



Improvement & Innovation Board

Agenda

Thursday, 15 December 2022
11.00 am

Hybrid Meeting - Beecham Room, 18 Smith
Square and Online via Teams

Improvement & Innovation Board
Thursday, 15 December 2022

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Thursday, 15 December 2022** Hybrid Meeting - 18 Smith Square and Online.

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.

[Please see guidance for Members and Visitors to 18 Smith Square here](#)

Catering and Refreshments:

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
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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.

Improvement & Innovation Board – Membership

[Click here for accessible information on membership](#)

Councillor	Authority
Conservative (8)	
Cllr Abi Brown (Chair)	Stoke-on-Trent City Council
Cllr Nigel Ashton	North Somerset Council
Cllr Peter Fleming OBE	Sevenoaks District Council
Cllr Phil Twiss	Devon County Council
Cllr Laura Beddow	Dorset Council
Cllr Phil North	Test Valley Borough Council
Cllr Philip Broadhead	Bournemouth, Christchurch & Poole Council
Lord Gary Porter CBE (Observer)	South Holland District Council
Substitutes	
Cllr Gwilym Butler	Shropshire Council
Cllr Derek Bastiman	Scarborough Borough Council
Cllr Kris Wilson	Nuneaton and Bedworth Borough Council
Labour (8)	
Cllr Brigid Jones (Deputy Chair)	Birmingham City Council
Cllr Jane Mudd	Newport City Council
Cllr Dr Beccy Cooper	Worthing Borough Council
Cllr Victoria Cusworth	Rotherham Metropolitan Borough Council
Cllr Vince Maple	Medway Council
Cllr Oliver Ryan	Tameside Metropolitan Borough Council
Mayor Damien Egan	Lewisham London Borough Council
Sir Stephen Houghton CBE (Observer)	Barnsley Metropolitan Borough Council
Substitutes	
Cllr Anthony McKeown	High Peak Borough Council
Cllr Kevin Peel	Bury Metropolitan Borough 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 Paul Hilliard	Bournemouth, Christchurch and Poole Council
Cllr Julian German	Cornwall Council

Cllr James Hakewill	North Northamptonshire Council
Philip Sellwood CBE	Independent Observer
Richard Priestman	Independent Observer

Agenda

Improvement & Innovation Board

Thursday, 15 December 2022

11.00 am

Hybrid Meeting - 18 Smith Square and Online

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1. Welcome, apologies and declarations of interest	
CONFIDENTIAL ITEMS	
2. Minutes of the previous meeting held on 14 October 2022	1 - 8
3. Update on the Office for Local Government	
Lee Rowley MP, Parliamentary Under Secretary of State in the Department for Levelling Up, Housing and Communities, has been invited to attend. The rest of the agenda will therefore be subject to last minute change pending the Minister's availability.	
4. Verbal update on DLUHC negotiations for the 2023/24 Sector Support Programme	
NON-CONFIDENTIAL ITEMS	
5. Finance Improvement Programme update	9 - 14
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10. Any other business

Date of Next Meeting: Wednesday, 15 February 2023, 2.00 pm, Hybrid Meeting - 18 Smith Square and Online

Document is Restricted



Meeting: Improvement and Innovation Board

Date: Thursday 15 December

Update on the Finance Support Programme

Purpose of report

To update the Board on the finance support programme within Sector Led Improvement including progress in delivering the expanded programme for 2022/23.

Summary

The finance support programme provides advice and support on financial issues to councils and provides learning opportunities for members in their various financial roles. The report sets out the achievements of the programme in 2021/22, progress to date in delivering for 2022/23 and proposals for delivery in 2023/24.

Is this report confidential? No

Recommendations

That members of the Improvement and Innovation Board comment on the current challenges which may need to be reflected in the programme in future and note the progress to date.

Contact details

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Position: Principal Advisor – Finance

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Update on the Finance Support Programme

Background

1. The Sector Led Improvement offer has included a dedicated finance offer since 2015. Over the years the programme has;
 - Provided support directly to more than 100 authorities via LGA peers, associates and staff.
 - Provided particular support to councils in intervention or facing intervention.
 - Provided training to hundreds of elected members through Leadership Essentials courses at Warwick, online and bespoke offers.
 - Provided financial data analysis to councils and peer teams to support them in assessing their financial position.

2. The current programme can be thought of in three sections, each of which is covered in more detail in the report. These are;
 - Direct Support to Councils
 - Developing Financial Skills
 - Data and Insight

Delivery in 2021/22 and 2022/23 to date

3. Changing Environment

- 3.1. Increased demand for services and mounting economic pressures has meant that councils have faced heightened financial pressures in recent years. Effective financial leadership and sustainable financial management are more critical than ever. The LGA's 2021/22 [finance support programme](#) therefore focused on providing councils with the support and skills to respond to financial challenges, including targeted to support for those councils most in need. Funding provided by Government in response to COVID provided a temporary respite from immediate financial challenges for the majority of authorities, enabling them to focus on COVID response and recovery.

- 3.2. During 2022/23, however, we are seeing a rapidly changing picture, with councils widely impacted by rising prices and higher interest rates. Government interventions both formal and informal, which have increased in number, almost invariably include some financial element even if financial management is not indicated as a cause.

