



Improvement & Innovation Board

Agenda

Friday, 26 May 2023
11.00 am

Hybrid Meeting - Beecham Room, 18 Smith
Square and Online

There will be a meeting of the Improvement & Innovation Board at **11.00 am on Friday, 26 May 2023** 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
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.

Improvement & Innovation Board – Membership

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

Councillor	Authority
Conservative	
Cllr Abi Brown (Chair)	Stoke-on-Trent City Council
Cllr Nigel Ashton	North Somerset 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 (Observer)	
Substitutes	
Cllr Gwilym Butler	Shropshire Council
Cllr Derek Bastiman	Scarborough Borough Council
Cllr Kris Wilson	Nuneaton and Bedworth Borough Council
Labour	
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
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	
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	
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 Priestmand	Independent Observer

Agenda

Improvement & Innovation Board

Friday, 26 May 2023

11.00 am

Hybrid Meeting - 18 Smith Square and Online

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Date of Next Meeting: Friday, 21 July 2023, 11.00 am, Hybrid Meeting - 18 Smith Square and Online

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Peer Support Review Update

Purpose of Report

For information.

Is this report confidential? No

Summary

This paper provides an update against the actions agreed arising from the peer support review, carried out last year and supported by discussions involving national lead member peers and the Heads of Political Group Offices.

The action plan (Annex 8A) has been updated with comments from the previous Improvement and Innovation Board.

LGA Plan Theme: Support for councillors

Recommendation(s)

That the Board note progress in implementing actions arising from the peer support review.

Contact details

Contact officer: Henry Butt

Position: Improvement Strategy Adviser

Phone no: 07818 577541

Email: Henry.Butt@local.gov.uk

Peer Support Review Update

Background

1. The Board received a report at its October 2022 meeting which outlined the findings of a review of the LGA's use of peers in its improvement support offers. The review found that member and officer peers make a vital contribution to these offers and are, on the whole, highly regarded. The report highlighted recommendations arising from the review which related to:
 - Recruitment of Member Peers;
 - Member Peer Mentoring;
 - Feedback on the quality of support provided by Member peers;
 - Particular challenges experienced by the Independent Group;
 - Member Peer Training and Development;
 - National and regional lead member peers;
 - Diversity of Member peers;
 - Member Peer profiles.
2. In February 2023, the Board received a further update and were provided a full action plan for comment. These comments have been worked into the action plan which has been updated. A full breakdown of the actions with updates against each can be found in **Annex 8A**.

Progress Update – Highlights

3. The following section highlights the progress achieved since the last Board update. The section is separated based on the 5 themes of the agreed action plan:

Recruitment and retention of an appropriately experienced, skilled and diverse cohort of peers

4. Officers from the LGA have undertaken an assessment exercise to map the current needs of peers related to peer challenge delivery and to understand future peer demand for this financial year, the Board will be kept updated once full details of this are available. Each type of peer challenge has been RAG rated

based on the number of peers available and the expertise required. Further work will need to be carried out once the Sector Support Programme grant is finalised with DLUHC and to adjust for changes after the May elections, which at the time of writing are not fully known.

5. Our peer support team have completed an Annual Report on LGA Corporate and Finance Peer Challenges (highlights can be found in **Item 7** of the Agenda, with the full Annual Report provided in **Annex 7A**). The report outlines the substantial positive impact CPCs have delivered in 2022/23 and has also reviewed the usage of member peers, as agreed as part of the peer review action plan, including setting out the equalities data of peers. With the initial review of the peer pool completed, the LGA will continue to work with the LGA's Lead Members, Political Group Offices and our member councils to increase the diversity of the peer pool and the proportion of peers sharing equalities information. Our work to ensure peer profiles are more up to date (including equalities information where peers are willing to share this) will support this.
6. The LGA has put in place plans to raise awareness of opportunities to become a member peer, and also to highlight the impact of the work overall at Annual Conference in July 2023. This includes a lunchtime session at the Innovation Zone, supported by Cllr Abi Brown, Chair of the Board.

