

# Improvement and Innovation Board

## Agenda

Monday, 16 July 2018  
11.00 am

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

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

## **Guidance notes for members and visitors** **18 Smith Square, London SW1P 3HZ**

Please read these notes for your own safety and that of all visitors, staff and tenants.

### **Welcome!**

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DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.



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WiFi is available in 18 Smith Square for visitors. It can be accessed by enabling "Wireless Network Connection" on your computer and connecting to LGA-Free-WiFi. You will then need to register, either by completing a form or through your Facebook or Twitter account (if you have one). You only need to register the first time you log on.

The LGA also offers the Govroam network, a Wi-Fi network which gives Members seamless roaming internet access across multiple public-sector locations if you have also signed up for this service. This network is enabled throughout our Westminster building and allows Members and staff from other authorities who are part of the Govroam network to seamlessly connect to our Wi-Fi.

**Further help**

Please speak either to staff at the main reception on the ground floor, if you require any further help or information. You can find the LGA website at [www.local.gov.uk](http://www.local.gov.uk)

Improvement & Innovation Board  
16 July 2018

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There will be a meeting of the Improvement & Innovation Board at **11.00 am on Monday, 16 July 2018** Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available at 1.00pm

**Attendance Sheet:**

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

**Political Group meetings:**

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

**Apologies:**

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

|                          |                             |   |
|--------------------------|-----------------------------|---|
| <b>Conservative:</b>     | Group Office: 020 7664 3223 | email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>         |
| <b>Labour:</b>           | Group Office: 020 7664 3334 | email: <a href="mailto:Labour.GroupLGA@local.gov.uk">Labour.GroupLGA@local.gov.uk</a>           |
| <b>Independent:</b>      | Group Office: 020 7664 3224 | email: <a href="mailto:independent.grouplga@local.gov.uk">independent.grouplga@local.gov.uk</a> |
| <b>Liberal Democrat:</b> | Group Office: 020 7664 3235 | email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>                             |

**Location:**

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

**LGA Contact:**

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

**Carers' Allowance**

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.83 per hour is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

**Social Media**

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

The twitter hashtag for this meeting is #lgaib

## Improvement & Innovation Board – Membership 2017/2018

| <b>Councillor</b>                    | <b>Authority</b>                           |
|--------------------------------------|--|
| <b>Conservative ( 8 )</b>            |  |
| Cllr Paul Bettison OBE (Chairman)    | Bracknell Forest Borough Council           |
| Cllr Janet Blake                     | Aylesbury Vale District Council            |
| Cllr Angelique Foster                | Derbyshire County Council                  |
| Cllr James Jamieson                  | Central Bedfordshire Council               |
| Cllr Catherine Rankin                | Tunbridge Wells Borough Council            |
| Cllr Barry Wood                      | Cherwell District Council                  |
| Cllr Laura Miller                    | Purbeck District Council                   |
| Cllr Glen Sanderson JP (Observer)    | Northumberland Council                     |
| Cllr Peter Fleming OBE               | Sevenoaks District Council                 |
| <b>Substitutes</b>                   |  |
| Cllr Thomas Garrod                   | Norfolk County Council                     |
| Cllr Ian McCord                      | South Northamptonshire District Council    |
| Cllr Linda Robinson                  | Wychavon District Council                  |
| <b>Labour ( 7 )</b>                  |  |
| Cllr Judi Billing MBE (Deputy Chair) | North Hertfordshire District Council       |
| Cllr Phil Davies                     | Wirral Metropolitan Borough Council        |
| Cllr Joy Allen                       | Durham County Council                      |
| Cllr Tudor Evans OBE                 | Plymouth City Council                      |
| Cllr Abdul Jabbar MBE                | Oldham Metropolitan Borough Council        |
| Cllr Sue Woodward                    | Staffordshire County Council               |
| Sir Stephen Houghton CBE (Observer)  | Barnsley Metropolitan Borough Council      |
| <b>Substitutes</b>                   |  |
| Cllr Nicole Meardon                  | Cheshire West and Chester Council          |
| Cllr Colin Glover                    | Carlisle City Council                      |
| Cllr Amy Cross                       | Blackpool Council                          |
| <b>Liberal Democrat ( 3 )</b>        |  |
| Mayor Dave Hodgson MBE (Vice-Chair)  | Bedford Borough Council                    |
| Cllr Liz Green                       | Kingston upon Thames Royal Borough Council |
| Cllr Alan Connett (Observer)         | Teignbridge District Council               |
| <b>Substitutes</b>                   |  |
| Cllr Cherry Beath                    | Bath & North East Somerset Council         |
| <b>Independent ( 2 )</b>             |  |
| Cllr Ron Woodley (Deputy Chair)      | Southend-on-Sea Borough Council            |
| Cllr Mike Haines (Observer)          | Teignbridge District Council               |
| <b>Substitutes</b>                   |  |
| Cllr Sebastian Bowen                 | Herefordshire Council                      |
| Cllr Andrew Stringer                 | Mid Suffolk District Council               |

**Association**

|                      |  |
|----------------------|--|
| Cllr Robert Bucke    | Tendring District Council                    |
|                      |  |
| <b>Observers</b>     |  |
| Mr Richard Priestman | Local Government Improvement and Development |
| Mr Philip Sellwood   | Energy Savings Trust                         |

## LGA Improvement & Innovation Board Attendance 2017-2018

| Councillors                    | 1/11/17 | 30/1/18 | 22/3/18 | 24/5/18 |
|--------------------------------|---------|---------|---------|---------|
| <b>Conservative Group</b>      |         |         |         |         |
| Paul Bettison OBE              | Yes     | Yes     | Yes     | Yes     |
| Janet Blake                    | Yes     | Yes     | Yes     | Yes     |
| Peter Fleming OBE              | Yes     | Yes     | Yes     | Yes     |
| Angelique Foster               | No      | Yes     | Yes     | Yes     |
| James Jamieson                 | No      | Yes     | Yes     | No      |
| Catherine Rankin               | Yes     | Yes     | Yes     | Yes     |
| Barry Wood                     | Yes     | Yes     | Yes     | Yes     |
| Laura Miller                   | Yes     | Yes     | Yes     | Yes     |
|                                |         |         |         |         |
| <b>Labour Group</b>            |         |         |         |         |
| Judi Billing MBE               | Yes     | Yes     | Yes     | Yes     |
| Bob Price                      | No      | Yes     | No      | N/a     |
| Phil Davies                    | Yes     | Yes     | No      | Yes     |
| Joy Allen                      | Yes     | Yes     | Yes     | Yes     |
| Tudor Evans OBE                | Yes     | No      | Yes     | Yes     |
| Abdul Jabbar MBE               | Yes     | Yes     | Yes     | No      |
| Sue Woodward                   | Yes     | Yes     | No      | No      |
|                                |         |         |         |         |
| <b>Independent Group</b>       |         |         |         |         |
| Ron Woodley                    | Yes     | Yes     | Yes     | Yes     |
|                                |         |         |         |         |
| <b>Lib Dem Group</b>           |         |         |         |         |
| Mayor Dave Hodgson MBE         | No      | Yes     | Yes     | Yes     |
| Liz Green                      | Yes     | Yes     | Yes     | Yes     |
|                                |         |         |         |         |
| <b>Substitutes / Observers</b> |         |         |         |         |
| Ian McCord                     | Yes     |         |         | Yes     |
| Linda Robinson                 | Yes     |         |         |         |
| Nicole Meardon                 | Yes     |         |         | Yes     |
| Amy Cross                      |         | Yes     |         | Yes     |
| <b>Observers</b>               |         |         |         |         |
| Philip Sellwood                | Yes     | Yes     | No      | Yes     |
| Richard Priestman              | Yes     | Yes     | Yes     | No      |
| <b>Lead Peers</b>              |         |         |         |         |
| Mike Haines                    | Yes     | Yes     | Yes     | Yes     |
| Glen Sanderson                 | No      | Yes     | Yes     | Yes     |
| Stephen Houghton CBE           | No      | Yes     | No      | No      |
| Phelim MacCafferty             | Yes     | No      | Yes     |         |
| Alan Connet                    | Yes     | Yes     | Yes     | No      |
| Shirley Pannell                | Yes     |         |         |         |

## Agenda

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### Improvement & Innovation Board

Monday 16 July 2018

11.00 am

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

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18 SMITH SQUARE MAP

**Date of Next Meeting:** Thursday, 25 October 2018, 11.00 am, Smith Square 3&4, Ground Floor, 18 Smith Square, London, SW1P 3HZ



16 July 2018

## **LGA Annual Conference, Exhibition and Innovation Zone 2018**

### **Purpose of report**

For discussion.

### **Summary**

This paper, and a verbal update at the meeting, updates members on our Annual Conference and Innovation Zone, and invites members' comments, which can be taken into account for next year's conference.

### **Recommendation**

That members offer any comments that can be taken into account.