- 3.3. Many of the current challenges have not been seen for several decades. Concerns have been raised, after of several years of real terms funding cuts, about councils' corporate capacity and capability, and Finance teams have been highlighted as an area where funding cuts and the pressure of extra workload has had an impact on



results. Some of that extra workload comes from failings in the external audit market, which has not provided the necessary scale and capability that councils require of their auditors. These challenges in the audit market have brought the important role of council Audit Committees into focus.

- 3.4. It is a testament to councils' flexibility and durability as organisations, and the relative strength of local governance, that only three councils have failed financially in that time and only a further six have needed Exceptional Financial Support in the form of flexibility to capitalise revenue costs. By contrast, over a quarter of NHS Trusts were already in deficit at the end of 2019/20, before the worst impact of the pandemic. This record of relative success for local government should not make us complacent about learning the lessons in councils that have run out of money or have received adverse reports from auditors.
- 3.5. Despite the number of cases of financial failure being relatively small, we have begun to see the government's policy pendulum swing back in favour of greater financial control and regulation over council finances, particularly on borrowing. All of these are challenges we have sought to pick up as part of the developing finance programme and will aim to reflect moving forward.

4. Direct Support to Councils

- 4.1. In 2021/22, more than 50 councils received direct support through the financial resilience programme, including working with a number of councils to achieve capitalisation directions and emergency financial support. A core element of the support offer is provided by financial improvement and sustainability advisors (FISAs), former local authority chief finance officers, who provide advice and insight to councils – in particular, those facing enhanced financial challenges. In 2021/22, 100 per cent of respondents to our follow-up survey confirmed the support had helped their council. Feedback from councils that have drawn on this support underlines the value of the FISA support offer. As commented by one Chief Financial Officer the FISA "provided the right balance of support and challenge, providing valuable information/advice and a solid sounding board for the issues faced and how we can approach these as a council.
- 4.2. In the current year's Grant Determination Letter, we agreed that we would support a smaller number of higher priority authorities. This makes sense from a programme management point of view in terms of targeting support where it is needed rather than 'chasing numbers'. It doesn't rule out the possibility of providing support to more councils dependent on demand. 25 authorities have been supported in 2022/23 to date against an agreed target for the year of 40 facing significant financial challenges.
- 10 English unitaries
 - 8 Shire Districts
 - 3 Shire County
 - 2 Metropolitan Districts
 - 2 London Boroughs



5. Developing Financial Skills

- 5.1. The finance support offer has continued to be shaped in consultation with the sector, including input from a newly established sounding board of chief financial officers, helping to take the pulse of the sector and ensure the support provided was in line with councils' needs.
- 5.2. This included support to build greater skills and capability through training and development programmes. We held a range of webinars and workshops on issues relating to finance and audit – for instance, budget setting workshops to support cabinet members to understand budgetary issues and how to develop financial plans that respond to these.
- 5.3. “Leadership Essentials” are themed member development programmes over two days run at Warwick Business School.

Leadership Essentials: Finance is aimed particularly at Leaders and Finance or Resources Portfolio Holders and is a largely interactive event facilitated by experienced trainers and finance officers, with input also from member peers.

Three programmes are scheduled for 2022/23. The first programme in September was cancelled due to the death of HM The Queen but was rearranged for late November. Programmes in October and November catered for about 60 members in all. This is the 9th year that Leadership Essentials: Finance has been run and close to 500 elected members have benefited in that time.

Leadership Essentials: Audit is aimed primarily at Audit Committee Chairs and two programmes are planned, for January and February 2023.

A new Leadership Essentials programme has been created for non-finance portfolio holders which meets a recognised demand and supports members to understand their responsibilities for finance as part of their service delivery portfolio.

- 5.4. We established, and continue to support, regional forums for audit committee chairs across all regions (while further support was provided to the existing forum in London). These forums provided opportunities to discuss wider audit issues and share learning and best practice in 2021/22 and will remain in place to identify effective audit measures into the future.
- 5.5. The Finance Improvement Offer for 2022/23 includes two new member development programmes. The first is an induction for new members on the basics of local government finance - Finance without numbers. This is a 90 min session focussing on roles and responsibilities, key terminology and processes. Whilst it is aimed at new members we are also welcoming those members who would like a refresh. We ran the webinar twice to give as much opportunity as we can for people to attend – the first on 21 October and the second on 31 October, with over 120 delegates in attendance.

The second programme is an online seminar series focussed on financial governance and covers the following topics on a modular basis:

- Principles, rules and processes
- Decision Making
- Monitoring performance and outcomes
- Audit & Scrutiny

These are planned for January and February 2023 and is targeted at all elected members.

6. Data and Insight

6.1. LG Inform

LG Inform continues to provide data insight and analysis tools that use the financial returns councils provide to government alongside performance data to all councils to compare their costs with others and assess their financial sustainability and resilience.

6.2. Support for CFOs

By agreement with the CFO Sounding Board which provides advice in developing the finance offer, we are working to establish a national mentoring scheme for Chief Finance Officers. This will focus on newly appointed CFOs but will be open to all. The scheme should be in place by March 2023. We are also continuing our series of online Collaborative Panels, which any local authority CFO can join to discuss points of current practice and mutual concern on a 'Chatham House' basis.