Mentoring

7. The LGA has carried out a number of actions related to mentoring, delivered before elections took place to ensure mentoring was available to new councillors and councils, ensuring members were supported during any times of transition. The LGA has updated and re-launched the existing mentoring handbook and shared this with Political Group Offices and Regional Teams for further distribution. A new version of the handbook will be produced over the summer and made available via the LGA website.
8. Dates have now been scheduled for mentoring training for peers throughout 2023/24. These are due to take place in May, September, December 2023 and March, June 2024 and will be a mixture of in-person and online sessions. A tender to deliver the training is to go out in May. In addition, the LGA is exploring the potential to hold a member/peer weekend event focussed on aspects, such as mentoring, to further highlight the opportunity available and provide learning and support. Finally, a new process for recording and monitoring member mentoring has been drafted and shared with Regional Teams and Political Group Offices. Once these comments are addressed, the process will be shared with Lead Members for their consideration to then be implemented to ensure a more structured approach to mentoring delivery.

Member Peer Training

9. The LGA has progressed actions on Member Peer Training to increase the development opportunities available to peers and enhance aspects of the current offer. In the previous meeting, it was agreed by both Lead Members and the Improvement and Innovation Board that unless special circumstances were in place, all member peers would be expected to have attended or booked onto relevant peer training and to have attended a member peer conference at least once in the last 3 three years.
10. In addition, the LGA has agreed to pilot a peer challenge shadowing process for member peers on a non-payment basis. This has been agreed by all four Political Group Offices with a draft protocol produced. This will be shared with Lead Members for reference once dates for pilots scheduled. During and following this pilot phase, the LGA will monitor, review, and seek feedback on the implications of the draft protocol with the aim of introducing this as a standard part of member peer development.
11. The LGA has been working to develop a new programme of training for both officer and member peers. This will look to cover:
 - continued delivery of refreshed remote peer briefings,
 - a new programme of regionally delivered training,
 - a new programme of national member training.
12. Additionally, it is suggested that training include a focus on the delivery of corporate peer challenges due to its significance to the LGA's overall improvement offer. Political Group Offices have been contacted to progress the member training with all 4 groups agreeing to mixed sessions, these are being scheduled.
13. Further detail outlining our approach to member training will be shared with the Board in its July meeting.

Quality Assurance

14. Internally, the LGA has introduced improved processes and systems to share good practice on planning and delivering peer challenges, including how best to deliver support and feedback to peers. This also includes restarting a regular peer challenge manager meeting with colleagues across the Improvement Directorate to discuss any challenges and best approaches. Additionally, lead Principal Advisers have been identified to work with each Political Group Office and will attend meetings, join up activity with wider improvement work and discuss relevant insights.

15. As part of our ongoing conversations with Political Group Offices, we are exploring the opportunities to provide some form of performance appraisal and/or accreditation to peers. We will be carefully considering the cost benefit implications of introducing this once we have clarity following the 2023/24 Sector Support Programme DLUHC grant negotiations.

Management and Administration

16. As part of the peer support review, the LGA is making improvements to the existing systems and processes which support peer development. In the February 2022 meeting, a standard timescale of 10 days was agreed with Political Group Offices to respond to peer requests and resilience arrangements. A proposed technical solution (in two phases) to prompt member peers to update their peer profiles online has been designed: the Political Group Offices will be asked to approve the approach prior to implementation. Measures to better monitor overall peer activity, including training and payments, will be introduced in line with work on processes to ensure more effect monitoring and mentoring delivery.

Implications for Wales

17. Improvement support is provided directly to Welsh councils by the Welsh Local Government Association (WLGA). On occasion, the LGA has responded to requests from Welsh councils to provide peer reviews to Welsh councils on a paid for basis, and there are some Welsh members in the LGA's peer pool. The improvements resulting from recommendations in the Peer Support Review will benefit those member peers and Welsh councils who receive peer support albeit on a paid for basis.

