly £16 billion over the preceding decade. Councils are finding new and innovative ways in which to generate sustainable income streams, to protect frontline services and achieve social value outcomes.

The LGA has designed a training programme with the Institute of Directors (IoD) to support senior officers to develop commercial skills that will help them to make confident and robust commercial decisions. The training comprises four modules: dealing and negotiating with commercial partners, commercial strategy and risk, governance and finance.

There are two training programmes planned:

10.1.1 The Southern cohort is due to take place in Oxfordshire commencing in October 2018

Location: [The Oxford Belfry](#), Milton Common, Near Thame, OX9 2JW
Module dates: 8 - 9 October; 8 – 9 November and, 10 – 11 December.

10.1.2 The Northern cohort is due to take place in Leeds commencing in January 2019

Location: [The Queens](#), City Square, Leeds, LS1 1PG
Module dates: 28 - 29 January; 25 – 26 February and, 18 – 19 March

The cost of the training programme is £1,200 which is subsidised by 50 per cent by the LGA. Bookings are allocated on a first come, first served basis. To book and to find out further information visit the [Commercial skills for senior officers web page](#)

10.2 Commercial skills masterclass for councillors

The commercial skills masterclass for councillors which took place in Cambridge on 24 September was attended by 17 councillors. 100% of attendees rated the content of the masterclass as good or excellent.

The masterclasses scheduled to take to be held in Winchester and Leeds are now fully booked. We are holding a waiting list for each session in case there are any late cancellations. We are also planning to run a fourth masterclass later next year possibly in Manchester.

11. One Public Estate

One Public Estate (OPE) is a national programme which enables councils, central government and its agencies to work together to get the best use out of public land and property. It is delivered in partnership between the LGA, Cabinet Office and MHCLG. The programme currently involves 319 councils, who work together in 76 partnerships and delivers c.450 projects. By 2020, projects are expected to deliver £615 million in capital receipts and £158 million in running cost savings, create 44,000 jobs and release land for 25,000 homes.

11.1 Programme Activities

One Public Estate (OPE)

On the 28 September 2018 OPE launched its 7 funding round. A national pot of £15 million is available for new and existing OPE partnerships. Applicants have until 28 November 2018 to apply. This application round will take a more focused approach and see priority given for projects which support the release of public land for one of the most pressing domestic policy priorities: increasing housing supply.

As part of governments drive to develop a sustainable programme £3 million out of the £15 million available funding for phase seven will be offered on a returnable basis. This will be reinvested into the programme to support the delivery of future OPE initiatives.

A 'Targeted sites' pilot has also been announced. This sees two government agencies, the Ministry of Defence and NHS Property Services announce four surplus sites they would like to work in partnership with local authorities, to develop future plans.

Currently OPE projects continue to deliver. Reporting from June 2018 shows that the programme has raised £145 million in capital receipts, cut running costs by £23million, created 5,700 jobs and released land for over 2,900 homes.

11.2 Land Release fund

In summer 2017, OPE extended its strategic partnership to include MHCLG. This expanded partnership also saw OPE being chosen as the delivery body for MHCLG's Land Release Fund. A new £45m capital pot providing councils with funding to undertake land remediation activity enabling development on council owned land.

In March 2018 OPE and MHCLG announced that 79 schemes were to be delivered through the LRF programme. The 79 projects were expected to release council owned land for the delivery of 7,280 new homes by 2020. Over the past seven months the OPE team have been working with councils to commence works.

This work has seen 78 out of 79 schemes commence the first stages of delivery. Pleasingly, all 78 schemes are on track to release land for housing development by December 2020. As project plans have developed and onsite works commenced, initial reports have also indicated an increase in housing units that will be delivered from 7,280 homes to 7,461 homes.

11.3 Next Steps

OPE will continue to work with prospective applicants to develop proposals. Applications will be assessed throughout December 2018 and January 2019 with applicants informed of the outcomes of their applications in February 2019.

Cross-cutting offers

12. Productivity Experts – MoU commitment

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. We are committed to work with 25 councils to deliver savings or generate income of £25 million.

12.1 Programme activities 2018/19

So far this year, experts are working with 28 councils contributing towards efficiency savings and/or income generation of £33.5 million over the next four years. At the moment, the majority of the funded projects are focused on procurement and commercial ventures. Also of note is that there are many more projects which are working in partnership with other local authorities than in previous years.

12.2 Next steps

The most recent case studies are shared with councils across the country via our webpage, social media platforms, bulletins, LGA events and so on and can be found here: <https://www.local.gov.uk/case-studies?keys=productivity+experts&subject%5B2609%5D=2609&from=&to=>

13. Efficient and Intelligent councils – MoU commitment

Work with MHCLG to synthesise data to develop a better understanding of the characteristics of efficient and intelligent councils.

13.1 Programme activities 2018/19

As part of the work to help councils to continuously improve, the LGA is developing a package of support for efficiency in one place. It will;

- 13.1.1 Bring together all of our learning across local government, so that we can better describe the characteristics of efficient councils.
- 13.1.2 Include an on-line self-assessment tool to help councils identify areas for further improvement.
- 13.1.3 Enable councils to access and share a range of resources (including case studies and best practice) in one place.

This package of support will be developed and piloted with councils over the autumn, and implemented by the end of March 2019. We are looking for councils to get involved with assembling the content, and developing/piloting the self-assessment tool.

This project has been jointly commissioned by the Productivity and Research teams within the Improvement Division. Following a procurement process Pfiks has been awarded the contract to work with the LGA on this project. Pfiks are the lead consortium member, working with iESE, Knowledge Hub and Porism. A kick-off meeting was held on 20 September with the consortia to agree the implementation plan to deliver the key outputs within this extremely tight timescale.

13.2 Next steps

Engagement with and identification of, pilot councils is currently underway.

Members of the Improvement and Innovation Board are invited to contribute to the gathering of best practice and to engage with the development of the content for the self-assessment tool. Members are invited to attend a work-shop in London on the 8 November. Members are also asked to provide oversight of this project.

14. Financial Support to Councils

The LGA's FISA programme has provided direct support to 29 English authorities to date. In addition the LGA is providing 25 bursaries to CIPFA's CFO Leadership Academy to support senior finance staff in taking on leadership roles in authorities.

The LGA is represented on the Fighting Fraud & Corruptions Locally Board and is continuing to work with CIPFA on evaluation of the Counter Fraud Programme.

15. Financial Implications

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

16. Implications for Wales

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

Flyer which covers the Productivity programmes:

<https://www.local.gov.uk/sites/default/files/documents/Productivity%20Flyer%20-%202018.pdf>

Annex A**Summary of key outputs as at September 2018**

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 as at September 2018	On target (RAG)
Digital	Workshops have been delivered and resources offered to support the Digital Housing Programme. The Digital Channel Shift Programme 2017/18 has generated over £9000k savings to date. The Digital Transformation Programme has generated in excess of £2.4m from nine projects.	Amber
Cyber security	All 353 English councils have completed the stocktake.	Amber
Shared services and collaboration	£971 cumulative efficiency savings to date, from 559 partnerships	Green
Behavioural insights	Phase four of the BI programme is open for applications – with a closing date of the 1 November 2018. The Warrington project from phase three to reduce the demand for Education, Care and Health plans has resulted in £8,500 savings and cost avoidance of £133k.	Green
Design in Public Services	This year's programme has now closed with the highest number of applications received to date. Short-listing is currently taking place. Successful councils will be announced at the end of October.	Green
Procurement	NPS2018 launched at LGA Conference in July. Diagnostic exercise currently being completed by councils.	Green
Modern Slavery	65 councils have voluntarily submitted their transparency statements to our portal	Green
Commercialisation	17 Councillors attended the commercial skills masterclass held in Cambridge on the 24 September. 100% of attendees rated the content of the masterclass as good or	Green

	excellent.	
One Public Estate	OPE programme has raised £145 million in capital receipts, cut running costs by £23million, created 5,700 jobs and released land for over 2,900 homes.	Green
Productivity Experts	So far this year we are working with 28 councils contributing towards efficiency savings and/or income generation of £33.5 million over the next four years.	Green
Efficient and Intelligent councils	Pfiks have been awarded the contract to work with the LGA and councils to deliver a package of efficiency support for councils in one place.	Amber
Finance	LGA FISA's programme has provided direct support to 29 English councils.	Green

25 October 2018

Highlighting Leadership offer: 2018/19 work update

Purpose

For information and decision

Summary

This report updates members on our work priorities and engagement figures for the 2018/19 Highlighting Political and Managerial Leadership offer.

