

Improvement and Innovation Board

Agenda

Thursday, 11 July 2019
11.00 am

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

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

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Improvement & Innovation Board
11 July 2019

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 11 July 2019** Smith Square 3&4, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available at 1.00pm.

Attendance Sheet:

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

Political Group meetings:

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

Apologies:

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

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3263	email: Martha.Lauchlan@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.group@lga.local.gov.uk

Location:

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

LGA Contact:

Anna Jennings
07584 2737648/anna.jennings@local.gov.uk

Carers' Allowance

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Improvement & Innovation Board – Membership 2018/2019

Councillor	Authority
Conservative (9)	
Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Paul Bettison OBE	Bracknell Forest Borough Council
Cllr Steve Count	Cambridgeshire County Council
Cllr Charlotte Haitham Taylor	Wokingham Borough Council
Cllr Donna Jones JP	Portsmouth City Council
Cllr Laura Miller	Purbeck District Council
Cllr Damian White	Havering London Borough Council
Cllr Phil North	Test Valley Council
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 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 (3)	
Mayor Dave Hodgson MBE (Vice-Chair)	Bedford Borough Council
Cllr Liz Green	Kingston upon Thames Royal Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
Independent (2)	
Cllr Ron Woodley (Deputy Chair)	Southend-on-Sea Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Substitutes	
Cllr Paul Cullen	Richmondshire District Council
Cllr Neil Prior	Pembrokeshire County Council

Agenda

Improvement & Innovation Board

Thursday 11 July 2019

11.00 am

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

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Date of Next Meeting: Tuesday, 29 October 2019, 11.00 am, 18 Smith Square, Smith Square, London, SW1P 3HZ

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**Improvement and Innovation
Board**

11 July 2019

Productivity programme

Purpose

This report provides the Board with the business/work plan for the productivity team for 2019/20. **Appendix A** provides a summary of the business/work plan for 2019/20.

Recommendations

That members of the Improvement and Innovation Board:

1. Note the business/work plan for the productivity team for financial year 2019/20.
2. Provide such guidance as the Board considers necessary to ensure that the programme meets its objectives in 2019/20.

Action

Officers to progress as directed.

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

Productivity Team programme of work

Background

1. The Productivity Team's programme of work 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 team's 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 Team's Business Plan for financial year 2019/20

4. The Productivity Team's Business Plan for 2019/20 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 A**. For ease of reference key new areas of work are highlighted below.

Transforming services

5. New deliverables for the year include: the Digital Inclusion programme, as part of our wider support to councils to get the most out of their investment in digital tools and solutions. The grant funding programme will be open to all councils and is aimed at empowering individuals or groups of people in the community currently not accessing online services and support, to improve their skills and confidence online, and to help generate efficiencies for the council.
6. In addition to our cyber security work directly with MHCLG, the LGA successfully bid for funding from Cabinet Office under the National Cyber Security programme. We are developing a system of sector-led support and improvement, including a grant funding scheme which councils will be able to bid to improve their cyber resilience.
7. This year we will support a further eight councils to undertake behavioural insights projects to reduce demand for local public services and promote an early intervention

approach where appropriate. We will undertake promotional activities and events to encourage councils to use our template letters, trial designs and evaluation methods so that they don't have to start from scratch: www.local.gov.uk/behavioural-insights

8. The Design in Public Sector programme equips councils with design skills and techniques to apply to their toughest service challenges. This year's programme will help 10 councils to transform public services from children's services and adult social care through to housing and the health and wellbeing of residents.

Smarter sourcing

9. Following the National Procurement Strategy 2018 diagnostic exercise, we will focus on the areas highlighted by councils for further improvement – commissioning skills, contract management and training. We will capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got into financial difficulty. We will also work with the Government commercial function to share resources and training already available to support councils.

Generating income

10. A refreshed Commercial Skills training offer 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 last year. We launched our new 'Profit with a Purpose' guidance at the LGA Conference in July.

Cross-cutting

11. The Transformation and Innovation Exchange was launched in July at the LGA Conference. It will provide a wide range of resources to support councils with their continuous improvement journey, including a Beta self-assessment tool. We will work with councils during the year to encourage take up, provide feedback and to refine the self-assessment tool.

Financial Implications.

12. The 2019/20 Programme will be funded by grant provided by MHCLG under our Memorandum of Understanding. In addition a grant from Cabinet Office for £1 million will contribute to the cyber security programme of work.

Implications for Wales.