Financial Implications

18. Peer support activity is funded through the Sector Support Programme grant received from DLUHC.
19. Prioritisation of activities within the peer support review action plan will ensure that work is carried out within existing resources.

Equalities implications

20. The Peer Support Review explicitly considered equality, diversity and inclusion issues in respect of the LGA's peer support offer. Recommendations to increase the equalities data available on LGA peers (where they wish to share that information) will support the LGA to meet the needs of councils seeking peers to match the diversity of their own councillor cohort and populations, and to ensure that member peers with protected characteristics are not negatively impacted by processes for their selection for assignments and associated support.

Next steps

21. Lead Members and the Improvement and Innovation Board will continue to oversee progress against priority actions, informed by capacity and financial implications. A further update on progress will be brought to the Board in July.

Annex 8A. Peer Support Review Action Plan

Theme 1: Recruitment and retention of an appropriately experienced, skilled and diverse cohort of peers			
	Actions	Timescale	Update
1	<p>Ensure that the member peer pool and usage keeps pace with the national councillor census in terms of demographic profile:</p> <ul style="list-style-type: none"> • Circulate peer profiles to all members for updating with guidance for completion • Analyse updated peer profiles and decide on areas for more proactive recruitment of Member Peers 	<p>End of September 23</p> <p>End of October 23</p>	Data on peers who supported CPCs has been shared in our Annual Report. Work to enable and prompt update of peer profiles to include richer detail including equalities information has been progressed (see Action 26). This will allow us to understand the current demographic profile of our peer pool and decide on what further measures are required.
2	<p>Lead Members consider whether there should be any changes to the limit on the number of assignments (or days) any member peer should be used</p>	<p>End of May 23 - Complete</p>	It was agreed by Lead Members in discussions in February that peers should be used for a max. of 40 days. Exceptional instances where members would need to be used beyond the max of 40 days would need approval by the Director of Improvement. Wider actions to improve our monitoring and systems will help regulate this agreement.

3	<p>Ensure a good, sustainable 'supply line' of member peers</p> <ul style="list-style-type: none"> • Lead Members consider feedback from programmes about gaps in member peer capacity to meet current and future demand • Lead Members identify and share best practice in peer recruitment across Groups • Improvement/ PGOs develop joint programme of work 	<p>June 23 (moved to take into account elections)</p> <p>May 23 - Complete but to re-occur by end of October 23</p> <p>End September 23</p>	<p>An initial sharing of best practice in peer recruitment was completed through discussions that took place in February 2023. A further sharing of best practice will occur at a later board this year.</p> <p>Officers from the LGA have undertaken an assessment exercise to map the current needs of peers related to peer challenge delivery and to understand future peer demand for this financial year. With election results now clarified and the negotiations near finalisation this work will need to be reviewed before being shared with lead members. We have updated the first timescale listed therefore to allow time to consider these factors.</p>
4	<p>Brief regional teams/programme leads on criteria and processes for selecting member peers</p>	<p>End September 23</p>	<p>Per actions below (quality assurance), we have established a number of new measures to join up improvement activity. This will help inform this action to be delivered by September.</p>
5	<p>Review usage of Member peers (including by protected characteristics)</p> <ul style="list-style-type: none"> • Produce annual report • Lead Members review annual report (prior to IIB) 	<p>End of May 23 - Complete</p>	<p>Our peer support team have completed an Annual Report on LGA Corporate and Finance Peer Challenges which has been reviewed by Lead Members.</p>

6	Consider the respective roles of the Group Office and the Improvement directorate in addressing challenges related to the supply and development of Independent member peers.	End of July 23	Cllr Neil Prior is leading working group to address these challenges. Improvement staff have been in discussion with PGO about also attending to link in improvement directorate and support actions.
7	Session at conference to raise awareness of opportunities to become a member peer	End of July 23	The LGA has put in place plans to raise awareness of opportunities to become a member peer and also to highlight the impact of their work overall at Annual Conference in July 2023. This includes a lunchtime session at the Innovation Zone, supported by the Chair of the Improvement and Innovation Board.
Theme 2: Mentoring			
8	Ensure coordinated development, quality assurance and promotion of the mentoring offer: <ul style="list-style-type: none"> • Draft proposals • Lead Members consider proposals 	End of October 23	This action is linked to the wider work of the peer support review including the new systems of monitoring impact, training and refreshed resources. Per below, these are being progressed.
9	Relaunch and promote the current mentoring handbook and training, updated as appropriate (interim measure)	End February 23 - Complete	The LGA has updated and re-launched the existing mentoring handbook and shared this with Political Group offices and regional teams for further distribution.