Recommendations

That the Improvement and Innovation Board notes the progress so far 2018/19 and offers any comments on the Highlighting Leadership work.

That an “NGDP champion” is appointed as discussed in paragraphs 33 and 34.

Action

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

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Contact officer: Will Brooks
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Highlighting Leadership offer: 2018/19 work 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 with the flagship IGNITE programme.
2. This report provides statistics relating to attendance at our leadership development programmes and commentary on the achievements of 2018/19.

Highlighting Political Leadership

3. 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.
4. Figures included in this report are correct up to and including September 2018. The figures represent both those that have already completed a programme and those that are pre booked onto scheduled programmes within the 2018/19 offer.
5. Highlights so far in 2018/19 are:
 - 5.1 Continued record demand for our programmes – currently 747.
 - 5.2 A successful pilot of our Women's Leadership event.
 - 5.3 Participation on our Focus on Leadership events has significantly increased from last year from turnout figures of 77 in 2017/18 to 137 so far this year and with space still available to meet any continued demand. This is primarily due to the new Women's Leadership programmes which account for roughly half of this year's total numbers.
 - 5.4 Leadership Academy numbers are already above last year's numbers with two more programme cohorts still to be marketed.
 - 5.5 The Leadership Essentials Children's Services programme has been extremely popular this year to the extent where we have added an additional two of these programmes above the normal three that are run.

6. 2018/2019 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.
7. At the time of writing, we are still awaiting figures for the Leading Edge programme in October and the Conservative and Independent Next Generation programmes. Additionally there are some block pre-bookings on programmes from councils with actual individuals still to be decided.

Political Leadership - Stats 2018/19 (up to September 2018)

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Labour	53	208	85	4	20	0	370
Conservative	56	176	29	5	0	0	266
Liberal Democrat	4	31	11	2	12	0	60
Independent	30	9	12	0	0	0	51
Total:	143	424	137	11	32	0	747

	LA	LE	FoL	LEAD	NXG	0	Total
East of England	12	53	20	2	4	0	91
East Midlands	18	34	3	1	1	0	57
Greater London	7	99	27	1	8	0	142
North East	1	10	4	1	1	0	17
North West	13	53	25	1	5	0	97
South West	12	40	8	1	3	0	64
South East	13	51	12	3	6	0	85
Wales	49	0	1	0	1	0	51
West Midlands	10	38	32	0	1	0	81
Yorkshire & Humber	8	46	5	1	2	0	62
Total:	143	424	137	11	32	0	747

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
District	42	87	28	6	7	0	170
County	8	61	25	1	4	0	99
Metropolitan	20	85	37	3	8	0	153
London	7	99	27	1	8	0	142
Unitary	17	85	17	0	4	0	123
Welsh	49	0	1	0	1	0	51
Fire	0	7	2	0	0	0	9
Parks	0	0	0	0	0	0	0
Total:	143	424	137	11	32	0	747

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Male	75	239	37	8	17	0	376
Female	61	185	97	3	15	0	361
Unknown	7	0	3	0	0	0	0
Total:	143	424	137	11	32	0	747

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
White British	123	368	98	10	23	0	622
Black	2	22	14	0	0	0	38
Asian	11	29	19	1	9	0	69
Unknown	7	0	3	0	0	0	10
Mixed Race	0	5	3	0	0	0	8
Total:	143	424	137	11	32	0	747

Ethnic Origin		
White British	83.3%	(-0.7%)
Black	5.1%	(+1.1%)
Asian	9.2%	(-1.8%)
Unknown	1.3%	(+1%)
Mixed Race	1.1%	(=)

LA = Leadership Academy
FoL = Focus on Leadership
NXG = Next Generation

LE = Leadership Essentials
LEAD = Leaders Programme
LEDGE = Leading Edge

Be a Councillor

8. The LGA’s Highlighting Political Leadership offer provides support and development to councillors throughout their local government political career. We also recognise that prospective councillors will benefit from access to advice, information and guidance before making a decision about whether or not to stand. 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.
9. The 2018/19 “Be a Councillor” campaign continues to grow on the previous year’s refreshed programme. New campaigns for this year are underway with Lichfield, Reigate & Banstead and Waverly. Campaigns that have continued to be developed are in place with Wolverhampton, Kingston upon Thames, Guildford and Epsom & Ewell councils.
10. This year “Be a Councillor” will have a communications focus celebrating the votes for women centenary and encouraging young people to get involved in local politics. We have begun working with the British Youth Council, My Life My Say and Shout Out UK to organise a series of events throughout the autumn 2018 and spring 2019.

Leaders' Programme

11. Delegates for this year's programme have been agreed with the Political Group Offices and 11 Leaders will take part.

Leading Edge

12. Our Leading Edge programmes are bespoke events solely for current Leaders and Chief Executives. They are designed to bring together both the senior political and managerial leadership of a council to interact with other local authorities and give them the opportunity to explore current issues in a collaborative way in a confidential, safe space.
13. This year's programme is scheduled for late October with the theme of understanding and successfully navigating "Partnerships and Place."

Leadership Academy

14. We are running eight Leadership Academy programmes this year. Four have already started and completed their Module one and the first programme of this year will have completed Module two as well.
15. Numbers are already above last year's total with two more programme cohorts still to be marketed.

Next Generation

16. The Leadership team have worked with the Political Group Offices to launch their programmes during the summer. There are 20 confirmed councillors on the Labour Group programme and 12 confirmed on the Liberal Democrat Group programme.
17. Final confirmation on the Conservative Group and Independent Group programmes is imminent at the time of writing and expected to be 20 councillors and 10 councillors respectively.
18. Each Group's programme will run three modules, beginning in October 2018 and concluding in March 2019.

Other programmes

19. After a successful Women's Leadership one day event in June, we will be running an extended weekend programme in December. Feedback from the day was positive and the weekend programme agenda will incorporate some changes to reflect the feedback.
20. Participation on our Focus on Leadership events has significantly increased from last year from turnout figures of 77 in 2017/18 to 137 so far this year and with space still available to meet any continued demand. This is primarily due to the new Women's Leadership programmes which account for roughly half of this year's total numbers.

21. The Leadership Essentials Children's Services programme has been extremely popular this year to the extent where we have added an additional two of these programmes above the normal three that are run.
22. All three Commercial skills masterclasses being held in September, November and January 2019 are fully booked.

Online resources

23. E-learning now has over 9,400 Members and the number of training options available continues to grow. In the last year, new modules have been introduced on stress management and personal resilience, dealing with complex issues facing residents, commissioning of council services and GDPR/DPA 2018. To ensure that our online resources reflect the ongoing changes in local government they are regularly reviewed.
24. Workbooks have been developed on local government finance and commissioning of council services. A suite of resources around equality, diversity and unconscious bias is being scoped presently.

Community Leadership

25. Following the recent council elections the Leadership team have organised and delivered a series of face to face bespoke workshops for a number of councils, aimed at new or recently elected councillors. Sessions have been delivered in Eastleigh, Cheltenham, Havering, Hounslow, Newham, Tower Hamlets, Sutton, Lewisham, Doncaster, Chiltern and South Buckinghamshire as well as eight specifically designed sessions to support the LGA's work in the Royal Borough of Kensington and Chelsea.

Highlighting Managerial Leadership

IGNITE

26. A short collection of thoughts and experiences about the changing role of local authority Chief Executives from participants of the programmes to date is being collated and will be published at the Solace Conference in October.
27. A further two cohorts of IGNITE are planned, one starting in November and the other in February 2019.