6.3. Capability and capacity

In partnership with Local Partnerships, we have facilitated two roundtables with CFOs and with other stakeholders, to consider the question of the capacity and capability of Finance teams; is there a problem, how does it arise and what solutions might there be? We have found a high level of agreement across the sector and its partners that there is a problem to be addressed and will work with LP to produce a report later in the year setting out practical things the sector and authorities can do to address this issue.

6.4. Learning the lessons

We are commissioning research to analyse published materials on the three councils in receipt of section 114 reports thus far, identifying common themes and addressing how to tackle such issues. At the time of writing the delivery partner is undertaking research.

Proposed enhanced delivery for 2023/34

7. Current thinking about next year's programme follows the same three essential categories; support, skills and insight.
8. We envisage that direct support will continue to evolve to meet councils' changing needs, with more of a focus on the most challenged authorities. Higher than normal



rates of inflation will put pressure on councils' financial planning systems, while inflation plus rising interest rates is expected to create a demand for capital strategy reviews.

9. The skills agenda will continue to develop to embrace audit as well as financial decision making and we will look for ways of reaching a larger audience by making more use of formats other than face to face training or online webinars.
10. We anticipate another two new research pieces at least, with one likely to emerge from our work on the capability and capacity of finance teams and another related to good practice in dealing with financial uncertainty.
11. With growing number of Combined Authorities (CAs) and the advent of County Combined Authorities, we will enhance our offer to them across all three areas. CAs have been left largely to determine their own local arrangements around markedly different devo deals but with growing maturity of these arrangements in some CAs, there is now scope for national debate on which approaches work best.
12. Members comments would be very welcome.

Implications for Wales

13. The finance programme delivered under sector led improvement does not directly provide resources for Wales. We have worked with WLGA and Welsh authorities and members in the past to provide commissioned support outside the Government funded programme.

Financial Implications

14. The cost of the finance programme is met from the DLUHC grant provided to the IDeA.

Equalities implications

15. The finance programme reflects the equalities, diversity and inclusion policies of the LGA.

Next steps

16. The team will continue delivery of the 2022/23 programme reflecting changing circumstances as part of the flexible offer and will continue discussions with the sector on the 2023/24 programme.

Meeting: Improvement and Innovation Board

Date: 15 December 2022



Cyber, Digital and Technology Improvement Programme Update

Purpose of report

For information

Summary

The LGA's Cyber, Digital and Technology (CDT) Programme is funded to support the cyber-resilient digitalisation of councils. It does so through convening networks, providing general support (such as advice, guidance and training), policy advice and advocacy, and offering bespoke support through Cyber-360s and Reaction exercises.

Funding for 2022/23 totals £6.2 million. This is comprised of £3.55 million of Cabinet Office funding carried over from 2021/22; £1.9 million of new Cabinet Office funding; and £0.75 million of DLUHC funding that was granted this month.

The Programme for 2023/24 will be funded by the carrying over of a minimum of £1.65 million of this year's funding.

Is this report confidential? No

Recommendation

That the Improvement and Innovation Board notes the progress of the Programme.

Contact details

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Improvement and Development Agency for Local Government company number 0367557

Chairman: Councillor James Jamieson OBE **Chief Executive:** Mark Lloyd CBE **President:** Baroness Grey-Thompson

Cyber, Digital and Technology Improvement Programme Update



Background

1. The LGA's Cyber, Digital and Technology (CDT) Programme is primarily funded by the Cabinet Office's National Cyber Programme. It aims to support councils as they adjust to the ever-increasing use of technology within society. The Programme is not just about cyber security or IT but serves as an enabler of public service modernisation. It has delivered, over its five-year lifespan, a wide package of support on digital change and cyber resilience.
2. Councils, like much of society, have embraced digital technologies to change the way they operate and do business. We saw this during the pandemic when councils switched to hybrid and remote working overnight. But, while the pandemic has pushed forward digitalisation, it has also '...broadened the surface area for attacks and has often made cyber security more challenging for organisations' (NCSC Annual Report 2021).
3. Local authorities across the UK are experiencing an average of 10,000 attempted or successful cyber-attacks every single day and have seen a 14 per cent year-on-year increase in incidents to over two million so far this year, according to figures published this year by insurance firm Gallagher. Over the next decade, councils look set to continue their digital journeys and cyber resilience will be critical component.
4. Set within this context, a lack of money and legacy IT are two serious problems for councils. Additionally, few senior leaders in councils are digital natives, and fewer understand tech-related security and ethics. Managing technology-based risks and opportunities will get harder as the use of technology increases. The tensions between independence and assurance, resilience and efficiency, confidentiality and insight, and transparency and complexity will also intensify.

Digitalisation outcomes

5. In July this year, the LGA, along with Socitm and Solace, launched an [outcomes-based framework](#) for improving and supporting local government digitalisation programmes. The framework is intended to promote the use of a common language and shared strategic outcomes by local government. The 12 strategic outcomes relate to: connectivity, data, democracy and participation, ethics and sustainability, inclusion, leadership, local productivity, organisational capability, partnership, security & resilience, services and value. To support and advance the framework, we are developing a local government digitalisation almanac to be published in the New Year.