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

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	Action
1	Digital workstream	<p>Transforming services: digital programme</p> <p>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.</p> <p>Digital Transformation</p> <p>Establish and run the Digital Inclusion programme – funding 10 councils to promote digital inclusion in their areas. The aim of the programme is to empower individuals or groups of people in local communities to improve their skills and confidence and to generate efficiencies for the local council.</p> <p>Work with the five councils in the Digital Housing Programme to re-use the assets developed by a group of district councils in Kent under the Digital Transformation Programme. Work with them to capture and share their learning through case studies and presentations at conferences and events.</p> <p>Channel Shift</p> <p>Publish the evaluation report for the Digital Channel Shift programme, which were funded under the Channel Shift programme in February 2017 and went live in 2018/19.</p> <p>LGDC</p> <p>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.</p>	<p>SC</p> <p>SC/JA</p> <p>SC/JA</p> <p>SC/JA/OL</p>

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	Action
		LG PSN Programme Board 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. LGA Digital showcase conference November 2019 Host a digital conference to showcase successful projects together with other work being done by councils more widely. Help to share this good practice, existing assets and learning to enable more councils to benefit.	SC/JA/OL SC/JA/OL
2	Cyber Security	Transforming services – Cyber Security 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. 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. b) Following on from the stocktake undertaken by all English Councils in 2018/19 the LGA is working with the National Cyber Security Centre, MHCLG, SOCITM (Society of IT Managers), SOLACE (Society of Local Authority Chief Executives) and the WARP's to develop the next phase of this programme of work. The aim of Phase 2 is to fix issues identified and not yet addressed in Phase 1, as well as allow joint bids between councils or partners to consolidate and join up efforts and resources, and build sector capacity. (This programme is being funded by Cabinet Office and is part	SC/OP OP/JC OP/JC

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	Action
		of the National Cyber Security Programme)	
3	Shared Services and Collaboration	<p>Transforming Services – Shared Services and Collaboration</p> <p>Shared Services Map annual refresh – 2019 map will be launched July 2019. 2020 refresh will be commissioned and overseen.</p> <p>Matchmaking Service – 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	Behavioural Insights Programme (Innovation and Demand)	<p>Transforming Services – Behavioural Insights Programme</p> <p>Behavioural Insights programme – undertake behavioural insights trials with with eight councils to shift the behaviour of customers in order to better manage demand for services.</p> <p>a) Complete the third cohort of Behavioural Insights projects.</p> <p>b) Hold a national project learning event in March 2020.</p>	RG
5	Design in the Public Sector (Innovation and Demand)	<p>Transforming Services – Design in the Public Sector</p> <p>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.</p> <p>a) Run the 2019/20 programme to support 10 councils to use design techniques to transform services and/or manage future demand.</p> <p>b) Capture the lessons learned from the southern and northern regional cohorts of public health</p>	RG

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	Action
		intervention in the 2018 – 19 programme and publish the results. c) Develop and implement a design skills training programme for teams across the LGA.	
6	Procurement	<p>Smarter Sourcing – Working with councils to help them to improve their procurement arrangements.</p> <p>National Procurement Strategy 2018 (NPS2018)</p> <p>a) Implement the programme of work agreed by the National Advisory Group to help councils improve their procurement arrangements from council's self-assessments from the National Procurement Strategy following the launch in July 2018.</p> <p>Supplier Failure</p> <p>a) Capture and share intelligence covering major suppliers to help reduce the risk for councils if a supplier got in to financial difficulty.</p> <p>b) Work with those councils who have high value or strategic spend on specific suppliers in construction/highways, social care and ICT sectors to develop strategic supplier relationship management.</p> <p>c) Support a number of local government experts in their particular fields to lead on relationships with identified suppliers.</p>	<p>TH</p> <p>GH/SD</p> <p>TH</p>

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	Action
		National Advisory Group (NAG) a) Organise four quarterly meetings with the National Advisory Group for Local Government procurement and support the work streams identified in the national procurement strategy.	TH
		National Category Work a) Work with groups of councils interested in joining together in particular categories of spend. Children's Services, Adult Social Care (with CHIP Team) and Construction. b) Continue with work on cross cutting issues relating to local government procurement: modern slavery, social value, commercialisation, social value, working with SME's and VCSE's. c) Continue to work with the Grenfell towers Industry Response Group on a national response to recommissioning of cladding and fire doors.	GA/GR/GH
		Procurement and commissioning skills a) Following the NPS 2018 diagnostic exercise, focus on the gaps councils have identified in procurement, commissioning skills, social value, contract management and training. Work with the Government Commercial Function to cascade and share the resources and training that are already available and if necessary commission additional support that can be cascaded to all councils via 'train the trainer' routes.	TH
		Brexit a) Work with central Government to develop and disseminate key messages in relation to any new regimes and provide interim guidance on contracts	TH