### **Action**

Subject to members' comments, officers will take forward next year's conference and Innovation Zone.

|                         |  |
|-------------------------|--|
| <b>Lead Member:</b>     | Cllr Peter Fleming OBE   |
| <b>Contact officer:</b> | Vicki Goddard  |
| <b>Position:</b>        | Improvement Support Adviser  |
| <b>Phone no:</b>        | 020 7664 3078  |
| <b>Email:</b>           | <a href="mailto:vicki.goddard@local.gov.uk">vicki.goddard@local.gov.uk</a> |

## **LGA Annual Conference, Exhibition and Innovation Zone 2018**

### **Background**

1. The work of the Improvement and Innovation Board and contributions from the improvement team will have been reflected in a number of activities at the LGA Annual Conference earlier this month.

### **Innovation Zone**

2. This is our sixth Innovation Zone organised as an integral part of the LGA Annual Conference and Exhibition.
3. The Board agreed, at its November 2017 meeting, to consider innovations from outside the sector with no constraint on the types of innovations showcased. The Board also agreed not to have subject specific themes in the Zone but a broad overall theme for the event as a whole, and to set up a small working group to provide strategic oversight of the Zone's development.
4. Cllrs Peter Fleming OBE, Joy Allen, Laura Miller and Catherine Rankin were appointed to the working group at the November meeting and have since advised on the programme, which officers have progressed accordingly. The group's recommendation of 'your local place' has been developed as the Zone's overall theme, highlighting how innovations that benefit individuals also shape and enhance local communities. Members of the working group and this wider Board will also have compered at this year's Zone.
5. The latest programme is available on the LGA [website](#), and after conference it will be available on this [page](#) until 16 August. It includes a range of examples of council related innovation, and those from the wider public, voluntary, community and private sectors, and the Netherlands and possibly India to improve residents' lives, policy outcomes and efficiencies.
6. The Zone has been widely publicised in the months ahead of Annual Conference. Adverts and articles have been included in the May and July editions of *First* magazine. We are promoting the Zone via Twitter, our two related Knowledge Hub Groups (Improvement and Performance, and Innovative Councils), the annual conference app and handbook, the LGA Boards' and events monthly e-bulletins, our Chairman, Chief Executive and CommsNet bulletins, and through internal means. Signage at conference will also direct delegates to the Zone as part of the LGA Hub stand.
7. Cllr Linda Robinson of this Board will officially launch the Zone on 3 July at 12.40 when there are due to be contributions from: Newton, the Zone's sponsor, on reducing delayed transfers of care in the North of England; Bradford Metropolitan District Council's City Centre Growth Zone scheme; London Ventures' innovations to deliver significant benefits for London residents, efficiencies and effectiveness of public services; and St Helens Council's culture and arts partnership with Heart of Glass that cuts across all aspects of St Helens life.

8. Prior to the official launch, Cllr Peter Fleming is due at 10.00am on 3 July to introduce Southend-on-Sea Borough Council's Pepper the Robot who is taking forward reminiscence work with care home residents, and a co-produced program developed with young children and adults with Aspergers and autism.
9. The remainder of the programme is dedicated to showcasing a wide range of innovations relevant to councils. Various projects focus on, and provide links between, health and social care, loneliness and homelessness. We have therefore combined many of these to feature on Wednesday, the busiest day of conference, to attract as many delegates as possible to discuss these key issues.
10. The Zone's third and final day is due to include sessions on drones, female genital mutilation and ink from air pollution, illustrating the breadth of innovation relevant to councils.
11. At least 30 innovations relevant to councils are due to have been directly showcased, with references to other councils and organisations also involved in this work.
12. After conference, we will invite council contributors to the Zone to submit case studies about their innovative work for our [website](#), which includes approximately 900 examples. Highlights from the Zone will also feature in the August edition of First magazine. Additionally, we will add presentations from the Zone to our website as soon as possible.
13. A verbal update on how the Zone went at conference will be given at the meeting.

#### **Conference workshop sessions**

14. There were a number of workshop sessions covering a variety of issues dealt with by the Board, including: Commercial councils – profit with a purpose; the Digital Place: connecting citizens, councils and communities sponsored by Capita; and fringe sessions on the national procurement strategy and on cyber security (with SOLACE).
15. Principal Advisers also supported the organisation of three sessions for Chief Executives which took place alongside the political group sessions, on Driving the health and social care integration agenda; Walking tall: the 21st century Chief Executive; Commercialisation – is this the answer to plugging the gap?

#### **LG Inform**

16. Colleagues from the LGA Research and Information team were available to demonstrate LG Inform providing “hands-on” assistance to Conference delegates and also to promote LG Inform plus and the new LG Inform VFM which brings together data about the costs, performance and activity of local councils and fire and rescue authorities.

#### **Leadership**

17. We promoted the Be a Councillor campaign and soft launched the opening of council registrations for the next round of the National Graduate Development programme and contributed to the LGA/SOLACE session on getting more senior women into local government.

### **Publications**

18. Updated and refreshed versions of some of our main promotional material was available at Conference, including: 'Sector led improvement: our offer of support' – a leaflet summarising the wide-ranging improvement support offer available to the sector; and more detailed updated flyers around our other main offers. The SLI infographics is being updated with the latest statistics around delivery and take up of the support offer.

### **Implications for Wales**

19. Improvement work is provided directly by the Welsh Local Government Association.

### **Financial Implications**

20. None

### **Next steps**

21. Members are asked to:

21.1. Note this report

21.2. Share their views on how the Zone went from their perspective.



## **Highlighting Leadership offer: 2017/18 final outturn & 2018/19 work priorities**

### **Purpose**

For information and decision

### **Summary**

This report updates members on final engagement figures for the 2017/18 Highlighting Political Leadership offer and provides, for decision, a proposed work programme for the 2018/19 session.

### **Recommendation**

That the Improvement and Innovation Board notes the outturn figures for 2017/18, approves the work plan for 2018/19 and offers any comments on the Highlighting Leadership work.

### **Action**

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

|                         |  |
|-------------------------|--|
| <b>Lead Member:</b>     | Cllr Judi Billing MBE  |
| <b>Contact officer:</b> | Will Brooks  |
| <b>Position:</b>        | Principal Adviser - Leadership and Localism                                  |
| <b>Phone no:</b>        | 0207 664 3053  |
| <b>Email:</b>           | <a href="mailto:william.brooks@local.gov.uk">william.brooks@local.gov.uk</a> |

## **Highlighting Leadership offer: 2017/18 final outturn & 2018/19 work priorities**

### **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 for 2017/18 and sets out the work priorities for the 2018/19 session.

### **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. Highlights for 2017/18 included:
  - 4.1. The highest total of participants in the last ten years of leadership programmes – 844, including Wales;
  - 4.2. Participation on our Leadership Essentials is the highest ever. This is primarily due to increased participation on our Children, Finance and Effective Scrutiny programmes;
  - 4.3. BAME participation on our Leadership Academy and Leadership Essentials programmes has increased and has sustained last year's levels across all programmes;
  - 4.4. We have maintained the level of 95 per cent of participants saying that our programmes "fully achieved" or "largely achieved" their objectives in our feedback monitoring; and
  - 4.5. We have maintained the level of 96 per cent of participants saying that attending our programmes made them more confident in their leadership role "to a great extent" or "to a moderate extent" in our feedback monitoring.
5. 2017/2018 participation figures on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), the Leader's Programme (LEAD), Next Generation (NXG) and "Leading Edge" are set out in the tables which follow.

**Political Leadership - Stats 2017-18 as of 31 March 2018**

|                  | LA         | LE         | FoL       | LEAD     | NXG       | Total      |
|------------------|------------|------------|-----------|----------|-----------|------------|
| Labour           | 58         | 233        | 39        | 3        | 20        | 353        |
| Conservative     | 49         | 255        | 16        | 4        | 20        | 344        |
| Liberal Democrat | 9          | 48         | 13        | 1        | 12        | 83         |
| Independent      | 20         | 22         | 9         | 0        | 13        | 64         |
| <b>Total:</b>    | <b>136</b> | <b>558</b> | <b>77</b> | <b>8</b> | <b>65</b> | <b>844</b> |

|                    | LA         | LE         | FoL       | LEAD     | NXG       | Total      |
|--------------------|------------|------------|-----------|----------|-----------|------------|
| East of England    | 7          | 34         | 9         | 1        | 10        | 61         |
| East Midlands      | 15         | 62         | 16        | 1        | 4         | 98         |
| Greater London     | 16         | 59         | 12        | 3        | 7         | 97         |
| North East         | 2          | 11         | 1         | 0        | 4         | 18         |
| North West         | 10         | 66         | 6         | 0        | 8         | 90         |
| South West         | 18         | 89         | 8         | 3        | 9         | 127        |
| South East         | 14         | 85         | 11        | 0        | 13        | 123        |
| Wales              | 38         | 0          | 3         | 0        | 4         | 45         |
| West Midlands      | 10         | 93         | 8         | 0        | 3         | 114        |
| Yorkshire & Humber | 6          | 59         | 3         | 0        | 3         | 71         |
| <b>Total:</b>      | <b>136</b> | <b>558</b> | <b>77</b> | <b>8</b> | <b>65</b> | <b>844</b> |

