

Improvement and Innovation Board

Agenda

Thursday, 24 February 2022
11.00 am

Hybrid meeting – Beecham Room, 18 Smith
Square and online via Zoom

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

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

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

Welcome!

18 Smith Square is located in the heart of Westminster, and is nearest to the Westminster, Pimlico, Vauxhall and St James's Park Underground stations, and also Victoria, Vauxhall and Charing Cross railway stations.

Security

All visitors (who do not have an LGA ID badge), are requested to report to the Reception desk where they will be asked to sign in and will be given a visitor's badge to be worn at all times whilst in the building.

18 Smith Square has a swipe card access system meaning that security passes will be required to access all floors. Most LGA governance structure meetings will take place on the **ground floor, 7th floor and 8th floor** of 18 Smith Square.

Please don't forget to sign out at reception and return your security pass when you depart.

Fire instructions

In the event of the fire alarm sounding, vacate the building immediately following the green Fire Exit signs. Go straight to the assembly point in Tufton Street via Dean Trench Street (off Smith Square).

DO NOT USE THE LIFTS.

DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

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



Open Council

Open Council, on the 7th floor of 18 Smith Square, provides informal meeting space and refreshments for local authority members and officers who are in London.

Toilets

Unisex toilet facilities are available on every floor of 18 Smith Square. Accessible toilets are also available on all floors.

Accessibility

If you have special access needs, please let the meeting contact know in advance and we will do our best to make suitable arrangements to meet your requirements.

Every effort has been made to make the building as accessible as possible for people with disabilities. Induction loop systems have been installed in the larger meeting rooms and at the main reception. There is a parking space for blue badge holders outside the Smith Square entrance and two more blue badge holders' spaces in Dean Stanley Street to the side of the building. There is also a wheelchair lift at the main entrance. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

Guest WiFi in 18 Smith Square

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

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

Further help

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

Improvement & Innovation Board

24 February 2022

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 24 February 2022** either in person in the Beecham Room, 18 Smith Square, or online via Zoom.

LGA Hybrid Meetings

All of our meetings are available to join in person at 18 Smith Square or remotely via videoconference as part of our hybrid approach. We will ask you to confirm in advance if you will be joining each meeting in person or remotely so we can plan accordingly, if you wish to attend the meeting in person, please also remember to confirm whether you have any dietary/accessibility requirements. 18 Smith Square is a Covid-19 secure venue and measures are in place to keep you safe when you attend a meeting or visit the building in person.

Catering and Refreshments:

Once you have confirmed in advance of the meeting that you will be attending in person, along with any relevant dietary requirements, refreshments will be available in the meeting room. If the meeting is scheduled to take place at lunchtime, a sandwich lunch will be available.

Political Group meetings and pre-meetings for Lead Members:

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: labgp@lga.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

Attendance:

Your attendance, whether it be in person or virtual, will be noted by the clerk at the meeting.

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.**

Improvement & Innovation Board – Membership 2021/22

Councillor	Authority
Conservative (8)	
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 Phil North	Test Valley Borough Council
Cllr Alan White	Staffordshire County Council
Lord Gary Porter CBE (Observer)	South Holland District Council
Substitutes	
Cllr Derek Bastiman	Scarborough Borough Council
Cllr Kam Kaur	Warwickshire County Council
Cllr Bruce Laughton	Nottinghamshire County Council
Labour (8)	
Cllr Judi Billing MBE (Deputy Chair)	Hertfordshire County Council
Cllr Alice Perry	Islington Council
Cllr Tim Roca	Westminster City Council
Cllr Asma Begum	Tower Hamlets Council
Cllr Vince Maple	Medway Council
Cllr Oliver Ryan	Tameside Metropolitan Borough Council
Cllr Peter Mason	Ealing Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
Cllr Anthony McKeown	High Peak Borough Council
Cllr Steve Norman	Lichfield District Council
Liberal Democrat (3)	
Cllr Liz Green (Vice-Chair)	Kingston upon Thames Royal Borough Council
Mayor Peter Taylor	Watford Borough Council
Cllr Alan Connett (Observer)	Teignbridge District Council
Substitutes	
Cllr Paul Crossley	Bath & North East Somerset Council
Independent (3)	
Cllr Neil Prior (Deputy Chair)	Pembrokeshire County Council
Cllr Alex Coley	Epsom and Ewell Borough Council
Cllr Mike Haines (Observer)	Teignbridge District Council
Substitutes	
Cllr Jo Beavis	Braintree District Council
Non-Voting	
Philip Sellwood CBE	Independent observer
Richard Priestman	Independent observer

Agenda

Improvement & Innovation Board

Thursday 24 February 2022

11.00 am

Hybrid meeting

Item	Page
1. Welcome, Apologies and Declarations of Interest	
2. Behavioural Insights Programme update	1 - 4
Caroline Temperton (Doncaster Council) to join	
3. Leadership update including Disability Strategy	5 - 12
4. Algorithm Register	13 - 16
5. Improvement activity of other Boards	17 - 26
CONFIDENTIAL ITEMS	
6. Sector Support Grant Negotiations Update and DLUHC Improvement Grant Performance Report Quarter 3	27 - 30
7. Levelling Up White Paper and the Independent Data Body	31 - 34
8. Communications update	
Verbal update – Hannah Berry (LGA Head of Campaigns and Digital Communications)	
9. Minutes of the previous meeting held on 16 December 2021	35 - 40
10. Any other business	

Date of Next Meeting: Thursday, 19 May 2022, 11.00 am

Update on the LGA's Behavioural Insights programme

Purpose of report

For information.

Summary

This report updates the board on the progress of this year's LGA Behavioural Insights programme.

Is this report confidential? Yes No

Recommendation

That the Board considers the report and agrees any follow-up action.

Action

Officers to progress any required actions as requested by the Board.