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	Action
		<p>Encouraging Innovation</p> <ul style="list-style-type: none"> 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. b) Disseminate findings including those from various funded programmes through a series of workshops run in collaboration with Innovate UK. <p>Modern Slavery Act 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 whose annual budget exceeds £36 million will shortly be legally required to submit transparency statements, however an increasing number of councils are doing so on a voluntary basis. We will continue to share the information from these exemplars and provide assistance to councils that wish to develop their own statements.</p>	<p>GR</p> <p>GH</p>
7	Commercialisation	<p>Generating Income – Help councils to become more commercial through a series of courses, events and sharing good practice.</p> <p>Commercial Skills Training</p> <ul style="list-style-type: none"> a) Develop, design and deliver a strategic commercial skills training course for officers to provide them with the skills and confidence to undertake more ambitious commercial activity. b) Deliver three commercial skills masterclasses for elected members. The training will be delivered by a commercial trainer and an LGA member peer. 	<p>RG</p> <p>HH</p>

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	Action
		<p>c) Update the interactive commercial good practice map.</p> <p>d) Hold a national event to share good practice.</p> <p>Advanced Commercial Group</p> <p>a) Organise four quarterly meetings with council chief executives/senior commercial directors to:</p> <ul style="list-style-type: none"> • Share different approaches to commercialisation to enable mutual learning • Enable councils already advanced in their thinking to move further, faster • Identify possible barriers to commercialisation to inform LGA policy work on behalf of the sector • Identify potential synergies/ opportunities for collaboration/ partnerships/ joint ventures where appropriate <p>Commercial Skills Procurement Solution (CSPS)</p> <p>a) 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.</p> <p>b) Publish the social value research 'Profit with a purpose'.</p>	<p>RG</p> <p>RG/HH</p>

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	<u>Action</u>
8	Productivity & Income Generation Experts	Productivity and Income Generation Experts programme <ul style="list-style-type: none"> a) 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 over four years.. b) The learning from the pilots will be effectively communicated across the country. c) An evaluation of the programme will also be undertaken by the research team. 	GA
9	Transformation and Innovation Exchange	Transformation and Innovation Exchange <p>The Transformation and Innovation Exchange will provide support and a wide range of resources to help councils with their continuous improvement journey. This will include a self-assessment tool to help councils to identify areas for further improvement.</p> <ul style="list-style-type: none"> a) Launch the Transformation and Innovation Exchange at the LGA Conference in July 2019. b) Proactively communicate with councils to raise awareness of the self-assessment tool and encourage councils to use the Beta tool and provide feedback. c) Further refinement of the self-assessment tool in March 2020, following feedback from councils. d) Promote the self-assessment tool and the resources within the Transformation and Innovation Exchange. 	SA

Productivity Team Business Plan 2019-20 Annex A

No.	Subject	Activity	Action
10	Communication	<p>a) Develop a Communication Strategy with the Communications Team, to communicate the impact of the Productivity team's work to councils, partners and LGA colleagues.</p> <p>b) Productivity team video – to communicate the impact of the Productivity team's work</p> <p>c) Case studies, tools and information on website kept relevant and up to date easy to search/find.</p> <p>d) Social Media – Twitter and LinkedIn accounts established to raise the profile of the team's work.</p>	SA/SD/ TK

SC – Siobhan Coughlan; JA – Josephine Altham; OP – Owen Pritchard; JC – Jamie Cross; RG – Rhian Gladman; GH- Guy Head; TH – Tina Holland; SD – Sadie Duffell; GA – Grace Able; GR – Georgia Rudin; SA – Susan Attard; TK – Tanya Khatun; OL – Olivia Lancaster

Highlighting Political Leadership offer: 2019/20 work update

Purpose

For information and decision.

Summary

This report provides members with a brief update the LGA's Highlighting Political Leadership and managerial leadership offers for 2019/20.

Recommendation

That the Improvement and Innovation Board notes the progress so far in 2019/20 and offers any comments on the Highlighting Political Leadership or managerial leadership work.