|               | LA         | LE         | FoL       | LEAD     | NXG       | Total      |
|---------------|------------|------------|-----------|----------|-----------|------------|
| District      | 47         | 162        | 29        | 1        | 21        | 260        |
| County        | 12         | 87         | 9         | 1        | 7         | 116        |
| Metropolitan  | 11         | 124        | 7         | 1        | 12        | 155        |
| London        | 16         | 59         | 12        | 3        | 7         | 97         |
| Unitary       | 12         | 112        | 17        | 2        | 14        | 157        |
| Welsh         | 38         | 0          | 3         | 0        | 4         | 45         |
| Fire          | 0          | 14         | 0         | 0        | 0         | 14         |
| Parks         | 0          | 0          | 0         | 0        | 0         | 0          |
| <b>Total:</b> | <b>136</b> | <b>558</b> | <b>77</b> | <b>8</b> | <b>65</b> | <b>844</b> |

|               | LA         | LE         | FoL       | LEAD     | NXG       | Total      |
|---------------|------------|------------|-----------|----------|-----------|------------|
| Male          | 85         | 327        | 45        | 6        | 37        | 500        |
| Female        | 50         | 231        | 32        | 2        | 28        | 343        |
| Transfeminine | 1          | 0          | 0         | 0        | 0         | 1          |
| Unknown       | 0          | 0          | 0         | 0        | 0         | 0          |
| <b>Total:</b> | <b>136</b> | <b>558</b> | <b>77</b> | <b>8</b> | <b>65</b> | <b>844</b> |

|                      | LA         | LE         | FoL       | LEAD     | NXG       | Total      |
|----------------------|------------|------------|-----------|----------|-----------|------------|
| <b>White British</b> | 121        | 476        | 48        | 8        | 58        | 711        |
| <b>Black</b>         | 5          | 19         | 8         | 0        | 1         | 33         |
| <b>Asian</b>         | 10         | 59         | 20        | 0        | 6         | 95         |
| <b>Mixed Race</b>    | 0          | 4          | 1         | 0        | 0         | 5          |
| <b>Total:</b>        | <b>136</b> | <b>558</b> | <b>77</b> | <b>8</b> | <b>65</b> | <b>844</b> |

| Ethnic Origin          |                    |               |
|------------------------|--------------------|---------------|
| <b>White British /</b> | <b>84 per cent</b> | (+1 per cent) |
| <b>Black</b>           | <b>4 per cent</b>  | (-1 per cent) |
| <b>Asian</b>           | <b>11 per cent</b> | (+1 per cent) |
| <b>Mixed Race</b>      | <b>1 per cent</b>  | (=)           |

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

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

### Be a Councillor

- 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.
- During 2017/18, the recently refreshed Be a Councillor campaign continued to be popular with campaigns running with Wolverhampton, Kingston Upon Thames, Guildford and Epsom & Ewell councils.

### Leading Edge

- A Leading Edge programme was scheduled for the early part of 2018 but unfortunately due to a number of circumstances, including calendar clashes, elections and political considerations, the even was postponed and is now scheduled for the autumn.

### Online resources

- E-learning now has over 8250 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. To ensure that our online resources reflect the ongoing changes in local government they are regularly reviewed, and recent revisions have been made to the leadership & engagement workbook to take account of devolution and its effects on councils and communities. New workbooks have been developed on local government finance and commissioning of council services.



## **Highlighting Managerial Leadership**

### **IGNITE**

10. IGNITE is a programme exclusively for Chief Executives to develop their own leadership in light of the changing operating context of local government. It is a collaborative partnership between the LGA, SOLACE, Collaborate and the RSA.
11. Over the past year we have successfully delivered three programmes and the feedback from each cohort has been positive with Chief Executives finding the programme both challenging and engaging.

### **Commercial Skills**

12. Following a successful pilot programme for officers during 2016, the LGA ran a further commercial skills programme for senior officers in 2017 in partnership with the Institute of Directors. The 8 day programme addresses the need for senior officers to understand the challenges resulting from the increasing commercialisation of council services and the development of local authority trading companies and joint ventures.

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

13. The ngdp has had a record year, with almost 3000 candidates applying. We are now in the final stages of the recruitment process for cohort 20, with candidates attending interviews at partner councils. There are 59 councils signed up, which is 6 more than last year. It is anticipated that around 130 graduates will be appointed and starting in their roles in Autumn 2018.
14. As has been previously reported to the Board, ngdp is funded by Ministry for Housing, Communities and Local Government (MHCLG) grant and “topped up” with a fee, paid by participating authorities. All councils in England are entitled to take part in the programme and therefore work is underway to engage more local authorities to ensure that as much of the sector as possible has access to the benefits that ngdp offers.

## **2018/19 Work Programme**

### **Highlighting Political Leadership**

15. With new Memorandum of Understanding (MOU) targets agreed with MHCLG, the work programme will be shaped and focus on those.

### **Leadership Academy**

16. Feedback from the Leadership Academy programmes has been good and suggests that no major changes to content is required. We have spoken with our providers and following MOU discussions we are adding further content on Standards in Public Life and more explicit unconscious bias training.

### **Next Generation**

17. We will continue to look at ways to realise cost savings on sessions that more than one political group office (PGO) wish to run.
18. Feedback from all the PGO's programmes has been good and we will be working with the PGOs to launch their programmes for this year and to help make any changes they wish.

### **Leadership Essentials**

19. Following the successful introduction of some new programmes last year, which will continue this year, there will be limited additions in the work programme.
20. Working with the Government Equalities Office, we are trialling a new programme exclusively for women councillors in the West Midlands which will be a trailblazer event for a new two day event or "weekender" which will be held towards the end of 2018.
21. We will also be running a new Cohesion and Integration programme which will complement our existing offers on Prevent and Counter Extremism.

### **Leading Edge**

22. The postponed Leading Edge programme will be held in the autumn. Leaders and Chief Executives will be invited to come together to discuss mastering partnerships and a sense of place. The event will be across 24 hours, and is set to be held in Milton Keynes.

### **Be A Councillor**

23. We will be aiming to work in conjunction with at least 20 councils over the coming year in developing their own "Be A Councillor" campaign using our current basket of resources.
24. Initial planning is underway for the coming year already with Lichfield and Reigate & Banstead councils and early discussions with many other authorities have started.

### **Online resources and E-Learning**

25. The e-learning and workbook elements of the community leadership offer have been extensively reviewed in the past year. The majority of the workbooks have either been revised or renewed to ensure that the content is consistent and current further revisions are planned to complete this work as well as new topics being considered for the 2018-19 work programme.

### **Highlighting Managerial Leadership**

26. Our offer on Managerial Leadership will include the following:

#### **IGNITE**

27. A further two cohorts of IGNITE and possibly a third, time and resource dependent, are planned.

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

28. The ngdp team work programme for 2018/19 will focus on engaging councils in ngdp and promoting the offer to the sector. To help aid this, the official date that councils can register for ngdp has been brought forward to coincide with LGA Conference. Members are requested to champion the benefits of ngdp within their councils.

29. The future financial aspect of the scheme is addressed in a separate report.

### **Other programmes**

30. We will continue our collaboration with SOLACE in delivery of managerial leadership programmes including:

30.1. Total Leadership – a programme for senior officers aspiring to be Chief Executives.

30.2. Transform – A middle managers development programme that is practical based and supports delivery of change programmes within their own council.

30.3. Springboard – A programme that targets rising managerial talent and underrepresented groups.

31. The commercial skills for officers programme, has recently been re-procured and will be offered in a different shorter format of 6 days from autumn 2018.

### **Implications for Wales**

32. There are no implications for Wales.

### **Financial implications**

33. All programmes will be met from existing budgets.



**Improvement and Innovation  
Board**

16 July 2018

**Next steps**

34. Officers to progress the work in the light of members' guidance.

16 July 2018

## Productivity Programme

### Purpose

This report provides the Board with a high level summary of the key deliverables during 2017/18 and presents the business/work plan for the productivity team for 2018/19.

**Appendix A** provides a summary of the key outputs for financial year 2017/18

**Appendix B** provides a summary of the business/work plan for 2018/19.

### Recommendations

That the Improvement and Innovation Board;

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

|                         |  |
|-------------------------|--|
| <b>Lead Member</b>      | Councillor Ron Woodley   |
| <b>Contact officer:</b> | Susan Attard   |
| <b>Position:</b>        | Head of Productivity Team  |
| <b>Phone no:</b>        | 07825 530528   |
| <b>Email:</b>           | <a href="mailto:susan.attard@local.gov.uk">susan.attard@local.gov.uk</a> |

## 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 (MHCLG).
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.

### Productivity programme - summary of key outputs during financial year 2017 – 2018

4. An update on progress on the productivity programme for quarter four was reported at the last meeting of the Board on 24 May. For ease of reference a summary of the key achievements and outputs for the last financial year is attached at **Annex A**. It is worth noting that all of the deliverables contained within the MOU were achieved.