Programme structure and approach

6. The Programme is broken down into several overlapping workstreams that are aligned to the [DLUHC Local Digital Collaboration Unit objectives](#). A full outline of our programme of work for 2022/23 and outcomes to date can be found in **Appendix 1**.
7. Some key highlights include:
 - 12 councils have taken part in the Cyber 360 programme.
 - 3 councils have been supported through technical response 'Reaction' exercises.
 - 217 councils have been supported through a grant to fund cyber professional qualifications for officers (to a value of over £1m).
 - 8 officer focussed events have taken place.
 - 2 councillor focussed leadership essentials programmes have been run.

Other activities

8. We have significantly redesigned our [webpages](#) around the 12 outcomes for digitalisation. Our webpages also feature details of our bespoke cyber support offer and the work we are doing to ensure that local government voices are shaping national priorities. We have also redesigned and relaunched our monthly [Cyber, Digital and Technology bulletin](#), as well as a new [Twitter account](#).
9. So far, this financial year, we have hosted a series of other events on these topics:
 - A roundtable discussion with officers from our Transformation Network on learnings and opportunities from hybrid working.
 - A roundtable discussion with officers from our Digital Democracy network on the opportunities that exist for councils to boost participation, consultation, and engagement in project planning and local policy making through digital democracy.
 - Two webinars run by Microsoft on maximising security and compliance features from Microsoft 365 E3 and E5 licenses, attended by 160 officers across the two events.
 - A closed Chief Executive session at the LGA's annual conference on lessons learned from the Gloucester City Council and Hackney cyber-attacks and a plenary session on the role of digital in levelling-up.
10. The Programme runs a policy, research and collaboration strand. This strand helps to ensure that local government voices are shape national priorities, and that councils are supported to implement national cyber, digital and technology policy and programmes locally. This part of the Programme works closely with councils, developing an evidence-base of best practice and experiences, and engages with policy-makers to achieve the best outcomes for local government and the communities they serve.
11. Significantly, the Programme is engaging with DLUHC as it tests with a small number of councils the feasibility of a Local Government Cyber Assessment Framework (CAF). The original CAF was developed by the National Cyber Security Centre to provide a systematic and comprehensive approach to assessing the extent to which cyber risks to essential functions are being managed by the organisation responsible. A version of

the CAF is being introduced across central government as part of the Government Cyber Security Strategy. Our Programme has recently established a working group of senior technical officers to discuss with DLUHC what the sector needs from a local government CAF.

12. The Programme also regularly brings together council representatives and key partners to support transformation and improvement. These networks are designed to support officers working in cyber, digital and technology roles. Participants discuss emerging issues and trends affecting councils, and hear from each other and guests on new policies, programmes and practices. The networks identify barriers and facilitators to implementing digital and cyber security policies or solutions and formulate positions from which to engage with central government. Crucial to our groups is having the space to share support, opportunities and good practice. Our networks include:
- The Local Government Digital Committee
 - The Digital Inclusion Network
 - The Cyber, Digital and Technology Policy Group
 - The Transformation Network
 - The Digital Democracy Partnership
 - The Digital Construction Working Group
 - The Digital Switchover Working

Risks

13. The Cabinet Office has asked DLUHC to secure the long-term position of the Programme beyond March 2023. However, we are yet to secure a long-term funding arrangement. We have so far secured funding from DLUHC for the last quarter of this financial year. Additionally, we have been given permission to carry forward some Cabinet Office funding into the next financial year. A key priority remains the negotiation of a longer-term settlement.

Implications for Wales

14. Funding for the CDT Programme is intended for English councils only.
15. The development of new policies and tools will frequently benefit Welsh councils. Moreover, technical learning is shared with Welsh councils through C-TAG which our Programme part-funds. Welsh councils are invited to events organised and paid for by our Programme. We also collaborate with the Welsh LGA on some initiatives.

Financial Implications

16. Funding for 2022/23 totals £6.2 million. This is comprised of a £3.55 million of Cabinet Office funding carried over from 2021/22; £1.9 million of new Cabinet Office funding; and £0.75 million of DLUHC funding that was granted this month.
17. The Programme for 2023/24 will be funded by the carrying over of a minimum of £1.65 million of this year's funding.

Equalities implications

18. The Programme funds and supports inclusivity projects which in turn improve accessibility to public services.
19. The Programme seeks to ensure that EDI aims are met operationally, for example, through recruitment practices, media accessibility, representation at events, meetings, Cyber 360 teams, project boards and procurement panels.

Next steps

20. Beyond the delivery of this year's programme of work, we will begin planning our programme of work for 2023/24 in line with the conditions of our grant funding.

Meeting: Improvement and Innovation Board

Date: 15 December 2022

Cyber, Digital and Technology Improvement Programme Update

Appendix 1: CDT Full Programme Structure and Approach

The Programme is broken down into several overlapping workstreams that are aligned to the [DLUHC Local Digital Collaboration Unit objectives](#).

