

Improvement and Innovation Board

Agenda

Thursday, 15 October 2020
11.00 am

Via Zoom

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

Improvement & Innovation Board
15 October 2020

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 15 October 2020** Via Zoom.

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.grouplga@local.gov.uk

LGA Contact:

Jonathan Bryant
jonathan.bryant@local.gov.uk - 07464652746

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.

Social Media

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

The twitter hashtag for this meeting is #lgaiib

Improvement & Innovation Board – Membership 2020/2021

Councillor	Authority
Conservative	
Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Nigel Ashton	North Somerset Council
Cllr Philip Broadhead	Bournemouth, Christchurch & Poole Council
Cllr Carl Les	North Yorkshire County Council
Cllr Laura Miller	Dorset Council
Cllr Damian White	Havering London Borough Council
Cllr Phil North	Test Valley Borough Council
Lord Gary Porter CBE (Observer)	South Holland District Council
Substitutes	
Cllr Kelham Cooke	South Kesteven District Council
Cllr Rory Love OBE	Kent County Council
Cllr Phil Murphy	Monmouthshire County Council
Labour	
Cllr Judi Billing MBE (Deputy Chair)	Hertfordshire County Council
Cllr Alice Perry	Islington Council
Cllr Joy Allen	Durham County Council
Cllr Asma Begum	Tower Hamlets Council
Cllr Vince Maple	Medway Council
Cllr Oliver Ryan	Tameside Metropolitan Borough Council
Cllr Andrew Western	Trafford Metropolitan Borough Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
Cllr Miranda Williams	Royal Borough of Greenwich
Cllr Tom Coole	Gloucester City Council
Cllr Anthony Mckeown	High Peak Borough Council
Liberal Democrat	
Cllr Liz Green (Vice-Chair)	Kingston upon Thames Royal Borough Council
Mayor Dave Hodgson MBE	Bedford Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
Substitutes	
Cllr Caroline Leaver	North Devon Council
Independent	
Cllr Neil Prior (Deputy Chair)	Pembrokeshire County Council
Cllr Wayne Davies	Redcar & Cleveland Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Substitutes	

Association

Cllr Alex Coley	Epsom & Ewell Council
Cllr Jo Beavis	Braintree District Council

Independent Observers

Richard Priestman	
Philip Sellwood CBE	

Agenda

Improvement & Innovation Board

Thursday 15 October 2020

11.00 am

Via Zoom

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Date of Next Meeting: Thursday, 17 December 2020, 11.00 am, via Zoom

Membership and terms of reference for 2020/21

Purpose

For decision.

Summary

For members to note the membership and agree the Terms of Reference of the Board for 2020/21.

Recommendations

That the Improvement and Innovation Board:

1. note its membership;
2. agree its Terms of Reference.

Actions

Board Members to direct.

Contact officer: Jonathan Bryant
Position: Member Services Officer
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Improvement & Innovation Board – Membership 2020/21

Councillor	Authority
Conservative (8)	
Cllr Peter Fleming OBE (Chairman)	Sevenoaks District Council
Cllr Philip Broadhead	Bournemouth, Christchurch and Poole Council
Cllr Carl Les	North Yorkshire County Council
Cllr Nigel Ashton	North Somerset Council
Cllr Laura Miller	Dorset County Council
Cllr Damian White	Havering London Borough Council
Cllr Phil North	Test Valley Borough Council
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Cllr Phil Murphy	Monmouthshire County Council
Labour (8)	
Cllr Judi Billing MBE (Deputy Chair)	North Hertfordshire District Council
Cllr Alice Perry	Islington Council
Cllr Joy Allen	Durham County Council
Cllr Asma Begum	Tower Hamlets Council
Cllr Vince Maple	Medway Council
Cllr Oliver Ryan*	Tameside Metropolitan Borough Council
Cllr Andrew Western	Trafford Metropolitan Borough Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
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Cllr Tom Coole	Gloucester City Council
Liberal Democrat (3)	
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Cllr Wayne Davies	Redcar & Cleveland Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Substitutes	
Cllr Alex Coley	Epsom & Ewell Council



Cllr Jo Beavis	Braintree District Council
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Observers	
Mr Richard Priestman	Independent Observer
Mr Philip Sellwood CBE	Independent Observer