Contact officer: Rhian Gladman
Position: Programme Manager, Productivity Team
Phone no: 07795 413 947
Email: rhian.gladman@local.gov.uk

1. Programme Update

- 1.1 The LGA Behavioural Insights Programme supports council innovation to encourage behaviour change amongst local communities to improve outcomes and reduce demand on public services.
- 1.2 Since 2015, the LGA has worked with forty-nine councils across a variety of service areas including, but not limited to: waste and recycling; children's social services; adult social care services; and public health. The results have provided an evidence base of effective behavioural insights interventions to reduce demand for local public services, encouraging an early intervention approach and improving outcomes for residents.
- 1.3 As set out in the DLUHC grant determination letter, the LGA will deliver a Behavioural Insights Programme to support positive change and improvement across a variety of service areas. All learning, reports, interventions, and trial results will be shared on the LGA website to ensure that councils can benefit from that knowledge.
- 1.4 Councils participating in the programme have recently reported results from trials. Here is a summary of two impactful projects:
 - 1.4.1 Warwickshire County Council delivered a trial to reduce the volume of non-urgent calls made by school-based safeguarding leads to their Multi Agency Safeguarding hub (MASH). The intervention consisted of training and communications material that provide clear and accessible guidance for the leads. The trial led to a reduction of non-urgent calls by 65 per cent that totalled to an average of 1,398 fewer calls over the course of a year, realising savings of over £370,000 a year.
 - 1.4.2 In 2021 London Borough of Havering ran a behavioural insights trial that challenged residents to reduce their general waste to two bags or less per week through a clear communications package. This included a waste reduction pack delivered to residents, with a booklet of practical tips on how residents could reduce and effectively manage their waste. The intervention also included workshops on reducing waste and cooking lessons with residents. The number of households presenting two bags or less per week increased by 39 per cent. The predicted reduction in waste for an annual scaled version of the pilot could reach 50.83 tonnes translating to a financial saving of £262,218.
- 1.5 At the IIB board meeting in July 2021, we briefed the board on the redesigned approach for the programme in 2021/22. In response to feedback from councils, rather than supporting individual councils to undertake their own behavioural insights trials we have moved to a consortium approach. This approach allows us to scale interventions across several councils with a shared behavioural challenge and reduces the procurement burden on councils with the LGA appointing suppliers. As a further benefit the LGA has been able to work with a greater number of councils for the same amount of programme funding this year

- 1.6 In September 2021 the LGA selected two regional consortiums comprising of the following 13 councils:
- 1.6.1 North-East London - Consortium 1: Havering, Barking and Dagenham, Hackney, Redbridge, Newham, Tower Hamlets, City of London
 - 1.6.2 Yorkshire and Humber - Consortium 2: Bradford, Doncaster, Sheffield, Rotherham, North Yorkshire, North-East Lincolnshire
- 1.7 The North-East London Consortium is focused on reducing local health inequalities by increasing the take-up of NHS health checks in hard-to-reach communities. The Yorkshire Consortium is working together to increase active travel in urban and rural localities.
- 1.8 The consortiums are working toward delivery and evaluation of their interventions in March 2022. The Yorkshire and Humber consortium launched their behavioural trial in January 2022 looking to incentivise alternative forms of travel to cars. The North-East London consortium trial has delayed launching the intervention until early March due to NHS services pivotal to the trial reprioritising resources to assist vaccine delivery in response to the COVID-19 Omicron variant.
- 1.9 Caroline Temperton, Public Health Improvement Co-ordinator at Doncaster Council will present at the Improvement and Innovation Board meeting on the 24th of February. Caroline is the consortium lead for the Yorkshire and Humber Behavioural Insights project on active travel and will be sharing with the board how the regional approach to behavioural insights has been implemented. She will also share emerging lessons and early results of the trial across the six council areas.
- 1.10 In addition to the consortium support programmes, the LGA is seeking to support councils by sharing learning nationally to encourage the scaling of successful behavioural insights case studies and resources. The LGA [Nudges for Social Good](#) podcast has had 4 episodes released since April 2021 with one more set to be released by the end of the financial year. Across the 9 released episodes the podcast has received over 3,900 downloads.
- 1.11 The annual LGA [Behavioural Insights Conference](#) will take place on Tuesday 22 February 2022. At the time of writing the report over 850 delegates have signed on to attend. It will feature speakers from councils who have used behavioural change techniques to tackle the biggest challenges of our day; climate emergency and health inequalities and will also look at how the LGA is taking a consortium approach in supporting councils to run behaviour change projects to combat these challenges.

2. Equalities implications

- 2.1 Examples of where the programme is supporting councils to improve equality and tackle discrimination include: reducing health inequalities within hard to reach communities; reducing the level of hate crime against people from the protected characteristics; increasing uptake of the vaccine amongst local BAME communities;

reducing the number of school exclusions; and increasing access to physical activity in local areas of deprivation.

3. Implications for Wales

- 3.1 We will continue to share and learn from case studies from the Welsh LGA and Welsh councils working on behaviour change projects.

4. Financial implications

- 4.1 The Behavioural Insights programme is delivered by the LGA with funding from the DLUHC core grant. The grant is for the period ending in March 2022. The LGA is awaiting confirmation on funding to then proceed with the activity proposed in next steps.

5. Next Steps

- 5.1 Beyond the delivery of this year's programme of work, depending on confirmation of DLUHC funding, the programme would aim to deliver three new consortium groups comprising 20 councils to pilot BI techniques to manage demand on public services.
- 5.2 In addition to publishing further case studies to share learnings and results from all councils who participated in 2021/22 programmes, we will again run our popular annual LGA Behavioural Insights Conference.
- 5.3 We will also continue with our Nudges for Social Good podcast series, but with a focus on sharing examples of council projects that have contributed to managing the demand on public services. We will also explore releasing bitesize, shorter versions of the podcast episodes to encourage greater numbers of listeners.