10	Revise and refresh the mentoring handbook and mentoring training	End of October 23	The LGA is starting process to commission supplier to update handbook and refresh mentoring training with view to have in place by October.
11	Offer mentoring training 4 times a year to ensure peers can access prior to commencing assignments	End May 23 - Complete	Dates have now been scheduled for mentoring training for peers throughout 2023/24. These are due to take place in May, September, December 2023 and March, June 2024 and will be a mixture of in-person and online sessions
12	Put in place a structured process for recording and monitoring member mentoring	End May 23 - Complete	A new process for recording and monitoring member mentoring has been drafted and shared with regional teams and Political Group Offices.
13	Consider whether a more formal LGA officer mentoring offer would be appropriate and on what model	End October 23	Work on this action will be progressed with a further update to be shared in July 2023.
Theme 3: Member peer training			
14	Ensure the peer conference includes the opportunity for cross-party reflection on peer practice and updates peers on themes arising from improvement work and relevant issues in the sector	End November 2023	A date for peer conference has been scheduled. The agenda, when readied, will ensure opportunity for cross-party reflection on peer practice and update peers on themes arising from improvement work.

15	Agree a standard approach to peer induction and include in updated peer induction pack for all peers	End September 23	As part of the new approach to Member Peer Mentoring and training for the delivery of CPCs, Improvement Officers working with the Political Group Offices will develop an induction pack and process for all peers.
16	Discuss and agree a protocol for the use of shadow member peers on peer challenges	End February 23 - Complete	The LGA has agreed to pilot a peer challenge shadowing process for member peers on a non-payment basis. This has been agreed by all four Political Group Offices with a draft protocol produced. Dates are being agreed to pilot.
17	<p>Consider approach to eligibility for assignments for example:</p> <ul style="list-style-type: none"> • all member peers to attend the peer conference at least once every three years to be eligible for assignments • some mandatory elements to training and development of peers <p>Lead Members consider PGO response</p>	End May 23 - Complete	Through discussions in February, it was agreed with Lead Members, the IIB and PGOs that unless special circumstances were in place all member peers would be expected to have attended or booked onto relevant peer training and to have attended a member peer conference at least once in the last 3 three years.
18	Agree an approach to ownership, development and commissioning of member peer development	End September 23	To be reviewed as part of the evaluation of the first tranche of member training in 2023/24.

19	<p>Deliver sufficient training to ensure that all member peers have received training (or committed to attend) before deployment:</p> <ul style="list-style-type: none"> • Corporate Peer Challenge • Other peer reviews • Mentoring 	End December 23	<p>The LGA is working to develop a new programme of Mentoring and Peer Challenge training for member (and officer) peers. This will include a strong focus on the delivery of Corporate Peer Challenges and supporting those councils that have had a change of control. A process of training delivery has been agreed with PGOs and sessions are now being scheduled.</p>
Theme 4: Quality assurance			
20	<p>Agree proportionate and systematic approach to feedback from regional teams/ programmes to PGOs on member peer performance/ communicate PGO approach</p>	End May 23 - Complete	<p>The LGA has introduced a number of measures to more effectively capture feedback on peer performance, this includes establishing an internal Peer challenge managers meeting to share arising challenges and notable practice.</p> <p>Additionally, each PGO now has a main PA contact to strengthen links with improvement and allow more direct communication regarding peers. Feedback on Member Peer performance is also provided to the relevant PGOs on completion of each Corporate Peer Challenge. These new measures will continue to be reviewed and established.</p>

