

Improvement and Innovation Board

Agenda

Thursday, 28 March 2019
11.00 am

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

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

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Improvement & Innovation Board
28 March 2019

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 28 March 2019** 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.

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

Location:

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

LGA Contact:

Anna Jennings
07584273764 / anna.jennings@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of £9.00 per hour or £10.55 if receiving London living wage 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.

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The twitter hashtag for this meeting is #lgaib

Improvement & Innovation Board – Membership 2018/2019

Councillor	Authority
Conservative (7)	
Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Paul Bettison OBE	Bracknell Forest Borough Council
Cllr Steve Count	Cambridgeshire County Council
Cllr Charlotte Haitham Taylor	Wokingham Borough Council
Cllr Donna Jones JP	Portsmouth City Council
Cllr Laura Miller	Purbeck District Council
Cllr Damian White	Havering London Borough Council
Cllr Phil North	
Cllr Glen Sanderson JP (Observer)	Northumberland Council
Substitutes	
Cllr Kelham Cooke	South Kesteven District Council
Cllr Angelique Foster	Derbyshire County Council
Labour (7)	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Joy Allen	Durham County Council
Cllr Phil Davies	Wirral Metropolitan Borough Council
Cllr Tudor Evans OBE	Plymouth City Council
Cllr Abdul Jabbar MBE	Oldham Metropolitan Borough Council
Cllr Vince Maple	Medway Council
Cllr Alice Perry	Islington Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
Cllr Olivia Blake	Sheffield City Council
Cllr Jason Brock	Reading Borough Council
Cllr Amy Cross	Blackpool Council
Liberal Democrat (2)	
Mayor Dave Hodgson MBE (Vice-Chair)	Bedford Borough Council
Cllr Liz Green	Kingston upon Thames Royal Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
Substitutes	
Cllr Cherry Beath	Bath & North East Somerset Council
Independent (1)	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Substitutes	
Cllr Paul Cullen	Richmondshire District Council



LGA Improvement & Innovation Board Attendance 2018-2019

Councillors	25/10/18	31/01/19
Conservative Group		
Peter Fleming OBE	Yes	Yes
Paul Bettison OBE	No	Yes
Steve Count	Yes	Yes
Charlotte Haitham Taylor	Yes	Yes
Donna Jones	No	No
Robert Light	No	N/a
Laura Miller	No	Yes
Damian White	Yes	No
Labour Group		
Judi Billing MBE	No	No
Joy Allen	Yes	Yes
Phil Davies	Yes	Yes
Tudor Evans OBE	Yes	No
Abdul Jabbar MBE	Yes	Yes
Vince Maple	Yes	Yes
Alice Perry	Yes	No
Lib Dem Group		
Mayor Dave Hodgson MBE	Yes	Yes
Liz Green	No	Yes
Independent		
Ron Woodley	Yes	Yes
Substitutes / Observers		
Phil North	Yes	
Jason Brock	Yes	Yes
Olivia Blake	Yes	
Paul Cullen		Yes
Amy Cross		Yes
Observers		
Philip Sellwood	No	Yes

Richard Priestman	No	No
Lead Peers		
Mike Haines	Yes	Yes
Glen Sanderson	Yes	No
Stephen Houghton CBE	No	No
Alan Connet	No	Yes

Agenda

Improvement & Innovation Board

Thursday 28 March 2019

11.00 am

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

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Date of Next Meeting: Thursday, 23 May 2019, 11.00 am, Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ

One Public Estate Programme

Purpose

For noting.

Summary

This report updates the Board progress to date on the One Public Estate (OPE) and Land Release Fund (LRF) programmes, including details of funding awards made as part of OPE Phase 7.

Appendix 1 provides details of funding award amounts made through OPE Phase 7.

There will be a presentation from Joe Garrod, Director of Capital Delivery illustrating Waltham Forest's OPE activity.

Recommendation

Members of the Improvement and Innovation Board are asked to:

1. Note the updates and progress on the OPE and LRF Programme.
2. Note the funding awards made as part of OPE Phase 7.
3. Note future plans for the programme.

Actions

The programme is planning a number of actions in response to the evaluation which are detailed in full in paragraphs 32 to 34 of the report.

Contact officer: Ellen Vernon
Position: Director, One Public Estate
Phone no: 07464 652918
Email: ellen.vernon@local.gov.uk

One Public Estate Programme

Background and progress update

One Public Estate

1. The One Public Estate programme is delivered in partnership by the Office of Government Property (OGP), the Local Government Association (LGA) and the Ministry of Housing Communities and Local Government (MHCLG). It provides practical and technical support and funding to councils to deliver ambitious property-led programmes in collaboration with central government and other public sector partners. It has three primary objectives:
 - 1.1 **To enable economic growth** – through releasing public land to deliver new homes and jobs.
 - 1.2 **To support the delivery of integrated and customer focused public services** – such as integrated health and social care.
 - 1.3 **To generate efficiencies** – including generating capital receipts and reducing running costs through better use of the collective public estate.
2. As of January 2019, the programme has supported partnerships in the delivery of £163 million in capital receipts, £24 million in running cost savings, created 5,745 jobs and released land for more than 3,336 homes.
3. By 2020, OPE projects expect to deliver £615 million in capital receipts, £158 million in running cost savings, create 44,000 jobs and release land for 25,000 homes.
4. Since its inception in 2013/14, OPE has undergone a rapid expansion and the programme we see today is one of national prominence working with 95% (336) of English councils across 78 partnerships. Over seven rounds OPE has secured £60m of revenue funding which has been invested into councils to manage OPE partnerships and fund over 650 projects across England.
5. Awards for OPE's seventh round were announced in February 2019. This saw £15 million funding awarded to 59 OPE partnerships, involving 308 councils.
6. The programme is also supporting government with the delivery of some of its headline policy issues. In 2018 The Naylor Review, an independent review on how the NHS can make best use of its estate, reported emerging evidence that high house prices, particularly in London, can make it difficult to recruit and retain staff, increasing reliance on expensive agency staff. In response, the 'homes for NHS staff' policy aims to benefit up to 3,000 staff by offering them a right of first refusal on land released for affordable housing. The DHSC, One Public Estate and the Greater London Authority have jointly developed a London pilot focusing on early win exemplar sites that can be brought forward to deliver new affordable homes for NHS staff.

Land Release Fund (LRF)

7. In 2017 OPE invited MHCLG to become part of the cross public sector team delivering OPE. The expanded partnership would see OPE lead the delivery of the LRF, a new £45 million capital programme which provided funding for small scale infrastructure and land remediation activity, enabling councils to release surplus land in their ownership for housing. The scheme currently supports 79 projects which aim to release land for 7,280 new homes by 2020.
8. As part of the agreement the LGA pledged its support to a Local Authority Land Ambition which aims to release surplus land with the capacity for 160,000 new homes by the end of March 2020. This sits alongside a central government target to release land for 160,000 homes on its own land.
9. Progress on LRF remains positive, as of January 2019 the 79 funded projects have already released land for 811 homes, and are expected to release land for 7,083 homes by March 2020. Longer term, projects aim to deliver 7,445 homes.
10. Councils reported on the Local Authority Land Ambition target for the first time in November 2018 with 145 (41 per cent) councils providing data on a) land they had released between April 2015 – 31 April 2018 and b) land they projected they could release 01 May 2018 – 31 March 2020.
11. Initial data, which requires further validation, is extremely positive with respondents advising that between 01 March 2015 – 31 April 2018, 1726 hectares of local authority land had been released with the capacity to deliver 64,500 homes.
12. Data also showed that between 01 May 2018 and 31 March 2020 councils have the potential to release 2,877 hectares of land capable of delivering 82,200 homes.

One Public Estate Phase 7

13. With £15 million invested by MHCLG, OPE launched a new application round in September 2018 for Phase 7 of the programme. This funding round specifically focused on bringing housing projects forward, supporting the Government's ambition to release local government land for 160,000 homes by 2020 and equivalent target of releasing land for 160,000 homes on central government land.
14. In addition to a focus on housing, Phase 7 introduced two new elements:
15. Firstly, a priority sites pilot which offered government departments the opportunity to put forward a number of sites they wanted to bring forward for housing but required assistance from local government. This included two pilot sites from the NHS and two from the Ministry of Defence (MoD), three of which were awarded funding.
16. Secondly, the programme rolled out a sustainable grant (piloted in Phase 6) which is offered on a repayable basis. This is part of OPE's commitment to HM Treasury to support partnerships in a way that creates a self-sustaining element to the programme.
17. Applications totalling over £28 million (£23 million non-repayable grant and £5 million sustainable grant) were submitted by 61 OPE partnerships. After a robust assessment

process, in which other government departments were consulted, Ministers agreed to award £15 million across 60 partnerships involving 308 councils. Of this, £3 million was offered as sustainable grant, which the programme will recycle into future schemes.

18. The funding awarded will support the delivery of over 100 new OPE schemes and continued programme management of OPE partnerships. A full list of areas awarded funding is set out in **Annex 1**.
19. The funded proposals expect to be able to support the release of land for 10,000 new homes, generate £260 million capital receipts, £37 million running cost savings, and to create 14,000 new jobs by 2024/25. Over ten years, we expect to be able to support the release of land for 19,000 new homes.
20. As part of a plan to develop a self-sustaining programme, Phase 7 supported two different models for attracting private investment to deliver major transformational projects in the LB Waltham Forest and Exeter City Council (via the Devon and Torbay Partnership). It is hoped that these will develop models or investment strategies which are replicable and transferrable to other areas in the future.
21. **London Borough of Waltham Forest:** Barts Health NHS Trust applied to the Department for Health and Social Care for c. £350 million to rebuild the Victorian-era Whipps Cross Hospital. NHS Improvement (NHSI) and London Health Devolution leads are supportive of proposals to redevelop a new facility, given Whipps Cross has a c. £88 million maintenance backlog. The council and Trust continue to progress plans locally and the site is currently part of a wider public consultation for the council's revised Local Plan.
22. OPE funding and support will help advance a positive outcome sooner than if capital funding is sought via more traditional NHS channels. It will help to explore a private investment strategy for the modernisation of the Hospital and how to increase the housing potential on the wider site. This will be a useful case study to progress HM Treasury thinking on private investment.
23. **Devon and Torbay:** With Exeter due to see a significant population and economic growth, the City Council is looking to use OPE to support the regeneration of Exeter St David's Station, the gateway to the City. The area contains significant council and Network Rail land with the opportunity to deliver new homes and an improved public space. OPE will also work with the council to develop options for attracting private investment to undertake vital infrastructure works and housing development. If successful, OPE hopes to develop a model that could work in other areas going forward.