Leadership offer: 2021/22 update

Purpose of report

For information and decision

Summary

This report provides members with an update on the LGA's Highlighting Political Leadership and managerial leadership offers for 2021/22, including the new programmes introduced in response to the UK Government's Disability Strategy.

Is this report confidential? Yes No

Recommendations

- IIB is requested to suggest or recommend any topics or themes for programmes that should be considered for the Leadership Team's ongoing programme of events and is asked to comment on the work undertaken by the Leadership Team.

Action

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

Contact officer: Helen Jenkins
Position: Head of Leadership
Phone no: 07464 652732
Email: Helen.jenkins@local.gov.uk

Highlighting Leadership offer: 2021/22 work update

1. Background

- 1.1 The LGA's Highlighting Leadership offer forms part of our wider package of sector-support. We offer a range of programmes, events and resources aimed at supporting and developing councillors and local government officers 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 (NGDP), through to opportunities for senior officers with the flagship IGNITE programme delivered by SOLACE.
- 1.2 This report provides an update on the LGA's leadership offers, as well as providing a particular focus on a new programme of support for disabled councillors.

2. Highlighting Political Leadership

- 2.1 The LGA's leadership offer supports councils to address the key issues facing local government by providing the skills, experience and support to reflect their needs as leaders of place. Our programmes are designed to equip leaders to drive improvements for their local communities through resilient local leadership. The Leadership offer spans support at all stages of a local government career: from the moment a person thinks about standing for election through the Be a Councillor campaign to the most senior political roles with Leaders' Programme. On the officer side, we attract new talent through the National Graduate Development Programme (NGDP) and provide continuous professional development to established chief executives through the Solace Ignite programme. The following report provides the Board with an update on our key programme areas.

3 Be a Councillor

- 3.1 The LGA's Be a Councillor campaign promotes the role of local government councillor with the aim of encouraging more people, and in particular those from underrepresented groups, to stand for election. In October 2021, the Board received a paper that detailed focus group research undertaken to help enhance the campaign. Recommendations included updating the photography used in the campaign to show councillors undertaking the real work that they do in their communities, increasing case studies that demonstrate the valuable work that councillors do and more targeted advertising of the role with underrepresented groups. Progress is being made and there are currently two tenders out to seek new suppliers for photography and advertising expertise and advice. Events are planned in late spring and summer to showcase the role of the councillor and the team are continuing to work directly with a number of councils who are using the Be a Councillor resources to run their own campaign. Recent examples include: Guildford, South Staffordshire, Test Valley, Lancashire and Brent.

4 Community Leadership

- 4.1 The Community Leadership offer encompasses support for councillors at all levels through a variety of blended learning options. During the initial stages of the Covid-19 pandemic, the Leadership Team quickly transformed a number of its in-person events into virtual or online programmes, and upgraded our e-Learning platform to ensure it was more modern and accessible. E-learning modules delivered this financial year, include:
- 4.1.1 Equality, Diversity and Inclusion
 - 4.1.2 Biodiversity
 - 4.1.3 Data protection
- 4.2 Modules on licencing, model code of conduct and audit committees are all currently in development stage. An adviser in the Leadership Team has recently been allocated as the digital lead and has responsibility for considering and reviewing how the leadership offer can continue to evolve and adapt to become more accessible and flexible to different councillors learning preferences and schedules.

5 Focus on Leadership

- 5.1 Focus on Leadership provides one-off networking opportunities for councillors, with a particular focus on diversifying the pipeline of talent into leadership roles. Focus on Leadership includes our long-running Black, Asian & Minority Ethnic, Opposition and Young Councillor programmes. In recent years we have updated the offer to include a women's weekend programme and in February 2022, the LGA ran its first LGBTQ+ networking weekender.

6 Leadership Essentials

- 6.1 Leadership Essentials provide comprehensive training for councillors on themed portfolio areas. They're designed for councillors in their leadership role, whether that be chair of a committee, cabinet member or leader of the opposition. Our current offer includes:
- 6.1.1 Audit committees
 - 6.1.2 Being an effective cabinet member
 - 6.1.3 Building safety
 - 6.1.4 Communication and media (1 day masterclass)
 - 6.1.5 Children's services
 - 6.1.6 Climate emergency
 - 6.1.7 Cultural services
 - 6.1.8 Economic growth
 - 6.1.9 Effective scrutiny
 - 6.1.10 Equality, Diversity & Inclusion
 - 6.1.11 Finance
 - 6.1.12 Getting your message across (2 day communication programme)
 - 6.1.13 Housing
 - 6.1.14 Leading healthier places
 - 6.1.15 Licensing
 - 6.1.16 Risk management (1 day masterclass)

6.1.17 Sport and physical activity

- 6.2 Leadership essentials and masterclasses are responsive to the changing needs of the sector and in recent years new programmes have been added including Equality, Diversity and Inclusion, Building safety and climate emergency to reflect council's priorities. We are currently working on a new programme, 'Finance for non-finance portfolio holders', which will have its first 1-day masterclass delivered within the financial year.
- 6.3 Board members are encouraged to consider whether there are additional themes or portfolio areas that should be included in our offer and make recommendations.

7 Leadership Academy

- 7.1 The Leadership Academy is the LGA's flagship development programme for councillors in leadership positions. It is recognised by the Institute of Leadership and Management and provides a safe, cross-party setting for local government councillors to develop their personal, political and place leadership skills.
- 7.2 Like all of our programmes, Leadership Academy has adapted during the Covid-19 pandemic and we now ensure that we offer at least one virtual leadership academy each year.
- 7.3 The content of Leadership Academy is reviewed periodically to ensure that it remains at the forefront of political leadership training. To date, over 3,000 councillors have been through the Leadership Academy, including those who have gone on to be council leaders and MPs.