21	<p>Consider whether to introduce some form of Performance appraisal for member peers:</p> <ul style="list-style-type: none"> • Liaise to consider potential for a more systematic approach • Lead Members consider proposals 	End July 23 (moved to allow time for review and drafting)	<p>In the February 2022 meeting, a standard timescale of 10 days was agreed with Political Group Offices to respond to peer requests and resilience arrangements. As per action 20 measures have been introduced to better capture feedback and establish stronger connections between PGOs and Improvement. Now in place, considerations can be made to allow for a more systematic approach.</p>
22	<p>Consider whether to reintroduce some form of peer accreditation/ assessment process in light of associated costs and benefits</p>	End July 23 (moved to allow to take into account improvement grant)	<p>As part of our ongoing conversations with Political Group Offices, we are exploring the opportunities to provide some form of performance appraisal and/or accreditation to peers. We will be carefully considering the cost benefit implications of introducing this once we have clarity following the 2023/24 Sector Support Programme DLUHC grant negotiations. With this in mind, we have updated the deadline in order to consider these impacting factors.</p>
Theme 5: Management and administration			
23	<p>Produce process notes on allocation and authorisation of days</p>	End June 23	<p>A process note on allocation and authorisation will be written in time for deadline.</p>
24	<p>Ensure compliance with GDPR on all peer records</p>	End June 23	<p>Improvement are in touch with programmes to ensure peer records are compliant with GDPR</p>

25	Develop a PGO/ Improvement Support Protocol to clarify roles and mutual expectations	End December 23	A protocol will be developed based on learning and insight gathered as a result of the delivery of the overall peer support review actions.
26	<p>Support the regular updating of member peer profiles through:</p> <ul style="list-style-type: none"> • Agreeing a common standard for frequency of updates • agree a solution to automate the update process 	<p>End May 23 - Complete</p> <p>End of September 23</p>	<p>A proposed technical solution (in two phases) to prompt member peers to update their peer profiles online has been designed: the Political Group Offices will be asked to approve the approach prior to implementation. Measures to better monitor overall peer activity, including training and payments, will be introduced in line with work on processes to ensure more effect monitoring and mentoring delivery. The proposed solution is working on the basis of a rolling-12 month update across member peer profiles.</p>
27	Agree a standard timescale for PGO response to peer requests and resilience arrangements	End of May 23 - Complete	<p>In the February 2022 meeting, a standard timescale of 10 days was agreed with Political Group Offices to respond to peer requests and resilience arrangements. Work is to be carried out through wider peer support review actions to effectively monitor and regulate this.</p>

28	Establish a consistent process for capturing and monitoring records of attendance at CPC and mentoring training	End of May 23 - Complete	<p>A process is in place to capture attendance at mentoring training on CRM after each event, with the next taking place on the 31 May 2023.</p> <p>A process is already in place for logging attendance of CPC Peer Training on CRM</p>
29	Identify a plan to increase the proportion of officer peer records which contain equalities data	End of May 23 - Complete	<p>This is being progressed through Actions 1 and 26 which includes a proposed technical solution and approach once data received. It is expected the technical solution will increase the proportion of officer peer records which contain equalities data. We will continue to update on progress of this solution through actions 1 and 26 going forward.</p>

LGA Innovation Zone and Wider Conference 2023 Update

Purpose of Report

For information and decision.

Is this report confidential? No

Summary

This report provides members with an update on progress of organising the Innovation Zone alongside a high-level update on how Improvement is featuring in this year's LGA Annual Conference, taking place in Bournemouth from 4-6 July 2023.

LGA Plan Theme: Communications and events

Recommendation(s)

That the Board note the progress on the Innovation Zone 2023.

The Board are encouraged to attend and promote the Innovation Zone at this year's Annual Conference.

That the Board note how Improvement will feature in this year's LGA Annual Conference 2023 in Bournemouth from 4-6 July 2023.