** - new substitute Board member; * - new Board member

Improvement and Innovation Board: Terms of Reference 2020/21

1. The purpose of the Improvement and Innovation Board is to provide strategic oversight of all the Local Government Association's (LGA) policy and improvement activity in relation to councils improving their performance and productivity - in line with the LGA priorities and the Memorandum of Understanding with MHCLG regarding MHCLG funding for sector led improvement. The IDeA Board is formally accountable to MHCLG for the use of the grant funding.
2. In doing so, it will work closely with the LGA Boards on the performance of the sector in their subject areas and the arrangements they are putting in place to provide improvement support. The Board will provide an overarching framework for the sector's work on sector-led improvement. It will maintain strategic oversight of improvement support provided by LGA Boards and other sector owned bodies (for example successor bodies to the regional improvement and efficiency partnerships (RIEPs) and Boards set up for specific services) and provide guidance and advice as new support offers are developed.
3. Boards should seek to involve councillors in supporting the delivery of these priorities. This can be through task groups, special interest groups (SIGs), regional networks and other means of wider engagement. They are operating essentially as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector.
4. The Improvement and Innovation Board will be responsible for:
 - 4.1 Developing a thorough understanding of council priorities and performance across the width of councils' responsibilities, using strong networks and robust information.
 - 4.2 Helping to shape the LGA Business plan by ensuring the priorities of the sector are fed into the process.
 - 4.3 Overseeing a programme of work to deliver the strategic priorities set by the LGA Executive, covering campaigns, research and/or policy, good practice, improvement support and events - as specified in the business plan and in the Memorandum of Understanding with MHCLG - and taking into account linkages with other policy boards where appropriate. The programme of work focuses around the following priority areas agreed by the Improvement and Innovation Board: Leadership; Improvement (challenge and support from peers); Accountability and Transparency/sharing practice; Productivity and Efficiency; Innovation.
 - 4.4 Representational activities on behalf of the LGA and responsibility for the promulgation of activity through public statements in its areas of responsibility. MHCLG grant funding for improvement will only be used for the purpose set out in the MoU and will not be used to lobby parliament, government or political parties.

4.5 Building and maintaining effective relationships with key stakeholders.

5. The Improvement and Innovation Board may:

5.1 Appoint members to relevant Outside Bodies in accordance with guidance in the Political Conventions.

5.2 Appoint member 'champions' where appropriate (who must be a current member of the Board) on key issues, with responsibility for liaising with lead members on key issues that require rapid response and contact with councils.

Equalities Advocate

6. The Executive Advisory Board have asked each Board to identify a member to be an Equalities Advocate to raise the profile of any equalities issues within that Board's workstream. The advocates will work together to coordinate the messaging across the organisation and to report back to the Executive Advisory Board. Due to this cross-board work the decision has been made that these appointments should be politically-balanced and therefore LGA Group Offices will be making appointments for each board over the next few weeks.

Quorum

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

Political Composition

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

8.1	Conservative group:	8 members
8.2	Labour group:	8 members
8.3	Liberal Democrat group:	3 members
8.4	Independent group:	3 members

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

Frequency per year

10. Meetings to be held five times per annum.

Reporting Accountabilities

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

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Proposed predictive analytics workstream

Purpose of report

For direction.

Summary

This report invites members' guidance and support for our proposed workstream on predictive analytics, for the remainder of this financial year.

Recommendations

That members agree the suggested workstream, and comment on any refinements they would like to see.

Actions

That officers will deliver the workstream agreed by members.

Contact officer: Juliet Whitworth
Position: Research and Information Manager
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Proposed predictive analytics workstream

Background

1. Predictive analytics is the use of historic data to predict new instances or cases. This is done by 'training' computer programs with existing data and outcomes, to enable the program to find patterns and relationships, which are then applied to new cases. It can usefully be employed in situations where there is a large data set of historical observations and where decision-making is difficult, time-consuming, or outcome-critical; or where human operators can give a computer program a closed question to answer such as requesting the software to sort cases into different categories, or provide a risk score for each case.
2. Some councils are beginning to use predictive analytics in a range of ways, from identifying which hot water systems in council houses are likely to fail first, in order to prioritise them for replacements, to helping to identify levels of risk for children's safeguarding. These techniques have much potential for improving outcomes and, through that, for using resources more efficiently; but they do come with important considerations about risk and ethics, and the potential for negative perceptions, which must be properly addressed.
3. We are proposing to continue our work, started last year, to guide and support councils on the use of predictive analytics within their organisation. Last year we commissioned Shared Intelligence to bring together two action learning sets of authorities who had started to make use of predictive analytics, and to produce a guide for using predictive analytics in a practical, legal and ethical way. This guide is due to be launched on 10 November at the LARIA Webinar (LARIA is the officers' society for researchers and analysts).
4. As part of this project, we brought together a number of external organisations with an interest in analytics to join an advisory group. This included representatives from the Ada Lovelace Institute, the Turing Institute, the Centre for Data Ethics and Innovation, and MHCLG's director of analytics. All of them welcomed the fact that the LGA is working with authorities now, before the use of predictive analytics is widespread in the sector, to help them use it appropriately.