### Productivity programme Business Plan for financial year 2018 – 2019

5. The Business Plan for 2018 – 19 has been developed with reference to feedback from councils during the past year, the LGA's Business Plan and the Memorandum of Understanding agreed with MHCLG. The Business Plan is attached at **Annex B**. For ease of reference key new areas of work are highlighted below.

### Transforming Services

6. New deliverables for the year include: the Digital Housing Pilot which is seeking to re-use assets developed by a group of Kent councils, if this is successful we will look to mainstream across the country. The stock-take of councils' existing cyber security arrangements, a key output will be the development and implementation of an improvement plan to support the sector so that it is better able to prevent and respond to cyber-attacks. Work with MHCLG to synthesise data to develop a better understanding of the characteristics of intelligent and efficient councils.

#### Smarter Sourcing

7. The National Procurement Strategy 2018 will be launched in July, this includes a procurement maturity model enabling councils to undertake a self-assessment and plot their improvement through five stages of maturity. Work will also be undertaken to support councils who have high value or strategic spend on specific suppliers and to help reduce the risk for councils if a supplier gets into financial difficulty.

#### Generating Income

8. A refreshed Commercial Skills training offer for officers will be delivered in partnership with the Institute of Directors. This will provide officers with the skills and confidence to undertake larger scale income generation activity. Three Commercial Skills Masterclasses for members will be run, following the successful pilots earlier this year.

#### Digital Declaration

9. Following the last Board meeting officers have continued to negotiate with civil servants regarding the concerns raised by members about the declaration. Further discussions took place at the LGA Conference as officers were advised that the Minister wanted to spend a considerable amount of his speech focussing on the Digital Declaration. A meeting was arranged with the Minister, Councillor Fleming, officers and civil servants. At this meeting the Minister was very clear that he needed a decision before his speech.
10. An urgent meeting was therefore convened of the Chairman and Group Leaders. Officers were able to take Group Leaders through the issues and to advise that sufficient change had been made for the LGA to agree. The Group Leaders agreed with the advice provided and that the LGA should support the Digital Declaration. <https://localdigital.gov.uk/declaration/>
11. Members of the Improvement and Innovation Board are asked to note this decision.

#### **Financial Implications.**

12. The Productivity Team's Programme for 2017/18 was funded from grant provided by MHCLG under our Memorandum of Understanding with Department.
13. The 2018/19 Programme will be funded by grant provided by MHCLG under our Memorandum of Understanding. In addition a grant from Cabinet Office for £1.5m will contribute to the cyber security programme of work.

#### **Implications for Wales.**

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

#### **Next steps**

15. The productivity team will progress the work programme in the light of members' comments.





**Appendix A**

**Summary of key outputs for the Productivity Programme during financial year 2017 - 2018**

The main achievements and outputs during this period are set out below.

| Project/ programme                | Key deliverables April 2017 - March 2018   | On target (RAG)                                     |
|-----------------------------------|--|---|
| Digital                           | <p>109 officers attended the Digital Academy programme of courses on agile and project management.</p> <p><b>Digital Transformation Projects 2016-17</b><br/>15 of the 20 transformation projects went live during the year. 5 councils returned their funding. (9 case studies will be published shortly on the website, the remaining case studies and lessons learned will be published later this year)</p> <p><b>Digital Channel Shift Projects 2017-18</b><br/>15 of the 23 'channel shift' projects are live. (A further 4 will be live later in the summer, 2 councils are dealing with technical issues). 2 councils have returned their funding.</p> <p><b>Digital Housing Programme 2018-19</b><br/>5 councils were selected as pilots to re-use the assets and learning, created by a group of Kent councils as part of the Digital Channel Shift programme.</p> | <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> |
| Cyber security                    | <p>A successful bid was submitted by the LGA under the National Cyber Security Programme to Cabinet Office on behalf of the sector. £1.5m of funding has been secured as a result to fund a stocktake and a programme of support during 2018-19</p>  | Green   |
| Shared services and collaboration | <p>Launched the 2017 Shared Services Map, demonstrating £657m of cumulative savings in 486 partnerships, this was up from £500m the previous year. The data collection exercise for 2018 was also carried out with the savings figures due to be launched in June. The Shared Service Expert programme placed two experts – Liverpool City Region &amp; Blackpool.</p>   | Green   |
| Behavioural insights              | <p>Funded 10 council led projects running in 2017/18.</p> <p>Produced a behavioural insights webpage where guidance, tools, reports and outputs from projects can be easily accessed and shared.</p> <p>Hosted a behavioural Insights in Local government event in March 2018 sharing lessons learned and best practice. Launched the LGA and Behavioural Insights Team's top five insights to increase council tax revenue at the event.</p>  | Green   |
| Design in Public Services         | <p>7 London councils have completed their training in design skills from the Design Council. In addition, 13 councils have been supported to apply design processes and</p>  | Green   |

|                      |   |       |
|----------------------|---|-------|
|                      | methods to tackle public health challenges with a focus on prevention.  |       |
| Procurement          | <p>Published refreshed category strategies on Energy, ICT and Construction.</p> <p>We conducted research into the benefits, savings and developments in approaches to procurement that councils have achieved resulting from the national procurement strategy. (Four of the eight councils where we had in depth conversations identified savings of around £40m since 2014, as well as identifying additional social value and better outcomes).</p> <p>The <b>National Procurement Strategy 2018</b> has been developed in consultation with councils and will be launched in July.</p> <p>The LGA has worked with government and councils on issues relating to the high profile collapse of Carillion. This has included providing evidence to the Public Administration and Constitutional Affairs Committee and being a member of the Carillion Task-force chaired by the BEIS Secretary of State.</p> | Green |
| Commercialisation    | <p><b>Commercial experts</b> were commissioned to work with 5 councils this year, contributing towards an estimated £9.3m in additional income for these councils.</p> <p>Officers from 35 councils have attended the <b>LGA/IOD Commercial Skills Training</b>, assisting councils to run and develop commercial ventures worth £11.75m.</p> <p>In February and March we designed and delivered two <b>Commercial Skills Masterclasses</b> for elected members. Both Masterclasses received very favourable feedback.</p> <p>Launched updated LGA Enterprising Councils guidance at the LGA Conference in July 2017.</p>   | Green |
| Productivity Experts | <p>Productivity experts have worked with 25 councils contributing towards efficiency savings and/or income generation of nearly £40 million, exceeding the target set by the MOU.</p> <p>The LGA produced a video to help advertise applications to the programme</p>   | Green |

## Productivity Team Business Plan 2018-19 Appendix B

| No. | Subject             | Activity   | Action  |
|-----|---------------------|--|---|
| 1   | Digital Work-stream | <p><b>Transforming services - Digital Work-programme</b></p> <p><i>A programme of work to proactively support greater use of digital tools and solutions across local authorities. To enable more services to be delivered/accessed on line and to help more 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.</i></p> <p><b>Digital Transformation</b></p> <p><i>Establish and run the Digital Housing Programme – funding 5 councils to pilot the re-use of the assets developed by a group of district councils in Kent under the Digital Transformation Programme. The pilot will enable us to test the re-usability of these forms and if successful we can then look to mainstream these across the country. This programme was established in April 2018 and will run through to the end of March 2019.</i></p> <p><i>Capture and publish the case studies from the 9 projects which were funded under the Digital Transformation Programme in March 2016 and went live in 2017/18.</i></p> <p><b>Channel Shift</b></p> <p><i>Capture the lessons learned and publish the case studies from the 21 projects which were funded under the Channel Shift programme in February 2017, a number of which (15) are already live..</i></p> <p><b>LGDC</b></p> <p><i>Organise four quarterly meetings with council chief executives / senior directors, overarching theme of service transformation, focusing on the enablers of digital tools and solutions, working in new ways and infrastructure.</i></p> <p><b>LG PSN Programme Board</b></p> | <p>SC</p> <p>SC/GA/<br/>JA</p> <p>SC/JA</p> <p>SC/JA</p> <p>SC/JA</p> |

## Productivity Team Business Plan 2018-19 Appendix B

| No. | Subject        | Activity  | Action |
|-----|----------------|---|--------|
|     |                | <p><i>Organise four quarterly meetings with council IT Directors/ CIOs and other sector reps. Continue to oversee the changes to the compliance regime for PSN to make sure this works for councils.</i></p> <p><b>LGA Digital showcase conference November 2018</b></p> <p><i>We plan to host a digital conference to showcase successful projects we have funded as well as other work being done by councils, to the sector more widely, helping to share this good practice, existing assets and learning to enable more councils to benefit. Once we have drafted our outline programme we will share this with members.</i></p>   | SC/JA  |
| 2   | Cyber Security | <p><b>Transforming services – Cyber Security</b></p> <p><i>A programme of work to proactively support widening of digital and cyber resilience awareness 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 on-line Cyber Security Information Sharing Partnership. Host and run quarterly meetings of the Cyber Security Stakeholder Group.</i></p> <p><i>a) Work with the WARP's (warning, advice and reporting Point) to share best practice and support the sector to prevent and respond to cyber incidents.</i></p> <p><i>b) Undertake a stocktake of councils' existing cyber security arrangements. This research and analysis will highlight the sector's current capabilities and the measures in place to prevent a cyber-attack, as well as respond to an incident if/when it happens. A key output will be to develop and implement an improvement plan to support the sector so that it is better able to prevent and respond to cyber-attacks. Support will be available for those councils at risk. (This programme is being funded by Cabinet Office and is part of the National Cyber Security Programme)</i></p> | SC/HR  |
|     |                |   |        |