Action

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

Contact officer:	Helen Jenkins
Position:	Principal Adviser - Leadership
Phone no:	0207 664 3068
Email:	Helen.jenkins@local.gov.uk

Highlighting Leadership offer: 2019/20 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. At the meeting on 26 March 2019, members received an end of year update for 2018/19. This report provides an update on progress against our priorities, as well as the Quarter 1 figures for 2019/20 programmes.

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 working with the media, adult social care, finance 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. The 2019 local elections brought a significant amount of change to the local government landscape, resulting in 81 councils with no one party in overall control. Feedback from the regional principal advisers, political group offices and LGA's member councils will continue to be used to ensure that the overall Highlighting Political Leadership offer adapts to changes within the sector. In particular, an increase in the number of independent and smaller party councillors following the 2019 elections, as well as a number of new leaders and executive members due to a change in control may result in an increase in demand for leadership programmes. In response to this, the Leadership and Localism team have introduced a new programme for Cabinet Members and seek views from the Improvement and Innovation Board on any additional areas where they foresee demand increasing.
4. The new programmes which have been added for 2019/20 to date are highlighted in what follows.
5. Figures included in this report are correct up to the date of writing (28 June 2019). The figures represent both those that have already completed a programme and those that are pre booked onto scheduled programmes within the 2019/20 offer.
6. Highlights include:
 - 6.1 As of 28 June 2019, there are 390 places booked on leadership programmes for the 2019/20 period.
 - 6.2 Following a competitive tendering process, a new supplier (Shared Service Architecture Ltd) has been appointed to deliver the Leadership Academy in 2019/20.

6.3 Applications are now open for Labour and Liberal Democrat Next Generation Programmes, and Independent Group and Conservative applications will open after LGA Conference.

7. A number of new programmes have been introduced for 2019/20, based on feedback and demand from the sector. These include:

7.1 Leadership Essentials: Being an Effective Cabinet Member

A new programme that has been developed to support new and experienced cabinet members in their role as a portfolio holder. This programme examines the key aspects of being a successful cabinet member – from having a clear understanding of the legacy they want to leave, to working with directors, working with the wider cabinet team and making effective decisions.

7.2 Leadership Essentials: Creating Better Streets and Town Centres

This programme has been introduced to provide leaders and portfolio holders with the opportunity to develop their leadership skills and focus on current policy and practice in relation to the challenges and opportunities facing town centres.

7.3 Leadership Essentials: Homelessness

This programme is aimed at leaders, deputy leaders and relevant portfolio holders. It will be designed to help participants develop their leading role in reducing homelessness and the risks of homelessness in their areas.

7.4 Leadership Essentials: Housing

A programme to help leaders, deputy leaders and relevant portfolio holders understand the housing market and deliver ambitions to improve availability, affordability and sustainability of new and existing housing.

8. 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: statistics 2019/20

Programme	LA	LE	FoI	LEAD	NXG	LEDGE	Total
Total:	70	284	31	5	0	0	390

Region	Total
East of England	33
East Midlands	34
Greater London	69
North East	10
North West	54
South West	46
South East	67
Wales	1
West Midlands	54
Yorkshire & Humber	22
Total:	390

How that compares:

Region	Per cent of Cllrs on Highlighting Political Leadership Programmes to date	Per cent of Cllrs across all English authorities
East of England	8.5	13
East Midlands	9	10
Greater London	18	10
North East	3	4
North West	11	12
South West	12	20
South East	17	18
Wales	0.3	7
West Midlands	14	9
Yorkshire & Humber	6	6

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

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

Be a Councillor

9. 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.
10. In December 2018, the EnAble Fund for Elected Office was launched to support disabled candidates cover the additional financial costs that might otherwise prevent them from seeking elected office. The Fund, which is part of the 'Be a Councillor' campaign, is provided by the Government Equalities Office and is administered by Disability Rights UK. The first phase of the Fund has now completed for the 2019 local elections and 20 candidates who received assistance from the programme have been elected. In total, 41 grants were administered from the fund.