Issues

5. Members will be aware that there was a lot of coverage over the summer of what may happen when predictive analytics are not used well: central government was criticised for its handling of algorithms in three separate areas: visa applications, housebuilding numbers and exam results. A number of journalists and the Centre for Data Justice at

the University of Cardiff are now regularly investigating and reporting the use of predictive analytics within local government. Their tone is often negative and challenging, suggesting authorities should not be using predictive analytics at all.

6. With this in mind, we would welcome members' guidance and support for our proposed work programme below.

Proposed workstream

7. We propose to continue the work during the remainder of 2020-21, focusing on the following elements to help councils with the practical, technical, ethical and legal considerations at each stage of the predictive analytics process:
 - a) the establishment of a practitioners' network, possibly as a joint exercise with the Centre for Data Ethics and Innovation (in which case, this may be widened to be a group for predictive and advanced analytics more generally)
 - b) a programme of two or three webinars for the practitioners' network about elements of the new predictive analytics guide, in more detail
 - c) the establishment of a knowledge base of resources for councils, providing information both for analysts but (in time) also for council leaders/chief executives/service directors and those responsible for implementing predictive analytics
 - d) the development of content for that knowledge base, such as case studies, guides and emerging lessons from good practice within the public sector.

Implications for Wales

8. The outputs from our workstream would include the involvement of and be used by our Welsh member councils as well.

Financial implications

9. This programme will be delivered using existing funding from the MHCLG grant. No additional resources are required.

Next steps

10. Members are asked to:
 - a) consider whether this predictive analytics workstream should continue at all
 - b) if so, review our proposed programme and make suggestions for any changes which may be needed for the remainder of the year (either in the overall direction of the work, or for individual elements)
 - c) consider whether this workstream should form part of our three-year offer for 2021-24 and, if so, identify any particular elements they would like to see included.

Highlighting Political Leadership offer: 2020/21 Work update

Purpose of report

For information and decision

Summary

This report provides members with a brief update the LGA's Highlighting Political Leadership and managerial leadership offers for 2020/21 with particular focus on progress made since adaptations were originally made in the wake of Covid-19, as well as an update on restarting political programmes at Warwick.

Recommendation

That the Improvement and Innovation Board notes the progress of the adaptations and new offers within the reshaped Leadership offer.

Action

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

Contact officer: Sophie Poole
Position: Head of Leadership
Phone no: 07770 496 348
Email: sophie.poole@local.gov.uk

Highlighting Political Leadership offer: 2020/21 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 from all over the country. As the majority of our programmes are cross-party, it also provides a safe space to network and learn with councillors from 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 on the reshaped offer since COVID-19.

Highlighting Political Leadership

3. 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 from all over the country. As the majority of our programmes are cross-party, it also provides a safe space to network and learn with councillors from 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.
4. This report provides an update on the reshaped offer since COVID-19.
5. The scale of the challenge that councils are facing requires strong, responsive and resilient leadership. To address this, we refocused our leadership offer so that senior councillors and officers have access to remote learning resources and the ability to share their experiences with their peers. This included ensuring councillors have access to online leaderships tools that are relevant in supporting their community leadership role in responding to Covid19 such as neighbourhood and community engagement.