## Productivity Team Business Plan 2018-19 Appendix B

| No. | Subject   | Activity  | <u>Action</u>                 |
|-----|---|---|-------------------------------|
| 3   | <b>Shared Services and Collaboration</b>                      | <p><b>Transforming Services – Shared Services and Collaboration</b></p> <p><b>Shared Services Map annual refresh</b> – 2018 map will be launched July 2018. 2019 refresh will be commissioned and overseen.</p> <p><b>Matchmaking Service</b> - Run the matchmaking service for councils set up in 2016, in order to help increase efficiency savings councils make through sharing services.</p>   | <p>RG</p> <p>GH</p> <p>GH</p> |
| 4   | <b>Behavioural Insights Programme (Innovation and Demand)</b> | <p><b>Transforming Services – Behavioural Insights Programme</b></p> <p><i>Behavioural Insights programme - work with the Behavioural Insights Team to help 8 councils better understand the behaviour of customers in order to better manage demand for services.</i></p> <p>a) <i>We will also hold a national project learning event in March 2019</i></p> <p>b) <i>Set up a behavioural insights training offer for councils designed and delivered in partnership with LB Croydon.</i></p> | RG                            |
| 5   | <b>Design in the Public Sector (Innovation and Demand)</b>    | <p><b>Transforming Services – Design in the Public Sector</b></p> <p><i>Design in the Public Sector programme – work with the Design Council to equip 10 councils to develop and use design techniques to transform services and/or manage demand and disseminate learning across the sector.</i></p> <p>a) <i>Run the 2018/19 programme to support 10 councils</i></p> <p>b) <i>Capture lessons from the southern and northern regional cohorts of public health and early</i></p>             | RG                            |

## Productivity Team Business Plan 2018-19 Appendix B

| No. | Subject     | Activity  | Action                                     |
|-----|-------------|---|--|
|     |             | <i>intervention in the 2017-18 programme (11 councils) and publish.</i>   |  |
| 6   | Procurement | <p><b>Smarter Sourcing – Working with councils to help them to improve their procurement arrangements.</b></p> <p><b>National Procurement Strategy 2018 (NPS2018)</b></p> <p>a) <i>Launch the revised local government national procurement strategy in July 2018.</i></p> <p>b) <i>Set out work programme to help councils improve their procurement arrangements in October 2018. This will include the following:-</i></p> <p><b>Supplier Failure</b></p> <p>a) <i>Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got in to financial difficulty.</i></p> <p>b) <i>Work with those councils who have high value or strategic spend on specific suppliers in construction/highways, social care, ICT and waste sectors to pilot a process of strategic supplier relationship management.</i></p> <p>c) <i>Support a number of local government experts in their particular fields to lead on relationships with identified suppliers.</i></p> <p><b>National Advisory Group (NAG)</b></p> <p>a) <i>Organise four quarterly meetings with the National Advisory Group for Local Government</i></p> | <p>TH</p> <p>GH/SD</p> <p>TH</p> <p>TH</p> |

**Productivity Team Business Plan 2018-19 Appendix B**

| No. | Subject | Activity  | Action                                   |
|-----|---------|---|--|
|     |         | <p><i>procurement and support the work streams identified in the national procurement strategy.</i></p> <p><b>National Category Work</b></p> <p>a) <i>Work with groups of councils interested in joining together in particular categories of spend. Children’s Services, Schools construction.</i></p> <p>b) <i>Continue with work on cross cutting issues relating to local government procurement: modern slavery, social value, commercialisation, working with SME’s and VCSE’s.</i></p> <p>c) <i>Continue to work with the Grenfell towers Industry Response Group on a national response to recommissioning of cladding and fire doors.</i></p> <p><b>Procurement and commissioning skills.</b></p> <p>a) <i>Identification of the gaps in procurement and commissioning skills and training from the NPS 2014 diagnostic exercise. Identify and cascade free resources that are already available (working with the Government Commercial Function) and if necessary commission additional support that can be cascaded to all councils via ‘train the trainer’ routes.</i></p> <p>b) <i>Encourage uptake of the newly published councillor workbook and online resources on commissioning.</i></p> <p><b>Brexit</b></p> <p>a) <i>Work with central Government to disseminate key messages in relation to any new regimes and provide interim guidance on long term contracts</i></p> | <p>GA/GR/<br/>GH</p> <p>TH</p> <p>TH</p> |

## Productivity Team Business Plan 2018-19 Appendix B

| No. | Subject           | Activity  | Action              |
|-----|-------------------|---|---------------------|
|     |                   | <p><b>Encouraging Innovation</b> - Funded grants programme</p> <p>a) Continue to work with stakeholders to identify potential for encouraging innovation via procurement and how this can offer a catalyst to promotion of innovative solutions for council services.</p> <p>b) Disseminate findings including those from various funded programmes through a series of workshops run in collaboration with Innovate UK.</p> <p><b>Modern Slavery Act</b> requires organisations with a 'turnover' exceeding £36m and which supply goods and services in the UK to publish an annual statement explaining what they are doing to eliminate slavery from their supply chains.</p> <p>Councils are not currently legally required to submit transparency statements, however an increasing number of councils are doing so on a voluntary basis. The LGA is sharing the information from these exemplars.</p> | <p>GR</p> <p>GH</p> |
| 7   | Commercialisation | <p><b>Generating Income – Help councils to become more commercial through a series of courses, events and sharing good practice.</b></p> <p><b>Commercial Skills Training</b></p> <p>a) Working in partnership with the IOD design and develop a Commercial Skills training offer for officers to provide them with the skills and confidence to undertake larger scale income generation activity.</p> <p>b) Deliver three commercial skills masterclasses for elected members.</p>  | <p>RG</p> <p>HH</p> |



**Productivity Team Business Plan 2018-19 Appendix B**

| No. | Subject | Activity  | Action    |
|-----|---------|---|-----------|
|     |         | <p><b>Advanced Commercial Group</b></p> <p>a) <i>Organise four quarterly meetings with council chief executives / senior commercial directors to-</i></p> <ul style="list-style-type: none"> <li>- <i>Share different approaches to commercialisation to enable mutual learning</i></li> <li>- <i>Enable councils already advanced in their thinking to move further, faster</i></li> <li>- <i>Identify possible barriers to commercialisation to inform LGA policy work on behalf of the sector</i></li> <li>- <i>Identify potential synergies/ opportunities for collaboration/ partnerships/ joint ventures where appropriate</i></li> </ul> <p><b>Commercial Skills Procurement Solution (CSPS)</b></p> <p>a) <i>Continue to promote the LGA’s commercial skills procurement solution (CSPS) making the delivery of commercial projects easier and ensuring councils pay a competitive price for specialist expertise. We will share the case studies of councils who have used and benefited from the CSPS.</i></p> <p>b) <i>Research with the social value of council commercial activity – LGA to lead research or a thought piece into the social value of commercial activities aside from generating income to protect front line services.</i></p> | <p>RG</p> |

## Productivity Team Business Plan 2018-19 Appendix B

| No. | Subject   | Activity  | Action |
|-----|---|---|--------|
| 8   | <b>Productivity &amp; Income Generation Experts</b> | <p><b>Productivity and Income Generation Experts programme</b></p> <p><i>Fund a programme of expert interventions to support councils in delivering savings and generating income. Small grants will be used to pay for targeted use of expert's time with planned benefits. 25 councils will be supported to save and or generate income of at least £25m.</i></p> <p><i>The learning from the pilots will be effectively communicated across the country</i></p> <p><i>An evaluation of the programme will also be undertaken by the research team.</i></p> | GA     |
| 9   | <b>Intelligent and efficient councils</b>           | <p><b>Intelligent and Efficient councils</b></p> <p><i>Work with MHCLG to synthesise data to develop a better understanding of the characteristics of intelligent and efficient councils.</i></p> <p><i>Develop a narrative which describes characteristics of intelligent and efficient councils and pilot an efficiency model which will allow councils to self-assess themselves.</i></p> <p><i>Map examples of existing best practice and case studies to bring together a package of support for efficiency in one place.</i></p>                        | SA     |
| 10  | <b>Communication</b>                                | <p><i>Communicate the impact of the Productivity team's work to councils, partners and LGA colleagues.</i></p> <p><b>Productivity team video</b> - to communicate the impact of the Productivity team's work</p> <p><i>Case studies, tools and information on <b>website</b> kept relevant and up to date easy to search/find.</i></p> <p><b>Social Media</b> – Twitter Account established; a target of 800 followers by March 2019 (currently 730 followers as of June 2018); each team member to tweet at least once per week.</p>                         | SD/TK  |

**Productivity Team Business Plan 2018-19 Appendix B**

SD – Sadie Duffell; GA – Grace Able; GR – Georgia Rudin; SA – Susan Attard; TK – Tanya Khatun





## Care and Health Improvement Programme 2018/19

### Purpose of report

For information.