Community Leadership

11. 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 and Localism team offer a series of bespoke workshops for councils on topics including effective ward councillor, chairing 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. Recent and upcoming workshops include:

Braintree	Chelmsford	Dacorum	Eastbourne
East Riding	East Staffordshire	Horsham	Huntingdonshire
Kingston Upon Thames	Lewes	Manchester	Newham
Rochford	Ryedale	West Lancashire	York

Highlighting Managerial Leadership

National Graduate Development Programme (ngdp)

12. The final stage of the recruitment process for Cohort 21 of the ngdp has recently concluded, and candidates are in the process of being allocated their place on the programme at councils across the country. 229 candidates interviewed at 60 councils across the country. At the time of writing 135 places are confirmed.
13. During 2019/20, the partnership with Solace will continue to deliver:
 - 13.1 Leadership Development for at least 10 chief executives through the prestigious Ignite programme.
 - 13.2 Total Leadership for aspiring Chief Executives – identifying and supporting senior managers in local authorities to become the Chief Executives of the future.

- 13.3 Two cohorts of approximately 15 participants on the fast-track “Springboard” programme for head of service level managers who have been identified as rising stars.
- 13.4 A specific event to focus on inclusive leadership, to be held in September 2019.

14. The Local Government Challenge, a leadership development programme that seeks out ambitious local government officers to compete in a series of real-life challenges across the country, has recently transferred into the remit of the Leadership & Localism Team. Over the last six months, 10 contestants have tackled challenges in councils to help them develop and hone their people and political management skills, while competing for a £10,000 scholarship from the Bruce Lockhart Foundation to help make a real and long-lasting impact on a project at their council. The four finalists will be presenting their proposals at LGA Conference to a panel of judges that includes representation from the MJ, Kent and Essex County Councils (on behalf of the Bruce Lockhart Foundation), the LGA’s senior management team and Wates (the LG Challenge Sponsor for 2019).
15. It is suggested that a full report, with details of the managerial leadership offer, including outcomes and a summary from the recent ngdp diversity review, be presented to a future meeting of the Board.

Next steps

16. 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

17. All programmes will be met from existing budgets.

Implications for Wales

18. There are no implications for Wales.



Improvement and Innovation Board

11 July 2019

Improvement and Innovation Board: end of year report

Purpose:

For information and discussion.

Summary:

This report provides an overview of the activities and achievements of the Improvement and Innovation Board over the past year.

Recommendation

Members are invited to note the activities and achievements for 2018/19.

Action

Officers to action as appropriate.

Lead Member:	Cllr Peter Fleming OBE
Contact officer:	Matthew Hamilton
Position:	Improvement Manager
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Improvement and Innovation Board: end of year report

Improvement

1. This year we have seen the successful delivery of a wide-ranging improvement offer. We achieved a 20 per cent increase in the number of peer challenges delivered, with highly positive impacts reported, and organised the most ambitious Innovation Zone programme yet. In addition we helped the sector respond to in-year developments such as EU Exit preparedness and the aftermath of the Novichok attack in Salisbury.
2. 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 four to five years. We also expect participating councils to publish the peer challenge report, to produce an action plan, and to have a follow-up visit.
3. We ran our seventh successful **Innovation Zone** at our Annual Conference this year involving over 70 speakers, representing innovative work from 37 organisations. Improvement and Innovation Board members helped compere the Zone programme and speak in the new 'open mic' session. The Zone with the theme of 'Taking the Plunge' was opened by Design Council and featured a huge array of interaction sessions, including robotics, care dogs and a silent disco. Hundreds of delegates visited the Zone and case studies will be uploaded to the LGA website to further share learning with others.
4. 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 33 councils, bespoke peer mentoring support to 14 councils experiencing significant governance issues, and support to 40 councils to improve their engagement with communities. We have also supported the Centre for Public Scrutiny, which has helped 68 councils to develop their scrutiny skills and expertise.
5. During 2018/19 145 **peer challenges** have been delivered, a 20 per cent increase compared to last year. These challenges covered a range of different areas including finance, fire, children's and adults services, as well as 71 corporate peer challenges. This year we secured 2,500 days from member and officer peers to support the peer challenge process, representing a considerable investment by the sector in its own improvement. We have also delivered 10 peer training and development events during the year as we seek to widen and refresh our pool of member and officer peers.
6. Our evaluation of the corporate peer challenge programme found that 94 per cent of Chief Executive respondents of authorities participating in the past year said it had a positive impact on the council's performance and on delivery of council priorities. All respondents were very or fairly satisfied with the corporate peer challenges received, and would be likely to recommend it to other councils.
7. We keep our improvement offer under regular evaluation and review. This year we commissioned Shared Intelligence to undertake a series of in-depth interviews with leaders and chief executives from 18 councils that benefitted from a corporate peer

challenge and/or in-depth sector-led improvement support. This investigation found four key areas of impact, including strengthening managerial and political leadership, challenging councils to grasp particular issues, reinforcing messages through the challenge process, and boosting council confidence.