Progress on the support we launched includes the following:

6. As soon as lockdown took place, we invested in our existing councillor e-learning platform to make it more accessible and relevant to councillors needs. This included removing the requirement to sign up and login. We launched a range of new modules including How to chair and manage remote meetings as well as how to handle intimidation. A workbook on “Being an effective cabinet member” was also published to support cabinet members in their role, including decision-making, whole cabinet working, leadership styles in times of crisis and officer/member relationships. In addition, a publication: “Key questions and issues for Finance Portfolio Holders to ask during the COVID-19 pandemic” was published. Since then we have launched a new module to supplement the workbook on supporting councillors’ mental health. To make the online eLearning experience as easy as possible for councillors to access we have also invested in a new eLearning platform which is currently being developed and is due to launch in the autumn.
7. A series of six webinars were recorded between April and August to support councillors and political leaders during their response to Covid-19. Webinar topics included the Role of a ward councillor and Emergency planning, the Importance of opposition leadership and What good opposition leadership looks like, Rapid Innovation, Effective chairing of remote meetings, Online presentation skills and advice for Coalition administrations. As of September 2020, these recordings have been viewed 1,208 times.
8. In response to our face to face offer being temporarily postponed, we quickly put in place a one to one offer for councillors which provided training and coaching remotely during the period of lockdown through our Leadership Academy providers, supporting 65 councillors to date.
9. Applications for Next Generation 2020/21 were opened throughout the summer. Cohorts for each of the LGA’s political group offices will be confirmed by the close of October. Modules that are due to run in autumn 2020 will be run virtually with the ambition of remaining modules taking place as face to face training in 2021 (with the contingency of running these modules virtually if required).
10. We have now got the go ahead to restart popular political leadership programmes, Leadership Academy and some Leadership Essentials, face to face at Warwick. Warwick Conference Centre is situated on the University of Warwick campus and is classified as a training venue. It is therefore exempt from the current ‘Conference’ government regulations and Rule of Six. Warwick have carried out risk assessments to ensure they are a COVID secure venue and all sessions held will be observe social distancing guidance.

11. The first face to face session will take place on 10-11 October, pending tighter government measures being put in place. To ensure that all councillors have equal access to our political leadership programmes regardless of their circumstances, we have written to all members and offered the choice to attend the programmes face to face or remotely. We will also be trialling the hybrid delivery of some of the programmes to ensure councillors can be 'present' if they're unable to attend in person. Our partners have been extremely flexible in adapting sessions remotely and ensuring the quality of the training provided continues to be at the high standard councillors have come to expect.
12. Some Leadership Essentials programmes have already been delivered remotely such as Finance and Working with the Media. Others to be delivered remotely are Effective Scrutiny; Leading Healthier places and Adult Social Care later this month.
13. Members are invited to provide suggestions for any further topics that they think would be beneficial during this next period and beyond.

Highlighting Managerial Leadership

14. Working with Solace, the LGA offered executive coaching to chief executives and nominated senior officers during lockdown and continues to provide coaching. So far up to 200 hours of coaching has been provided with 100 people benefiting so far. We are in the process of evaluating the benefit to those who received coaching and how it has helped them in their role in responding the Covid19 response. The coaching provides:
 - 14.1 Up to 3 x 1 hour coaching sessions (skype or other), for chief executives, directors or professional leads working directly on COVID-19. (There can be no more than 3 individuals from one local authority)
 - 14.2 Everyone who takes part in the coaching agrees to be part of the evaluation piece
 - 14.3 Although the coaching will be confidential, we are capturing the key themes that have come out and have shared which authorities have taken part with PAs.
15. The LGA have almost finalised the recruitment of the 2020 intake of the NGDP. 146 graduates have been appointed so far across 50 different councils. There are a limited number of spaces left to fill but, the cohort will not exceed 150. All graduates will start their roles before their online national induction on Tuesday 3 November. Applications for the 2021 intake opened on Wednesday 30 September.

Recovery and learning

16. While the immediate focus over the past six months has been on ensuring a continuing offer to local government councillors and officers, we have been capturing the learning from this period to develop the Leadership offer in the future. The following questions

have helped to inform our thinking when shaping our offer as councils continue to respond and recover from COVID as well as thinking about our offer in the future:

- 16.1 What aspects of our reshaped offer will continue when there is no longer a requirement to socially distance? This might include utilising digital technology, for example through webinars.
- 16.2 What have we learnt about leadership and how can that influence the content of our flagship programmes in the future? Themes and intelligence gathered from coaching with both officers and councillors will inform this.
- 16.3 How can our learning influence our objective to increase the diversity of those standing to be councillors, as well as those entering the local government workforce? For example, can remote working and technology make these roles more accessible?