Table 1: CDT Programme of work 2022/23

Workstream	Details	Outputs
1. Work with councils to assess and manage the cyber risk to local government		
Cyber 360s	Free for councils. These are managed and facilitated by the LGA to support cyber improvements in key areas against established good practice through peer-to-peer support from a multi-disciplinary team.	Our target is to support 20 councils in FY22/23. 12 councils have been supported so far as of December 2022.
Cyber Reaction Exercises	Free for councils. These help to establish how well a council reacts to a cyber incident, and to practise their response in a safe, constructive environment.	Three councils supported with cyber reaction exercises as of December 2022.
Cyber resilience in Local Government	In-house research with councils on how to collectively improve the way in which cyber threats and attacks are monitored, detected and responded to in local government.	Report to help inform the way in which we approach conversations with the sector and government.
Cyber Technical Advisory Group (C-TAG)	Grant funding for C-TAG (sub-group of the Local CIO Council and the Local Government Digital Committee) to pay for technical advice and guidance.	Monthly meetings with regular input from key stakeholders including the LGA.

2. Work with councils to substantially reduce disruption to local government services caused by cyber-attacks		
Incident Response	Funding reserve for councils that experience significant cyber incident to work with an NCSC-certified Cyber Incident Response organisation in the immediate days following a cyber-attack.	Ad hoc support.
Cyber Insurance Research	Research to understand the challenges councils face when it comes to cyber insurance and an understanding of options for the potential pooling of risk.	A report to understand support requirements and options.
Cyber Security Operations Centre Discovery	Research to explore the requirement for, and the feasibility and deliverability of, a cyber security operations centre for local government. This will help us understand how the sector can collectively improve how cyber threats and attacks are monitored, detected, and responded to.	A report identifying technical operational models, to inform future work in this area.
3. Work with councils to develop tried and tested routes for improving the usability, accessibility, and security of local services.		
Digital Pathfinders	Grant funding to 12 councils to support them in delivering pioneering solutions to improve digital inclusion, connectivity, and cyber security.	Final reports and assets to be published on our webpage to scale-up and share learning with the sector.
4. Ensure councils have the skills, knowledge and tools they need to design and deliver modern digital public services.		
Local Government Cyber, Digital, Data and Technology Workforce Capability Framework	We commissioned Phase 1 of a research project that will led to the production of a set of cyber, data and technical job roles that will sit within a new workforce competency framework.	Desk research into existing cyber, digital, data and technology workforce capability frameworks. Production of a model for digital job families that exist within councils.
Skills Uplift	Grants offered to officers in every English council to fund participation in a recognised professional cyber course to improve councils' CDT capability.	217 councils have so far received a grant and a further 5 councils have confirmed take-up.

Digitalisation Almanac	Building on the digitalisation outcomes-based framework mentioned earlier, we commissioned the creation of a 'digitalisation almanac' to promote the use of a common language and a shared vision of what digitalisation means and how to get there.	Provisional publication date of January 2023.
Masterclasses and training for Members	Free masterclasses and training to support councillors to improve their understanding and engagement with cyber, digital and technology – and to build greater leadership capacity in this area.	Two-day, in-person event (19 to 20 November): 11 delegates Two-day, virtual event (6 to 7 December) Four half-day virtual masterclasses (January)
Cyber Explainer videos	Creation of videos for councils covering key cyber security and digital concepts to non-technical audience to make cyber security more accessible.	41 scripts have been written. Video production to start in 2023.
Embedding Cyber Resilience in Local Government Supply Chains	Free resources to help councils embed greater cyber resilience in their procurement processes and supply chains based on NCSC's 12 principles of supply chain security for the local government context.	A free web guide and e-learning is available on our webpages. 40 officers have started/completed the training. Two webinars ran in July for procurement officers and IT/Cyber security officers: Over 250 officers registered.
5. Ensure councils have better access to key business systems that follow the standards outlined in the Technology Code of Practices, which include being accessible, user-centred, cloud first and secure.		
Digital, Data and Technology (DDaT) Playbook	Engagement with Cabinet Office Digital, Data and Technology (DDaT) Playbook refresh process. We are working with the LGA's Procurement Team and central government on how members of the National Advisory Group for Procurement and wider sector could be more engaged with improvements on digital and technology procurement.	Attendance at Cabinet Office DDaT Playbook refresh meetings in November and December. Roundtable discussion with procurement and central government representatives in mid-December.

<p>6. Ensure local government voices are shaping national priorities, and councils are supported to implement national cyber, digital and technology policy and programmes locally.</p>		
<p>Policy support to councils</p>	<p>Development of relevant cyber, digital and technology policy briefs for councils, and what they mean for local government (soon to be published on our webpages).</p>	<p>4 briefs written so far: Government Cyber Security Strategy, Cyber Assessment Framework, National AI Strategy and Digital Strategy. Updated on ongoing basis.</p>
	<p>Regular CDT Policy Group meetings on national government policy developments.</p>	<p>Meet monthly. Summaries available on CDT webpage.</p>
<p>Policy advocacy to central government</p>	<p>Working with policy team to produce a response to Parliamentary Inquiry on Ransomware.</p>	<p>Response to be approved by the Safer and Stronger Communities Board and submitted to Inquiry by 16 December.</p>
	<p>Tracking progress of policies relevant to the secure digitalisation of councils.</p>	<p>Dependent on the development stage of the policy and its content.</p>
	<p>Engagement with government on relevant local government digital and cyber policy areas including:</p> <ul style="list-style-type: none"> - DHLUC on LG Cyber Assessment Framework (LGCAF) - Government Digital Service (GDS) on One Log In - Cabinet Office on Digital, Data and Technology Playbook - Centre for Data Ethics and Innovation (CDEI) on Algorithmic Transparency Standard - DCMS and NCSC on Secure Connected Places 	<p>Recurring meetings with civil servants.</p>



Meeting: Improvement and Innovation Board

Date: 15 December 2022

Economic Growth Improvement Support Offer Update

Purpose of report

For information.