Contact details

Contact officer: Katharine Goodger

Position: Improvement Coordination and Strategy Advisor

Phone no: 07818 562 932

Email: katharine.goodger@local.gov.uk

LGA Innovation Zone and Wider Conference 2023 update

Background

1. The LGA's Annual Conference is set to take place on the 4 – 6 July 2023 at the Bournemouth International Centre.
2. The Innovation Zone (IZ) is a significant part of the LGA's Annual Conference and was a hugely popular area of the conference last year. The IZ offers a vibrant and creative space within the wider conference and involves a series of open, walk-in, sessions highlighting exciting and innovative ideas of significance to the local government sector.
3. All sessions featured in this year's programme are being delivered either by councils themselves, or councils in collaboration with other public sector and private sector organisations, ensuring that their content links to local government.
4. For the wider conference programme, towards the end of 2022 a cross organisation working group came together to suggest key topics and ensure all directorate were able to feed into session content. Following these discussions, joint Improvement-Policy sessions have been planned as part of this programme which will span topics including sector led improvement, assurance, and procurement.
5. This report provides a detailed update on IZ preparations and an overview on how Improvement is featuring in the wider conference programme across the parallel and plenary sessions.

Format of the Innovation Zone and Sessions

6. The IZ design is still being finalised but will feature 3 separate stages for presentations to take place, as well as a coffee area and seating. Drawing on the success of last year, stages will include an increased number of headphones to minimise noise disruptions when multiple presentations occur at the same time. The IZ will be located in the Bourne Lounge, a prime location at the top of the main escalators and on route to the exhibition stands.
7. Newton Europe, who supported the IZ in 2022, will be the official sponsor again this year. They will be contributing a number of sessions on the programme as well as providing professionally prepared coffee.

8. This year's IZ theme, 'Challenge and Change', captures a broad range of ideas across the main ambitions and challenges impacting the sector, including:
- Adults and Children's Services
 - Climate/environment
 - Cyber/digital
 - Communities
 - Economic growth and regeneration
 - Equalities, diversity and inclusion
 - Housing
 - Planning
 - Public health
 - Workforce
9. The LGA were delighted to receive over 200 applications, a record number, for spaces on this year's IZ programme. Applications came from a range of councils and organisations that work with councils.
10. A draft programme for the IZ has been finalised and will be shared publicly in the next few weeks. The programme will include over 50 sessions representing councils of all types across all regions and political alignments. The draft IZ programme of sessions can be found in **Annex 9B**.
11. Sessions have been selected on the basis that the content is innovative, engaging and offers information and learning of value to councils across all regions. Applications were reviewed, based on these criteria, by teams across improvement and policy. A few examples of innovative applications received can be found in **Annex 9A**.
12. Replicating the success of last year's sessions, this year's IZ will primarily offer two different but complementary formats: IZ sessions and 'Spotlight on...' talks. New for this year, the IZ will also feature a limited number of 'Celebrating Success' events to draw attention to excellence and achievement across the sector.

IZ Sessions

13. IZ sessions will run for 30-45 mins focusing on sharing learning from a specific innovative project or solution and will form the main part of the IZ programme. Each session will also include time for delegates to ask questions.
14. The sessions will see presentations on up to 3 projects running concurrently, with delegates able to 'drop in' to any session that interests them.