Implications for Wales

17. There are no direct implications for Wales. However, the Leadership Team continue to work with the Welsh LGA to ensure shared learning and coordinated plans for their respective leadership academies.

Financial Implications

18. All programmes will be met from existing budgets.

Next steps

19. Members are:
 - Requested to suggest or recommend any topics or themes for programmes that should be considered as councils continue to respond and recover from the impact of COVID
 - Asked to comment on the work undertaken by the Leadership team and make any recommendations for the future work programme

Cyber Security Programme Update

Purpose of report

For information.

Summary

The Cyber Security Programme is now in its final year of the initial three-year agreement. This paper takes IIB through key achievements so far, the plan for this Financial Year including a key project, and finally suggests what might be possible post March 2021.

Recommendation

That the board note the following:

- The progress of the programme to date.
- The future of the programme.

Contact officer: Owen Pritchard
Position: Cyber Security Programme Manager
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Cyber Security Programme Update

Background

1. In 2018, the LGA Cyber Security Programme was formed following funding from the National Cyber Security Programme (NCSP) through the Cabinet Office. The programme is now in its final year of the initial three-year agreement.
2. The aim of the programme is to improve the Cyber Security of English Local Authorities, with the desired strategic outcome being that Local Government networks and services will be as secure as possible from the moment of their first implementation, and that the public will be able to use local government digital services with confidence, trusting that their information is safe.
3. The LGA works collaboratively with representatives from MHCLG, the National Cyber Security Centre (NCSC), SOLACE, SOCITM, the NHS, the Cabinet Office and the local government community. The programme plays to the strengths of the LGA, and the improvements it already delivers for local government. The programme uses a sector-led approach to improvement to deliver sustainable cultural change within councils that both directly improves cyber security and indirectly leads to members and officers viewing it with increased importance. The programme does not consider cyber security to be solely a technological issue.
4. The programme's main achievements have been to:
 - a. Develop and deliver a Cyber Security Stocktake which 100% of councils completed (year 1).
 - b. Develop and deliver a self-assessment tool which 54% of councils completed (year 2).
 - c. Support the response and recovery of Redcar and Cleveland Council after they were the victim of a major ransomware incident, and support the lessons learned process following incidents at Wiltshire Council and Copeland Council (year 2).
 - d. Directly support over 90% of English Councils to improve cyber leadership, governance, awareness and training via c£3.1M of direct targeted grants (years 1&2).

COVID-19 Impact

5. The third year of the programme began during a demanding and difficult time for everyone involved in Local Government, which has been illustrated in the June 2020 National Cyber Security Centre report on the threats to local government considering COVID-19, with covering letter to Chief Executives from Simon Clarke MP.
6. Never has the work of councils been so vital to the most vulnerable in our society, and never have the digital communications and services that councils use been so critical to their efforts. From video conferencing and new data sharing, to the digitisation of public meetings, the LG response to COVID-19 demands continuous and accelerated digital innovation. New working conditions and the burden and pressure that all council staff, and those who work in resilience and/or support digital services, are now under will mean having an even more flexible and empathetic approach to how we work with them.

7. Cyber threats have not gone away, and many criminals are using the current situation as an opportunity to extort ransoms. This fact – when combined with the increase in vulnerabilities that distance working, new partnerships, and our increased reliance on digital services bring – means that the risk associated with a cyber incident is greater than ever and that this programme will need to remain responsive to changing demands and priorities.

Programme Response to COVID-19

8. The Programme had originally been asked to deliver a comprehensive assessment of Council's Incident Management Practices, for FY 20/21, however the focus has been rightfully realigned to support the COVID-19 response.
9. The key project this programme will now deliver is to explore and trial the vulnerability/penetration testing of new or adapted existing websites, portals, or applications that have been developed to support the response to the COVID-19 crisis, which will help support councils within the recovery period.

Vulnerability/Pen Testing Opportunities and Risks

10. The proposed project approach is to pay NCSC certified organisations to vulnerability /penetration test 10% of councils. This is an opportunity to get a detailed, thorough, and supported test for free, worth £20-30k.
11. The four project outputs are:
- a. a detailed technical report for each council;
 - b. a high-level report for senior leadership for each council;
 - c. a report on key sector-wide themes; and
 - d. an analysis of the gap between assessed vulnerabilities and those exposed through existing assurance methodologies.