Programme Evaluation

24. In 2018 OPE commissioned an external evaluation of the programme undertaken by the consultancy CBRE, Steer Group and Newcastle University. This was in two parts:
 - 24.1 An assessment the programmes performance to date against its objectives;
 - 24.2 Provision of advice and recommendations as to how OPE can further evolve and improve.

25. Findings from the evaluation were overall positive and concluded that its operational model of:
- 25.1 **Mapping the Public Estate:** Knowing who owns what in a locality is vital to building the foundations of a relationship with public sector bodies
 - 25.2 **Forming a partnership:** Establishing a strong governance mechanism with representation across the public sector is essential in driving delivery
 - 25.3 **Generating a shared vision:** Engaging with public sector partners at the earliest possible stage to jointly develop a vision that meets the needs of local communities
 - 25.4 **Securing funding:** The availability of revenue funding to support the early stages of project activity or dedicated programme management capacity.
- remains as relevant today as it did when the programme commenced over five years ago. OPE was also recognised as public sector best practice by industry membership bodies including the Royal Institute for Chartered Surveyors (RICS) and The Chartered Institute of Public Finance and Accountancy (CIPFA)
26. The report highlighted that OPE's flexible framework around delivering economic growth, integrated services and efficiencies has enabled the programme to respond to changing priorities within both local authorities, local OPE partnerships and central government.
27. Case studies in the report highlighted the importance of OPE as a scarce source of revenue funding to enable feasibility work. This funding has been critical in seeding and unlocking projects that would not have otherwise taken off.
28. Being engaged in the programme has also had a 'badge effect' in several localities, adding credibility to projects that might otherwise have been deemed as too risky or non-priorities. This 'badge effect' has helped to smooth decision-making processes and lever in partner resources.
29. It was noted that the early stage feasibility role played by OPE means that the overwhelming majority of the projects it has supported have not yet been delivered and remain 'in the pipeline'. The programme has delivered only a small proportion of its forecast outputs, to date; however, this aligns with anticipated delivery timelines of the programme.
30. The report concluded that OPE's targets for 2020 appear to be a realistic estimate of likely outputs. But, successfully meeting these targets will require a step change in the scale of output delivery relative to what has been achieved to date.

Next steps

31. The programme is planning a number of actions in response to the evaluation.
32. A restructure of the programme team is currently underway which will place more resource in regional delivery teams, who are essential to securing 2020 and longer term targets. It is anticipated that the restructure will be finalised in April 2019.

33. As well as pilot schemes in LB Waltham Forest and Devon, the programme is in ongoing discussions with institutional investors to gauge their interest in offering capital investment to the programme. The programmes ambition is to provide a broader offer of support which builds on its current revenue offer, providing funds of feasibility activity, with a capital offer, supporting delivery of schemes.
34. The OPE team are currently working with MHCLG officials to explore opportunities to further assist local authorities with the release of land they own for new homes. Initial discussions are exploring building a case for providing capital funding for small sites. A verbal update on future opportunities will be provided at the meeting.

Annex 1 – List of OPE phase 7 funding awards

OPE Partnership Name	Lead Authority	Local Authorities	Total Funding Awarded
Berkshire Property Partnership	West Berkshire Council	Bracknell Forest Borough Council Reading Borough Council Royal Borough of Windsor & Maidenhead Slough Borough Council West Berkshire Council Wokingham Borough Council	£107,500
Brent Partnership	London Borough of Brent	London Borough of Brent*	£180,000
Buckinghamshire Partnership	Buckinghamshire County Council	Buckinghamshire County Council Aylesbury Vale District Council Wycombe District Council Chiltern District Council South Bucks Council	£370,000
Cambridgeshire & Peterborough	Cambridgeshire County Council	Cambridge City Council	£326,800

Combined Authority		<p>Cambridgeshire County Council</p> <p>East Cambridgeshire District Council</p> <p>Fenland District Council</p> <p>Huntingdonshire District Council</p> <p>South Cambridgeshire District Council</p>	
Cheshire and Warrington Partnership	Cheshire West and Chester Council	<p>Cheshire East Borough Council</p> <p>Cheshire West and Chester Council</p> <p>Warrington Borough Council</p>	£77,000
City and Hackney Alliance	London Borough of Hackney	<p>London Borough Hackney</p> <p>City of London Corporation</p>	£150,000
Connecting Warwickshire Partnership	Warwickshire County Council	<p>North Warwickshire Borough Council</p> <p>Rugby Borough Council</p> <p>Warwickshire County Council</p>	£315,000
Cumbria Partnership	Carlisle City Council	<p>Allerdale Borough Council</p> <p>Barrow-In-Furness Borough Council</p> <p>Carlisle City Council</p> <p>Copeland Borough Council</p>	£120,000

		<p>Cumbria County Council</p> <p>Eden District Council</p> <p>South Lakeland District Council</p>	
Devon and Torbay Partnership	Devon County Council	<p>Devon County Council</p> <p>Exeter City Council</p> <p>Mid Devon District Council</p> <p>North Devon District Council</p> <p>South Hams District Council</p> <p>Teignbridge District Council</p> <p>Torbay Council</p> <p>Torrige District Council</p> <p>West Devon District Council</p>	£505,000
Dorset Partnership	Dorset County Council	<p>Christchurch Borough Council & East Dorset District Council</p> <p>North Dorset District Council</p> <p>Purbeck District Council</p> <p>West Dorset District Council</p> <p>Weymouth and Portland Borough Council</p>	£285,000

East Riding Partnership	East Riding of Yorkshire Council	East Riding of Yorkshire Council	£275,000
Essex Partnership	Essex County Council	Essex County Council	£320,100
		Basildon Borough Council	
		Braintree District Council	
		Brentwood Borough Council	
		Castlepoint Borough Council	
		Chelmsford Borough Council	
		Colchester Borough Council	
		Epping Forest District Council	
		Harlow Council	
		Maldon District Council	
Rochford District Council			
Southend-on-Sea Borough Council			
Tendring District Council			
Thurrock Council			
Uttlesford Council			
Greater Brighton Partnership	Brighton & Hove City Council	Brighton & Hove City Council*	£208,000

		<p>Crawley Borough Council</p> <p>Adur District Council*</p> <p>Lewes District Council</p> <p>Mid Sussex District Council*</p> <p>Worthing Borough Council*</p>	
<p>Greater Lincolnshire One Public Estate Partnership</p>	<p>Lincolnshire County Council</p>	<p>West Lindsey District Council</p> <p>East Lindsey District Council</p> <p>City of Lincoln Council</p> <p>South Holland District Council</p> <p>Boston Borough Council</p> <p>North Kesteven District Council</p> <p>South Kesteven District Council</p> <p>North East Lincolnshire Council</p> <p>North Lincolnshire Council</p> <p>Lincolnshire County Council</p>	<p>£100,000</p>
<p>Greater Manchester Combined Authority</p>	<p>Greater Manchester Combined Authority</p>	<p>Oldham Metropolitan Borough Council</p> <p>Rochdale Metropolitan Borough Council</p>	<p>£400,000</p>

		<p>Bolton Metropolitan Borough Council</p> <p>Trafford Metropolitan Borough Council</p> <p>Wigan Metropolitan Borough Council</p> <p>Manchester City Council</p> <p>Salford City Council</p> <p>Stockport Metropolitan Borough Council</p> <p>Bury Metropolitan Borough Council</p> <p>Tameside Metropolitan Borough Council</p>	
Haringey & Islington Wellbeing Partnership	Islington Council	<p>London Borough of Haringey*</p> <p>London Borough of Islington</p>	£500,000
Hertfordshire Property Partnership	Hertfordshire County Council (HCC)	<p>Broxbourne Borough Council</p> <p>Dacorum Borough Council</p> <p>East Hertfordshire District Council</p> <p>Hertfordshire County Council</p> <p>Hertsmere Borough Council</p> <p>North Hertfordshire District Council</p> <p>St Albans & City District Council</p>	£250,000

		<p>Stevenage Borough Council</p> <p>Three Rivers District Council</p> <p>Watford Borough Council</p> <p>Welwyn and Hatfield Borough Council</p>	
Herefordshire Partnership	Herefordshire Council	Herefordshire Council	£335,000
Hull OPE Partnership	Kingston Upon Hull City Council	Kingston Upon Hull City Council	£100,000
Ipswich & Central Suffolk Partnership	Suffolk County Council	<p>Ipswich Borough Council</p> <p>Suffolk County Council*</p>	£135,000
Island Futures Partnership - Isles of Scilly	Council of the Isles of Scilly	Council of the Isles of Scilly	£250,000
Kent Estates Partnership	Kent County Council	<p>Ashford Borough Council</p> <p>Canterbury City Council</p> <p>Dartford Borough Council</p> <p>Dover District Council</p> <p>Folkestone & Hythe District Council</p> <p>Gravesham Borough Council</p> <p>Kent County Council</p> <p>Maidstone Borough Council</p>	£225,000

		<p>Medway Council*</p> <p>Sevenoaks Borough Council</p> <p>Swale Borough Council</p> <p>Thanet District Council</p> <p>Tonbridge & Malling Borough Council</p> <p>Tunbridge Wells Borough Council</p>	
Kensington and Chelsea One Public Estate Partnership	Royal Borough of Kensington & Chelsea	Royal Borough of Kensington and Chelsea*	£445,000
Lancashire One Public Estate Partnership	Blackburn with Darwen Borough Council	<p>Lancashire County Council</p> <p>Blackpool Council</p> <p>Fylde Borough Council</p> <p>Preston City Council</p> <p>South Ribble Borough Council</p> <p>Blackburn with Darwen Borough Council</p> <p>Rossendale Borough Council</p> <p>Burnley Borough Council</p> <p>Lancaster City Council</p>	£395,000