8 Next Generation

- 8.1 The majority of the LGA's political leadership programmes are cross-party. The Next Generation programme, however, has been specifically designed and led by Political Group Offices to nurture the rising stars within their own political party, or as an independent. Each of the LGA's political group offices runs an annual cohort of Next Generation, with 63 currently taking part in the Conservative, Labour, Liberal Democrat and Independent Group programmes.

9 Leaders' Programme and Leading Edge

- 9.1 The political leadership offer recognises that continuous development is important, as the context and landscape of the sector our leaders are operating in is constantly changing. To reflect this, we run two programmes aimed at the most senior local government political leaders.
- 9.2 Leaders' Programme supports a select group of council leaders on an annual basis – helping them form a cross-party network with others leading their councils. Leading Edge brings together local authority chief executives and leaders to discuss the biggest challenges and opportunities facing the sector. The next Leading Edge event

is planned for March and will focus on the role that council's play in tackling regional inequalities as they navigate their way out of the pandemic.

- 9.3 In the year-to-date, there have been 887 delegates booked onto our political leadership programmes across all the offers covered in paragraphs 5-9. We are seeing a preference from delegates to return to face-to-face learning, however, we are continuing to offer an online alternative to improve accessibility.

10 Highlighting Managerial Leadership

- 10.1 Working with Solace, the LGA has continued to offer training to senior officers through the following programmes:
- 10.1.1 Springboard (for Heads of Service, middle managers and those earmarked as "rising stars")
 - 10.1.2 Total Leadership (for directors and those considering applying for chief executive roles in the near future)
 - 10.1.3 Ignite (for established chief executives)
- 10.2 During the first lockdown, the LGA and Solace also introduced a programme of executive coaching for chief executives and senior officers. An evaluation of the coaching offer was undertaken by the LGA's Research Team, and it found that 99% of respondents were satisfied (15%) or very satisfied (84%) with the coaching programme. Due to the success of the programme, the offer has continued post-Covid. As part of the LGA and Solace's ongoing commitment to improving the diversity of local government, the coaching programme is now available to officers in middle management roles from underrepresented groups.
- 10.3 The full evaluation is available to read, here:
<https://www.local.gov.uk/publications/solacelga-emergency-coaching-and-mentoring-support-programme-evaluation-june-2021>

11 National Graduate Development Programme

- 11.1 The NGDP has adapted much of its programme and all of its recruitment to online delivery, following the pandemic. Participation in the programme has continued to increase and this January, applications closed for the recruitment of our 24th cohort, with around 4,100 candidates applying at Stage 1. This is a healthy number, and in line with both previous years and current trends. The next steps are a multi-stage process which has been redesigned and improved, in conjunction with our partner councils, to put diversity and inclusion at its heart.
- 11.2 2021 saw the biggest intake of graduates to the NGDP in its 20-year history, with 178 graduates placed in partner councils nationally. To continue the success of the programme, the team are currently commissioning an independent review, with a particular focus on diversity and inclusion. It's recommended that a summary of this review's findings and the subsequent action plan be brought to back to the Board at the appropriate milestone.

12 Disability Strategy

- 12.1 The Board will be aware that the LGA has received some additional in-year funding to support a number of initiatives. One of these is a programme of leadership development and support in response to the UK Government's Disability Strategy, which states:

“Building on the experience of the Access to Elected Office fund and the EnAble fund, Ministry of Housing, Communities and Local Government (now Department for Levelling up Housing and Communities) will support a new scheme from April 2022 to support those seeking to become candidates and – as importantly – once they have been elected to public office”.

- 12.2 The Leadership Team have a number of outputs and KPIs relating to this strategy, which are set out below:
- 12.2.1 Updating the Be a Councillor guidance with specific reference to anything that might be important for people with disabilities to consider. This piece of work has been commissioned to an external supplier who will create the guide. It will include a checklist for councils to help them proactively consider what adjustments they might need to make to ensure they are accessible to disabled councillors.
 - 12.2.2 Creating a new targeted advertising campaign and communications plan for Be a Councillor, specifically to attract more disabled people to stand for election
 - 12.2.3 Designing and developing a new leadership development programme for disabled councillors
 - 12.2.4 Relaunching our coaching for councillors and ringfencing it for disabled councillors
 - 12.2.5 Conducting a review of NGDP accessibility.
- 12.3 The Leadership Team are currently identifying and working with partners and the Political Group Offices to create a package of support that will deliver against these outputs.

13 Financial implications

- 13.1 All programmes will be met from existing budgets.

14 Implications for Wales

- 14.1 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.

15 Equalities Implications

- 15.1 The LGA is committed to increasing diversity at all levels of local government. By creating new offers and ringfencing opportunities to those from underrepresented groups, for example through the new disability strategy work, we will increase the pipeline of diverse talent into leadership positions, so that councils are more representative of the communities they serve.

16 Next Steps

- 16.1 This report has provided an overview of the key areas of work for the Leadership Team. It's suggested that the following reports are brought back to the Board at the appropriate milestone:
- 16.1.1 An end of year report on political leadership programmes that details overall participation in the programme, including broken down by protected characteristics. Satisfaction rates based on evaluation forms can also be included.
 - 16.1.2 A summary of the findings and next steps of the NGDP review

Algorithm Register: Update

Purpose of report

For information.

Summary

Following instruction from Improvement and Innovation Board (IIB) lead members, the Research and Information Team has undertaken a discovery exercise to explore the possibility of a local government algorithm register.

This discovery has led us to a project to create a government register which is already underway, led by the Cabinet Office. The focus has mainly been on central government users, but the LGA will now join it, to ensure that the resulting register works for local authorities as well.

Is this report confidential? Yes No

Action

IIB is asked to note that the LGA will be joining the project to create a government algorithm register, and the details of that project contained within this paper.