### Summary

An overview of the Care and Health Improvement Programme priorities and key activities for 2018/19.

#### Recommendation

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

#### Actions

No further action required.

**Contact officer:** Andrew Hughes  
**Position:** Head of Care and Health Improvement Programme  
**Phone no:** 07909 534 185  
**Email:** andrew.hughes@local.gov.uk

## Care and Health Improvement Programme 2018/19

### Background

1. The Care and Health Improvement Programme (CHIP) provides support to councils in England for social care, integration and health and digital improvement, as well as supporting the Transforming Care programme for people with learning disabilities and/or autism. It is the sector-led improvement programme for care and health, co-produced and delivered by the Local Government Association (LGA) and the Association of Directors of Adult Social Services (ADASS).
2. CHIP is funded mainly by the Department of Health and Social Care (DHSC) with contributions from the NHS for some digital activity and Transforming Care.
3. 2018/19 marks year two of the agreed three year programme.

### Issues

4. DHSC has agreed to continue funding until March 2020 based on a set of priorities and our contribution to the Transforming Care Programme.
5. The three priorities are:
  - 5.1. risks and resources;
  - 5.2. care market quality and sustainability; and
  - 5.3. sustainable and integrated care and health systems.
6. The programme includes activity around: market and commissioning, financial risk, managing transfers of care, efficiency and sustainability, safeguarding, prevention and system leadership as well as BCF and integration with digital transformation embedded across the work streams.
7. The following additional funding was also secured to:
  - 7.1. Support systems to manage transfers of care by bringing together national partners to co-produce and co-deliver a support offer for councils and health partners experiencing challenges around delayed transfers of care and patient flow. This includes both a bespoke offer and universal support through national and regional events, access to an evidence base and weekly data collection and analysis. In addition, we are delivering an enhanced offer of diagnostic and sustainability support for the nine systems (across HWB footprints) which are experiencing the most challenges.

- 7.2 Support councils implement their ambitions for the Better Care Fund, including a Better Care Adviser Support Programme for the Better Care Support Team. This will also facilitate any BCF graduation support required and progress more advanced or integrated care systems.
8. Similarly we negotiated a further three years' funding from NHS Digital to continue the [Social Care Digital Innovation Programme](#) into 2020/21. Designed to help councils develop local digital solutions to improve social care, the first wave of the programme in 2017/18 funded 19 innovative proposals. For 2018/19 a further 12 councils have been selected with proposals based around: efficiency and strengths-based approaches; managing markets and commissioning; and sustainable and integrated health care systems.
9. Workforce was identified as a key issue for councils and at regional level. No additional funding was available and including this in the programme would have required de-prioritisation elsewhere. Negotiations with DHSC established that workforce Skills for Care is the responsible body in this area and CHIP should support its lead. Workforce activity will only be picked up where it is a significant part of our commissioning and integration activity. We are working closely with the LGA Workforce Team to address any workforce issues that arise.

### **Implications for Wales**

10. There are no implications for Wales. Programme funding covers England only.

### **Financial Implications**

11. DHSC has agreed to continue funding until March 2020, although with a reducing budget.
12. The Transforming Care work is due to close by 31 March 2019.

### **Appendices**

13. Appendix 1 – Care and Health Improvement Programme 2018/19 Update

### **Next steps**

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





# Care and Health Improvement Programme

2018/19 Programme

Andrew Hughes  
Head of Care & Health Improvement Programme

Agenda Item 5

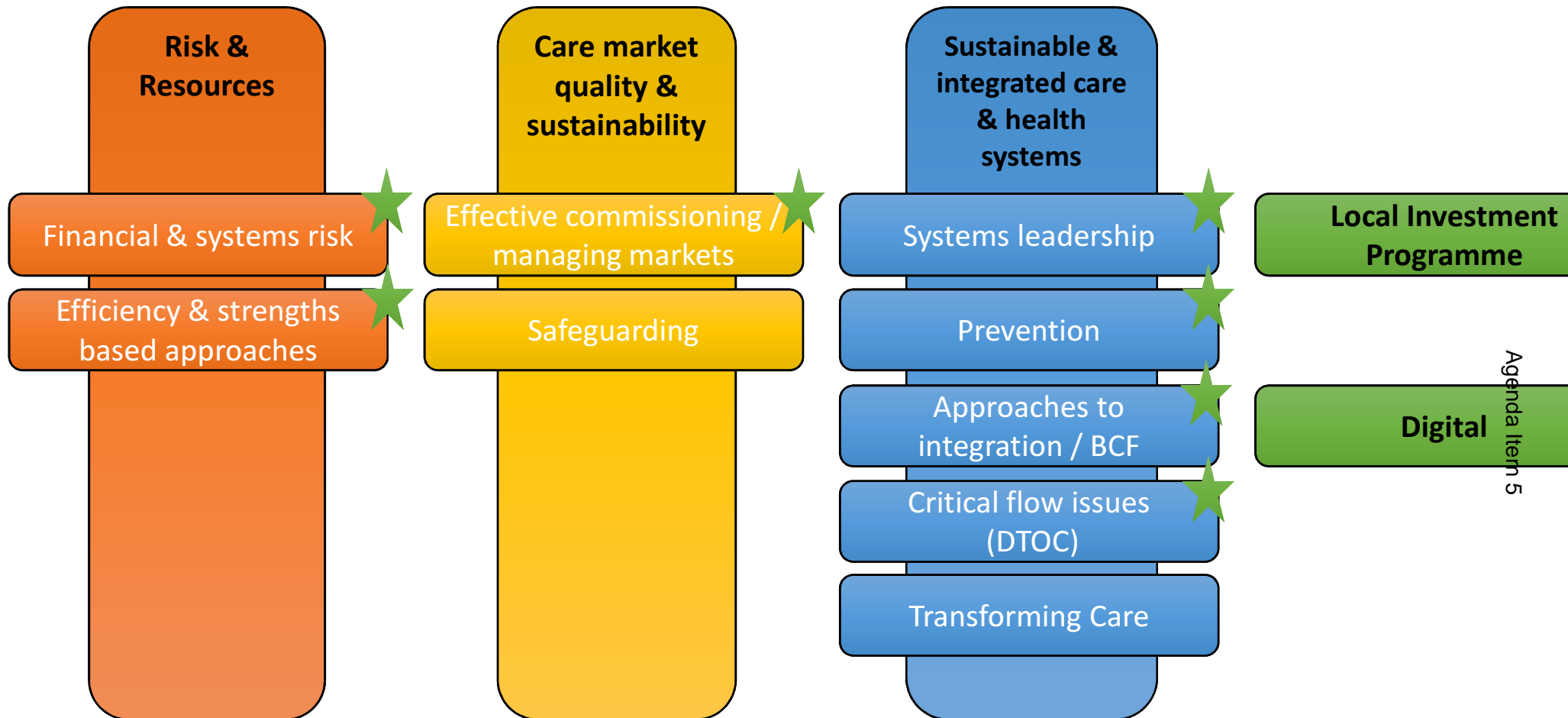
# Sector-Led Improvement for Care and Health

Care and Health Improvement Programme Framework 2018/19

Priorities

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Workstreams



Agenda Item 5

# Risk and resources

## Key deliverables:

- High level bespoke support to the most financially challenged
- Promote Use of Resources Peer Challenge
- Update the risk awareness tool
- Regionally based efficiency and asset based learning and support networks
- Targeted support by efficiency experts

# Care markets and sustainability

## Key deliverables:

- Understanding local care markets and predicting future demand
- Market failure contingency planning
- Improving Market Position Statements and conversations with providers
- Commissioning home care
- Promoting Commissioning for Better Outcomes and Making Safeguarding Personal

# Sustainable and integrated care & health

## Key deliverables:

- HWB induction sessions, Leadership Essentials, annual summit and tailored support
- Health in All Policies peer support
- Prevention at Scale test sites and Master Classes
- Develop evidence base for good models of sustainable services
- Facilitated integration workshops; inc. finance modules and pilot models of care models
- Changing the service model; Support design of effective integrated systems
- Better co-ordinate NHS commissioning of social care
- Transforming Care; identify and resolve funding issues, housing strategies; Toolkit to deliver improvements to quality and market shaping





**Improvement and Innovation Board**

16 July 2016

**Improvement and Innovation Board: end of year report**

**Purpose:**

For information and discussion.

**Summary:**

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

**Recommendation**

Members are invited to note the activities and achievements for 2017/18.