		West Lancashire Borough Council Chorley Council Pendle Borough Council Hyndburn Borough Council	
Leicestershire Partnership	Leicester City Council	Leicester City Council Oadby and Wigston Borough Council North West Leicestershire Council Hinckley & Bosworth Harborough District Council Charnwood Borough Council	£60,000
Lewisham OPE Partnership	London Borough of Lewisham	London Borough of Lewisham	£220,000
Liverpool City Region	Liverpool City Council	Liverpool City Council Halton Borough Council St Helens Borough Council Sefton Borough Council Wirral Borough Council	£150,000
London Borough of Tower Hamlets Partnership	London Borough of Tower Hamlets	London Borough of Tower Hamlets	£150,000

London Borough of Havering and Barking & Dagenham Partnership	London Borough of Barking and Dagenham	London Borough of Barking and Dagenham London Borough of Havering	£300,000
Luton Partnership	Luton Borough Council	Luton Council	£172,500
Medway Partnership	Medway Council	Medway Council* Kent County Council	£130,000
Merton Partnership	London Borough of Merton	London Borough of Merton	£340,000
Norfolk Partnership	Norfolk County Council	Breckland District Council Broadland District Council Great Yarmouth Borough Council Kings Lynn and West Norfolk Borough Council Norfolk County Council North Norfolk District Council Norwich City Council South Norfolk District Council	£345,000
Northamptonshire Partnership	Northamptonshire County Council	Corby Borough Council Daventry District Council	£405,000

		<p>East Northamptonshire Council</p> <p>Kettering Borough Council</p> <p>Northampton Borough Council</p> <p>Northamptonshire County Council</p> <p>South Northamptonshire Council</p> <p>Wellingborough Council</p>	
North East OPE Partnership	Newcastle City Council	<p>Durham County Council</p> <p>Gateshead Council</p> <p>Newcastle City Council</p> <p>North Tyneside Council</p> <p>Northumberland County Council</p> <p>South Tyneside Council</p>	£60,000
North Midlands Partnership	Derbyshire County Council	<p>Derbyshire County Council</p> <p>Derby City Council</p> <p>Amber Valley Borough</p> <p>Erewash Borough Council</p> <p>Bolsover District Council</p>	£460,000

		<p>Chesterfield Borough Council</p> <p>North East Derbyshire Council</p> <p>High Peak Borough</p> <p>Derbyshire Dales District Council</p> <p>South Derbyshire District Council</p> <p>Nottinghamshire County Council</p> <p>Nottingham City Council</p> <p>Rushcliffe Borough Council</p> <p>Mansfield District Council</p> <p>Broxtowe Borough Council</p> <p>Newark and Sherwood District Council</p> <p>Gedling Borough Council</p> <p>Bassetlaw District Council</p> <p>Ashfield District Council</p>	
<p>North Yorkshire Authorities Property OPE Partnership</p>	<p>North Yorkshire County Council</p>	<p>City of York Council*</p> <p>Craven DC*</p> <p>Hambleton DC</p>	<p>£285,000</p>

		<p>Harrogate BC*</p> <p>North Yorkshire County Council</p> <p>Richmondshire DC</p> <p>Ryedale DC</p> <p>Scarborough BC</p> <p>Selby DC*</p>	
Oxfordshire Public Estate Delivery Partnership	Oxfordshire County Council	<p>Cherwell District Council</p> <p>Oxford City Council</p> <p>Oxfordshire County Council</p> <p>South Oxfordshire District Council</p> <p>Vale of White Horse District Council</p> <p>West Oxfordshire District Council</p>	£205,000
Portsmouth and Gosport Partnership	Portsmouth City Council	<p>Gosport Borough Council*</p> <p>Portsmouth City Council</p>	£290,000
SHAPE (Surrey) Partnership	Surrey Heath Borough Council	<p>Elmbridge Borough Council</p> <p>Epsom & Ewell Borough Council</p> <p>Guildford Borough Council</p>	£635,000

		<p>Mole Valley Borough Council</p> <p>Reigate and Banstead Borough Council</p> <p>Runnymede Borough Council</p> <p>Spelthorne Borough Council</p> <p>Surrey County Council</p> <p>Surrey Heath Borough Council</p> <p>Tandridge District Council</p> <p>Waverley Borough Council</p> <p>Woking Borough Council</p>	
Shropshire and Telford & Wrekin Estates Partnership	Shropshire Council	<p>Shropshire Council</p> <p>Telford & Wrekin Council*</p>	£305,000
Staffordshire Partnership	Staffordshire County Council	<p>Cannock Chase District Council</p> <p>East Staffordshire Borough Council</p> <p>Lichfield District Council</p> <p>Newcastle-Under-Lyme Borough Council</p> <p>South Staffordshire District Council</p> <p>Stafford Borough Council</p>	£110,000

		<p>Staffordshire County Council</p> <p>Staffordshire Moorlands District Council</p> <p>Stoke on Trent City Council</p> <p>Tamworth Borough Council</p> <p>Telford and Wrekin Council*</p>	
Somerset Shared Asset Programme Partnership	Somerset County Council	<p>Mendip District Council</p> <p>Taunton Deane Borough & West Somerset Councils</p> <p>Sedgemoor District Council</p> <p>Somerset County Council</p> <p>South Somerset District Council</p>	£112,500
SPACES (East Sussex) Partnership	East Sussex County Council	<p>Brighton & Hove City Council*</p> <p>East Sussex County Council</p> <p>Eastbourne and Lewes Council</p> <p>Hastings Borough Council</p> <p>Rother District Council</p> <p>Wealden District Council</p>	£450,000
The Barnet Partnership	London Borough of Barnet	London Borough of Barnet*	£241,737

		<p>London Borough of Brent*</p> <p>London Borough of Haringey*</p> <p>London Borough of Harrow*</p>	
Transforming Bedfordshire Partnership	Bedford Borough Council	<p>Central Bedfordshire Council</p> <p>Bedford Borough Council</p>	£155,000
Tees Valley OPE Partnership	Tees Valley Combined Authority	<p>Hartlepool Borough Council</p> <p>Middlesbrough Borough Council</p> <p>Darlington Borough Council</p> <p>Stockton Borough Council</p> <p>Redcar and Cleveland Borough Council</p>	£145,000
Waltham Forest One Public Estate Partnership	London Borough of Waltham Forest	London Borough of Waltham Forest	£680,000
West of England Combined Authority	Bristol City Council	<p>Bath and North East Somerset Council (BANES)</p> <p>Bristol City Council</p> <p>North Somerset Council</p> <p>South Gloucestershire Council</p>	£275,000
West London OPE Partnership	London Borough of Harrow	<p>London Borough of Ealing</p> <p>London Borough of Harrow*</p>	£450,000

		<p>London Borough of Hounslow</p> <p>London Borough of Hammersmith and Fulham</p> <p>London Borough of Brent*</p> <p>London Borough of Barnet*</p> <p>Royal Borough of Kensington and Chelsea*</p>	
West Midlands Combined Authority	Sandwell Borough Council	<p>Birmingham City Council</p> <p>City of Wolverhampton Council</p> <p>Coventry City Council</p> <p>Dudley Metropolitan Borough Council</p> <p>Sandwell Metropolitan Borough Council</p> <p>Solihull Metropolitan Borough Council</p> <p>Walsall Council</p>	£320,000
West Suffolk Partnership	St Edmundsbury Borough Council	<p>Forest Heath District Council</p> <p>St Edmundsbury Borough Council</p> <p>Suffolk County Council*</p>	£142,862
West Sussex Partnership	West Sussex County Council	<p>Adur District Council*</p> <p>Arun District Council</p>	£205,000

		<p>Chichester District Council</p> <p>Crawley Borough Council</p> <p>Horsham District Council</p> <p>Mid Sussex District Council*</p> <p>West Sussex County Council</p> <p>Worthing Borough Council*</p>	
<p>West Yorkshire Combined Authority One Public Estate Partnership</p>	<p>West Yorkshire Combined Authority</p>	<p>City of Bradford Metropolitan District Council</p> <p>Calderdale Metropolitan Borough Council</p> <p>Craven District Council*</p> <p>Harrogate Borough Council*</p> <p>Kirklees Council</p> <p>Leeds City Council</p> <p>Selby District Council*</p> <p>City of Wakefield Metropolitan District Council</p> <p>City of York Council*</p>	<p>£189,000</p>
<p>Wider Hampshire Partnership</p>	<p>Hampshire County Council</p>	<p>Basingstoke and Deane Borough Council</p> <p>Eastleigh Borough Council</p>	<p>£57,000</p>

		<p>Fareham Borough Council</p> <p>Havant Borough and East Hampshire District Councils</p> <p>Hampshire County Council</p> <p>New Forest District Council</p> <p>Test Valley Borough Council</p> <p>Winchester City Council</p> <p>Rushmoor Borough Council</p> <p>Gosport Borough Council*</p>	
<p>Worcestershire One Public Estate Partnership</p>	<p>Worcestershire District Council</p>	<p>Bromsgrove District Council</p> <p>Malvern Hills District Council</p> <p>Redditch Borough Council</p> <p>Worcester City Council</p> <p>Worcestershire County Council</p> <p>Wychavon District Council</p> <p>Wyre Forest District Council</p>	<p>£410,000</p>

* Denotes councils that are part of more than one OPE partnership



Highlighting Political Leadership offer: 2018/19 work update

Purpose

For information and decision.