Commercial Skills

28. As part of the LGA's overall offer to councils, the Productivity team continue to offer the Commercial Skills for senior officers programme. Its aim is that officers feel able to make confident and robust commercial decisions. The training comprises of four modules: dealing and negotiating with commercial partners, commercial strategy and risk, governance and finance. It is also an excellent opportunity for participants to connect with other councils developing commercial initiatives.
29. Two programmes are currently scheduled for 2018/19, the first in Oxfordshire, starting in October and the second in Leeds, starting in January.

National Graduate Development Programme (NGDP)

30. Following the report to the Board in June 2018, Members will be aware that the NGDP continues to go from strength to strength, with more councils and graduates engaging in the programme year on year. Cohort 20 recruitment has now been finalised, and at the time of writing there are 125 graduates starting in roles across 57 councils.
31. A key objective for NGDP during 2018/19 is to increase exposure of NGDP to councils and other relevant organisations across local government. To support this, council registration has formally been opened earlier than in previous years and the Leadership and Localism team have designed a new toolkit to support councils to promote their participation to prospective candidates.
32. Applications for candidates opened on 17 September 2018 and closes on 3 January 2019. This period provides a window of opportunity for councils to promote their participation to candidates while they are still applying for roles. This is a particularly important message for councils who have previously struggled to attract candidates or sell the benefits of working at their particular council. The toolkit has been designed to help councils understand the recruitment timeline, promote and advertise their council to candidates and prepare perspective candidates for the recruitment process.
33. To align with the key objective of increasing exposure of NGDP to councils it is proposed that the Board appoint one of its members as “NGDP champion”. This member would need to be someone whose council already participates in the NGDP (or can commit to their council joining the scheme this year).
34. The “NGDP champion” would work with the Leadership team to identify and make contact with (particularly at a political level) councils that are not currently part of NGDP with a view to getting them engaged and involved.
35. As NGDP continues to grow it will be important to continue to ensure its financial sustainability as the programme is currently reliant on a portion of the improvement grant. Financial sustainability and the potential of a name change (to a programme name that specifically references Local Government) have previously been reported to the Board. This work will continue to be reported at future milestones.

Other programmes

36. As part of our ongoing work with Solace, a new cohort of Total Leadership will commence in January 2019. Feedback from the last programme has remained at over 90 per cent satisfaction levels.
37. Applications for Springboard and Transform programmes for this year will open in October.

Financial implications

38. All programmes will be met from existing budgets.



**Improvement and Innovation
Board**

25 October 2018

Implications for Wales

39. There are no implications for Wales.

Data Standards to Combat Loneliness

Purpose of report

To present an opportunity to participate in a cross-government initiative to develop strategies to help combat loneliness, making use of local government expertise in the area of local services data and data standards.

Summary

A programme of work in the data and transparency area for 2018-19 was presented to and approved by the board in March 2018. One of the approved work packages was to pilot a new data standard for local services. Early applications are thought to be particularly useful for helping vulnerable people.

Our expertise has come to the attention of the Cabinet Office, DCMS and the Prime Minister's Office, who are keen to trial pilot solutions as part of a cross-government initiative to tackle loneliness. This paper summarises the problem and proposes a programme overseen by the LGA to support the work. It is likely that the bulk of activity will take place in 2019-20.

Recommendation

That the board considers and approves in principle this opportunity.

Action

The work would be conducted as part of the data and transparency programme, for which Mayor Dave Hodgson is the lead member, and would be delivered by members of the Research and Information Team and selected external partners.

Lead Member: Mayor Dave Hodgson MBE

Contact officer: Dr Tim Adams / Juliet Whitworth

Position: Programme Manager / Research & Information Manager

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25 October 2018

Data Standards to Combat Loneliness

Background

1. For several years, the LGA has delivered programmes of work to help authorities get a better understanding of the data that they hold, along with the development of local government information standards (to aid the tagging, structuring, linking and comparison of data), guidance and online support. The objective has been to meet the expectations of the transparency agenda and to realise efficiencies through better use of data.
2. Last year we worked with a number of councils in the north west to develop a new data standard for publishing information about local services (for example, a format for telling people the name of a service, what day it is on, what time it is on etc). This can be used by all local partners in an area, to publish service information in the same format, which means that information about all their services can be gathered and published together.
3. In March, the Improvement and Innovation Board agreed that in the coming financial year one of the work areas for the data and transparency programme would be a pilot of this new local service standard: it would entail the LGA working with a few local authorities and their partners, to publish data openly about their services; and then the commission of a small number of example apps that can discover and present that data. This would demonstrate the power of what can be achieved if everyone in the area publishes their information in the same way.

Prime Minister's Announcement on Loneliness

4. In early 2018, the Prime Minister announced a cross-government initiative to work to combat loneliness. Funding and central government resources have been made available for this work, which is being coordinated by the Cabinet Office and DCMS.
5. The LGA has been approached to participate in this initiative, because of our experience in developing the local government information standards, and particularly because of our work on the new local service standard. We have been able to demonstrate to DCMS and Cabinet Office how data published to this new standard would allow users to identify local services and match, filter and apply them to the challenges of loneliness.
6. Working with a number of partners in the private and local government sector, we have now presented a costed proposal to DCMS and the Cabinet Office, to build on our existing local service standard and deliver a number of local authority (and partner) pilots focussing on loneliness, as well as commission an app that can publish the data, and to capture any learning. The proposal has been undergoing scrutiny and revision for the past two months.
7. It is looking increasingly likely that a grant of around £150,000 would be made available to us to progress this project, along with Cabinet Office support and promotional help, providing that the LGA is able to lend its skills, outreach and

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knowhow towards successful implementation. Since the Improvement and Innovation Board already approved further work on the local service standard for this year, which would cover our internal contribution to this work, and the funding of LGA staff costs would come from MHCLG grant. The £150,000 would instead buy in capacity and expertise, and additional resource to allow us to capture lessons.

8. Whilst not yet confirmed, if the Improvement and Innovation Board agrees we should pursue this project and Cabinet Office/DCMS agree to fund us, it would be most likely to begin in 2019-20, although some of the planning and preparation may start in 2018-19. Subject to all parties' agreement, the Cabinet Office would make an announcement of this work sometime in October (probably within a speech by the Prime Minister).

The challenge

9. The range and diversity of local public and community services is vast. They are commissioned and delivered by many different organisations. Different people need different combinations of services and different channels of delivery. To understand the landscape of what services are available, to whom they are directed and how to apply to use them would usually involve time-consuming research.

The challenge to finding and matching the right local services for a lonely person to meet their needs may be summarised as follows.

9.1 Local services are delivered by a wide range of different types of local authorities and by delivery partners drawn from community groups, the voluntary sector, and the private sector.

9.2 Citizens or their advocates, clinicians, GPs, carers and families rarely understand the complex structures of local service delivery and often do not know of their existence.

9.3 Lonely people often present themselves to the health sector and GPs who realise that their problems are non-clinical but have no easy recourse to direct them to other appropriate services.

9.4 Throughout the country there are different levels, volumes and qualities of local services in different areas, but we have no easy way of quantifying and balancing these issues.

9.5 The traditional boundaries of local government are not relevant when trying to identify appropriate services for individuals: rather, they should be based upon their location, locality, eligibility and circumstances.

10. This project suggests a strategy to resolve many of these issues. It builds upon the large investments made in local government over a decade to manage service *information* to common standards and it deploys modern IT and data processing techniques to publish information about local services in a consistent way. As a result, tools can be developed to identify appropriate services that best meet the personal needs and circumstances of a lonely individual (for example, a GP could find details of a cookery class run by a local voluntary organisation, or a

remembrance session in the local library, for a patient in front of them by going to a single tool).

The proposed approach

11. In brief, we propose to identify up to four pilot areas with a lead local authority and a selection of local partners to catalogue local services helpful to lonely people. This data will be quality assured, and then published to the new local service data standard that the LGA developed with partners last year.
12. The preparation and publication of the service data is time-consuming, but we will make available tools and guidance material to help the authority and local partners. Once the data is published, we envisage that data and application developers will create websites and tailored apps to discover these services and to filter them to address the individual needs of citizens being served. We will, however, commission a one or two example apps to ensure the pilot areas have a way to display their data.