8. We also conducted a survey of councils which received a corporate peer challenge between 1 April 2017 and 31 March 2018 to reflect on impact a year after the challenges took place. 92 per cent said it had a positive impact on culture and behaviours within their council, 90 per cent on delivery of council priorities, and 89 per cent on external reputation of the council.

Leadership

9. 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 excellent year for bookings with 842 councillors participating in our programmes (including Wales), and we have worked to increase the diversity of councillors attending our programmes.
10. Highlights from our ongoing evaluation of the leadership programmes demonstrates their value. 100 per cent of responding participants in our flagship Leadership Academy programmes and 97 per cent in Leadership Essentials programmes said they felt more confident in their ability to carry out their role having participated in the course.
11. 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.
12. We have recruited 62 participants to take part in the **Next Generation** programme which is aimed at talented councillors across the political parties. Delegates attend residential modules, meet councillors from across the country, and learn and develop as a cohort of peers and critical friends.
13. **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 123 graduates with councils this year, and we have introduced more options for graduate interchanges/secondments between councils for 2018/19.
14. During the year we worked with SOLACE to strengthen our offer to support the development of **managerial leadership capacity** in the sector, supporting a total of 94 officers in a variety of programmes. This includes a leadership programme for existing Chief Executives to equip them for the future.
15. Our apprenticeships programme has helped councils meet their public sector apprenticeship targets through a range of activity including regional workshops and network events, best practice guidance, and running a Knowledge Hub group with over

250 active members. We have also worked with the Education and Skills Funding Agency to provide targeted support where necessary.

16. We have continued to provide a range of support to help councils develop flexible and productive workforces. We have supported 77 councils to help them transform their workplaces and modernise the way they are managed.

Efficiency and productivity

17. During the year we have helped over 300 councils to transform their services. We were excited to launch the Transformation and Innovation Exchange at the LGA annual conference, which includes an online self-assessment tool, resources and narrative as a comprehensive package to support councils in making efficiencies.
18. 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 2019 refresh of the Shared Service Map evidenced shows that there are now 626 individual shared service arrangements across the country resulting in £1.34 billion of efficiency savings which further evidences the local government sector's role at the forefront of collaborative working, working with restricted budgets while still making efficiency savings.
19. Local Government's interest in **commercialisation and income generation** has continued to grow throughout 2018/19 and we have developed a range of support designed to help councils pursue appropriate and well considered commercial opportunities. This year we have delivered a range of support and events, as well as sessions at the LGA conference on 'Profit with a purpose', focused on how commercial activities are driving social value and having a successful impact on local jobs, skills and growth. We have also delivered commercial skills training to officers in partnership with the Institute of Directors, and masterclasses for elected members. **Commercial experts** were commissioned to work with five councils this year through our programme, contributing towards an estimated £9.7 million additional income.
20. Our **productivity experts programme** is an opportunity for councils to access expertise to realise ambitious efficiency savings and income generation. During 2018/19 productivity experts worked with 42 councils to deliver £42.6 million 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** and the **Design Council** among others to support 22 councils on a range of innovative projects to tackle key council concerns, including public health.
21. Our new **housing advisers programme** has gone from strength to strength. Flexible and locally-led, the new programme provides an independent expert for up to 20 days, providing bespoke support to a local authority project to deliver homes, reduce homelessness, or generate savings or revenues. We supported 60 councils over the year with 45 projects, and 100 per cent of councils said the support had a positive impact on the main outcome they hoped to achieve.

22. We have partnered with **other organisations** to provide practical support. Our collaboration with Local Partnerships has helped councils identify over £36 million of savings. We have continued to support the One Public Estate programme, which has now delivered £183 million in capital receipts, cut running costs by £26 million, created 5,938 jobs and released land for 3,463 homes.

Accountability, transparency and sharing good practice

23. We have maintained our coverage of 100 per cent of councils registered with **LG Inform**, which had over 250,000 page views from 44,000 unique visitors over the year. Authority users can view data or pre-written reports, and create their own reports, using the most up to date published information. We added 800 new metrics to LGA Inform this year, and published reports on topics including personal wellbeing, the gender pay gap and indices of multiple deprivation.
24. We have developed our database for capturing and sharing innovative practice, which now contains over 1,000 examples.
25. We made a successful bid for Cabinet Office funding under the **National Cyber Security Programme**, securing £1.5 million for 2018/19. We have used this funding to carry out a cyber security stocktake of all 353 English councils, capturing current arrangements including risks and good practice, and used this to shape a programme of support for the sector. We have awarded over £1 million of grants to 116 councils at greatest risk and to address issues that can be quickly resolved.