Strategic Context of Programme

12. In February 2020, a ransomware attack on Redcar and Cleveland council pushed cyber security and resilience up the agenda of the Cabinet Office and MHCLG. The incident exposed that many councils were vulnerable to ransomware due to the nature of their data back-up arrangements.
13. MHCLG and the Cabinet Office surveyed councils to understand the scope of this issue and begin to support remediation. The LGA's cyber self-assessment tool, which was designed to nudge behaviours and support continuous improvement, could not support this work due to the LGA not having the right to share its data with Central Government.
14. Following on from the technical survey, MHCLG conducted a "Discovery" project consisting of 37 interviews and a number of workshops to ascertain the cyber security priorities and key issues for LG. It didn't discover anything we didn't already know. The following is an extract from their blog report:

“Building on the work completed during pre-discovery, we were able to gain a clearer picture of problems and opportunities. These are some of the key findings that came out of the discovery:

- *There are many cyber standards, but no clear baseline.*
- *An effective cyber baseline must encompass culture, leadership and ‘cyber first’ processes.*
- *Leadership support is vital to embed standards and best practices across the organisation.*
- *Leaders need to understand cyber risk to inform their decisions.*
- *Legacy technology is a critical blocker to achieving cyber health.*
- *There is an opportunity for councils to collaborate in order to achieve greater security.*

Through our research it became clear that, while councils are doing the best they can with the resources and knowledge they have, there are a number of areas in which MHCLG might provide support.

What happens next

*After having researched the problems and challenges that local authorities faced in improving their cyber security, we sought to generate holistic solutions that solve the largest amount of pains. Through a series of workshops with stakeholders and local authorities, we identified the main areas of focus to solve the known problems. We then selected the top five areas of opportunity for MHCLG and key stakeholders to progress into [*alpha*](#).*

1. ***Cyber Health Framework*** - develop a framework of cyber security standards and guidance that organisations can apply in order to achieve a minimum level of cyber health and measure where they are against this baseline
2. ***Cyber Roles*** - formalise the role of the decision-maker for cyber security at the executive level within local authorities, with clear lines of communication to that person
3. ***Peer Support*** - explore how to formalise a professional network for cyber security professionals from local authorities and create a trusted ‘safe space’ where peers are able to share and learn
4. ***Training and Support*** - provide a range of training that fosters cyber responsible attitudes and behaviours
5. ***Technical Remediation*** - provide support to councils identified through the recent survey on mitigating malware and ransomware

We are currently submitting bids to secure funding for the continuation of this work. Some of the work will be owned and carried out by MHCLG directly and some we will look to collaborate with stakeholders and leaders in this space on. We want to continue our collaboration and research with local authorities in developing the cyber framework and to continue to test our findings and recommendations using a user centred and evidence-based approach. We will look to support the councils identified as “at risk” in the ransomware survey as an immediate action.”

15. The Cabinet Office are also drawing up their public sector cyber security strategy for the future, however, have suggested it is highly likely that the LGA will continue to be funded post March 2021, either through a one- or three-year rollover from the NCSP.

Implications for Wales

16. We continue to work with Welsh counterparts in the Welsh LGA , the devolved government; and at LA level (through their representation on advisory boards that we attend). Many of the lessons and improvements we identify are applicable to Welsh councils and are shared with them. Although there are no Welsh councils involved in the testing pilot – as the programme is funded to improve the cyber security of English local authorities – the reports on key sector-wide themes and the gap analysis will also be of use to the sector in Wales.

Financial Implications

17. The Cyber Security programme is only guaranteed funding until March 2021, with plans for what might come next still unconfirmed. However, if the Cabinet Office do agree a NCSP rollover then the LGA could be awarded further funding or a similar magnitude.

Next steps

18. If successful in obtaining further funding, the programme's future work could be aimed at:
- a. The development of comprehensive cyber standards with an associated maturity framework.
 - b. The development of a corresponding assessment tool which greatly improves on the 2019 tool.
 - c. Scaling up the trial of testing to support a greater percentage of councils.
 - d. The purchasing of a cyber awareness raising package for local government saving up to £1.5M per annum.
 - e. The development of systematic peer support for pre-incident and post-incident.
 - f. A better understanding the comprehensive attack picture for local authorities.
 - g. A review of incident management practices.