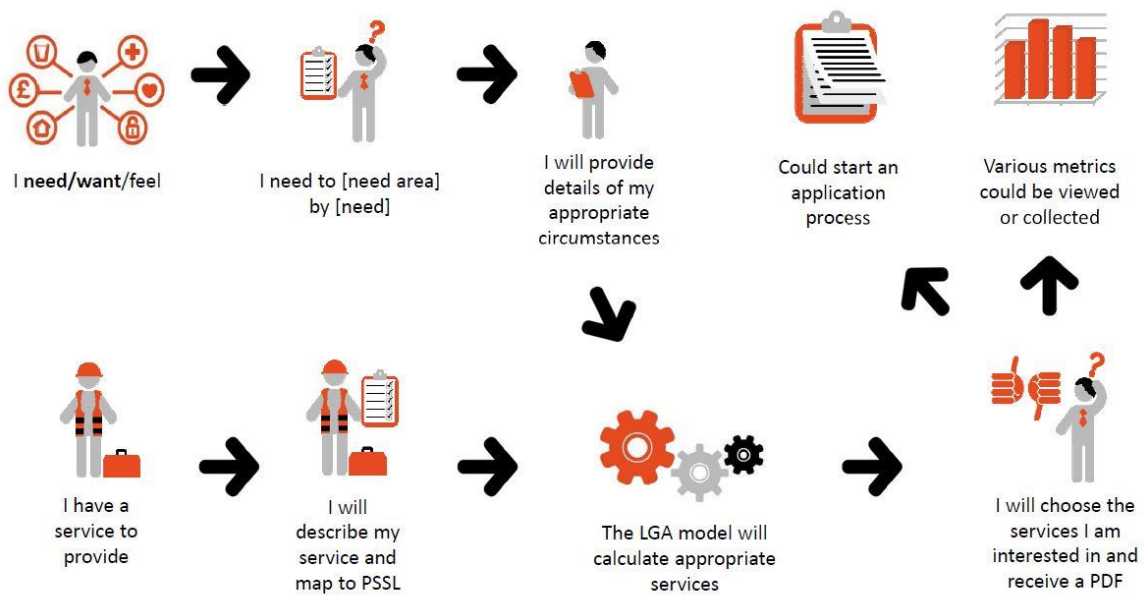


Chart 1: Proposed flowline from the data consumer and data publisher viewpoint

Benefits realisation

13. There are a number of potential benefits to developing the local service standard for loneliness, particularly if it is taken up widely by local service delivery organisations, including:

13.1 It simplifies local service access by removing the need to understand which organisations deliver which services.

13.2 It helps improve people's lives by providing frontline workers with a way to identify appropriate services by suggesting those that best meet the needs and

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circumstances of their clients. In the longer term, there is potential to extend the discovery tools to go further and invoke applications for service.

13.3 It helps improve people's lives by providing quality data that people can self-serve, so helping to reduce signposting demand on the frontline and it removes unnecessary contact with organisations. There is less 'pillar to post' passing.

13.4 In the longer term it will reduce costs for organisations publishing information about their services, by collecting and maintaining data once, but allowing it to be used many times.

13.5 It will improve data quality and reliability by focusing resources into better assurance.

13.6 It gives the potential to identify and catalogue local services on a national basis.

13.7 It will likely stimulate the app development market since data will emerge on a national basis to the same open standard. There may be potential for service providers to generate income from making data available to commercial apps.

Risks

14. As this proposal is seen as a learning exercise, there is acceptance that we are not wholly sure of the outcomes and its success. Nonetheless, from earlier work in this area, we hope that substantial progress and learning can be achieved in taking part. There are a small number of risks worthy of recording:

14.2 We may not be able to persuade four pilot areas and partners to participate, though we have made tentative approaches with positive reception.

14.3 Cabinet Office and DCMS are placing importance on us working with other groups who claim to have expertise in this area. Examples include: Government Digital Service and the Open Data Institute. From earlier experience, these groups pay little attention to the special challenges of local government and there could be pressure to compromise our approach.

Financial Implications

15. If Cabinet Office progresses this project, they have indicated a budget of around £150,000 would be made available to us to buy in external capacity and expertise, some support for authorities taking part and to conduct an exercise to capture lessons. The LGA's staff costs would be covered by MHCLG grant, which has already been identified for this financial year.

Implications for Wales

16. At present, it is not anticipated that any of the pilot authorities will be Welsh. However, the outputs and learning from this project will apply to authorities in Wales, and will be promoted to them as well as English, Scottish and Northern Irish authorities.

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Next Steps

17. The board is asked to consider and approve in principle this opportunity. Although the local service data standard can be used for any local service, the focus on loneliness means the standard can be tested out on a topic that is high on the political agenda, at both national and local level, and with positive benefits for individuals.



NAO study: local government governance and accountability

Purpose of report

For discussion.

Summary

This report invites members' comments on the NAO study into local government governance and accountability. Representatives of the National Audit Office (NAO), will be attending the Board meeting.

Recommendation

Members are invite to comment on the NAO study.

Action

Officers to pursue in the light of members' comments.

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NAO study: local government governance and accountability

Background and Issues:

1. The National Audit Office has commenced a study that will examine governance and accountability in local government in England. The NAO study flyer describes the study in the following terms:
2. *“Local governance and accountability arrangements are key in securing value for money and financial sustainability locally. They provide assurance both to departments on the local use of funds voted by Parliament and to the local communities to whom councils are accountable.*
3. *The Ministry for Housing, Communities and Local Government (the Department) is responsible for maintaining the overall accountability system for local government.*
4. *The study will examine key elements of local arrangements in the light of current financial challenges and recent changes in the institutional landscape. It will also examine the extent to which the Department has an understanding of the effectiveness of the system.*
5. *Our new study will address three main questions:*
 - Q1.** *How has the governance and accountability landscape changed since 2010-11?*
 - Q2.** *Do key elements of the governance and accountability framework function as intended?*
 - Q3.** *How is the Department exercising its responsibilities as the steward of the system?*
6. *The study will be informed by a mix of methods. This includes a series of interviews with government departments and sector stakeholder bodies, systematic review of relevant documentation, and focus groups and surveys to gather views from participants in the accountability system.*
7. *The study will examine three principal areas:*
 - Systemic changes:** *What changes have been made to the accountability system since 2010-11? How have financial pressures and institutional changes created challenges for the system?*
 - Local operation:** *What is expected of local governance arrangements? How do key elements operate and are there future risks to effective functioning?*
 - Departmental role:** *How does the Department assure itself about the effectiveness of the accountability system? What information and intervention mechanisms does it have available to it?”*

8. In terms of timescales the study flyer envisaged publication of the final report in December.
9. Representatives from the NAO will attend the Board to talk about the study and invite views.

Current accountability arrangements

10. The core accountability arrangements for local government are set out in the MHCLG Accounting Officer System Statement, July 2018 and include the following:
 - 10.1 Councils are directly accountable to local people through the ballot box.
 - 10.2 Councils operate within a **strict legal framework** that requires them, for example, to set a balanced budget, restrict borrowing to what is affordable, and to spend money with regularity and propriety.
 - 10.3 There are also a range of **checks and balances** in the system. So for example councils must appoint a Section 151 officer who must issue a report if there is unlawful expenditure or an unbalanced budget. This role is complemented and reinforced by the requirement to appoint a Monitoring Officer, and all councils must make arrangements for effective overview and scrutiny.
 - 10.4 Councils must adopt a Code of **Corporate Governance** and produce an Annual Governance statement.
 - 10.5 Council activities are also **transparent and open to public scrutiny**. All councils produce public accounts, have open meetings and are required to consult with the public, and are subject to the Freedom of Information Act. In addition the Local Government Transparency Code requires councils to publish a range of information helping local people to hold their authorities to account
 - 10.6 All local authorities are subject to **external audit**. This involves auditing the annual accounts; considering any issues raised by local residents and, if warranted, taking action such as issuing a Public Interest Report. The external auditor is also required to report their conclusion on the council's arrangements for securing economy, efficiency and effectiveness in its use of resources (VFM conclusion).
 - 10.7 Although the Coalition government stripped away some of the **inspection** activity that was in place when it came to power (most notably the Comprehensive Area Assessment) some inspection, assessment and regulation activity remains particularly in high risk areas such children's services. The



Government also continues to collect a wide range of **data relating to local government activity and performance**. This is set out in the Single Data List on the MHCLG website. We estimate that a medium sized single tier authority must submit 43,000 different types of information each year. The data sets are made available to the public through data.gov.uk. Departments use data to set targets, such as the speed of planning decisions and adoption processes and to monitor performance.