**Action**

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

**Lead Member:** Cllr Paul Bettison OBE  
**Contact officer:** Nick Easton  
**Position:** Improvement and Co-ordination Manager  
**Phone no:** 020 7664 3278  
**Email:** [nick.easton@local.gov.uk](mailto:nick.easton@local.gov.uk)

## **Improvement and Innovation Board: End of year report**

### **Sector-led Improvement**

1. This year we have seen the successful delivery of a wide-ranging improvement offer. All councils took up one or more of our offers; record numbers of members were trained through our leadership programmes and record numbers of graduates were attracted to the sector through our national graduate development programme. New offers have been introduced reflecting the changing needs of the sector (eg the Housing Advisers programme) and we have helped the sector respond to in-year developments such as Carillion and Grenfell.
2. In addition the results from the latest LGA perceptions survey demonstrate that our support has impact and that support for this sector-led approach to improvement continues to grow. 96 per cent of council leaders and 95 per cent of council chief executives said support from the LGA had a positive impact on their authority. Moreover there was an eight percentage point increase, across all respondents, in the proportion saying that sector-led improvement is the right approach and a 19 percentage point increase since 2012.
3. Our approach to improvement, developed in collaboration with the sector, provides different tiers of support depending on the intensity of the challenges faced locally. Our regionally based team of **Principal Advisers** act as the focal point for discussions with councils about their improvement needs and the help we can make available. We work on the basis that every council and fire and rescue service will have a corporate peer challenge or finance peer review (at no cost) at least every 4-5 years. We also expect participating councils to publish the peer challenge report, to produce an action plan and to have a follow-up visit.
4. We keep our offer of support under review and as part of the second full-scale **evaluation** of the approach have received specific reports arising from an independent evaluation of the Corporate Peer Challenge (CPC) offer and an evaluation of our leadership programmes. We also undertook a wide-ranging consultation with the sector about their support needs for 2018/19 which has shaped our Memorandum of Understanding (MoU) with MHCLG.
5. We ran our sixth successful **Innovation Zone** at our Annual Conference this year involving at least 46 speakers, representing innovative work from 40 organisations. Improvement and Innovation Board members helped compere the Zone programme, which commenced with an engaging session from Southend-on-Sea Borough Council and their robot Pepper. The final day's programme showcased how Thurrock Council and others are addressing female genital mutilation and how councils are working with Nesta to explore the future of drones, based on public needs and ambitions. Hundreds of delegates visited the Zone and case studies will be uploaded to the LGA website to further share those lessons with others.

### **Improvement**

6. Working through the LGA's Lead Member Peers and Principal Advisers, we have provided **targeted support to individual councils** and groups of councils, for example: change of control support to 25 councils, bespoke peer mentoring support to 77 councils (often arising as part of the peer challenge follow up action), top team development work



with 16 councils, service-based support to 45 councils and working with CfPS, advice and support to 52 councils to help develop scrutiny.

7. During 2017/18 115 **peer challenges** have been delivered covering a range of different areas including corporate, finance, fire, children's and adults. 865 peer challenges have been delivered since 2011, meaning that councils have contributed over 17,000 days of senior councillor and officer time, representing a considerable investment by the sector in its own improvement. We have also delivered 10 peer development or briefing events during the year as we seek to widen and refresh our pool of member and officer peers. Of the peers deployed during 2017/18 approximately a third were doing a Corporate Peer Challenge for the first time.
8. The CPC programme has involved engagement with 64 councils in 2017/18 through a full corporate peer challenge, finance peer review, or a peer-led follow up visit. We are continuing to implement recommendations from the independent evaluation of the programme ('**Rising to the Challenge**') which demonstrated that the CPC remains a highly effective tool, has a positive impact for participating councils and the sector as a whole, and provides value for money. This is reinforced by results from our own impact survey of authorities receiving a peer challenge in 16/17. 94 per cent of respondents said the corporate peer challenge (including any further improvement support it triggered) had had a positive impact both on their council's performance and on the delivery of its priorities.
9. **Public Sector Audit Appointments Limited (PSAA)**, a company owned by the Improvement and Development Agency, successfully put in place new audit contracts to replace those which ended in March 2018. PSAA secured a 23 per cent reduction in audit fees for all councils opting in to the national scheme. This is a remarkable achievement and demonstrates the benefits of a co-ordinated national approach, envisaged and promoted by the LGA and delivered by PSAA.

### **Productivity**

10. We have continued to encourage councils to consider the potential benefits of **shared service** arrangements and run the shared services 'matchmaking' service to provide assistance to councils who wish to share services and/or management teams with other councils. The 2017/18 refresh of the Shared Service Map evidenced £805m of cumulative efficiency savings from 550 shared service arrangements, this further evidences the local government sector at the forefront of collaborative working, working with restricted budgets whilst still making efficiency savings.
11. Local Government's interest in **commercialisation and income generation** has continued to grow throughout 2017/18 and we have developed a range of support designed to help councils pursue appropriate and well considered commercial opportunities. This has included updated guidance, an interactive map of council commercial good practice, delivery of the first four cohorts of the LGA/IoD commercial skills training for officers, and the design and delivery of two commercial skills masterclasses for elected councillors. **Commercial experts** were commissioned through the LGA's Commercial Experts programme to work with 5 councils this year, contributing towards £9.3 million additional income for these councils.
12. Our **productivity experts programme** is an opportunity for councils to access expertise they need to realise ambitious efficiency savings and income generation. During 2017/18

productivity experts worked with 25 councils to deliver £39.9m efficiency savings and/or income generation. The experts provided support around a wide range of areas, including economic growth, procurement, asset management and specific service efficiency reviews. We have also collaborated with the **Behavioural Insights Team** to support ten councils and with the **Design Council** to support twenty councils in services that are 'different by design'.

13. We have also continued to provide support to councils on **procurement**. We published refreshed category strategies in high spend areas such as Energy; ICT; and Construction and worked with the sector to refresh the National Procurement strategy. During the year we also supported councils in dealing with the impact of the collapse of **Carillion** and initiated a high level contingency planning exercise in relation to other key suppliers to local government.

### Leadership

14. The LGA's Highlighting **Leadership offer** provides a range of programmes, events and resources aimed at supporting and developing councillors at all levels and helping them progress through the various stages of their political careers. It has been another record year for bookings with 844 councillors participating in our programmes (including Wales).
15. Highlights from our on-going evaluation of the leadership programmes demonstrates their value. 99 per cent of responding participants in our Leadership Essentials programmes and Leadership Academy programmes said they felt more confident in their ability to carry out their role, having participated in the course.
16. During the year we have seen an increase in the take up locally of the '**Be a Councillor**' campaign. We have produced a toolkit to support councils in their local bespoke programmes and have developed partnerships with Parliamentary outreach and organisations with a focus on under-represented groups such as women and young people.
17. We have reviewed and refreshed our **E-learning offer** to ensure it continues to reflect the challenges councillors are facing locally. In the last year new modules have been introduced on data protection, anti-bribery and fraud prevention, stress management, dealing with residents with difficult issues and an introduction to Housing. We now have over 8,250 registered members and the number of training options available continues to grow.
18. **The National Graduate Development Programme** (ngdp) has continued to grow in popularity and success, with more councils taking part in the scheme and an increase in application numbers. We placed 130 graduates with councils this year – a record for this programme.
19. During the year we worked with SOLACE to strengthen our offer to support the development of **managerial leadership capacity** in the sector. A range of programmes have been developed appropriate to different career stages. Take up has been positive and feedback demonstrates that delegates have been able to progress their careers as a result – some to CEX level.

### Transparency and data

20. We have maintained our coverage of 100 per cent of councils registered with **LG Inform**, which now has 5,592 registered users (an increase of 16 per cent in the past 12 months). Authority users can view data or pre-written reports, and create their own reports, using the most up to date published information. Interim results from our evaluation of LG Inform reveal that 83 per cent of those familiar with LG Inform found it useful.
21. During the year we added an additional 2,132 metrics (including 953 VFM metrics) to the database: which now contains 6,126 metrics in total. And we organised 10 face to face training events and 50 on-line training events with 345 delegates from 122 organisations attending.
22. LG Inform is available to the public. In total there were 50,000 visits over the course of the year.
23. During the year we worked with Public Sector Audit Appointments (PSAA) to develop **LG Inform Value for Money (VfM)** a replacement for PSAA's existing VfM Profiles. The new tool was successfully launched in November. The Value for Money (VfM) profiles bring together data about the costs, performance and activity of local councils and fire and rescue authorities. They have been designed to help auditors, people who work for councils and fire and rescue authorities and the public understand the costs of delivering local services, and to get an overview of comparative spend and performance over time and relative to others.
24. We have delivered a comprehensive programme of support around **better use of data and digital** transformation. We have commissioned the development of an online data maturity self-assessment tool to help councils explore how they might improve their use of data; initiated the development an online resource bringing together resources to help councils use information intelligently; published case studies from the Data Experts programme and supported 15 councils as part of the Digital Transformation programme and 21 councils as part of the Digital Channel Shift programme including publication of case studies.
25. We have continued to support the delivery of the National **Cyber** Security Strategy and host the Local Government Cyber Security Stakeholder Group established to widen digital and cyber resilience awareness across local authorities and highlight good practice and advice. We made a successful bid to the Cabinet Office for funding for a national Cyber Security programme for 2018/19 – this will be used to map out existing cyber security arrangements in all English councils and provide support to those that need it most.