Summary

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

Recommendation

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

Action

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

Lead Member:	Cllr Judi Billing MBE
Contact officer:	Helen Jenkins
Position:	Principal Adviser - Leadership
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Email:	Helen.jenkins@local.gov.uk

Highlighting Leadership offer: 2018/19 work update

Background

1. The LGA's Highlighting Leadership offer forms part of our wider package of sector-led improvement. We offer a range of programmes, events and resources aimed at supporting and developing councillors at all levels. Attending our political leadership programmes gives councillors a unique opportunity to network with other members from different tiered authorities and often across the political spectrum. Our managerial leadership development programme starts by growing future talent with the National Graduate Development Programme, through to opportunities for senior officers with the flagship Solace IGNITE programme.
2. This report provides an update regarding attendance at our leadership development programmes and commentary on the achievements of 2018/19.

Highlighting Political Leadership

"Would fully recommend any councillor given the opportunity to attend to do so. An enriching experience delivered by seasoned professionals whilst building and developing your councillor network." – participant on Next Generation programme 2018

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 planning. Our catalogue of programmes is regularly reviewed to ensure that it reflects what is relevant within the public sector and meets the needs of councillor attendees.
4. Figures included in this report are correct up to and including March 2019. The figures represent both those that have already completed a programme and those that are pre booked onto scheduled programmes within the 2018/19 offer.
5. Highlights in 2018/19 are:
 - 5.1 Continued demand for our programmes – currently 836.
 - 5.2 Leadership Academy participation has increased – it is particularly worth noting the gender balance has improved, with 47 per cent of Leadership Academy delegates being female in 2018/19 (compared to 37 per cent in 2017/18).
 - 5.3 Participation on our Focus on Leadership events has significantly increased from last year from turnout figures of 77 in 2017/18 to 161 in 2018/19. This is primarily due to new programmes being included, due to popular demand, for example a new Women Councillors event.
 - 5.4 100 per cent of respondents to the Next Generation impact survey said that participation had helped them improve the way they carry out their role

6. 2018/2019 participation figures on the Leadership Academy (LA), Leadership Essentials (LE), Focus on Leadership (FoL), the Leader's Programme (LEAD), Next Generation (NXG) and "Leading Edge" are set out in the tables which follow.

Political Leadership: Stats 2018/19 (as of 11 March 2019)

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
Labour	53	221	98	3	19	4	398
Conservative	59	188	28	5	22	4	306
Liberal Democrat	4	24	21	2	12	1	64
Independent	27	14	14	0	13	0	68
Total:	143	447	161	10	66	9	836

Regional breakdown:

	LA	LE	FoL	LEAD	NXG	LEDGE	Total
East of England	13	47	19	2	7	1	89
East Midlands	19	42	4	1	7	1	74
Greater London	10	91	41	1	11	2	156
North East	1	20	3	1	1	0	26
North West	12	44	29	0	7	1	93
South West	10	47	10	1	7	2	77
South East	13	56	11	3	19	1	103
Wales	47	0	0	0	4	0	51
West Midlands	11	54	34	0	1	0	100
Yorkshire & Humber	7	46	10	1	2	1	67
Total:	143	447	161	10	66	9	836

How that compares:

Region	% of Cllrs on Highlighting Political Leadership Programmes	% of Cllrs across all English authorities
East of England	11%	13%
East Midlands	9%	10%
Greater London	19%	10%
North East	3%	4%
North West	11%	12%
South West	9%	20%

South East	12%	18%
Wales	6%	7%
West Midlands	12%	9%
Yorkshire & Humber	8%	6%

Breakdown by tier:

	LA	LE	FoI	LEAD	NXG	LEDGE	Total
District	42	90	26	6	25	2	191
County	8	57	24	1	10	0	100
Metropolitan	20	91	46	2	9	2	170
London	10	91	41	1	11	2	156
Unitary	16	98	22	0	7	3	146
Welsh	47	0	0	0	4	0	51
Fire	0	19	2	0	0	0	21
Parks	0	1	0	0	0	0	1
Total:	143	447	161	10	66	9	836

Breakdown by gender:

	LA	LE	FoI	LEAD	NXG	LEDGE	Total	%
Male	77	256	53	7	36	8	437	52
Female	66	191	108	3	30	1	399	48
Total:	143	447	161	10	66	9	836	

Breakdown by ethnicity:

	LA	LE	FoI	LEAD	NXG	LEDGE	Total	%
White British	127	391	107	9	57	9	700	84%
Black	3	20	21	0	0	0	44	5%
Asian	12	30	28	1	9	0	80	10%
Mixed Race	1	6	5	0	0	0	12	1%
Total:	143	447	161	10	66	9	836	

How this compares to the latest councillor census data:

		LGA political leadership programmes	Councillor census 2018
Ethnicity	White British	84%	96%
	Black	5%	1%
	Asian	10%	2%

	Mixed race	1%	1%
Gender	Female	48%	35.7%
	Male	52%	63.3%

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

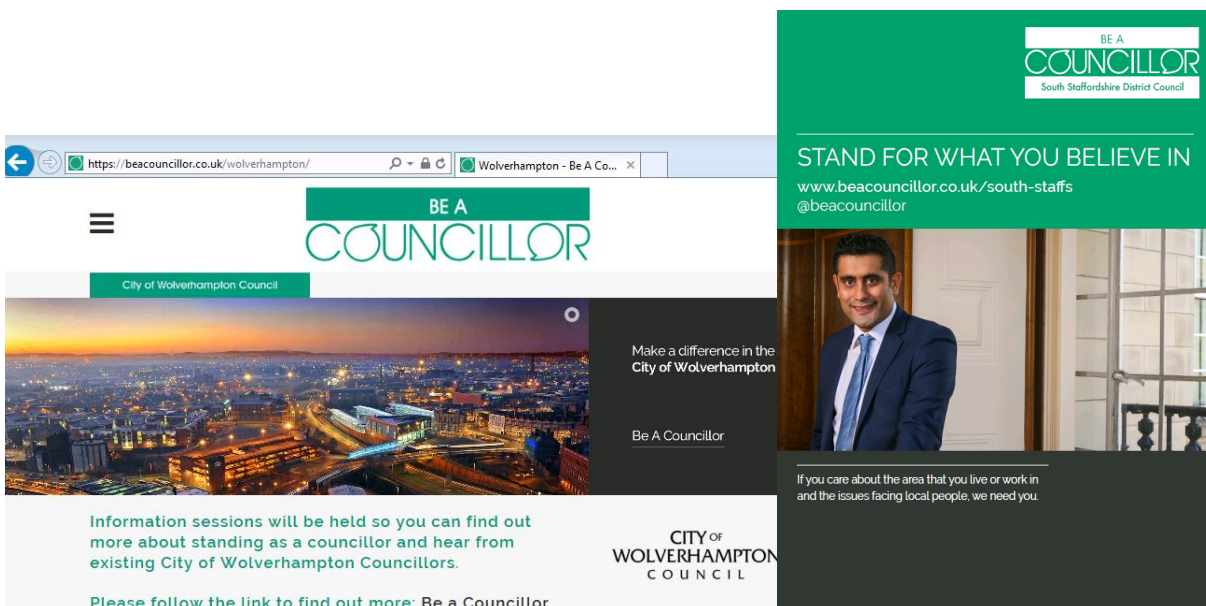
LE = Leadership Essentials
 LEAD = Leaders Programme
 LEDGE = Leading Edge

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 focuses on raising the profile of the role of a councillor, with the aim that more people will choose to stand as a candidate.
- The 2018/19 “Be a Councillor” campaign continues to grow on the previous year’s refreshed programme. The following councils have engaged with the campaign in 2018/19:

Arun	Brighton & Hove	Chelmsford	East Devon
East Midlands Councils	Epsom & Ewell	Gloucester	Guildford
Hart	Huntingdonshire	Lancashire	Leeds
Lichfield	North Devon	Norwich	Reigate & Banstead
Uttlesford	Waverley	West Sussex	Wolverhampton

8.1 Support ranges from councils running bespoke events to full campaigns that include website and resources, using the “Be a Councillor” branding. For example:



The image shows two examples of 'Be a Councillor' branding. On the left is a screenshot of the website for Wolverhampton, featuring a night cityscape and text: 'Make a difference in the City of Wolverhampton', 'Be A Councillor', 'Information sessions will be held so you can find out more about standing as a councillor and hear from existing City of Wolverhampton Councillors.', and 'Please follow the link to find out more: Be a Councillor'. On the right is a poster for South Staffordshire District Council with the text: 'BE A COUNCILLOR', 'STAND FOR WHAT YOU BELIEVE IN', 'www.beacouncillor.co.uk/south-staffs', '@beacouncillor', and 'If you care about the area that you live or work in and the issues facing local people, we need you.'

9. This year “Be a Councillor” has maintained a communications focus celebrating the votes for women centenary and encouraging young people to get involved in local politics. On International Women’s Day 2019 (8 March), the LGA launched a new toolkit:
10. The [toolkit](#) was developed to help councils create the underlying policies, procedures, ethos and environment that encourages and empowers women, parents and carers to become local councillors and take on leadership positions. Members of the Improvement and Innovation Board are encouraged to promote use of the toolkit in their own councils.



Online resources

11. E-learning now has over 9,400 Members and the number of training options available continues to grow. In the last year, new modules have been introduced on commissioning of council services and GDPR/DPA 2018 and a module on equality and diversity is due to launch soon. A full review of the LGA’s e-learning platform is underway, and will focus on ensuring it is accessible, user-friendly and modern.

12. Councillor workbooks continue to be a key element of the LGA's blended learning approach to political leadership development. The latest edition is a revised and updated version of the "Engaging young people" workbook.

Community Leadership

13. The Highlighting Political Leadership offer features a number of flagship programmes including "Be a Councillor", the Leadership Academy and Next Generation. It is also worth noting for the Improvement and Innovation Board that the Leadership & Localism team offer a series of bespoke workshops for councils on topics including "effective ward councillor", "chaining skills" and "Member/Officer relations". These are delivered in partnership with the LGA regional teams, and are particularly popular during the first few months after election. Upcoming planned workshops include:

- 13.1 Braintree
- 13.2 Dacorum
- 13.3 Eastbourne
- 13.4 East Staffordshire
- 13.5 Horsham
- 13.6 Huntingdonshire
- 13.7 Kingston Upon Thames
- 13.8 Lewes
- 13.9 Manchester
- 13.10 Rochford
- 13.11 Ryedale
- 13.12 York.