11. Finally MHCLG has developed a risk framework to assess the health of the sector and identify those councils which demonstrate elements of concern. The MHCLG Accounting Officer receives quarterly advice on trends within the sector, which local authorities or groups of authorities are at highest risk of financial stress, service failure or governance failure and information on progress on all statutory and non-statutory interventions.
12. The System Statement makes reference to the government funding the LGA's sector led improvement programme as an additional way that they assure themselves and strengthen the overall corporate performance of councils across the sector.
13. A comparison of MHCLG's Accounting Officer System Statement with that for other departments is notable in that there are far more checks and balances in place for local government than all other parts of the public sector.
14. Despite the significant reduction in resources over recent years councils have prioritised direct service delivery and resident satisfaction continues to remain healthy. Councils have bought in to the sector's approach to improvement and the number of cases of organisational failure requiring Government intervention remains low.
15. At the same time this is clearly not the case in other parts of the public, as demonstrated by a simple comparison with the health sector

2016/17	Adverse/except for VFM conclusion	Referrals to Secretary of State/ S 114
NHS Trusts	61%	39%
CCGs	26%	29%
Councils	7%	0.3%

NB Referrals to the Secretary of State = where financial limits have been exceeded.

16. A further factor is that from 2019/2020 – almost half of councils will no longer be receiving revenue support grant from central government and therefore the question arises as to why government should have any responsibility for oversight of these councils.

Sector led improvement

17. One of the additional ways in which the local government landscape has changed since 2011 has been the development, by the sector, of its own approach to improvement. This sector-led approach to improvement has been effective because:

17.1 It is based on what the sector has learnt works for improvement – strong political and managerial leadership, challenge from one’s peers, the ability to benchmark performance against others through the use of comparable data and the sharing and spreading of good practice;

17.2 It is a peer-based approach with improvement support provided by peers who bring with them their practical knowledge and experience of working in local government and the challenges councils are facing.

18. Evidence of the **effectiveness of the approach** is demonstrated in a number of ways

18.1. Over two-thirds (70 per cent) of a raft of performance indicators commonly used by councils to assess their performance have improved. (Evaluation of SLI Data analysis report. May 2018)

18.2. Residents remain satisfied and continue to trust their local council. 61 per cent of residents remain ‘very’ or ‘fairly’ satisfied with the way their local council runs things. (Polling on resident satisfaction with councils: June 18).

18.3. 96 per cent of leaders and 95 per cent of chief executives say support from the LGA has a positive impact on their authority. (LGA perceptions survey 2017)

18.4. 99 per cent of councillors say they feel more confident in their role having participated in our leadership academy and leadership essentials programmes.

18.5. Over 85 per cent of Leaders, Chief Executives and Directors responding to the LGA’s Perceptions survey 2017 said that sector led improvement is the right approach in the current context.

Implications for Wales

19. The NAO study examines governance and accountability in local government in England. Improvement work in Wales is provided directly by the WLGA.

Financial Implications

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

Next steps

21. Officers to pursue 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. The report includes background details about the Zone, latest developments and Members' involvement.

Recommendation

The Board advises on the issues outlined in paragraph 6 to assist the Zone's development for 2019: whether or not to theme the Zone, what criteria to use, creative thinking workshops and Member involvement.

Action

Subject to Members' comments, officers to progress the Zone, which will take place 2-4 July 2019.

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Progressing next year's Innovation Zone

Background

1. In addition to specific support offers such as the Behavioural Insights and Design in the Public Sector programmes, the LGA's innovation programme includes sharing examples of local government and wider public sector good practice. This helps equip councils with tools and confidence to use innovative approaches to solve their challenges.
2. The programme includes our three-day Innovation Zone, which we have organised as part of the last six LGA Annual Conferences and has gone from strength to strength. The next Zone will take place over 2-4 July 2019 in Bournemouth.
3. This year's key successes were that:
 - 3.1 99 per cent of delegate survey respondents were aware of the Zone at conference.
 - 3.2 83 per cent found the Zone very/fairly useful and 57 per cent visited the Zone, up from 49 per cent who used the Zone and were very/fairly satisfied last year, and up from 35 per cent who used it in 2016.
 - 3.3 43 per cent considered participating in the Zone very/fairly important
 - 3.4 19 organisations are already interested in taking part in next year's Zone – this is by far the most interest ever received at such an early stage.
 - 3.5 The best attended sessions included: Marvin Rees, Mayor of Bristol, outlining how the Bristol City Office is developing a new, more inclusive way of governing a city, Pepper the Robot from Southend on Sea Borough Council and Tom the companion cat from Knowsley Council, highlighting how technology is socially engaging with those with dementia, autism and other conditions, to help them thrive.
 - 3.6 We also showcased how virtual reality (VR) headsets are helping staff understand how their support in the care system is viewed from children's perspective and how VR can improve behaviour and relationships between staff and users.
 - 3.7 Our 'Super Wednesday' programme on the busiest day of conference focused on how councils are tackling homelessness, housing and care issues, and loneliness. innovations from the Netherlands and India focussed on alternative social care models and ink made out of pollutants respectively.
 - 3.8 In total, 68 speakers from 26 local authorities across the country and 22 other organisations showcased their innovations; other councils' work was also referred to.

3.9 Newton, the Zone's sponsor, was very pleased with its involvement and how the Zone went.

Improvement and Innovation Board input

4. The Board agreed at its November 2017 meeting to have no constraints on innovations showcased as long as they were relevant to councils. The Board also agreed not to have subject specific themes but a broad theme for the Zone as a whole, and to set up a small working group to provide strategic oversight of the Zone's development.
5. Cllrs Peter Fleming OBE, Joy Allen, Laura Miller and Catherine Rankin volunteered and were appointed to the working group at the November meeting and thereafter advised on the programme, which officers progressed accordingly. The group recommended 'your local place' as the Zone's overall theme, highlighting how innovations shape and enhance local communities as well as benefitting individuals. Members of the group and this wider Board also compered the Zone, encouraging delegates to join each session.

Innovation Zone 2019

6. As we plan 2019's Zone, we would welcome Members' views, particularly regarding:

6.1. whether or not to theme the Zone:

- 6.1.1 In 2015 and 2016 we had subject specific themes, eg leadership, integration of services, digitalisation, collaboration, and tools to help councils develop a culture of innovation. Themes were purposely broad to involve the largest range of local authorities including district councils and fire and rescue authorities
- 6.1.2 In 2017 and 2018 we had no subject specific themes but general themes of 'creative and positive disruption' and 'your local place' respectively to connect the programmes' examples
- 6.1.3 Both approaches have advantages and disadvantages and it is worth outlining them so Members can advise on their preferred option for next year
- 6.1.4 **No subject specific themes** enable the showcasing of the widest and most vibrant variety of innovations in terms of authority types and topics to the widest local government audience. It can however mean less focus on priority topics, which may be perceived as the LGA not understanding the sector, or the programme looking irrelevant or random. Additionally, as a generic approach, councils and organisations are invited to apply and take part by core Zone officers, who are not as connected as policy/subject leads to advise on the best innovations to consider from the outset, and to best secure invitation acceptances
- 6.1.5 **Subject themes** focus the programme on the most relevant topics and examples, producing the strongest, most relevant, credible programme for councils. Allocating LGA policy/subject leads to themes makes the most

of their knowledge and expertise to inform the best possible programme, including their advice on the best innovations to consider from the outset, and their connections to best secure invite acceptances. They do however limit the subjects and diversity covered, and, depending on the themes, can limit the types of council showcased and encouraged into the Zone.

6.1.6 Views are therefore welcome on whether to have themes or not - if so, what subject themes or general theme.

6.1.7 'Take the plunge' has already been suggested as a general, overall theme to convey the idea of boldly trying new approaches as well as linking to the conference's seaside venue, with the possibility of incorporating deckchairs and beach huts, eg through imagery or furniture.