Contact officer: Juliet Whitworth / Tim Adams

Position: Head of Research and Information / Programme Manager – Data

Phone no: 020 7664 3287 / 07789 937675

Email: juliet.whitworth@local.gov.uk / tim.adams@local.gov.uk

Algorithm Register: Update

1. Background

1.1 The use of predictive analytics and algorithm interventions in decision making in local authorities remains at an early stage. Comparatively, their use is not currently widespread, but there is increasing interest and both support and concern being expressed by different commentators. As a result, the LGA is running a programme on advanced and predictive analytics, to support the sector to undertake such work successfully, but ethically and with good governance.

1.2 In November 2021, a paper was presented to Improvement and Innovation Board (IIB) lead members with a proposal to investigate an algorithm register for local government. This would be a place where local authorities can upload details of projects involving predictive analytics or using algorithms in their organisation, along with such details as the techniques being used, risk assessments, and information about the level of human involvement in any decision that is made.

1.3 The intention of this open approach was to:

- encourage transparency
- create a one-stop shop for citizens to find out how their data is used
- prompt councils to think carefully about ethics, information governance and other good practice in the knowledge it will be published, and
- allow councils to share what they are doing with others and learn from each other.

1.4 The lead members gave a positive reception to our proposal but encouraged that we first undertake a *discovery phase* to identify what work in this area is already underway elsewhere, along with any due diligence undertaken by these groups to ensure that shared working and common learning is taken on board if approval is given to approve any next steps.

2. Update

2.1 During December and January, members of the Research and Information Team made contact with other groups and identified that substantial work is already underway in other sectors.

2.2 Our discovery work identified existing registers already developed by the City of Amsterdam, the City of Helsinki and some in the United States; while in the UK, initiatives are at an earlier stage. But we have discovered a number underway within the UK public sector already, and there are signs that some of these

disparate groups are collaborating to progress a common and comprehensive solution.

- 2.3 Within local government, early thinking has started with the London Office of Technology and Innovation (LOTI), with the Society for Innovation, Technology and Modernisation (SOCITM) and in a small number of local authorities.
- 2.4 Probably furthest progressed is a central government project. A project team has been assembled with approved funding and sufficient capacity to consult and develop a national solution. This work is being led by the Cabinet Office through its specialised teams at the Central Digital and Data Office (CDDO) and the Centre for Data Ethics and Innovation (CDEI). The team has been undertaking early discovery work throughout the second half of 2021 and has already built a relationship with other expert partners to advise on their work. The partnership includes: the Ada Lovelace Institute, the Alan Turing Institute, the Committee on Standards in Public Life, the Open Government Partnership, the AI Now Institute and the Westminster think tank, *Reform*.
- 2.5 We have made contact with all the UK projects. The Cabinet Office project is further developed, and their work obviously has good provenance. However, it is also in a sufficiently early stage to allow our closer working to bring the local government sector into their planning. At the moment their focus is mainly on central government departments.
- 2.6 The project is part of the government's National Data Strategy and National Artificial Intelligence (AI) Strategy. It is seen as a key contribution to the policy directive to share information on government's use of algorithmic tools with the public.
- 2.7 The approach being taken is to:
 - assemble contributing experts to develop the register, while consulting with potential users
 - pilot it with early adopters
 - evaluate the approach and refine it.
- 2.8 Our discovery work has indicated that the most impact and best progress will be made if the LGA joins forces with the central Cabinet Office project and ensures they achieve wider involvement from interested local authorities. This approach will save money, reduce the likelihood of competing solutions and create clarity for citizens (who do not necessarily differentiate between and local and central government services).

2.9 The Cabinet Office Team is very receptive to us working with them, and has given reassurance that we are sufficiently early in the project's development cycle to influence strategy and ensure a solution that works well within the local authorities.

2.10 As a result, lead members of the Improvement and Innovation Board have agreed to us joining the project.

3 Implications for Wales

3.1 The resulting register will be used across the whole of the United Kingdom, so is directly relevant to Welsh authorities. If we identify any, we will encourage Welsh authorities using algorithms to be part of this project.

4. Financial implications

4.1 At the moment, there are no identified costs to us joining this project.

5. Equality and diversity implications

5.1 In developing specifications, tools and guidance materials as part of this initiative forward, we will work closely with the other delivery partners to ensure that the programme is ensuring that any aspects do not adversely impact those users with protected characteristics. Focus on guidance materials will also encourage publishers to bear in mind the diverse range of users of their algorithms, features and ease of use.

6. Next steps

6.1 On joining the project, we will encourage wider participation by those councils already making use of algorithms or predictive analytics, and be involved in activities such as:

- promoting the concept and benefits of a central open register of algorithms through articles, blogs, newsletters and networks
- running a webinar to describe the background, vision and approach being taken
- recruiting a number of councils to join the pilot
- contributing to the review of outcomes achieved, learning and any benefits realised or disadvantages identified
- contributing to 'next steps' considerations.

LGA Boards' improvement activity

Purpose of report

For information.

Summary

This is a progress report on improvement activity undertaken by other LGA Boards.

Is this report confidential? Yes No

Recommendation

That Members note the report.

Actions

Subject to members' comments, officers will develop the LGA's improvement offer as part of its on-going work.

Contact officer: Lusi Manukyan
Position: Senior Advisor – Improvement and Policy
Phone no: 07818 577429
Email: lusi.manukyan@local.gov.uk

LGA Boards' improvement activity

LGA Boards' improvement activity

Background

1. Members have agreed that it is important for this Board to retain a strategic or “overarching” perspective on the improvement activity currently undertaken across LGA Boards. This helps ensure consistency with the key principles underpinning the approach to sector-led improvement and helps avoid any potential duplication.
2. To achieve this:
 - officers coordinate the flow of business through the Boards so that the Improvement and Innovation Board can be invited to express strategic views about any significant improvement issues put before other Boards
 - during the year, the Improvement and Innovation Board receives suitably timed progress reports on the major improvement programmes
 - as far as possible, the Improvement and Innovation Board meets towards the end of each cycle of meetings so it can consider any significant issues put before other Boards and then report back to Boards at their next meeting.
3. Significant improvement activity led by other LGA Boards since this was last reported in December 2020 is set out below.