Summary

This report updates the Improvement and Innovation Board on the LGA Economic Growth Improvement support offer for 2022/23.

Is this report confidential? No

Recommendations

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

Contact details

Contact officer: Rhian Gladman

Position: Programme Manager, Productivity Team

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Economic Growth Improvement Support Offer Update

Background

1. Enhancing the role and capacity of local councils to deliver economic growth is a key priority for the LGA and forms part of our improvement support work with DLUHC. As set out in the grant determination letter, the LGA's economic support offer includes two key support programmes:
 - a) an Economic Growth Advisers' Programme, which will boost council capacity to deliver local economic growth and
 - b) an Economic Recovery Programme, which will deliver tools and resources including roundtables, masterclasses and E-learning offer for councillors and officers to support councils to tackle unemployment; address skills shortages; design a healthy high street; provide support for SMEs; adapt local economies to climate change impacts and low carbon growth and help councils to improve the digital skills of their local businesses.
2. In 2022/23, these programmes will deliver:
 - Economic Growth Advisers to support councils with skills and additional capacity to address their local economic challenges
 - Guidance and support to councils in their convener role to provide them with skills to address local economic challenges, particularly through collaboration with other councils and local institutions, through peer support, an online economic growth hub, toolkits, good practice and roundtables.
3. The Key Performance Indicators (KPI's) for this programme are:
 - Delivery of learning and development opportunities, with at least 85 per cent of participants reporting that the support has improved their ability to carry out their role – by the end of March 2023.
 - A national learning event to share best practice through participants from the previous Economic Growth Advisers programme – by the end of December 2022.
 - At least 80 per cent of respondents in councils that have participated in the Economic Growth Advisers Programme report that it provided them with skills to address local economic challenges – by the end of March 2023.
4. Based on feedback from our member councils and the Principal Advisers, we have designed the following improvement support offer to councils to support their economic recovery in their local area. Two clear improvement support needs have emerged in the feedback from councils. Firstly, the importance of building capacity and skills in terms of economic growth in councils, and secondly, the role that the LGA can play in sharing learning and helping councils to replicate what has worked well in other areas.

5. In 2022/23 we will be delivering the following improvement support offers:

Economic Growth Advisers

6. The Productivity team are leading the Economic Growth Advisers programme to provide bespoke advice and capacity to local authorities to help them deliver economic growth in their area. The Advisers role includes helping councils to deliver a specific project, help to bring local partners together or assist with the development of a strategic approach to economic recovery. This year we have tried to link each of our projects with the twelve Levelling Up Missions outlined by Government:
 - Living standards
 - Research and development
 - Transport and infrastructure
 - Digital connectivity
 - Education
 - Skills
 - Health
 - Wellbeing
 - Pride in place
 - Housing
 - Crime
 - Local leadership
7. For the 2022/23 programme the LGA will be supporting ten councils with an adviser. The full list of councils being supported can be found in **Annex 1**. We have worked with the LGA research team and Principal Advisors to identify those councils most at need of the support and to ensure the councils we work with comprises of a mix of different types of councils, ensuring learning is applicable across the sector.

Economic Growth Advisers Alumni Event

8. As set out in this year's KPIs, we will be delivering a national learning event to share best practice through participants from the previous Economic Growth Advisers (EGA) programme. We have already hosted one webinar in October to showcase three examples of EGA projects from the 2021/22 cohort, Tamworth, North Somerset, and Hartlepool Council. An additional event in February 2023 will host learnings from our current 22/23 projects. The events will be chaired by a nominated councillor who we have worked with on the economic growth programme, and there will be a generous amount of time for questions from attendees.
9. To share the learning from the event we will be producing a blog and any slides or materials used will also be made available on the LGA website. The blog and slides from the October event are available on the [LGA's Economic Growth Support Hub](#).

Economic Growth Leadership Essentials Course

10. This councillor training programme aimed to enhance local leadership skills and capacity to lead economic growth, development, and resilience, and were delivered by expert facilitators. This year's programmes were held in person as a two-day residential. The topics covered were:

- The Councillor role in the Levelling Up agenda including practical examples from other councils;
- The link between economic growth and health including links to the Healthy High Streets work;
- The Councillor role in engaging with investors and local businesses;
- How Councillors can encourage an increase in aspirations regarding skills and jobs amongst local people;

LGA UK Shared Prosperity Fund Hub

11. Following the publication of the [UK Shared Prosperity Fund](#) (UKSPF) prospectus, the LGA engaged across the sector to understand the key issues for lead authorities. We developed a [UKSPF Hub](#) that included a number of LGA resources to help with the development of local investment plans. This included signposting to resources for developing economic plans, improvement publications to support the development of the different priorities of the fund, and details of current and historic European Structural and Investment Fund programme. Local authorities identified as lead authorities submitted their UKSPF Investment Plans over the summer, with the expectation that approval would be in October 2022. We now expect the plans to be approved in December and are currently seeking a supplier to design innovative training sets to support local authorities in their role as lead authorities for the fund. We expect a supplier to be selected and commence work in the new year as the fund is being introduced and deliver the training programme by the end of March 2023.