6.2. **what criteria to use** – for the last two years we have invited and assessed submissions based on how:

6.2.1 Innovative their ideas are for the organisation

6.2.2 Much their innovation has improved outcomes

6.2.3 Much they are addressing difficult issues

6.2.4 Relevant the innovation is to councils.

6.3. We also consider and invite innovations from around the world, ambitious innovations in their early stages as well as those that have delivered tangible benefits. Altogether, this approach is working well but Members' views are welcome to improve our processes wherever possible.

6.4. **Creative thinking workshops on the Thursday morning of the programme** – the Zone secures strong speakers throughout its programme but delegate numbers can fall on the final/Thursday morning, as they can for wider conference sessions. This can be disappointing for those speakers if, despite best efforts to encourage participation, delegate numbers are low, not least because of the time spent preparing their sessions. Officers are therefore considering organising creative thinking workshops on the Thursday morning to inspire delegates to use new tools and think in different ways to generate new ideas to tackle problems. Officers have links to those who could run these sessions, and can manage delegate number expectations with them. Other ideas for the Thursday programme are also welcome.

6.5. **Member involvement** – throughout the Zone's organisation, officers liaise with this Board's Chairman, innovation lead, and as mentioned above, a small Board working group. The Board is asked to consider if it would like to continue this same approach. If so, Members' views are sought on whom to appoint on to that group, including if the Members on the last group would like to continue.

7. Comments are welcome on all these and any other aspects, including any suggestions of innovations we could feature in the Zone.
8. Meanwhile, the LGA-wide officer Zone group is progressing next year's event, having already considered and taken account of delegate and staff feedback.

Implications for Wales

9. None.

Financial Implications

10. None.

Next steps

11. Officers to progress the 2019 Zone in light of Members' views.



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 Members note the report.

Actions

Subject to members' comments, officers will develop the LGA's improvement offer as part of its on-going work.

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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. Significant improvement activity led by other LGA Boards since this was last reported in May 2018 is set out below.

Community Wellbeing Board (CWB)

4. Autism Self-Assessment Framework (SAF) - in August, in partnership with the Association of Directors of Social Services (ADASS), CWB provided comments to the Department of Health and Social Care on the SAF. The SAF assists and prompts local areas in reviewing how they are doing in relation to the Autism Strategy and helps them to map out their local priorities. The SAF was issued in September and the completion date is 10 December. Information submitted will be collated and analysed by Public Health England (PHE). The Strategy is being reviewed during 2019 and the responses to the exercise will also help with that process. Cllr Jackie Meldrum attends the national Autism Strategy Board.
5. National Strategy on Loneliness - in August we made a joint submission with ADASS and the Association of Directors of Public Health (ADPH) to the Office of Civil Society Consultation on a National Strategy for Loneliness. The submission can be found [here](#). The National Strategy on Loneliness is planned to be launched in November. We are speaking to the Office for Civil Society about promoting the Strategy with an event or a series of events.
6. Publications - in June 2018 we published LGA ‘Must knows’ for councillors on [Mental Health](#) and [Loneliness](#). We have also commissioned a case study guidance document on supporting carers and hope to publish this in November.



7. Local suicide prevention plans - CWB is working with PHE, ADPH and the Department of Health and Social Care (DHSC) on a sector-led approach to helping councils further improve the delivery of local suicide prevention plans. We are taking forward the following actions:
 - 7.1. sending a voluntary survey to Directors of Public Health to capture what is working well, what the gaps are and what support would be most useful for councils. This was sent on 1 October with a 1 November closing date
 - 7.2. using the survey results to develop a thematic analysis for publication. This will focus on sharing good practice and we have been clear it must not rank nor 'name and shame' individual councils
 - 7.3. developing a business case around improvement support, based upon what councils tell us they want
 - 7.4. setting up a time-limited advisory group, including LGA representation, to oversee progress and ensure consistency with our sector-led improvement and the wider Care and Health Improvement Programme.
8. With ADPH, we have also commissioned the Centre for Public Scrutiny to develop a scrutiny guide for councils that want to take their suicide prevention plans through overview and scrutiny committees. This is currently with CWB lead members for clearance.

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

9. [CHIP](#) is the sector-led improvement programme for adult social care and health delivered with ADASS, funded mainly by DHSC.
10. CHIP is developing a national project to better understand adult social care (ASC) national, regional, sub-regional and local care markets, building on analysis in some regions, data and experience. A dataset covering older people and learning disability markets is being used, as these care groups form the biggest risk of market failure and budget overspend. The project will help improve commissioning planning to meet future demands - a current information gap.
11. The work has three broad stages, to;
 - 11.1 Develop a core dataset to enable analysis and comparison between councils and regions;
 - 11.2 Develop a modelling tool to inform understanding and enable modelling of future markets;
 - 11.3 Offer bespoke support to councils and regions to develop their commissioning plans.

12. Once finalised, the data will be presented through secure, private, online interactive reports and tools for councils and regions to understand and compare their markets.
13. We have completed all 14 system intensive diagnostics of the [enhanced support programme](#), working with the nine most challenged health and wellbeing board areas to improve patient flow and reduce delayed transfers of care. Patients reviewed did not achieve their ideal outcomes mainly due to risk aversion and lack of trust and knowledge in services available to support discharge. A final report will be published before the end of the year. This £1.2 million partnership programme was commissioned by NHS England, NHS Improvement, ADASS and the LGA, coordinated by CHIP.
14. We have developed proposals for a common, transparent approach to measuring efficiency/value for money (VfM) in ASC to encourage councils to look at how resources are used and improve VfM. The approach contrasts with recent attempts by various agencies to produce a definitive efficiency statement about a council, which we neither support nor feel possible based on available data. Our approach was positively received at an October workshop of specialist consultancies and government departments. Engagement with these groups will continue to inform the approach's development.
15. We are due to launch a trailblazer programme to tackle childhood obesity including a call to action following which, 12 councils will be selected to prepare a proof of concept for their innovative approach. Of these, five will be selected to develop and implement their proposal supported by experts and grant funding up to £100,000. This will be delivered with DHSC as part of the Government's [Childhood obesity: a plan for action](#).
16. Peer support offer for local systems. Through our new partnership with NHS Providers, NHS Clinical Commissioners (NHSCC) and NHS Confederation, we have developed a sector-led approach which offers support for sustainability and transformation partnerships (STPs), and local systems that voluntarily seek help. Our offer of tailored support includes an STP/local system health and care peer challenge, a leadership integration tool workshop and other bespoke workshops, peer-to-peer support and peer mentoring. Further details can be found on our [website](#).

Children and Young People's Board

17. Work is progressing well to develop a programme of support as part of a Department for Education (DfE) grant to improve leadership in children's social care services. One strand of this work is to develop two new peer review offers. A draft framework is now in place for a Children's Financial Diagnostic and the Children's Leadership Capacity Diagnostic, and we are looking to pilot both of these in councils in the next few months. These two new offers will be promoted to councils and expressions of interest will be sought for those that want to participate in the pilots or full roll out. Another strand of work is focussed on ensuring lead members of children's services and chairs of



children's scrutiny have access to support, information and development opportunities through regional member networks. In some regions this will be about enhancing and adding value to existing support networks, and in other regions, where these networks do not exist, it will need to be developed.

18. As part of Government's plans to improve social mobility through education, it has committed to spread best practice on improving early language outcomes. A new peer challenge programme and support for councils is central to this offer. The response from local authorities has been really positive and we have received 41 expressions of interest.

A pilot approach has been tested in three places (Wigan, Cambridgeshire/Peterborough and Bexley) and a further ten reviews have been scheduled to take place between December 2018 and May 2019.

19. We are also working alongside the Early Intervention Foundation to develop a self-assessment tool that councils will use as part of the review. In addition, we are training peers from the early sector from health, education and local government backgrounds so that there is sufficient capacity to deliver the reviews. Thirty-six have been trained in September, and further cohorts will be trained in December and January.