Community Wellbeing Board, including the Care and Health Improvement Programme (CHIP)

4. The [Care and Health Improvement Programme](#) (CHIP) is the sector-led improvement programme for adult social care funded by the Department of Health and Social Care (DHSC).
5. **Home Care Cost of Care - Toolkit and Guidance:** CHIP has worked to develop a [Home Care Cost of Care Tool](#) which provides every council with a license for free and unlimited use, along with [supporting guidance](#). The Toolkit was developed in the context of national work on costs of care and the [Market Sustainability and Fair Cost of Care Fund](#) announced as part of the Local Government Financial Settlement in December 2021. CHIP is currently working with council colleagues and provider representatives to commission a Care Homes Cost of Care Tool that will be free for all councils to use from around April 2022.
6. **Alleviating winter workforce pressures in adult social care:** This is a rapid piece of work undertaken during October - November 2021 to [compile a list of things that providers say could be most helpful in alleviating workforce capacity pressures this winter](#). The list is for consideration by Directors of Adult Social Care and providers as they work together on local solutions to maximise the benefit of the Workforce Recruitment and Retention Fund. This list also includes some of the key policy asks of government in managing and mitigating these pressures.

7. **COVID-19 Safeguarding Insight Project: Final report:** The final report from the [COVID-19 Safeguarding Insight Project](#), summarising changes and patterns in adult safeguarding activity from January 2019 to June 2021, has recently been published. This project has been contributed to by over two-thirds of social care councils in England.
8. **Digital Support Programme:** The [CHIP Digital Support Programme](#) launched in October 2021 to support councils to realise ambitions for care technology and adopt digital tools and solutions in adult social care. The programme runs for six months until the end of March 2022 and includes an exciting programme of masterclasses, online resources, coaching, leadership development and communities of practice. All resources that emerge from this programme are accessible on the [CHIP Digital Resource Centre](#).
9. **Suicide prevention support offer:** The LGA and the Association of Directors of Public Health (ADPH) have launched the [suicide prevention sector-led improvement programme](#) for 21/22. The programme will provide national support through a series of case studies and a national sharing event designed to ensure wider and easier access to good practice, learning and existing resources. Additionally, councils will receive regional support through the regional ADPH network, which will receive a grant for suicide prevention activity. Finally, local support will be available for up to 15 local authorities and partners who self-identify as facing significant delivery challenges locally around suicide prevention.
10. **Shaping Places for Healthier Lives:** The [Shaping Places for Healthier Lives Programme](#) launched in October 2021. The programme, managed by the LGA, is supported by The Health Foundation, which will provide councils with £300K each over three years to work with partners from their local area to improve health and address health inequalities. Bristol City Council, Doncaster Council, London Borough of Newham, Northumberland County Council and Shropshire Council have secured the funding. They will use a complex systems approach to tackle food insecurity, crime, anti-social behaviour, and mental well-being in their local areas.

City Regions and People and Places Boards

11. The People and Places and City Regions Boards have focussed on support around devolution and levelling up, particularly through the LGA's combined authority networks, jobs and skills, and the community renewal fund.
12. **Combined authority governance:** The combined authority governance network is facilitated by the Centre for Governance and Scrutiny, which produced a [guide to support combined authority governance of post-pandemic policymaking](#). This guide sets out some examples of current activity, alongside practical suggestions to support combined authorities in planning and directing their governance and considering the most appropriate ways of working for the future. This [guide](#) was published at the end of

October 2021.

13. **Combined authorities and culture:** The combined authority communications network has contracted BOP Consulting to explore the role of combined authorities in supporting the creative industries and the broader creative economy in their areas. As part of BOP's work, they are convening a series of roundtables to identify current best practices in supporting the creative industries at a regional level, barriers to progress, and opportunities for further development. This project will conclude in May.
14. **New ways of working for combined authorities:** The combined authority HR network has commissioned Melian Dialogue to produce two products to support combined authorities as they move to new ways of working following the pandemic. These are a pen portrait of each of the combined authorities from an HR perspective, looking at how these are distinct from councils and even each other, and a guide to support combined authorities to implement and embed new hybrid models of working. This project will conclude in April.
15. **Combined authority financial freedoms and fiscal devolution:** Working with the combined authority finance network, we have commissioned WPI economics to research how combined authorities can raise and spend the funding. This work compares the fundraising and spending powers available to each of the combined authorities. The final report will be useful to existing combined authorities and those areas currently negotiating or considering a devolution deal. This project will conclude in late February.
16. **Developing employment pathways for those hard to reach:** To support the sector to learn from one another on how best to support hard to reach young people to gain the skills, experience, and qualifications they need York Consulting has been commissioned to develop case studies from a range of councils and combined authorities, an overview document summarising key messages, and a webinar to share learning. The project will conclude in March.
17. **Good Work project:** Local authorities want to create the right conditions to attract and secure businesses to invest in their area and create employment opportunities to help tackle inequalities and deliver a more inclusive and diverse economy through Good Work interventions and policies. We have commissioned the Institute of Employment Studies through a competitive process to make a case for exploring Good Work initiatives locally, showcase good practice and identify trends. The project will conclude in March.
18. **Community Renewal Fund:** To prepare for the introduction of the Shared Prosperity Fund, Shared Intelligence has conducted ten interviews with lead authorities and councils who bid for projects under the fund. The project will deliver case studies incorporating some of the learning from the fund, such as the benefits of partnership working and setting local priorities. The case studies will be complemented with a

narrative document and a webinar which will help support councils as they develop their investment plans for the UKSPF.

