

Meeting: Improvement and Innovation Board

Date: 14 October 2022

Membership, Terms of Reference and board priorities for 2022/23

Purpose

For decision.

Summary

For IIB Members to review the membership and Board priorities, and agree the Board Terms of Reference 2022/23.

Recommendations

For IIB members to:

1. Note the Board's membership
2. Note the Board's priorities for the coming year.
3. Agree the Board's Terms of Reference

Actions

Members to direct.

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Position:

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Improvement & Innovation Board – Membership 2022/23

Councillor	Authority
Conservative	
Cllr Abi Brown (Chair)*	Stoke-on-Trent City Council
Cllr Nigel Ashton	North Somerset Council
Cllr Peter Fleming OBE	Sevenoaks District Council
Cllr Phil Twiss*	Devon County Council
Cllr Laura Beddow	Dorset Council
Cllr Phil North	Test Valley Borough Council
Cllr Philip Broadhead	Bournemouth, Christchurch & Poole Council
Lord Gary Porter CBE (Observer)	South Holland District Council
Substitutes	
Cllr Gwilym Butler*	Shropshire Council
Cllr Derek Bastiman	Scarborough Borough Council
Cllr Kris Wilson*	Nuneaton and Bedworth Borough Council
Labour	
Cllr Brigid Jones (Deputy Chair)*	Birmingham City Council
Cllr Jane Mudd*	Newport City Council
Cllr Dr Beccy Cooper*	Worthing Borough Council
Cllr Victoria Cusworth*	Rotherham Metropolitan Borough Council
Cllr Vince Maple	Medway Council
Cllr Oliver Ryan	Tameside Metropolitan Borough Council
Mayor Damien Egan*	Lewisham London Borough Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
Cllr Anthony McKeown	High Peak Borough Council
Cllr Kevin Peel*	Bury Metropolitan Borough Council
Liberal Democrat	
Cllr Liz Green (Vice-Chair)	Kingston upon Thames Royal Borough Council
Mayor Peter Taylor	Watford Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
Substitutes	
Cllr Paul Crossley	Bath & North East Somerset Council
Independent	
Cllr Neil Prior (Deputy Chair)	Pembrokeshire County Council
Cllr Alex Coley	Epsom and Ewell Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council

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<i>Substitutes</i>	
Cllr Paul Hilliard*	Bournemouth, Christchurch and Poole Council
Cllr Julian German*	Cornwall Council
Cllr James Hakewill*	North Northamptonshire Council
Independent Observers	
Philip Sellwood CBE	
Richard Priestman	
(* - new Board members / substitute members for 2022-23)	

Improvement and Innovation Board: Terms of Reference 2022/23

1. The purpose of the Improvement and Innovation Board is to provide strategic oversight of the Local Government Association's (LGA) policy and improvement activity in relation to councils improving their performance and productivity - in line with the LGA's priorities and the Grant Determination Letter agreed with the Department for Levelling Up, Housing and Communities (DLUHC).
2. It will maintain strategic oversight of improvement support provided by LGA Boards and other sector owned bodies and provide guidance and advice as new support offers are developed. 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.
3. The Improvement and Innovation Board will be responsible for:
 - 3.1 Overseeing the programme of work which focuses around the priority areas agreed by the Lead Members of the Improvement and Innovation Board.
 - 3.1.1 Historically the Board has organised its work around a number of different priorities drawing on the LGA business plan. For 2021/22 these priorities were;
 - Improvement (including peer challenge) and Innovation
 - Leadership
 - Climate Change and Sharing Practice
 - Transparency, Productivity and Efficiency.

In addition to these roles, the Executive Advisory Board asked each Board to identify a member to be an Equalities Advocate to raise the profile of any equalities issues within that Board's workstream.
 - 3.1.2 Sharing best practice within the sector is encompassed by all of our improvement work and is the shared responsibility of all Improvement and Innovation Board members.
 - 3.1.3 We have set out below the proposed priority areas for the Board and Lead Members have agreed lead areas of responsibilities for 2022/23 subject to the priorities being agreed. These priorities draw extensively on the priorities set out in the LGA Plan due to be published very shortly and therefore represent a small presentational shift from the priorities in 2021/22
 - **Regional Improvement Support, Finance and Governance**
Cllr Abi Brown

Regional improvement support covers the vast majority of our peer support and peer challenge work which is co-ordinated by regional teams in partnership with peers. The LGA has 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. This is underpinned by our financial resilience programme which utilises expert financial improvement and sustainability advisors, as well as governance support, which is accessed both through peers, regional teams and through our partnership with the Centre for Governance and Scrutiny.

This priority area also shapes the LGAs position in relation to Government policy on assurance and inspection, including the relationship with the Office for Local Government.

- **Leadership support for councillors and officers**

Cllr Brigid Jones

The LGA's political leadership programmes provide direct support to improve the skills, capacity and capability of councillors and senior managers across local government. The programme includes the Highlighting Political Leadership offer, encompassing our flagship Leadership Academy and Next Generation Programmes, as well as providing development opportunities for councillors across a range of portfolio areas through webinars, e-Learning and face-to-face events. The support also includes dedicated support for disabled councillors.

The Leadership offer also specialises in bringing fresh talent into the sector through our Be a Councillor campaigns and the National Graduate Development Programme for Local Government (NGDP). Managerial leadership development is catered for through our partnership with Solace on programmes such as Ignite, Total Leadership and Springboard.