City Regions and People and Places Boards

20. The LGA's work on devolution is led by the City Regions, and People and Places Boards.

21. Under their direction, the LGA has provided a range of generic and bespoke support to combined authorities (CAs) and CA Mayors, with key activity including:

- 21.1 Providing tailored capacity support to CAs across a number of areas of delivery;
- 21.2 Convening the CA chief executives' network as well as established thematic networks for senior CA officers covering: housing and planning, employment and skills, and finance;
- 21.3 Progressing work to establish new thematic CA networks focused on HR and governance;
- 21.4 Facilitating the sharing of best practice among CAs through both the networks of CA officers and the facilitation of peer-to-peer exchanges between CAs;
- 21.5 Identifying improvement support of collective interest to CAs that will be commissioned by the LGA in the upcoming reporting period and have input from the relevant CA networks.

Culture, Tourism and Sport (CTS) Board

22. Sport England and Arts Council England improvement contracts - we have signed a two-year improvement contract worth £271,728 with Sport England - a significantly increased investment in local government compared to the £69,960 contract from 2017/18. This will deliver: five leadership essentials events for councillors, six leadership events for senior strategic officers, four regional events for councillors and/or senior strategic officers, and four masterclasses for senior strategic officers. Discussions with Arts Council England are ongoing but to date they have confirmed their intention to commission us to deliver: two leadership essentials events for portfolio holders, three cultural peer challenges, ten library peer challenges and a councillor handbook on museums services. The value of this activity will be £149,860, compared to £44,840 in 2017/18.
23. Investment in Grassroots Sport - we hosted a Football Conference at Wembley Stadium with the Football Association (FA). Over 150 delegates from 100 councils attended to hear about the FA's investment in grassroots sport, worth £100 million per year over the next 10 years. Councils will play a crucial role in targeting the investment through the development of local football facility plans. Discussions are underway about a further conference in the north with the FA to maximise councils' ability to support grassroots football.
24. Tourism skills research - we have appointed Rubicon Regeneration to work with eight council areas to identify how they can support a pipeline of talent for their local tourism sector. The work will investigate how our Work Local principles can be applied in practice to support the tourism sector, as one of the UK's fastest growing sectors.

Environment, Economy, Housing and Transport (EEHT) Board

25. **Town centre revitalisation.** Since the last update the EEHT Board has launched a good practice handbook, aimed primarily at elected members, on town centre revitalisation. This, together with a more extensive online toolkit, were launched at an event on 14th May. The event, which was fully booked, also provided an opportunity for councils to learn from leading practice on issues ranging from public/ private partnership working to tackling anti-social behaviour and homelessness in town centres. Further masterclasses and events are being planned.
26. **Future transport technology.** The Board has taken a particular interest in future transport technology and how this may impact on local authority services and how they plan and invest for future needs of the people and places they serve. "Clean, connected and In-control" was the title of a new publication launched in May 2018 aimed at councils to raise awareness of developments in electric charging infrastructure, connected and autonomous vehicles. The subject was also discussed at a well-attended workshop at the LGA conference. We are working closely with partner organisations, such as the Energy Savings Trust (EST), CCAV (Centre for Connected and Autonomous Vehicles) to

shape their offers of support to councils as well as developing our own. A further conference is planned in this financial year.

27. **Air quality.** As part of our work responding to the Government's clean air strategy and its strategy to reduce nitrogen dioxide the LGA has convened a group of authorities to share best practice on the development of their plans. We have convened a number of round table discussions and invited outside organisations to give their perspectives on how clean air plans will affect them. We continue to work closely with DEFRA and JAQU to provide any assistance authorities need whilst developing clean air plans.
28. **Recycling:** We have been working informally with councils who are struggling with their recycling figures. A series of roundtable discussions have been convened with councils to look at improving waste and recycling performance and barriers to increased recycling of difficult materials. We continue to work with DEFRA to facilitate further discussions they wish to have with these councils.
29. **Housing Advisers Programme:** We are continuing to procure suppliers to the 42 successful local authority project bids to the Housing Advisers Programme, many of the projects are now well underway. It may be possible that the project is able to fund further projects later this year.
30. **Housing Springboard programme:** we are launching a programme of masterclass events to support a group of 32 councils to investigate their different options for enabling house building. The programme culminates in a presentation to investors.
31. **Homelessness 'Duty to Refer':** We have completed a project providing guidance to councils for enabling their partners to treat the Homelessness Reduction Act 'duty to refer' as a 'commitment to cooperate' in the prevention of homelessness. We hope to launch the final advice shortly.
32. **Out of area moves:** We have commissioned an investigation into the issues surrounding the movement of families from one area to another which involve a local authority, in particular out of area temporary accommodation placements, and in providing help to secure a tenancy to prevent or relieve homelessness. This first phase of the project aims to first widely engage with councils to thoroughly understand the issues and to make recommendations for how the LGA might support sector improvement.
33. **Sustainably funding private rented sector offer:** We are currently commissioning a supplier to undertake a project looking at how councils are funding their services for ensuring a quality local private rented sector, providing learning for the options for other councils struggling to fund this service.
34. **Understanding developer contributions:** We have initiated a project developing a data standard with councils to understand the numbers of affordable housing units (and

possibly investment in infrastructure and other services) are required local plan policy compared with what is agreed within the Section 106, and to delivery. The tool will improve transparency, opportunity for benchmarking, and a simple model for councils to understand delivery against their local plan.

35. **Build-out rates:** We have completed a project looking into good practice from councils working with developers to ensure homes with planning permission are built quickly. A report and toolkit was recently launched at a national LGA event.
36. **Building council homes:** We will shortly publish the final report and toolkit looking at the innovative ways councils are building homes via their Housing Revenue Accounts, providing lessons for the different options councils have for making development happen in the face of many constraints.

Safer and Stronger Communities Board

37. Fire Leadership – following previous programmes there will be two Leadership Essential courses, which will include the nature of political leadership and key issues like scrutiny and diversity. To support improvement in diversity there will also be five member development masterclasses led by the LGA Diversity Champion Fiona Twycross and to include input from key stakeholders and the sharing of local good practices.
38. Modern Slavery – A '[Modern Slavery: Disruption and Community Safety](#)' event has now been planned and will focus on councils' role in disruption through licensing, regulation, housing and community safety services. The Board is also commissioning a suite of case studies around good practice from councils around modern slavery for publication in early 2019.
39. Taxis - we have launched the new National Register of Refusals and Revocations (NR3) to establish a mechanism for licensing authorities to share information about individuals who have had a taxi/private hire vehicle licence revoked or an application for one refused. This will prevent such individuals from going to other authorities and securing a licence without disclosing their previous licensing history.
40. Civil resilience - We will shortly be publishing an updated councillor guide on civil resilience as well as a joint document with Solace focusing on the life cycle of two different emergency responses.

Resources Board – Finance

41. This quarter we continued our work with the Government on business rates retention and the Fair Funding Review. The Leadership Board, Executive and the Task and Finish Group have continued to receive regular updates on progress. We have published [two modelling tools](#) for member councils to use to assess different options for the needs assessment and relative council tax resources as part of the Fair Funding Review. They help provide members with some early indications on where the emerging proposals are

leading, as well as build their own proposals. A similar tool for modelling business rates retention has also been commissioned and will be published in the near future.

42. Officers continued to attend regular meetings of the county council, district council, municipal and unitary authorities treasurers societies to provide them with updates on various developments to aid with financial planning and share knowledge.
43. We are continuing work on preparing for the 2019 Spending Review (including [the Autumn Budget submission](#), which we presented in late September) and looking at the efficiency of local government in delivering services and how local government promotes a 'good investment' by generating savings elsewhere in public spending.