14. The content and catalogue of political leadership development is regularly reviewed to ensure that it is modern and relevant to the changing local government landscape. Members are asked to consider any topics they wish to recommend for future inclusion. In recent years, this has included adding an event for female councillors, as well as an emergency planning masterclass in the wake of the Grenfell tragedy.

Highlighting Managerial Leadership

15. The LGA's managerial leadership offer is underpinned by the understanding that the next generation of local government managers will be leading through unprecedented times. The LGA delivers a number of programmes that aim to develop the future pipeline of local authority chief executives, and enable current managerial leaders to be at the cutting edge of managing and implementing change.
16. The LGA sponsors the Solace Group to deliver managerial leadership programmes to rising stars and executive leaders.

IGNITE

17. 23 Chief Executive's attended the Ignite programme in 2018. The headline survey results are highlighted below:
 - 17.1 100 per cent of respondents were very or fairly satisfied with Ignite

- 17.2 100 per cent felt more confident in their ability to carry out their role
- 17.3 70per cent said the objectives they had for taking part in Ignite were largely or fully achieved, 30 per cent said partially achieved
- 17.4 100 per cent would recommend Ignite to others.

Total Leadership

“I have found the Total Leadership Programme to be inspirational and confidence building. It is quite hard at a senior level to find extra development but the programme has provided really varied (and challenging) content and an excellent selection of speakers. Having the space and time to reflect on that input and how it impacts on my role and my organisation has proved invaluable. I am taking that knowledge back into our Senior Leadership Team and I believe this has helped me personally become more effective and focused and for the organisation to really benefit from the investment in me.” – participant on the 2018 Total Leadership programme

- 18. Total Leadership is aimed at executive leaders, whose next role is likely to be chief executive. The course runs over 12 months, with five residential events, plus online learning and action learning on real-time, work-based problems. The LGA fully funded three places on Total Leadership during 2018, and highlights from their feedback is below:
 - 18.1 All three respondents (100 per cent) were very or fairly satisfied with Total Leadership.
 - 18.2 All three respondents (100 per cent) said they felt more confident in their ability to carry out their role, having participated in Total Leadership.
 - 18.3 All three respondents (100 per cent) said that the objectives they had for taking part in Total Leadership were largely or fully achieved.
 - 18.4 All three respondents (100 per cent) would be likely to recommend Total Leadership to others if asked about it.

Springboard

- 19. The Solace Springboard programme is a key element to the investment in developing the pipeline of future public sector leaders. Springboard is aimed at the head of service level officers, who are the rising stars of local government. 31 individuals took part in Springboard 2018, and 2019's cohort have just been selected.

Transform

“The course content, delivery and networking opportunities were hugely beneficial.” – Participant on the 2018 Transform Programme

- 20. The Transform programme was delivered to a select group of local government middle managers, who have a specific role to play within transformation and change programmes. The headline survey results are highlighted below:
 - 20.1 100 per cent of respondents were very or fairly satisfied with Transform
 - 20.2 100 per cent said they felt more confident in their ability to carry out their role
 - 20.3 100 per cent said the objectives they had for taking part were largely or fully achieved
 - 20.4 100 per cent said they would recommend Transform if others asked about it.

Inclusive leadership

21. In partnership with Solace, the LGA is piloting a development event on Inclusive Leadership in the summer of 2019.

National Graduate Development Programme (NGDP)

22. The ngdp assessment centres have now started for 2019 intake. Approximately 500 candidates have been taken through to assessment centres, and at the time of writing (14 March) there are 123 places confirmed on the programme. This is likely to rise, as organisations have until 31 March to register to take part.
23. Following the last report to the Board, the Leadership & Localism Team have commissioned an external consultant to undertake a diversity review of the programme. The aim of the review is to produce a set of recommendations focused on further improving ngdp practices and support its objectives and aspirations. The consultant has been tasked with reviewing current data and good practice, gathering data through focus groups and interviews, analysis and making recommendations.
24. To further enhance the reach of ngdp and widen participation amongst under-represented groups, a series of short new films are being recorded to feature current graduates talking frankly about what a career choice in local government means for them.

Next steps

25. The Leadership & Localism Team are currently planning the 2019/20 programme. The Leadership Academy is currently out to tender, and members will be kept up to date through regular communication channels about progress.
26. Members are requested to suggest or recommend any topics or themes for programmes that should be considered for inclusion within the 2019/20 programme.

Financial implications

27. All programmes will be met from existing budgets.

Implications for Wales

28. There are no implications for Wales.

Efficient and Intelligent councils programme

Purpose

For information and discussion.

Summary

This report updates the Board on the progress made with the Efficient and Intelligent councils programme.

There will be a brief presentation from Graham Simmons from iESE to demonstrate how the self-assessment tool works and to share the content that has been developed so far.

Recommendations

Members of the Improvement and Innovation Board are asked to:

1. Note the updates and progress on the Efficient and Intelligent councils programme.
2. Contribute to the gathering of best practice resources.
3. Provide feedback and comments on the content of the self-assessment tool and test out the self-assessment tool.

Action

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

Lead Member	Councillor Ron Woodley
Contact officer:	Susan Attard
Position:	Head of Productivity Team
Phone no:	07825 530528
Email:	susan.attard@local.gov.uk

Efficient and Intelligent Councils Programme

Background

1. The Productivity Programme comprises a range of projects to help improve productivity and efficiency in councils through delivering savings, generating income and making better use of assets. The programme is devised by reference to the Memorandum of Understanding agreed with the Ministry of Housing, Communities and Local Government.
2. Last year we agreed to '*work with MHCLG to synthesise data to develop a better understanding of the characteristics of efficient and intelligent councils*'. This has led to the development of our Efficient and Intelligent councils programme.
3. As part of the work to help councils to continuously improve, the LGA is working with councils to develop a package of support for efficiency in one place. The programme aims to:
 - 3.1 Gather in one place: all of the resources, guidance, tools and training that councils may find useful in one place
 - 3.2 Capture and describe the characteristics of Efficient and Intelligent councils and turn this into a narrative
 - 3.3 Develop an on-line self-assessment improvement tool to help councils identify where they currently are and where they would like to get to in 18 months/two years' time.

Issues

4. Good progress has been made with the development of this package of support. There has been considerable interest, particularly with the development and testing of the content for the self-assessment tool. There are approximately 30 councils who have either engaged in the consultation to date, or have expressed an interest in piloting the self-assessment tool.
5. Earlier this month we held two events to demonstrate a prototype version of the tool and to get further feedback and comments on the model, the self-assessment tool. We advised colleagues about the central hub that we are developing. The hub will be easily accessible, with access to existing tools (LGA, iESE and other relevant resources) easy to use and navigate.
6. Members of the Improvement and Innovation Board expressed a keen interest in this programme. As a result we created a time-limited Editorial/Advisory Board. Members of the Editorial Board have met and continued to provide feedback virtually/on-line.

Next steps

7. The self-assessment prototype tool is due to be 'soft-launched' next month so that councils can pilot and test the tool more widely and provide further feedback and comments.
8. A communications plan is being developed and this will be shared with members of the Board.
9. Ahead of the 'soft-launch' members of the Improvement and Innovation Board are invited to test out the self-assessment tool and to provide feedback on the content. We would also welcome contributions to the gathering of best practice resources which will be held in the hub.
10. The self-assessment tool and hub will be formally launched at the LGA Conference in July.

Financial Implications

11. The Productivity Programme is funded from grant provided by MHCLG under our Memorandum of Understanding with the Ministry.

Implications for Wales

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

28 March 2019

Strategic Supplier Relationship Management

Purpose

For update and discussion.

Summary

Following agreement from the Improvement and Innovation Board in March 2018 and in light of the fall-out from the collapse of Carillion, we have been working with a number of key suppliers to local government to see if we can work together to develop a more strategic relationship. This report seeks to update the Improvement and Innovation Board on work to date.

The report also provides further information in relation to procurement matters for councils following Brexit.

Recommendation

Members are asked to consider the report and to ask for a further update on Brexit matters at the meeting.

Actions

Officers to initiate any required action.

Lead Member	Cllr Ron Woodley
Contact officer:	Tina Holland
Position:	Programme Manager
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28 March 2019

Strategic Supplier Relationship Management

1. Members will recall a report to the Improvement and Innovation Board in March 2018 where we discussed the fall-out from the collapse of Carillion. One of the areas highlighted was the proposal being considered at the time by Cabinet Office to appoint a 'Crown Representative' for local government. IIB were not supportive of this at the time. Members expressed some concerns and questioned how this might work, particularly in areas where government departments do not have contracts with suppliers to local councils. Earlier this year the Cabinet Office appointed Mervyn Greer, previously a director at Kier Group (now retired) to this role. MHCLG have also appointed Andy Hobart as commercial director and he is leading on strategic supplier management. Both have indicated that they are willing to help LGA.
2. As part of our productivity programme, the LGA has been helping councils to become more efficient and effective with their procurement processes. In July 2018 we launched an updated national procurement strategy for local government (NPS) in 2018. We are also updating our Councillor Guide to Procurement which will be available in Spring 2019.
3. The NPS 2018 has a number of themes. Within the 'Leadership' theme one of the key areas is 'Engaging Strategic Suppliers'. Effective strategic supplier relationship management (SSRM) can deliver a range of benefits including improved outcomes for the public, added social value, reduced cost, reduced risk and innovation. A number of councils are engaging with us on work relating to the following key suppliers:
 - 3.1 Bupa – Care Homes and Home Care
 - 3.2 Capita – business outsourcing
 - 3.3 Microsoft – software licensing
 - 3.4 Amey – highways
 - 3.5 Cambian - children's services
 - 3.6 Allied Healthcare – home care (through working with ADASS and the CHIP Team).
 - 3.7 We are working with Cabinet Office to monitor progress with Interserve's deleveraging plan. Cabinet Office have advised that councils should continue to trade with Interserve as normal.
 - 3.8 A supplementary summary report on key suppliers will be available at the meeting.
4. Members of the Improvement and Innovation Board expressed an interest in understanding their role in SSRM. Members asked for more information about ongoing due diligence of the financial situation of key suppliers. Central government have recently issued detailed guidance on this to departments which can be used by councils. This can be found here https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/780065/20190220_AssessingMonitoringEconomicFinancialStandingGuidanceNote.pdf