Environment, Economy, Housing and Transport (EEHT) Board

19. **Economic recovery:** Economic Growth Leadership Essentials programmes were delivered to support elected members in their economic development roles. Additionally, an E-learning module has been commissioned to introduce economic growth for both members and officers. We had positive feedback from the members who attended the training, with the section on the changing face of our high streets and how this links to the green agenda ranking especially highly with delegates.
20. **Economic Growth Roundtables:** The LGA continues to provide economic growth roundtables and webinars on subjects of pressing interest to councils, including training for young people and promoting local growth. The LGA has held five economic growth roundtables, with another scheduled in the final quarter. The Economic Growth Design skills programme is now underway, with six councils taking part.
21. **Case studies:** The Community Renewal Fund project has been commissioned and awarded to an external organisation. The consultants will be producing 12 case studies and a webinar to capture and share the learning from the CRF so far. There are now over 40 case studies on the Economic Growth Hub on various topics.
22. **Housing Advisers Programme:** The 2021/22 Housing Advisers Programme (HAP) has funded 30 successful projects, supporting 91 councils. The scheme will support councils by funding the provision of independent expertise for councils undertaking specific projects to tackle the effects of the housing crisis in their local communities. The grants have been issued to all but 4 projects (and 4 councils), as we await for the grant agreement to be signed and returned.
23. **Temporary Accommodation Peer Support Programme:** Work is underway on setting up a number of delivery and impact panels to engage with 100-150 councils on the topic of temporary accommodation. This follows on from the success of the [Rough sleeper peer support programme](#). Temporary accommodation use in England is on the rise and as councils continue to work with the legacy of Everyone In and an ongoing lack of affordable housing, homelessness services are faced with the difficulty of finding suitable accommodation in their area. This project will capture best practice, uncover the main challenges and opportunities for change, and produce a voice of the sector report, which will provide guidance to councils and be shared with central government. We hosted [a webinar](#) attended by 140 delegates to launch the project, indicating huge interest in this topic across the sector.
24. **Homelessness Prevention Project with Local Partnerships:** Leeds City Council and Cornwall Council have been selected to participate in research to identify best practice in

relation to homelessness prevention and begin developing a case for investment that can help improve homelessness prevention services nationally. This work is part-funded by the LGA and will be carried out by Local Partnerships. As part of this work, Local Partnerships will compare national and local Key Performance Indicators in relation to homelessness prevention expenditure and outputs. They will be looking to understand what works well and how broad outputs associated with homelessness prevention can be measured or estimated. We will then work with Local Partnerships to consider making recommendations to DLUHC based on examples of good practice which are replicable.

- 25. Out of Area Placement Protocol:** Homelessness and Children's services placements made out of area continue to be an issue nationwide. We have produced and consulted on out of area placement protocol which covers suitability and notification, dispute resolution and some suggestions for how we better share and deal with data. The consultation results will go to a private and confidential board meeting to decide the next steps. We are likely to publish this guidance for councils soon after, accompanied by an event to promote the work and a period of time spent supporting councils who want to implement the protocol.

Children and Young People Board

- 26. DfE 3-year improvement contract:** In June 2021 the IDeA secured a three-year contract (with the option to extend by a further 12 months) from the Department for Education (DfE). The budget for 2021/22 is £1.387m, and this will rise to £1.751m in 2022/23. The key focus of this contract is to provide leadership support, diagnostic activity and a range of training, development and mentoring. Since June, we have set up mentoring arrangements for 36 political leaders (mainly lead members and chairs of children's scrutiny), provided 391 days of targeted support to councils through our regional improvement advisors and peers, and delivered six peer challenges and four test-of-assurance exercises. We have also delivered 11 leadership development events that have engaged over 200 councillors. The new financial year will see an expansion of support for corporate leadership teams to build their understanding of children's services and the roll-out of a corporate parenting diagnostic and children's scrutiny support package.
- 27. Early Years Support and peer challenge programme:** Since the start of the pandemic, the DfE funded early years peer challenge programme has been paused. During this time, we agreed with DfE to provide a range of alternative support, and the grant for 2021/22 is £247,284. This has included the delivery of over 100 online events, workshops and action learning sets that have engaged more than 5000 colleagues who work in the early years' sector to build their understanding and share learning about key topics such as workforce recruitment and retention, invisible babies and family hub development. We are also providing intensive support for 12 councils to develop their early years' strategy and a further 14 councils to look at how libraries can form part of the

family hub delivery model. Although not agreed yet, DfE has indicated that from April 2022, they want to resume the funding of the early years' peer challenge programme.

- 28. Further early years guidance and support:** We have continued to share information with early years teams throughout Covid-19, supporting them to interpret guidance and acting as an intermediary between them and central government. We continue to receive very positive feedback from early years' local authority teams. We have also worked with DfE to identify good practice on preventing choking in early years settings, collate feedback from councils and develop case studies to be used by DfE.
- 29. Leadership support:** We held two Children's Leadership Essentials courses that took place on the 21st and 22nd October and 20th and 21st November. Lead Members for Children's Services and Children's Scrutiny leads had the opportunity to discuss topics including the shape of an effective Lead Member/Director of Children's Services relationship, the evolving council role in education, effective use of data, multi-agency safeguarding arrangements and the SEND review.
- 30. The National Children's and Adult Services conference** took place online from the 24th-26th November. Delegates heard from Will Quince MP, the new Children's Minister, while workshops covered early years, education, mental health, inspection and child and family poverty.
- 31. Mental Health:** We have worked with the DfE to roll out training for senior leads training for a whole school approach to mental health, providing guidance on their communication with councils and other partners, and identifying improvements and adjustments in their approach. We also collated good practice for children's mental health week, with a feature on Sefton council's work on parent and infant mental health.
- 32. Childhood Obesity:** The most recent Trailblazer Assembly, held in September 2021, provided an opportunity for people involved in the Trailblazers and others working on childhood obesity to explore the lessons from the programme to date. The Childhood Obesity Trailblazer Programme is an ambitious programme that aims to support the mobilisation of cross-sector action in localities across England to tackle childhood obesity. The five Trailblazer projects are in Birmingham, Bradford, Lewisham, Nottinghamshire, and Pennine Lancashire. The online event led by the CHIP Team had over 90 attendees and included several workshops and presentations.