‘Spotlight on...’ Sessions

15. The IZ will hold several stand-alone ‘Spotlight on...’ talks across the 3 days of Conference. These are focused on standout innovation, big ideas and inspiring councils to think differently.
16. In total we have 7 ‘Spotlight on...’ sessions. Several examples include:
 - A session from Birmingham City Council and Stans Café which will highlight a community theatre production encouraging public engagement in local democracy and illustrating the huge challenges faced in running a council. The play features a 6ft bear mascot becoming leader of the council and has received national attention ([Guardian](#)) and strong ticket sales as it tours local pubs, community centres and night clubs.
 - East Riding of Yorkshire Council will be providing a session on a digital tool to help managers and staff manage the risks and stresses of working in the sector. Created in partnership with academics, psychologists, risk specialists and several councils, the tool's roll out has been progressed to a large positive impact. This follows a session from last year, which was so popular it was standing room only.
 - Nesta have been working with a number of councils on a tool to engage residents in imagining the benefits of a Net Zero future and to have their say on how to get there. Alongside Southend-on-Sea City Council, Nesta will bring a fully interactive and immersive Strategy Room experience to the conference, mixing digital storytelling, collective decision making and deliberative polling.
17. Given we have received a high number of applications focused on addressing climate challenges and reaching net zero goals, we plan to re-run and draw on the success of last year’s ‘Spotlight on Climate Change Panel’ session to focus on the environmental challenges facing councils and to share innovative examples of the actions that have been put into place across the country.

Celebrating Success Events

18. Celebrating Success Events will bring delegates together to recognise excellence and achievement across the sector and provide information on how delegates can further get involved.
19. These events will take a different format to the IZ and ‘Spotlight on...’ sessions, encouraging celebration with high profile speakers and complementary extras such as ice creams or a drinks reception.

20. There will be at least 3 Celebrating Success events. These sessions will include:

- 10 Year Anniversary Celebration of OPE – One Public Estate (OPE) brings together councils, public sector and government departments via locally led partnerships across England to collaborate on public estate opportunities such as co-location, disposals, joint service delivery and new builds. OPE is celebrating 10 years of operation in 2023 and will be celebrating this achievement with a short presentation from high profile speakers and recognition of achievement for those who have been involved.
- LG Challenge Awards – Local Government (LG) Challenge brings together talented local government officers to compete in a series of real-life challenges around the country. Over a six-month period, ten contestants tackle five real-life challenges in councils across the country with the opportunity to be awarded the prestigious £10,000 Bruce-Lockhart scholarship and translate their very own ideas into a reality. Following a presentation of this year's challenge, the LG Challenge winner will be announced in the IZ with a drink's reception to follow.
- A session focussed on recognising the work of our peers, their impact across the sector and highlighting the excellent opportunity that being a peer represents. This session will be supported by Cllr Abi Brown, Chair of the Board and will also provide delegates with complementary ice cream.

21. Preparations for the IZ will continue at pace. The IZ Member-led Working Group has had two meetings so far (20 March and 18 May), with a third planned for June to give final comment on the overall approach and plans for 'on the day'.

Wider Conference – parallel sessions and parallel plenary sessions

22. In addition to the IZ, the LGA Conference will feature a number of improvement informed sessions on the wider conference programmes. Improvement teams continue to work jointly with the wider organisation to ensure that improvement considerations are embedded within the wider conference programme including topics such as climate change and cyber security.

23. There are a total of 24 parallel sessions planned across the first two days of the conference and 6 parallel plenary sessions are planned across the last two days. Parallel sessions and parallel plenaries are between 45 minutes - 1 hour long and cover a range of topics and issues which are live to the sector and local government.

24. The [Annual Conference and Exhibition 2023 website](#) includes the latest version of the conference programme, confirmed speakers so far, links to sessions, the Innovation Zone, details of sponsors and exhibitors as well as other useful information.
25. Improvement led sessions held as part of this programme will include a session on sector-led improvement and assurance chaired by Cllr Abi Brown, Chair of the Board, alongside Lord Amyas Morse, Interim Chair of the Office for Local Government, and other speakers joining to provide perspectives from the sector.
26. There will also be a focused session on procurement with Cllr Neil Prior, Deputy Chair of the Board, speaking alongside Dr Martin Reeves, Chief Executive of Oxfordshire County Council, on the council's leadership role in implementing changes relating to the new Procurement Act.

Implications for Wales

27. The Innovation Zone programme includes a session from Pembrokeshire Council as part of its commitment to showcasing new ideas and approaches from across a diverse range of organisations from a variety of backgrounds. The conference programme has been designed to be relevant across the whole of local government.