LGA Economic Growth Roundtable Series

12. The LGA have organised a number of roundtables to explore the challenges and opportunities for local economic growth and provide a forum for councils to share learning and grow their networks. So far this year we have delivered four sessions covering the following topics:

- What have Economic Development officers learnt from the pandemic response and what are the opportunities for the future?
- The council role in improving digital skills of local businesses
- Attracting alternative sources of investment into a council area
- Adapting local economies to climate change impacts and low carbon growth

13. Before March 2023, we will deliver the following roundtables:

- How to design a healthy high street - Linking health and economic growth

- How do councils attract a new talent pool in economic development as well as retain staff in the sector?

Case studies on the Economic Growth Hub

14. The case studies produced through the Economic Growth Advisers programme and also through the roundtables will be shared with all councils via the [Economic Growth Hub](#).
15. Last year the economic growth improvement team collected over **50 case studies** on a range of economic development topics. These were supplied directly through councils.

Proposed support for 2023/24

16. Work is ongoing with councils and LGA regional and policy colleagues to design improvement offers to increase the capacity of local economic growth teams.

Implications for Wales

17. We will continue to share and learn from case studies from the Welsh LGA and Welsh councils supporting the role of local authorities in delivering local economic growth.

Financial Implications

18. The Economic Growth Programme is fully funded via the grant determination from DLUHC.

Equalities implications

19. Our targeted, data-based approach for the Economic Growth Advisers programme will ensure that LGA support is provided to councils in most need of this support.

Next steps

20. Officers to initiate any required action.

Meeting: Improvement and Innovation Board

Date: 15 December 2022

Economic Growth Improvement Support Offer Update

Annex 1: Full list of councils supported through the Economic Growth Advisors Programme

1. For the 2022/23 programme the LGA will be supporting ten councils with an adviser.
2. Working with the LGA research team we have undertaken research to identify those councils at most need of the support and capacity of an adviser. This has then been cross-referenced with the regional insights from the Principal Advisers to provide the final list of councils which are as follows:
 - London Borough of Barking and Dagenham
 - Bolsover District Council
 - Great Yarmouth Borough Council
 - Middlesbrough Council
 - North East Lincolnshire Council
 - North Warwickshire Borough Council
 - Pendle Borough Council
 - Rother District Council
 - South East Lincolnshire Council Partnership
 - South Hams District Council & West Devon Borough Council
3. We have ensured that the list of councils comprises a good mixture of different types of councils to ensure that learning is applicable across the sector.
4. The LGA has undertaken the work to procure the advisers so that the support can be quickly provided to the council with no extra work required from them.

Meeting: Improvement and Innovation Board

Date: 15 December 2022

Innovation Zone 2023 Update

Purpose of report

For direction.

Summary

This report provides an update on the proposed approach to the Innovation Zone 2023 as part of the LGA Annual Conference. The report includes an outline of the purpose of the Zone, the focuses of next year's Innovation Zone and opportunities for member involvement. It asks for Member views on the approach to be taken and volunteers for the member-led Innovation Zone working group.

Is this report confidential? No

Recommendations

It is recommended that the board note the report and discuss initial ideas for the format of the 2023 Innovation Zone including format of delivery.

Actions

1. Subject to Members' comments, officers to progress the delivery of the Innovation Zone
2. Subject to Members' comments, Innovation Zone Member Working Group to be set up by officers to provide advice and guidance
3. Request for Members to share any significant examples of innovative practice from the sector with relevant officers to be potentially included in programme

Contact details

Contact officer: Katharine Goodger and Henry Butt

Position: Improvement Coordination and Strategy Advisors

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Innovation Zone 2023 Update

Background

1. The Innovation Zone is a core part of the LGA's Annual conference due to occur on 4 – 6 July in Bournemouth. The Zone represents a vibrant and creative space separating itself from other parts of the conference by holding a series of open, walk-in, sessions throughout highlighting exciting and significant innovative ideas going on in the local government sector.
2. The Innovation Zone offers an interactive space to share examples of innovative practice from councils as well as wider partners (including international organisations), provided that their session is in collaboration with local government.

Approach to Sessions

3. The Innovation Zone 2023 comes at a significant time in local government as the sector looks to deal with multiple challenges such as the cost of living crisis, energy crisis and rising inflation, whilst councils also drive delivery in response to the climate crisis and push to achieve local priorities including community engagement, economic regeneration, and housing.
4. In this context, this year's Innovation Zone is looking to adopt the theme 'Challenge and Change', which captures a broad range of ideas across the main ambitions and challenges impacting the sector, including:
 - Cost of living
 - Financial stability
 - Workforce capacity
 - Resettlement
 - Economic recovery and renewal
 - Enhancing living standards
 - Place leadership
 - Equalities, diversity and inclusion
 - Net-zero and sustainability
 - Housing
5. Applications to hold a session at the Innovation Zone will open on Friday 16 December 2022, with a view to close by the end of February 2023. Applicants will be asked to give an outline of their innovative idea, the outcomes it has achieved and how this is relevant to other councils. We will look to supplement these through proactive identification of further ideas and examples of innovative practice from

across the sector. Sessions will be encouraged to be as interactive as possible to increase engagement with delegates and we will look to ensure sessions come from individuals and organisations with a diversity of backgrounds and experiences.