### Oversight of LGA Improvement activity

26. Members have agreed that it is important for the Improvement and Innovation Board to retain an “overarching” perspective on the improvement activity currently undertaken across LGA Boards and have received regular reports from all Boards and had the opportunity, amongst others, to provide strategic input to the development of the integrated Care and Health Improvement Programme, our children’s services improvement work and our offer of support on Devolution.



## Note of last Improvement & Innovation Board meeting

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**Title:** Improvement & Innovation Board  
**Date:** Thursday 24 May 2018  
**Venue:** Smith Square 3&4, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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### Attendance

An attendance list is attached as [Appendix A](#) to this note

### Item Decisions and actions

#### 1. Welcome and Declarations of Interest

The Chairman welcomed Members to the Board.

The Chairman noted the apologies given by Members.

Members made no Declaration of Interests.

The Chairman notified Members of the external speaker from the Ministry of Housing, Communities and Local Government (MHCLG), Mr Paul Maltby.

Mr Maltby was attending the Board and planned to deliver a presentation on item eight. The Chairman requested that item eight therefore be moved to the beginning of the agenda. Members agreed to this change.

#### 2. Digital Declaration - Confidential item

Confidential discussion.

#### 3. LGA Perceptions Survey 2017/2018: Sector Led Improvement Questions

The Chairman invited Juliet Whitworth, Research and Information Manager, to introduce the item. Juliet gave members an overview of the item, and delivered a presentation (circulated to Members before the board).

Juliet made particular reference to the Perceptions survey key findings, including keeping informed around LGA work; sector-led improvement; familiarity with the LGA; speaking positively about the LGA; satisfaction with LGA work; and value for money. Overall, the findings were very positive and most findings up from the previous years. Since 2012 there had been a 19 per cent increase in the proportion of respondents saying that sector led improvement is the right approach. The LGA's response to the findings was being overseen by the Leadership Board.

The Chairman thanked Juliet for the update and invited members to comment:

- Members reflected on the findings and felt that the responses to the improvement related questions were very positive about the work of the board and the improvement offer.
- Members discussed the direct correlation between how good the LGA is perceived to be, and how well it communicates. The Chairman stated that there was a direct link between the more awareness there was of the LGA, and the better outcomes of all findings.
- Members asked what further work could be done around speaking positively about the LGA, where responses seemed to remain flat. Members requested that next year, the survey include sections to give reasons why people do or don't speak positively about the LGA. Juliet stated that the finding is up slightly from the previous year, and that this should be passed on to the Leadership Board for comment and reflection.
- Members held discussion over the term 'frontline Councillors', and how understanding of the term differs.
- Members suggested further consideration be given to the "don't know" responses and why people had responded in this way. Was this a language issue?
- Members discussed the LGA programme of visits to councils, and the need to advertise this internally more. Members also suggested that visits to councils be undertaken in the evenings, as most Councillors have daytime jobs.

The Chairman thanked Juliet for the presentation, and Members for their comments.

Members **noted** the update.

#### **4. LGA Cyber Security Funded Programme**

The Chairman invited Susan Attard, Head of Productivity, and Helen Reeves, Cyber Security Adviser, to introduce the item.

Members received an update that the LGA had now received formal confirmation of the funding to undertake a comprehensive stocktake and analysis of the current cyber security arrangements across all councils in England, which will also capture good practice, as well as risks. There will be a comprehensive engagement plan with the sector. The results will lead to the development of a plan of support for the sector.

The Chairman thanked Susan and Helen for the presentation, and invited Members comments:

- Members welcomed the report and proposal and stressed the importance of getting a full response from the sector.
- Members discussed the value of a single point of contact within the LGA.
- Members discussed the LGA's own cyber security arrangements, and made reference to GDPR. Dennis Skinner, Head of Improvement, confirmed that the external auditors had given reasonable assurances regarding the LGA's handling of private information, and had made some recommendations which were being implemented.

The Chairman thanked Susan and Helen for the update, and members for their comments.

It was **agreed** that officers pursue the activities and next steps outlined in the report.

## 5. Productivity programme

The Chairman invited Susan Attard, Head of Productivity, to introduce the item. Susan then proceeded to update Members on the following:

- The recent behavioural insights event – chaired by Cllr Peter Fleming – which had received excellent feedback and was an open forum where best practises were shared and key lessons learnt.
- An update around smarter sourcing and Carillion; Susan updated members that services continue to be delivered, with a few more contracts due to transition to new providers. The LGA continues to be represented on the Carillion Task Force chaired by the Secretary of State for Business, Energy and Industrial Strategy.
- An update on the Commercial Skills Masterclasses and upcoming dates:
  - Cambridge – 24 September 2018
  - Winchester – 5 November 2018
  - Leeds – 27 January 2019.

The Chairman **requested** that the dates be circulated to Members after the Board, and encouraged any members with commercial skills to consider offering themselves for peer work.

## 6. Performance Report and Memorandum of Understanding for 18/19

The Chairman invited Dennis Skinner, Head of Improvement, to introduce the item.

Dennis gave an overview of the paper, which updated Members about performance against the Memorandum of Understanding (MoU) the LGA/IDeA have with the Ministry of Housing, Communities and Local Government (MHCLG) about the use of grant for 2017/18, and the finalised MoU agreed with MHCLG for 2018/19.

Dennis noted that 56 out of 60 deliverables in the MoU had been fully achieved and the remaining four partially achieved. It had been a record year for the number of councillors attending leadership courses and graduates attracted to the sector via ngdp. And responses to the LGA Perceptions survey demonstrated that the support is having an impact.

The MoU for 18/19 had now been agreed. It included some new areas of work, reflecting councils' feedback and some areas had been scaled back due to the reduction in grant.

The Chairman thanked Dennis for the update and invited Members to comment:

- Members welcomed the report
- Members felt that the reduction in grant, combined with increased cost pressures, represented a significant change in resources requiring the LGA to a lot “more with less”.
- Member asked that the new Secretary of state for MHCLG, be made aware of the LGA's work and achievements in this area.

The Chairman thanked Dennis for the update, and Members for their comments. Members **noted** the item.

## 7. LGA Boards' Improvement Activity

The Chairman invited Vicki Goddard, Improvement Support Adviser, to introduce the item.

Vicki updated Members drawing attention to some of the key improvement work of other LGA Boards. Following feedback and requests from the last Board, the report's submissions were similar in length, as well as including examples of best practises.

The Chairman thanked Vicki for the update. Members **noted** the item.

## 8. Note of the Previous Meeting

Notes from the previous Improvement and Innovation board, on Thursday 22 March 2018, were agreed.

## Appendix A – Attendance

| Position/Role   | Councillor  | Authority   |
|-----------------|---|---|
| Chairman        | Cllr Paul Bettison OBE  | Bracknell Forest Borough Council  |
| Vice-Chairman   | Mayor Dave Hodgson<br>MBE   | Bedford Borough Council   |
| Deputy-chairman | Cllr Judi Billing MBE<br>Cllr Ron Woodley   | North Hertfordshire District Council<br>Southend-on-Sea Borough Council   |
| Members         | Cllr Janet Blake<br>Cllr Peter Fleming OBE<br>Cllr Angelique Foster<br>Cllr Catherine Rankin<br>Cllr Barry Wood<br>Cllr Laura Miller<br>Cllr Phil Davies<br>Cllr Joy Allen<br>Cllr Tudor Evans OBE<br>Cllr Liz Green<br><br>Cllr Glen Sanderson JP<br>Cllr Alan Connett<br>Cllr Mike Haines<br>Mr Philip Sellwood | Aylesbury Vale District Council<br>Sevenoaks District Council<br>Derbyshire County Council<br>Tunbridge Wells Borough Council<br>Cherwell District Council<br>Purbeck District Council<br>Wirral Metropolitan Borough Council<br>Durham County Council<br>Plymouth City Council<br>Kingston upon Thames Royal Borough<br>Council<br>Northumberland Council<br>Teignbridge District Council<br>Teignbridge District Council<br>Energy Saving Trust (EST) |
| Apologies       | Cllr James Jamieson<br>Cllr Abdul Jabbar MBE<br>Cllr Sue Woodward<br>Sir Stephen Houghton<br>CBE<br>Mr Richard Priestman  | Central Bedfordshire Council<br>Oldham Metropolitan Borough Council<br>Staffordshire County Council<br>Barnsley Metropolitan Borough Council<br><br>Local Government Improvement and<br>Development   |



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# 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](mailto:info@local.gov.uk)  
 Website: [www.local.gov.uk](http://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](http://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](http://www.cclondon.com)

## Car parks

Abingdon Street Car Park (off Great College Street)

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