Safer and Stronger Communities Board

- 33. Counter extremism:** In partnership with the Special Interest Group on Countering Extremism (SIGCE), we have delivered a series of six roundtables for practitioners to explore extremism and cohesion related issues. These have included a focus on anti-vax conspiracy theories and misinformation, asylum seeker harassment and hate crime, cohesion concerns linked to terrorist attacks, and online mobilisation. We have delivered

a seminar on extremism and young people, which attracted over 100 delegates from local authorities and wider partners.

34. **Faith-Based Extremism Working Group:** We have continued to work with the SIGCE's Faith-Based Extremism Working Group, which brings together councils working on issues relating to "Islamist" extremism, and the SIGCE's Far-Right Working Group, working to proactively respond to these issues and provide dedicated support to affected local authorities.
35. **Counter extremism elected member support:** We have supported two elected member prevent and counter-extremism networks in the North East and Yorkshire Humber regions and delivered bespoke training to members in one local area facing significant cohesion and extremism concerns.
36. **Modern slavery:** we held two free webinars to support council training on understanding and tackling modern slavery: one focused on partnership working and another on submitting good quality national referral mechanism referrals.
37. **Licensing:** we held a successful taxi licensing conference to promote best practice and highlight the importance of implementing the new DfT statutory standards on safeguarding.

Resources Board

38. **Social Work Health Check:** The 2021 Social Work Health Check has now closed and is being analysed, with 148 councils taking part and over 10,000 responses received nationally. Councils will receive individual reports in February 2022, when there will also be a webinar for Principal Social Workers on workforce planning.
39. **Recruitment and Retention:** A video is being recorded for councillors on best practice in recruitment, which should be available in March and will be based on a webinar we are running for councillors in London in February. In January, we also ran a session for Chief Executives in the East of England on recruitment and retention to share best practice and ideas.
40. **Creating effective organisation structures (DMA approach):** We are continuing to work with councils to create performing organisational structures using the Decision-Making Accountability Model ([DMA](#)).
41. **Fire: Fit for the Future:** The Local Government Association, National Fire Chiefs Council, and the National Employers (England) are developing 'Fit for the Future' document, the purpose of which is to set out a joint vision for how fire and rescue services should operate in the future and make a better case for more sustainable, long-term funding. A number of strategic consultation workshops took place in November with senior political and operational leaders of the fire service (Chairs/Chief Fire

Officers). A further set of workshops will take place in February with the next level of service management (Heads of Department/Senior Managers). Once the consultation phase has concluded, all three organisations will analyse the views gathered during the consultation process and this data will inform the next iteration of Fit for the Future, which is due to be completed in the Spring.

42. **T-Levels:** The LGA is launching a new support offer to help 35 councils to be early adopters of the T Level post-16 qualification for 16–19-year-olds. T Levels have the potential to be an ideal way for councils to engage and attract local young people into a job and ideally a career in local government. The programme is supported by a joint partnership between the Gatsby Charitable Foundation, Department for Education and the LGA.
43. **Apprenticeships:** Our 2021 support offer for councils came to an end in December, having completed the following work for councils:
- Reached officers from 150 councils at least once through our programme of eight webinars
 - Completed Apprenticeship MOT Health Checks with 11 councils
 - Supported 32 councils through a programme of action learning
 - Held 17 Apprenticeship Surgery sessions for councils
 - Delivered a successful inaugural ‘Local Government Apprentice of the Year’ event in partnership with East of England LGA and South West Councils
 - Revised and updated our Apprenticeships in Schools Toolkit to support councils with creating apprenticeships in their maintained schools.
 - Our annual apprenticeship survey, carried out in July, saw councils rate our support offer on average as 4.1 out of 5, with the Apprenticeships Maturity Model (4.4), Apprentice of the Year event (4.4) and Apprenticeship Surgeries (4.3) among the individual elements that rated highest.
44. **Equality, Diversity and Inclusion:** From July to December 2021, LGA Workforce delivered five equality-themed webinars in partnership with ACAS. Each webinar focused on different equality characteristics to help employers understand and support the different needs of their staff to aid recruitment, retention and productivity. Over 1,000 delegates booked to attend the series, and feedback showed that 95% of delegates were satisfied or very satisfied with the webinars. We are using the feedback from delegates to inform and plan further equalities information and support for local government employers in 2022.
- Equalities Implications**
45. Officers continue to ensure that issues relating to equality, diversity and inclusion are factored in decision-making processes and work undertaken with councils. This includes supporting protecting vulnerable people, enhancing community cohesion, and increasing diversity within councils and the local government workforce.

Implications for Wales

46. We are working closely with colleagues in WLGA to ensure that we share learning and best practice based on our work.

Financial Implications

47. The Board should note that the funding for the support listed above comes from a variety of government grants, including from the Department for Health and Social Care, Department for Education and the main Department for Leveling Up, Housing and Communities. In June 2021 the IDeA secured a three-year contract (with the option to extend by a further 12 months) from the Department for Education (DfE). The budget for 2021/22 is £1.387m, and this will rise to £1.751m in 2022/23.

Next steps

48. Subject to Members' views, officers will continue to brief the Board on the latest improvement activities across all LGA Boards.

Document is Restricted

Document is Restricted

Document is Restricted