Board input

6. There is an opportunity for members of the Improvement and Innovation Board to be involved in the design and delivery of the Innovation Zone.
7. A member-led Innovation Zone working group will be set up following this Improvement and Innovation Board meeting. The group will be chaired by Cllr Peter Fleming, as previously agreed, and aim to meet 2-3 times in the coming months. This will be to discuss approach to format of the Innovation Zone, to finalise selection of sessions and to update on the Innovation Zone at the end of the process. Provisionally it is expected therefore to meet in February and May/June, 2023. We ask for volunteers to make themselves known at the board meeting. Officers will then work with the political group offices to ensure appropriate representation across the group.
8. We are currently developing a number of ideas for the 2023 Innovation Zone, including the following:
 - 8.1 Exploring how the Innovation Zone can continue to be a central part of the overall conference
 - 8.2 Exploring how to ensure the same or increased levels of engagement and success seen at last year's Innovation Zone with the different space in Bournemouth
 - 8.3 Considering options to make sessions or some elements of the Innovation Zone accessible after they have taken place/outside of the conference
 - 8.4 Considering options to utilise digital opportunities to improve delivery of sessions including through screens and interactive displays.
 - 8.5 Using the Innovation Zone as an opportunity to increase awareness and understanding of the LGA's sector-led improvement offer and variety of support available
 - 8.6 Comments are welcome on aspects mentioned in the report and any others.

Implications for Wales

9. Welsh councils will be encouraged to apply to take part in the Innovation Zone.

Financial Implications

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

Equalities implications

11. The application process for this year's Innovation Zone encourages applications that focus incorporate an equalities, diversity and inclusion process with a view to shine a spotlight on good practice in this area. The diversity of applicants will be factored as a consideration during the selection for the sessions to be delivered.

Next steps

12. Members are asked to note the approach for the 2023 Innovation Zone.
13. Members encouraged to attend the Innovation Zone and to encourage attendance.
14. Members asked to email Katharine.Goodger@local.gov.uk and Henry.Butt@local.gov.uk examples of innovative work in local government for potential Innovation Zone sessions, including from their own councils.
15. Innovation Zone Working Group to commence and provide advice and guidance where necessary, facilitated by LGA officers.

Meeting: Improvement & Innovation Board

Date: 15 December 2022



LGA Plan 2022-25

Purpose of report

For discussion.

Summary

On 19 October 2022, the LGA Board signed off a new 3-year business plan for 2022-25. The [LGA Plan 2022-2025](#) sets the direction for the LGA as a whole and includes our policy and campaigning priorities for the period.

The Board is asked to note the Plan and to discuss any changes to its workplan to reflect the overall LGA direction and priorities.

Recommendations

That the Improvement & Innovation Board note the Plan and discuss any changes to its workplan to reflect the overall LGA direction and priorities

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LGA Plan 2022-25



Background

1. On 19 October 2022 the LGA Board signed off the LGA's new 3-year business plan – [LGA Plan 2022-2025](#). The development of the Plan was led by a joint officer/member task and finish group, who considered feedback from consultations and discussions with member councils, lead members, group executives and staff.
2. The new LGA Plan clearly sets out our vision to be **the Voice of Local Government** and our purpose to **Promote, Improve and Support** local government.

Content

3. The LGA Plan is in three parts:

Part 1:

- sets out the LGA's overarching vision and the golden thread that runs through the plan - to be **the Voice of Local Government**;
- sets out our purpose - to **Promote, Improve and Support** local government. These form the three pillars of all our external facing work, including the work of the eight policy boards and the Improvement and Innovation Board.
- emphasises our commitment to work more collaboratively across the whole of local government to strengthen our voice on behalf of the sector;

Part 2:

- Promoting **local government** sets four policy and campaigning priorities
 - ✓ A sustainable financial future
 - ✓ Stronger local economies, thriving local democracy
 - ✓ Putting people first
 - ✓ Championing climate change and local environments;
- **Improving local government** sets out our main grant-funded commitments;
- **Supporting local government** highlights the excellent technical and professional support and services we deliver to councils in fields such as workforce, pensions, legal, communications and procurement and a range of place-based services.

Part 3:

- **Our business** – sets out our internal organisational priorities, including actions to support our political leadership and enhance our membership, increase our financial resilience and our commitment to Net Zero.

Delivering the LGA Plan

4. Members are invited to review the LGA Plan and to discuss any amendments or additions to the Board's work programme to align with the LGA's priorities.
5. The LGA Plan will remain a flexible document that will be reviewed and updated annually, and with the agreement of the LGA Board, may be updated to reflect changing circumstances.

Implications for Wales

6. The LGA Plan includes the support that we provide to the 22 Welsh councils, in membership of the LGA through the Welsh LGA. However, some central government grant-funded activities do not include support to Wales, where funding may be allocated through the Welsh government.

Financial Implications

7. Delivery of the LGA Plan is reflected in the LGA's medium term financial strategy. Our internal business priorities include priorities to ensure the financial sustainability of the LGA.

Equalities implications

8. Our internal business priorities include the delivery of the LGA's equalities strategy and action plan.

Next steps

9. Subject to members' comments, the Board's work programme will be updated to reflect the priorities of the LGA Plan 2022-25.