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5. The government guidance outlines a number of indicators that might signal financial distress of a supplier:

	Financial	Non-Financial
<i>Business performance / Operating efficiency</i>	<ul style="list-style-type: none"> ● Adverse changes in the market / market structure ● Declining revenues ● Declining profit margins ● Declining return on Capital Employed ● Declining cash conversion ● Public profit warnings ● Increases in creditor days / Delayed payments to suppliers ● Decreases in debtor days ● Declining stock turnover 	<ul style="list-style-type: none"> ● Unexpected resignations of key management / High employee turnover ● Weak management or overly controlling CEO ● Delayed filing of statutory accounts / late provision of management information ● Competitor gossip / market intelligence ● Regulatory action ● Declining share price / Sudden share price falls / Significant shorting of shares ● Major adverse announcements (e.g. major litigation, large contract losses, etc)
<i>Liquidity / Solvency</i>	<ul style="list-style-type: none"> High / Rising net debt to EBITDA ● Declining interest cover ● High / Rising gearing ● Deteriorating liquidity / Declining headroom ● Lending covenant breaches ● Increasing reliance on short-term or uncommitted debt ● Use of non-standard financing markets ● Going concern qualifications in published accounts ● Requests for payments in advance ● Invoice discounting / Factoring / Other means of raising short-term cash 	<ul style="list-style-type: none"> ● Poor or deteriorating relationship with Lenders ● Withdrawal of coverage of a supplier's debts by credit insurers ● Falls in or withdrawal of credit ratings (or announcements of credit watch with negative implications) by major credit agencies ● Company Watch H score falling below 25 / Dun and Bradstreet score falling below 10.

28 March 2019

	<ul style="list-style-type: none"> ● Rising pension deficits ● Rising contingent liabilities ● Cuts in / Cancelled dividends 	
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6. The Councillor Guide, mentioned above, will include a number of key questions for councillors to ask in relation to their organisation's key suppliers both at tender and ongoing contract management stages

Brexit

7. Following a request from the Improvement and Innovation Board for an update on the potential changes for councils in managing procurement processes we can advise as follows: (although this is still subject to change following continued Parliamentary activity on Brexit).
8. It is important to understand that the Public Contracts Regulations 2015, commonly referred to as EU Rules, are in fact UK enacted legislation. They are derived from EU Directives but are not EU law. The EU Directives themselves reflect the Government Procurement Agreement (GPA) of which the UK is now a signatory in its own right.
9. **If there is a 'deal'** the Procurement Regulations will remain in place during the 'implementation period' (also known as the transition period). This is set to last from Exit Day (currently 11pm on 29 March 2019) until 31 December 2020. In practice this means that it will be business as usual for the implementation period at least.
10. **If there is 'no deal'** As the Procurement Regulations are UK law, if we leave the EU without a deal they will continue in force in the same way as other UK legislation. Some minor technical changes outlined below are being put in place now to deal with this scenario:
- 10.1. There will be some changes to the 'grounds for exclusion' of bidders - a new standard selection questionnaire (SQ) will become available to cover these.
 - 10.2. Councils will no longer need to publish tenders or contracts OJEU. Procurement notices will need to be published on a UK e-notification service instead. We are working with Cabinet Office on the new UK e-notification service and are disseminating advice as this becomes available.
 - 10.3. The requirement to advertise tenders over £25,000 on Contracts Finder will remain in place.
 - 10.4. There will be no requirement for UK authorities to accept the European Single Procurement Document (ESPD) or have recourse to e-Certis.

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- 10.5. The duty owed by UK Authorities including councils under the Procurement Regulations will continue to apply to suppliers from the UK and Gibraltar. However, the duty of UK authorities under the Procurement Regulations will also apply to suppliers from countries that are signatory to the GPA (including EU member states), so long as the procurement concerned is covered by the terms of the GPA (some services such as health and legal services are excluded).
 - 10.6. UK suppliers who want to access contract opportunities from the EU can continue to do so via OJEU. However, they will only benefit from the rights and remedies afforded to the UK under the GPA.
11. In the event of a no deal, the Procurement Regulations are due to be amended by the Exit Regulations. The Exit Regulations should come into force on Exit Day. The Exit Regulations will amend very little of the existing Procurement Regulations. The main changes relate to the removal of EU related terms and references.

Financial Implications

12. There are no financial implications arising from this report.

Implications for Wales

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

Data Sharing and Data Standards

Purpose

For direction.

Summary

The LGA's agreed policy on local authorities publishing data, outside of specific data returns to government, is that it should be published in any way they choose. This paper discusses the growing view across central government of more and more data being published in a standard format, and asks board members to consider how the local government sector should respond.

Recommendations

Improvement and Innovation Board members are invited to discuss and agree the LGA's policy on local authorities publishing data, outside of specific data returns to government.

Action

Officers to pursue in light of members' guidance.

Lead member:	Mayor Dave Hodgson MBE
Contact officer:	Juliet Whitworth / Tim Adams
Position:	Research and Information Manager / Programme Manager
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Data Sharing and Data Standards

Background

1. Local government is one of the most transparent parts of the public sector. For data alone, LGA research in 2011 showed that the average single-tier authority was required to report 43,000 different types of information to central government each year (for those data collections listed on the Single Data List). On top of that local authorities publish:
 - 1.1 Agendas and reports of all meetings as part of the Local Government (Access to Information Act) 1985;
 - 1.2 Data as part of the Local Government (Transparency Requirements) Regulations 2015, including: expenditure over £500, procurement information, grants to voluntary, community and social enterprise organisations, senior salaries, the pay multiple, local land assets, social housing asset value, parking accounts and parking spaces and fraud;
 - 1.3 data in response to additional requests to provide it 'voluntarily' to central government; and
 - 1.4 local data, because they think it may be useful to their residents and businesses.
2. Whilst the data collected for central government tends to use a standard form and guidance, and is therefore published in the same format from every council, that is often not the case for other data. For example:
 - 2.1 Until recently, information about the availability of brownfield land sites for development has always been published in different ways by different authorities, arguably making it more difficult for developers to consume and understand the information across the country or even between neighbouring areas.
 - 2.2 The Local Government Transparency Code mandates authorities to publish their information on individual items of expenditure over £500, but this is done differently by each authority, meaning that the original objective to allow an analysis of how money is spent, is very limited (whereas if all authorities' data could be easily combined, it would be possible to conduct such analysis as spend by the sector on different organisations and comparable spend in other authorities).
 - 2.3 Local authorities' own internal systems often hold data in different formats or with different identifiers, even information about the same individual, which means that linking up the data from these systems to gain insight for local decision-making is very difficult.

3. Increasingly, local authorities are also being asked to share data, either with each other or with public sector partners. Having key data held in systems (or output from them) in a standard format makes it significantly more easy to share and combine data. For example:

- 3.1 Local authorities are being asked to link their social care clients' data with health data, and a standard identifier such as the Unique Property Reference Number (UPRN) in both parties' databases would massively simplify the undertaking.

4. Whilst there are clear benefits of having some data standardised (and this is the case for government data returns), for data outside this the LGA's line has always been that local authorities should be free to run their own systems and publish information in any way they choose. There is nearly always burden when councils are asked to change their systems in some way, or even to output information in a standard format, and we would not want to encourage government departments to mandate lots of new data requirements for reporting in a standardised way.

Growing importance of data

5. There is a growing recognition across the public sector that data and data sharing are the foundation for organisational change, transformation and joined up working. Having key information available to a fixed standard massively assists with this. For example, increasingly councils like Essex County Council and London Borough of Camden are demonstrating the benefits of linking data from their internal systems (and, in some cases, from local partners' systems) through use of standard data like the UPRN.
6. The Ministry of Housing, Communities and Local Government (MHCLG) recently launched a standard for publishing the availability of brownfield land sites for development, which has resulted in a register of that data across all authorities. The ability to combine the data, because it is produced in the same way, provides additional value. In this case it is to developers who want to look at the availability of land at a national or regional level. Notably MHCLG commissioned an expert to work with authorities to develop the standard, and funded local authorities to deal with the burden of adjusting their systems to be able to provide it in the new way. Local authorities were encouraged by MHCLG to adopt the standard, and so it has not been mandated (although legislation was also introduced so that the Secretary of State may mandate it if needed).
7. In the Department for Health and Social Care (DHSC), the Secretary of State has called for technology and data integration as one of his three priorities for the health and care system. The data integration is only possible if both parts can link using some element of standardised data, and so he has focused on data standards and interoperability.
8. Finally, the National Audit Office (NAO) has recently announced it is conducting a study on 'Data Sharing in Government' which will look at the landscape of data sharing across

government, and include identifying where data is shared well, the benefits that departments have seen through sharing data, the barriers to data sharing and the long-standing problems that need addressing. Although the focus is on central government, we think it is highly likely to touch on the current work with the sector to link health and social care data. NAO plan to publish in May 2019.

9. Although there is a growing recognition of how linking data can lead to benefits, both for councils themselves and for a wider audience, there is a significant cost to authorities of doing this. It often requires the systems located within individual services to be changed, which is often chargeable by system suppliers, and large amounts of human resource to amend or add to the data held. Even where they can see the benefits, authorities may not always have the resources to do this.

A policy line for data sharing and data standards

10. Since officers and members increasingly find themselves in meetings with government departments discussing these issues, it would be helpful to review the LGA's policy line.
11. Improvement and Innovation Board members are invited to consider whether our current line, that local authorities should be free to run their own systems and publish information in any way they choose, should remain as it is; or whether they wish to modify or change it.
12. There is an argument that, where there is an obvious benefit to authorities, it is likely that they will choose to publish the data in a standard format anyway without direction from central government. However, we are aware that, even where a benefits case can be made, the up-front costs of getting the data into a standardised format can be prohibitive. For example:
 - 12.1. Some early findings from research that the Care and Health Improvement Team have commissioned to look at interoperability of systems and data standards within health and care show that, even where councils want to share data better and want system suppliers to make developments that allow this, they are being charged large amounts for it.
 - 12.2. The LGA's own work on publishing data about local services to a standard, to help develop tools to tackle loneliness, has already shown that there are costs to getting the data in order.
13. An alternative policy could include one or more of the following elements:
 - 13.1 On occasion, some key data may be identified by government departments which would benefit communities or businesses if local authorities published it in a standardised format – or that would be useful to local government itself in a standardised format.