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, among 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.

11 July 2019

Note of last Improvement & Innovation Board meeting

Title:	Improvement & Innovation Board
Date:	Thursday 23 May 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

Cllr Peter Fleming welcomed members to the meeting, and noted the apologies given. He congratulated members reelected in the local elections, and informed the Board that he had written to Cherry Beath and Phil Davies to thank them for their service on the Board.

2 Peer Challenge Annual Report and SLI Stories

Gary Hughes introduced the LGA Peer Challenge Annual Report 2018/19, outlining the many successes, including 71 councils engaging in corporate/financial peer challenges over the year, and highly positive feedback from participant councils.

Gary explained plans to continue to improve peer challenges and to maintain their quality and positive momentum. In the coming year, his team intend to focus on ensuring there is a large pool of credible and experienced peers.

Gary introduced Phil Swann from Shared Intelligence, who has been commissioned to undertake a series of in-depth interviews to better understand the impact of sector-led improvement.

Phil briefed the Board on the key findings from the research, including the considerable value good timing of a peer challenge can add, the need for the council to have confidence in the peer team, the helpfulness of the self-assessment for councils, and the importance of ongoing feedback during the peer challenge week. He outlined the common themes across the peer challenges, such as establishing a strong vision, creating financial sustainability and fostering member-officer relationships.

In addition to peer challenges, Phil gave evidence for the long-term impact of the LGA's support through Principal Advisers and bespoke offers. He has found that the ethos of sector-led improvement creates the conditions for sustainable improvement, helps build councils' confidence and

provides constructive challenge.

Following from this research, Phil recommended that the Board consider how the learning from peer challenges can be more broadly disseminated in the sector (including potentially through standalone self-assessment). He also suggested further consideration about the timing of peer challenges and use of the LGA's flexible support offer.

Discussion

The Board thanked Gary and Phil for their work on this, and discussed how to build on the research's findings. Members emphasised the importance of targeting newly-elected council leaders and portfolio holders to proactively offer support, and positive messaging to build awareness of sector-led improvement. Members approved the suggestion to share learning beyond peer challenges through a short publication.

Members discussed the importance of regularly returning to councils after peer challenges to gather feedback, as well seeking comments from peers about the peer challenge process. Members suggested that the political group offices receive feedback about member peers in order to maintain high quality.

Cllr Neil Prior requested the Board's support in lobbying against potential statutory peer challenges in Wales, and explained concerns about ministerial discretion. He suggested that the findings of the sector-led improvement stories are shared to demonstrate the positive impact of peer challenges in their current form.

Actions

Officers to action as directed.

The Board to support WLGA lobbying against statutory peer challenges in Wales.

3 Progress in delivering the LGA children's services improvement programme

Richard Cooke introduced the report about the progress made through 2018/19 in delivering leadership capacity and development, early years peer challenge and children's services peer challenge.

He outlined key successes, including strong collaboration across the LGA and partner organisations to deliver the support offer, considerable uptake of the support offer, and regional networks which are sharing learning effectively and aiding professional development.

Richard briefed the Board on plans to recruit a new cohort of children's improvement advisers, to deliver 30 early years peer challenges by the end of this financial year, and to develop the bespoke capacity of the children's services peer challenges.

Discussion

The Board thanked Richard for the update, and requested that more care is taken to use accessible terminology in future reports.

Members emphasised the importance of continuing to develop the multi-agency approach taken with this work, including ensuring that all partners understand the peer challenge approach and that the peer team is selected appropriately.

The Board asked Richard about the extent to which young people's experiences of services are considered in the peer challenges. Richard explained that case studies are reviewed and some people are interviewed, but that work is ongoing to develop this area.

Action

Officers to continue to deliver the LGA children's services improvement programme subject to the Board's direction.

4 LGA Productivity Programme

Cllr Ron Woodley introduced the report which provides an overview of the key deliverables for the Productivity Programme during 2018/19. He highlighted good progress with cyber security support, strong interest from councils in the behavioural insights work, and the successes of the productivity experts programme.