- **Supporting local people and places (Including climate change) – Improvement programmes:**

Cllr Liz Green

This includes improvement programmes offering a variety of support for councils in areas such as strategic procurement advice and covers a range of technical areas including procurement and commissioning, economic growth and cultural services. It also includes improvement support relating to council's central role in supporting local people and places, including climate change, levelling up and devolution, behavioural insights, effective communications and housing. This priority would include a responsibility to chair the IIB climate change working group.

- **Data, Digital and Technology**

Cllr Neil Prior

This includes the LGA's work to support councils to make better use of data, including help with the open data and transparency agenda, data standards, and good performance management. In addition, this covers the on-going development of LG Inform, our on-line comparative data and benchmarking service, examining practice in authorities to support sector-led improvement. Also included in this priority is our work with DLUHC to support digitalisation, including cyber security, digital and technology.

- **Peer support**

All Lead Members

Peers help build capacity, confidence and sustainability in local government by sharing knowledge and experience, and enable the transfer of learning across the sector. The use of peers from the local government sector to deliver improvement support is considered an integral element of the LGAs Sector Support programme.

In the spirit of continuous improvement, Lead Members and the wider Improvement and Innovation Board will have a central role in promoting and reflecting on the impact of peer support, to support a culture of continuous improvement.

3.1.4 In addition to the roles outlined above, all members of the Improvement and Innovation board have the opportunity to take on additional responsibilities in the following area:

- **Innovation Zone**

The Innovation Zone is a core part of the LGA's Annual conference which is due to take place on the 4 – 6 July in Bournemouth. The Zone offers an interactive space to share examples of innovative practice from councils as well as public sector and partners (including international organisations), provided that their session is linked to local government. There is an opportunity for members of the Improvement and Innovation Board to be involved in the design and delivery of the Innovation Zone through a member-led working group which will be set up to discuss the approach and format of the Innovation Zone, have political oversight of potential sessions, and to update on the Innovation Zone at the end of the process. This board will be chaired by a member of the Improvement and Innovation Board and representatives to the working group will be politically balanced.

A paper setting this out in more detail will be brought to the board at the next meeting in December.

- 3.2 Overseeing a programme of work to deliver the strategic priorities set by the LGA Board, covering campaigns, research and/or policy, good practice, improvement support and events - as specified in the business plan and in the grant determination letter with DLUHC - and taking into account linkages with other boards where appropriate.
 - 3.3 Developing a thorough understanding of council improvement priorities and the width of councils' responsibilities, using strong networks and robust information.
 - 3.4 Representational activities on behalf of the LGA and responsibility for the promotion of activity through public statements in its areas of responsibility. DLUHC grant funding for improvement will only be used for the purpose set out in the grant determination letter and will not be used to lobby parliament, government or political parties.
 - 3.5 Building and maintaining effective relationships with key stakeholders.
 - 3.6 Understanding the impact of government policy on sector-led improvement.
4. The Improvement and Innovation Board may:
- 4.1 Appoint members to relevant Outside Bodies in accordance with guidance in the Political Conventions.
 - 4.2 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 a rapid response and contact with councils.

Priorities and Agenda

5. The work programme for the Board is informed by the improvement activities and direction set out in the grant determination letter agreed with DLUHC and wider improvement needs of the sector. Within this framework, the Board will help to lead the agenda for local government by responding to sector needs and supporting authorities to respond to challenges affecting local government. It will also support the overall objectives of the organisation, as set out in the LGA's Business Plan.
6. The agenda for Board meetings will be guided by the priorities outlined at 3.1.3 and includes the following standing and rotating items:

- 6.1 Updates on progress delivered against the grant determination letter, provided at Board meetings after each quarter of the financial year.
 - 6.2 Regular programme updates from across the priority areas outlined at 3.1.3. Updates from each programme area should take place at least once during the financial year.
 - 6.3 Annual updates on progress from LGA improvement programmes funded separately from the DLUHC grant. This includes but is not limited to, the Children's Services Improvement Programme and Partners in Care and Health.
 - 6.4 At the Board meeting preceding the LGA conference in July 2023, Members will have an opportunity to shape improvement events at the LGA conference 2023, including the Innovation Zone.
 - 6.5 An improvement update on the LGA conference at the Board meeting following the LGA conference.
7. Equalities, diversity and inclusion implications should be considered for all agenda items.

Equalities Advocate

8. The Executive Advisory Board have asked each Board to identify a member to be an Equalities Advocate to raise the profile of any equalities issues within that Board's workstream. The advocates will work together to coordinate the messaging across the organisation and report back to the Executive Advisory Board. Due to this cross-board work the decision has been made that these appointments should be politically-balanced and co-ordinated by the LGA's Political Group Offices. The Equalities Advocate for the Improvement & Innovation Board is Cllr Liz Green.

Quorum

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

Political Composition

10. The Political composition of the Improvement and Innovation Board is as follows (including political observers);

10.1	Conservative group:	8 members
10.2	Labour group:	8 members
10.3	Liberal Democrat group:	3 members
10.4	Independent group:	3 members
10.5	Independent observers:	2 members

11. Substitute members from each political group may also be appointed.

Frequency per year

12. Meetings to be held five times per annum.

Reporting Accountabilities

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

14. The Board will report regularly to the Councillors Forum throughout the political year on significant improvement activity.

Implications for Wales

15. While the DLUHC grant is for England only, knowledge and best practice will be shared with Welsh councils wherever appropriate.

Financial Implications

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

Next steps

17. N/A