- 13.2 Any such standard be developed in consultation with local authorities and build on any existing work conducted by local government (in many cases, the LGA's work on information standards and the data tools we have developed for councils already would be a good starting point).
- 13.3 The burden of introducing a new standard for data should be fully funded, in line with the Single Data List requirement (this is a current process which requires government departments to assess the burden of new data collections which are required and recompense councils for that for up to three years, but this does not automatically apply to data that is published locally rather than by central government).
- 13.4 If a new data collection burden with a standard format is introduced, another burden should be removed. If authorities do less, they are better able to provide higher quality (standardised) data.
- 13.5 Outside of the occasional request for standardised data, local authorities should be free to run their own systems and publish information in any way they choose.
14. A third option could be that the LGA's policy remains unchanged, unless government has clearly decided to require local authorities to publish data in a standardised format despite our lobbying, in which case one or more of the elements in paragraph 13 should apply. This is likely to be the case for health and social care, where government is currently pursuing 'directions' to require authorities to make data available to a specified format in order to integrate care and health data.
15. Members may also want to consider carrying out a consultation with the sector to look at the pros and cons of these alternatives.

Implications for Wales

16. The data policy line will also apply to any work we do in Wales, since there are some data requirements that cover England and Wales (for example, the linking of health and care data). However, the Transparency Code and the Single Data List do not apply in Wales.
17. LGA officers have good links with the Welsh Local Government Data Unit, and this paper has been shared with them for information.

Financial implications

18. There are no financial implications for the LGA.

Next steps

19. Improvement and Innovation Board members are invited to discuss and agree the LGA's policy on local authorities publishing data, outside of specific data returns to government:

- 19.1. Option 1: an unchanged policy which is that, outside of data returns to government, all data published by local authorities should be published in any way they choose.
- 19.2. Option 2: a new policy that recognises, in some circumstances, local authorities can be requested to publish data in a specific format, in which case some conditions apply.
- 19.3. Option 3: a policy that, outside of data returns to government, all data published by local authorities should be published in any way they choose; but expands to recognise that, where lobbying fails to achieve this, some conditions should apply

20. Officers will act on the decision of members.

Innovation Zone update

Purpose:

For information.

Summary

The report includes background details about the Zone, latest developments and members' involvement.

Recommendation

That members note the report.

Actions

1. Members to encourage attendance at the Innovation Zone (IZ) and get involved during the Conference.
2. IZ working group to provide advice and guidance where necessary.

Lead Member:	Cllr Peter Fleming OBE
Contact officer:	Lusi Manukyan
Position:	Improvement Support Adviser
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Innovation Zone update

Background

1. In addition to specific support offers such as the Behavioural Insights and Design in the Public Sector programmes, the LGA's innovation programme includes sharing examples of local government and wider public sector good practice. This helps equip councils with tools and confidence to use innovative approaches to solve their challenges.
2. The innovation programme includes our three-day Innovation Zone, which is a vibrant, creative space and programme within the LGA's Annual Conference and Exhibition, taking place from 2-4 July 2019 in Bournemouth.
3. Following a paper presented to the Board on 25 October 2018 and email consultation with members, it was agreed that this year's overall theme for the Innovation Zone will be **'Take the Plunge'**, encouraging organisations to present brave, innovative ideas that have paid off.

Applications and shortlist

4. The Innovation Zone opened for submissions in the first week of December 2018, with a deadline of 28 January 2019 and has been promoted through a number of channels including social media, the LGA website and various bulletins.
5. We received over 70 applications to participate in the Zone from councils and other organisations working to improve outcomes in local communities through innovation.
6. The quality of the applications was very high this year with a number of interesting ideas. Some of the broad emerging themes that we have identified include:
 - 6.1. Health and social care
 - 6.2. Environment, waste and sustainability
 - 6.3. Data, analytics and tech
 - 6.4. Tackling loneliness
 - 6.5. Social justice and homelessness
 - 6.6. Housing and regeneration
 - 6.7. Children in care
 - 6.8. Libraries and culture.
7. The IIB Innovation Working group has overall oversight of the project and will consider a shortlist of 40 Innovation Zone participants, as well as the draft programme of the sessions, during a meeting on 28 March 2019.

8. There is an opportunity for all members of the board to get involved in promoting the Innovation Zone both before and during the conference, and we would welcome any creative ideas in relation to this.
9. **Appendix 1** provides a full proposed project timeline with details of individual activities and deadlines.

Implications for Wales

10. None.

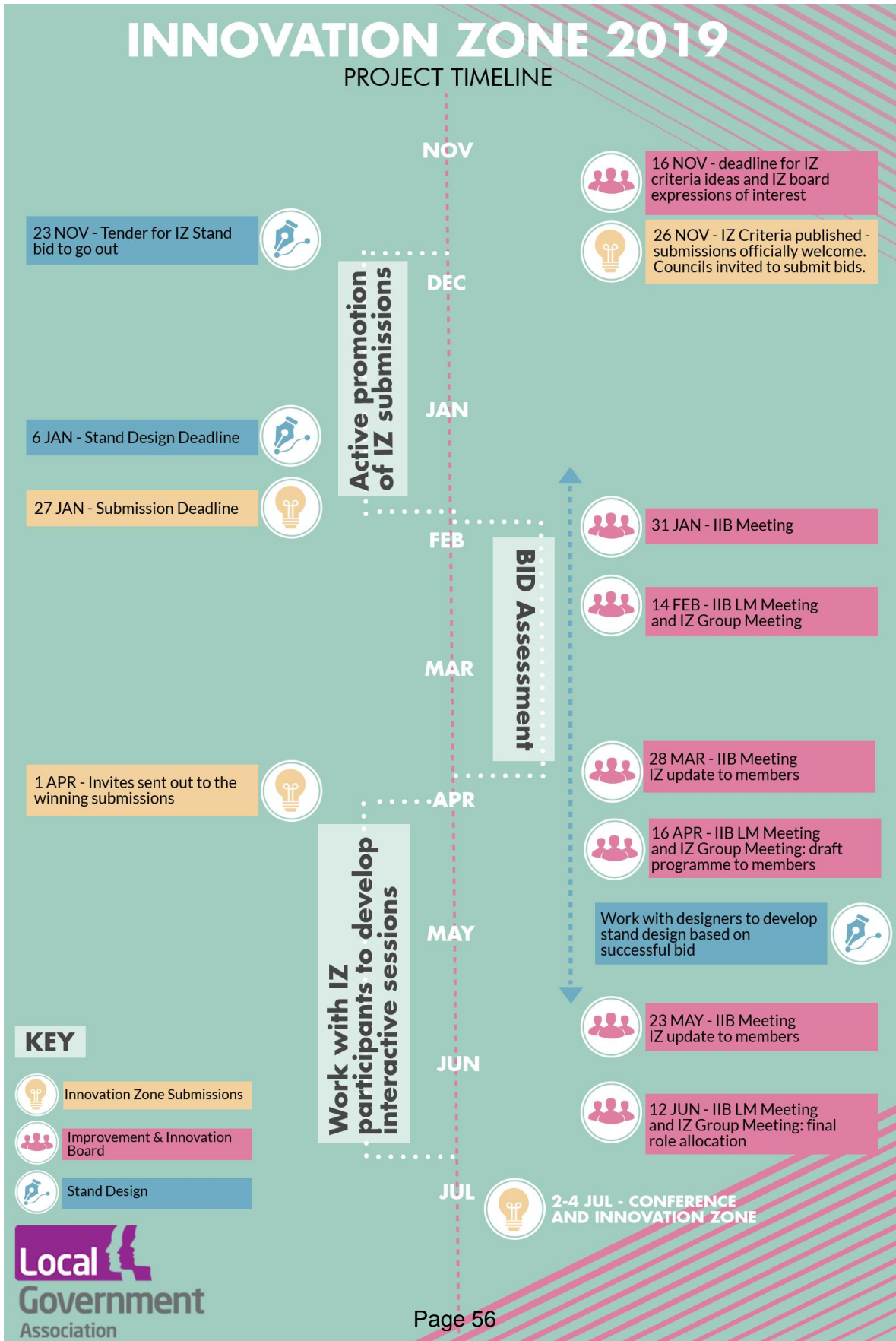
Financial Implications

11. There are no financial implications arising from this report.

Next steps

12. Members to encourage attendance at the Innovation Zone and get involved during the Conference.
13. IZ working group to provide advice and guidance where necessary.

Appendix 1. Innovation Zone Project timeline



Note of last Improvement & Innovation Board meeting

Title: Improvement & Innovation Board
Date: Thursday 31 January 2019
Venue: Westminster Room, 8th Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions
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1 **Declarations of Interest**

The Chairman welcomed everyone to the meeting. No declarations of interest were made.

2 **SLI Evaluation**

Juliet Whitworth introduced the report, which updated members on the progress of the current evaluation of sector led improvement (SLI) and the emerging pattern of results at the half way stage. Juliet gave a presentation to support this and ran through the highlights of the report.

Discussion

The Board welcomed the report and the positive findings in terms of the effectiveness of sector led improvement and support for the approach within the sector. Members discussed several issues, including:

- whether we knew, for those respondents to the LGA Perceptions survey who did not think SLI was the right approach, what they did think was the right approach;
- how the LGA understands whether CPC recommendations are taken forward. Given the effectiveness of CPC, whether consideration should be given to Lead Members and the Chair sending a supportive letter from the Board to encourage the Leaders of those councils that have not had a CPC, to have one;
- whether the improvement in performance indicators masks the impact the severe financial pressures on councils are having and whether CPC should be focussed on those councils we know are facing particularly tough financial challenges;
- whether in the final report we can explore further those areas where performance has fallen, to better understand the reasons why.