Susan Attard briefed the Board on the soft launch of the self-assessment tool for efficient and intelligent councils, and the changes which have been made following members' feedback. She responded to members' questions about the functionality of the tool, and explained how councils will be able to use the tool.

Discussion

Members thanked Susan and her team for their hard work to develop the self-assessment tool, and suggested that it is linked to the peer challenge work to optimise value.

Members discussed the importance of the behavioural insight work, and expressed a desire to promote this work more widely. They also discussed how the productivity work can be linked to culture and tourism work streams.

The Board discussed the importance of the LGA sharing best practice and encouraging improvement and innovation for councils to tackle climate change. Dennis Skinner explained that while this sits with the Environment, Economy, Housing and Transport Board, the Improvement and Innovation Board can consider how best to support this work.

Actions

Members to encourage their councils to trial and provide further feedback on the self-assessment tool.

Members to contact Susan Attard with further comments about detail in the productivity programme report.

The Board to consider how it can support the work of other boards on climate change, particularly through sharing best practice and encouraging innovation.

5 Monitoring and performance report

Dennis Skinner presented an update of performance against the Memorandum of Understanding the LGA/IDeA have with MHCLG about the use of grant, covering the period April 2018 to March 2019.

Dennis explained that it has been a very positive year, with 50/52 targets fully achieved, and the second-highest number of peer challenges ever delivered. The LGA maintains its position as the largest provider of training for local government leaders.

He briefed the Board on the two missed targets: the delayed workforce strategy has now been published, and the ambitious target to reduce the number of councils which have not had a corporate peer challenge since 2012 by 50 per cent was almost met.

Dennis informed the Board that the Memorandum of Understanding for 19/20 is almost finalised.

Discussion

The Board noted the report.

Linking to the Peer Challenge Annual Report and SLI Stories, members suggested that officers especially target councils which have recently changed control to reduce the number of councils who have not had a corporate peer challenge.

Action

Gary Hughes and team to initiate conversations about peer challenges with councils which have recently changed control and not had a corporate peer challenge since 2012.

6 Innovation Zone update

Lusi Manukyan introduced the report about the Innovation Zone, which briefs the Board on latest programme developments and members' involvement. She thanked the Innovation Zone working group for their assistance, and welcomed the Board's suggestions for the 'open mic' session.

Discussion

The Board discussed how recorded TED-style talks could be more widely shared with the public and on social media. Lusi explained this is being

considered for future annual conferences.

Members suggested that behavioural insights are featured in the Innovation Zone, as well as more intimate and informal Q&A sessions with some of the conference's headline speakers.

The Board recommended that the 'open mic' sessions are informal and organic, allowing attendees to share what they are proud of from their council. Members suggested a sign-up sheet for five minute slots, with members of the Board to support the initiative.

Action

Members to encourage attendance at the Innovation Zone and get involved during the conference, particularly in the 'open mic' session.

7 Improvement work of other Boards

The Board noted the progress report on improvement activity undertaken by other LGA boards.

8 Note of last Improvement & Innovation Board meeting

The Board approved the minutes of the last meeting.

9 AOB

Cllr Peter Fleming suggested that the Board scope public notices as a future area of work, investigating the cost to the sector, current inefficiency, and innovative alternate solutions. The Board supported this suggestion as they believe it will be of practical value to councils.

Action

Officers to research the current situation with public notices, to present at a future Board meeting.

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 Judi Billing MBE Cllr Ron Woodley	North Hertfordshire District Council Southend-on-Sea Borough Council
Members	Cllr Paul Bettison OBE Cllr Steve Count Cllr Damian White Cllr Joy Allen	Bracknell Forest Borough Council Cambridgeshire County Council Havering London Borough Council Durham County Council

	Cllr Alice Perry Cllr Liz Green	Islington Council Kingston upon Thames Royal Borough Council
	Cllr Glen Sanderson JP Cllr Mike Haines Mr Philip Sellwood Cllr Judy Jennings	Northumberland Council Teignbridge District Council Energy Saving Trust (EST)
Apologies	Cllr Charlotte Haitham Taylor Cllr Donna Jones JP Cllr Laura Miller Cllr Phil North Cllr Tudor Evans OBE Cllr Abdul Jabbar MBE Cllr Vince Maple Sir Stephen Houghton CBE Cllr Alan Connett Mr Richard Priestman	Wokingham Borough Council Portsmouth City Council Purbeck District Council Plymouth City Council Oldham Metropolitan Borough Council Medway Council Barnsley Metropolitan Borough Council Teignbridge District Council 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