Resources Board - Workforce

44. Direct support to councils - during the course of this financial year to date we have provided direct support to approximately 65 local authorities. This casework varies from the provision of pay and grading advice to organisational design and employee engagement. Importantly, it often requires the team to help elected members resolve the most complex senior manager employee relations casework.
45. Local Government Workforce Strategy - the workforce team conducted a consultation exercise on the strategic priorities for workforce development across councils over the summer. The results have provided a clear steer for *Productive People* a national workforce strategy for the sector, which will be published soon. The strategy sets out a widely shared vision for the workforce over the next ten years and explores the ways to achieve it through a focus on organisational development, leadership, skills, recruitment practice and rewards.
46. Modern digital workplaces - we have produced the first two videos in a series of case studies looking at how adopting new technologies is changing the nature of work and employment in local authorities. We are also working with the Ministry of Housing, Communities and Local Government to explore ways of supporting digital leadership capability for senior officers as part of the Local Digital Declaration launched at this year's LGA conference.
47. Good practice - the workforce team has provided support to both new Dorset unitary councils at officer and elected member level. Cllr Roger Philips and Baroness Scott attended early meetings of both shadow authorities and provided member perspective on reorganisation based on their experiences at Herefordshire and Wiltshire respectively. At officer level we provided advice on the timetable for recruiting a new top management team, advised on the design of senior management roles and competencies, and on the appropriate salary for the chief executive and directors at both councils. This enabled both local authorities to go to the external market and recruit high quality candidates through a process of open competition.

Implications for Wales

48. There are no implications for Wales, other than that the football investment applies to Wales but the rest of the CTS activity is for England only.

Financial Implications

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

Next steps

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

Note of last Improvement & Innovation Board meeting

Title:	Improvement & Innovation Board
Date:	Monday 16 July 2018
Venue:	Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions	Action
1	Declarations of Interest	
	<p>Cllr Alan Connett declared an interest as a tutor in the LGA leadership Academy.</p>	
2	LGA Annual Conference, Exhibition and Innovation Zone 2018	
	<p>Cllr Peter Fleming OBE introduced the paper updating members on the Annual Conference and Innovation Zone, he also expressed his thanks to the Members and Officers who were involved.</p> <p>Vicki Goddard, Improvement Support Adviser, informed the Board that feedback had been very positive. She detailed the key themes that were explored at the Innovation Zone over the course of the LGA Conference.</p> <p>A view was expressed that some senior speakers attending the Innovation Zone found that they were only talking to a small number of delegates.</p> <p>The Chairman expressed his gratitude to the team for all their hard work on the Innovation Zone.</p>	
	Decision	
	<p>That members offer any comments that can be taken into account.</p>	
	Action	
	<p>Officers will take forward next year's conference and Innovation Zone, incorporating Member's comments.</p>	
3	Highlighting Leadership offer: 2017/18 final outturn & 2018/19 work priorities	
	<p>Cllr Judi Billing MBE, introduced the paper updating members on final engagement figures for the 2017/18 Highlighting Political Leadership offer and providing a proposed work programme for the 2018/19 session. It had been another record year with the highest number of participants (844 including Wales), BAME participation had increased in some programmes and 96% of responding participants reported</p>	

they felt more confident in their role following participation.

Cllr Joy Allen informed the Board that she had been working on improving take-up figures in the north east region.

In the discussion which followed, Members raised the following points;

- A view was expressed that there is a lack of understanding around the need for a robust opposition in Councils and the LGA should continue to promote the importance of its effective opposition courses
- A view was expressed that all the courses were extremely valuable to local government and that the Board should continue to encourage Member authorities that they are worthwhile.
- The Chairman emphasised that it had been a record year for take up of these courses.

Decision

The Improvement and Innovation Board noted the outturn figures for 2017/18 and **approved** the work plan for 2018/19.

4 Productivity Programme

Cllr Ron Woodley introduced the report providing the Board with both a high level summary of the key deliverables during 2017/18 and the business/work plan for the productivity team for 2018/19. Cllr Woodley also explained that there had been further negotiations with civil servants regarding the concerns raised by Members at the last meeting on the digital declaration, which the Board was asked to note.

In the discussion which followed, the following points were raised;

- A view was expressed that we should continue to reflect on good use of digital technology outside of the sector.
- The importance of a digital leadership offer for the whole sector, bearing in mind the limited financial support likely to be available to individual authorities from the Digital Declaration initiative
- A view was expressed that potential savings be given greater emphasis in the report and the achievement promoted more widely
- Members of the Board expressed thanks to the work Officers had done over the course of the year.

Decision

The Improvement and Innovation Board;

1. Noted the key outputs of the productivity team's programme for the financial year 2017/18.
2. **Approved** the business/work plan for the productivity team for financial year 2018/19.
3. Noted the current situation with regard to the Digital Declaration (paras 9/11).
4. Provided guidance to ensure that the programme meets its objectives in 2018/19. in 2018/19.

5 Care and Health Improvement Programme 2018/19

Andrew Hughes, Head of Care and Health Improvement Programme, introduced the report giving an overview of the Care and Health Improvement Programme (CHIP) priorities and key activities for 2018/19. He summarised CHIP priorities for 2018/19 as risks and resources, care market quality and sustainability, as well as sustainable and integrated care and health systems. He emphasised that there would be specific work around the Better Care Fund and digital innovations, including assisted technology.

Andrew also brought the Board's attention to CHIP's work with Councils to prepare them for the possibility of providers going out of business, and supporting local authorities with financial risks around this. He also highlighted that CHIP would continue to work with local authorities with delayed transfers of care.

In the discussion which followed, the following points were raised;

- A view was expressed that further information on the impact of leaving the European Union on the social care workforce would be valuable.
- The importance of upskilling staff in social care was also highlighted.
- In response to a concern raised as to how delayed transfers of care were being reported, Andrew Hughes reassured the Board that CHIP were aware and ensuring they are prepared to counter this.
- A view was expressed that local government needed to continue to come up with new ways to interact with the care market.

Decision

The Improvement and Innovation Board noted the agreed priorities for the Care and Health Improvement Programme and the high level activities that will be delivered for 2018/19.

6 Improvement and Innovation Board: end of year report

The Chairman introduced the end of year report looking at the key Board achievements of the year and congratulated the Improvement and Innovation Board Members on a successful year.

Decision

The Improvement and Innovation Board noted the activities and achievements for 2017/18.

7 Note of the Previous Meeting

The Minutes of the previous meeting were agreed, with the addition of Cllr Ian McCord.

8 Confidential - National Graduate Development Programme (ngdp)

Will Brooks, Principal Adviser, introduced a report focusing on the following aspects of the national graduate development programme (NGDP); the annual fee increase and funding options for the future and the potential of changing the name of NGDP.

A confidential discussion with the Board followed.

9 Confidential - Note of the Previous Meeting

The confidential Minutes of the previous meeting were agreed.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Paul Bettison OBE	Bracknell Forest Borough 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 Janet Blake Cllr Peter Fleming OBE Cllr Angelique Foster Cllr Catherine Rankin Cllr Barry Wood Cllr Laura Miller Cllr Joy Allen Cllr Tudor Evans OBE Cllr Abdul Jabbar MBE Cllr Sue Woodward Cllr Liz Green Cllr Glen Sanderson JP Sir Stephen Houghton CBE Mr Richard Priestman	Aylesbury Vale District Council Sevenoaks District Council Derbyshire County Council Tunbridge Wells Borough Council Cherwell District Council Purbeck District Council Durham County Council Plymouth City Council Oldham Metropolitan Borough Council Staffordshire County Council Kingston upon Thames Royal Borough Council Northumberland Council Barnsley Metropolitan Borough Council Local Government Improvement and Development
Apologies	Cllr James Jamieson Cllr Phil Davies Mr Philip Sellwood	Central Bedfordshire Council Wirral Metropolitan Borough Council Energy Saving Trust (EST)

LGA location map

Local Government Association
 18 Smith Square
 London SW1P 3HZ

Tel: 020 7664 3131
 Fax: 020 7664 3030
 Email: info@local.gov.uk
 Website: www.local.gov.uk

Public transport

18 Smith Square is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are **St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

Bus routes – Horseferry Road

- 507** Waterloo - Victoria
- C10** Canada Water - Pimlico - Victoria
- 88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

Bus routes – Millbank

- 87** Wandsworth - Aldwych
- 3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at www.tfl.gov.uk

Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 18 Smith Square. Please telephone the LGA on 020 7664 3131.

Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at www.cclondon.com

Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park
 Horseferry Road/Arneway Street. Visit the website at

www.westminster.gov.uk/parking