- how we ensure the capacity of the peers taking part in peer challenges. The Chairman responded that he believed the move towards political peers being decided by the political group office had reassured him of the quality of the peers.
- that it would be helpful to have an analysis of resident satisfaction results, by region – to explore any regional differences.

Dennis Skinner welcomed the members' comments and reminded the board that even if a council is not a member of the LGA, they are still entitled to grant funded improvement support. Dennis also stated that the take-up of CPCs was still progressing at a good rate but that the LGA was also encouraging those councils that hadn't yet had one, to have one. It was also important for the LGA's lobbying side and improvement work to continue to work together and give the same message in terms of funding cuts.

Actions

Officers will act upon the member comments, while continuing the work on evaluation, with a 'final' report to be available in 2020.

3 Productivity Report

Cllr Ron Woodley introduced the report, highlighting the progress of the LGA's productivity work in three areas:

Cyber Security

The National Cyber Security programme, which is funded by Cabinet Office continues to progress. Members were referred to the presentation by RAND at the last meeting. Since then all councils rated as Red/Amber Red have been contacted directly. The chief executive and the leader's office were contacted to alert them to their assessment and to offer support. These councils have been proactively targeted to provide additional support/funding. As a result, 107 councils have now been offered support and funding in Phase 1 of just under £1m in total.

Procurement

Members were informed that an initial benchmarking exercise with councils was undertaken during the autumn, which has identified areas where councils wish to further improve. These included

- contract management,
- strategic supplier relationship management
- measuring social value.

The productivity team will include activities to cover these priority areas in the forward plan for next year. Dame Judith Hackett will provide the keynote speech at the sixth national construction conference to be held here on 7 February.

Commercialisation

Members were advised that there is an extra commercial skills masterclass for elected members due to be held in Manchester on 19 March. Cllr Woodley also updated on the “Profit with a Purpose” conference held earlier this month, chaired by Cllr Joy Allen.

Efficient and Intelligent councils

Susan Attard, Head of Productivity, then updated members on progress with the Efficient and Intelligent councils project. Members were made aware that the first meeting of the Editorial/Advisory Board was taking place in the afternoon and feedback from them about the content of the self-assessment tool was requested at that meeting.

Further consultation and testing of the tool will take place during February and March, with a soft launch in April. Members were also made aware of the keen interest in this project from MHCLG.

Discussion

The Chairman, took the opportunity to go through the report area by area, inviting comments from the board.

- Cyber security – the importance of ensuring that Leaders as well as CEXs were informed about the results of the cyber survey and the report for their council;
- Commercialisation – members were encouraged to access the presentations from the “Profit with a Purpose” Conference.
- Shared Services – Cllr Fleming advised that he has picked up some tensions/pressures from councils that their shared services arrangements were changing or no longer working. This was echoed by other members who picked up examples of arrangements needing/having changed.

Members agreed it would be helpful to look at the history of shared services over the last few years to examine what has worked well, where there have been problems, particularly where there are differing standards for services as a result of differing policies in councils. They were also interested in the risks of shared services and where tripartite arrangements have changed to dual arrangements. Members were interested in the changing landscape in this area and felt that it would be helpful to undertake some qualitative analysis to find out what has changed.

- Behavioural Insights – it would be helpful to establish an easy repository of the Behavioural Insights learning and tools so that councils can share and use the outputs more easily. For example, where the wording for standard letters has been changed – making it available easily so councils can cut and paste.
- Brexit – Cllr Allen advised members that her council had engaged in a

recent Civil Contingency exercise. She noted that the government assumptions had not been shared with all regions and that London had not been included. Dennis Skinner advised that a check list for Leaders was due to be sent to all council Leaders from the Secretary of State.

- Modern Slavery – Members were supportive and wanted to encourage more councils to publish transparency statements, whilst acknowledging that this is a voluntary requirement. It was suggested that this could be picked up through the Group offices.
- OPE – Members praised the OPE programme as a great achievement and were keen to draw attention to the success of this programme more widely. Members recorded a vote of thanks to Brian Roberts, the current director of OPE who was retiring.
- New ideas – officers were asked to consider whether to include the following issues in future programmes: overspend and severe budget pressures in top tier councils caused by education and school provision and how councils work with the Voluntary and Community sector, as councils budgets are reduced, the voluntary sector will be asked to do more and collaborative work becomes more important.

Actions

Officers to follow up on the concerns and suggestions raised by the Board.

4 Presentation from Montagu Evans

Alan Harris and Kevin White from Montagu Evans then presented to the Board.

Alan Harris presented to the board on the issues facing Town Centres. He noted the excitement around this area following the High Streets Fund, discussing the challenges of the digital economy, generation Z and decline in retail facing town centre. Alan spoke about creating a sense of place and developing a high street plan.

Kevin White then presented to the board on 'Commercial Investment - Investing for Income'. Kevin outlined the background in council commercial activity, including the increase in commercial spending over 4 years by councils. He then spoke to the board about how governance is key in spending decisions and how to balance the risk of such investments.

5 NGDP Diversity Update

Helen Jenkins introduced the report, which as requested in the last Board meeting, gave a summary of the diversity statistics of the NGDP applications and gave an update on the work being done to improve and maintain representation within the NGDP recruitment. Helen also shared the latest figures from the Cohort 21, which had become available after

the report was distributed.

Discussion

Members raised a number of issues during discussions:

- how we attract older applicants to apply for the scheme – there had been a slight increase in people with previous careers, and it was possible that work could be done to ask councils to consider internal staff for the scheme;
- Work done with individual local authorities – it was explained that local recruitment is an alternative option. Councils have the choice between national NGDP recruitment and a local scheme. The NGDP team at the LGA is currently supporting local campaigns;
- Whether there was a correlation between higher applications between good university and good authority at promoting scheme – where universities and councils work well together. Helen responded that this was likely and that councils could often get free stands at careers fairs at universities, which the LGA encouraged them to do.
- It was suggested that the pool of candidates who just failed to get through the process, but who got to the final stage, would be a good pool of people the sector should try to exploit. It was reported that discussions were underway with the HR team about what could be done with this pool of candidates
- Members stressed the importance of member involvement in welcoming graduates to their councils and remarked on the quality of the graduates. It was suggested that the test taken by NGDP applicants could be shared around Board members to demonstrate the level of difficulty in getting through.

Actions

The NGDP team are to look into members requests and continue their work on diversity.

6 NAO study: Local government governance and accountability

Dennis Skinner introduced the report, which updated members on the publication of the NAO study into local government governance and accountability. The NAO report acknowledged the significant reduction in local government funding over the last few years but said that some of the ways authorities had responded (eg large scale transformation programmes, etc) added greater complexity to local governance arrangements and had suggested that MHCLG needs to improve its oversight.

Members noted that despite the funding reduction just 8% of local government had received qualified value for money conclusions in 2017 – the same level as 15/16 – whereas in the NHS the number had risen from 29% to 38% across the same period. Many of the survey results in the

report were also positive about the strength of local governance arrangements. It was also noted that councils automatically fail the value for money judgement if they receive an inadequate Ofsted judgement, even though this is not an indicator of financial position.

It was suggested that further analysis of the survey results be undertaken to try to identify and support any councils where governance arrangements could be strengthened.

Dennis informed the board that the LGA Principal Advisors will be aware of the issues in councils across the country, including the 8% with adverse opinions and that the LGA is looking to strengthen its current finance offer and take-up.

7 SLI MoU Performance Report

Dennis Skinner introduced the report, which provided an update on performance against the deliverables in the Memorandum of Understanding the LGA/IDeA have with MHCLG about the use of grant funding.

The Board noted the report.

8 LGA Boards improvement Activity

The Chair introduced the report, which gave a summary of the improvement work of the other LGA Boards.

The Board noted the report.

9 Innovation Zone

Lusi Manukyan introduced the report, which gave an update on the progress so far on the Innovation Zone and the Innovation Zone members working group meeting coming up on the 14 February.

The Board noted the report.

10 Note of the Previous Meeting

The note of the previous meeting was approved by the board.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Peter Fleming OBE	Sevenoaks District Council
Vice-Chairman	Mayor Dave Hodgson MBE	Bedford Borough Council
Deputy-chairman	Cllr Ron Woodley	Southend-on-Sea Borough Council
Members	Cllr Paul Bettison OBE	Bracknell Forest Borough Council
	Cllr Steve Count	Cambridgeshire County Council
	Cllr Charlotte Haitham Taylor	Wokingham Borough Council
	Cllr Laura Miller	Purbeck District Council
	Cllr Joy Allen	Durham County Council
	Cllr Phil Davies	Wirral Metropolitan Borough Council
	Cllr Abdul Jabbar MBE	Oldham Metropolitan Borough Council
	Cllr Vince Maple	Medway Council
	Cllr Liz Green	Kingston upon Thames Royal Borough Council
	Cllr Alan Connett	Teignbridge District Council
Cllr Mike Haines	Teignbridge District Council	
Mr Philip Sellwood	Energy Saving Trust (EST)	
Apologies	Clr Judi Billing	North Hertfordshire
	Cllr Donna Jones JP	Portsmouth City Council
	Cllr Damian White	Havering London Borough Council
	Cllr Tudor Evans	Plymouth City Council
	Cllr Alice Perry	Islington Council
	Cllr Glen Sanderson JP	Northumberland Council
	Sir Stephen Houghton CBE	Barnsley Metropolitan Borough Council
	Mr Richard Priestman	Local Government Improvement and Development

LGA location map

Local Government Association
 18 Smith Square
 London SW1P 3HZ

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

Public transport

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

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

Bus routes – Horseferry Road

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

Bus routes – Millbank

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

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

Cycling facilities

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

Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

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

Car parks

- Abingdon Street Car Park (off Great College Street)
- Horseferry Road Car Park Horseferry Road/Arneway Street. Visit the website at www.westminster.gov.uk/parking