Financial Implications

28. All planned activity will be met from existing budgets.

Equalities implications

29. The LGA is committed to increasing diversity at all levels of local government and officers have ensured there are opportunities to include those from underrepresented groups, within the conference programme.
30. To the extent it is possible, officers have worked to ensure the programme is representative across all regions, authority types and political affiliations.
31. Officers will also continue work to ensure a diverse range of speakers across the whole programme including through the IZ sessions, 'Spotlight on...' talks and Celebrating Success Events.

Next steps

32. Members are asked to note and reflect on the approach and progress to date.
33. Members are encouraged to attend the Innovation Zone and to encourage attendance from others across the sector.
34. Officers to progress any comments from the Board that can either be actioned for this year's Conference, including the Innovation Zone, or be incorporated into the planning of next year's Conference.

Annex 9A

Example applications

1. As mentioned, the LGA were delighted to receive over 200 applications for spaces on this year's IZ programme, from a range of councils and organisations that work with councils.
2. Colleagues across the organisation were engaged in the process of reviewing applications with successful applications having been selected on the basis that content is innovative, engaging and offers information and learning of value to councils.
3. A few examples of innovative applications received are listed below:
 - **Cheltenham Borough Council** have been working on EmpowerCyber, a unique event which aims to inspire the next generation of cyber talent. Gloucestershire-based CyNam in partnership with the Council has created a project to engage with school girls and capture the hearts and minds of a generation of potential female recruits. 1000 year 8 girls from 25 schools in Gloucestershire were able to enjoy a unique and fully immersive hands-on workshop style activity day with over 20 of the UK's top cyber specialists.
 - **Dorset Council** in collaboration with Bournemouth, Christchurch and Pool Council, NHS Dorset, and the voluntary sector, are taking the lead on rolling out digital inclusion support across the Integrated Care System using a strategic, data driven approach to increase access and reduce digital exclusion.
 - **Greater Manchester Combined Authority** have been developing a range of innovative natural capital investment initiatives seeking to reverse the decline in nature, secure much needed investment and deliver wider environmental and socio-economic benefits. The Greater Manchester Environment Fund (GMEF) is the biggest city region-based investment opportunity for nature in the UK. It is the first of its kind and to date has brought in over £6m of funding to deliver projects on the ground.
 - **The South London Partnership**, a cross-political party, sub-regional collaboration of five London Boroughs, have boosted innovation and growth through their local Business Innovation & Growth (BIG) partnership of organisations. With a range of support programmes, networks, funding, and workspaces – BIG is supporting the development and success of all South London based businesses, charities and third sector organisations. BIG South London looks to tap into and unleash the resources, expertise, and facilities available within South London's Universities and Further Education Colleges,

helping local businesses and organisations boost business capacity, talent, productivity and competitiveness.

- **Stockton-on-Tees Borough Council** have created an integrated Single Point of Access (iSPA) Team who have helped over 3,000 people in 2022 to be safely discharged from hospital. The iSPA team is made up of health and social care staff who attend the hospital every day to help people who are ready to leave and require new or additional support prior to going home. The team are present in the hospital engaging with people, family and friends face to face to give advice, information and assurances on the next steps for discharge.
- **Tower Hamlets** are leading the way with a holistic vision and plan to support the borough's young people. The council has recently brought in the Education Maintenance Allowance, which allows low-income pupils in Sixth Form schools and colleges to apply for £400 to support them with their studies. Tower Hamlets have also launched a University Bursary Scheme, offering low-income students £1,500 to help with their tuition fees and encourage them to take their education further.
- **Telford and Wrekin** are taking a soft approach to care, developing an innovative way of promoting independent living. The council are taking a preventative approach by providing a one-stop shop offer which looks to replicate the feeling of being somewhere familiar and homely rather than formal and process driven.
- The “Reimagining Watford” project describes **Watford Borough Council's** staff-centric approach to the development of its new values and behaviours. This unique, council-wide programme was born out of a desire and need for Watford to rethink its approach around a major transformation project, and was supported by Avanti Transformation Ltd. The project provided the opportunity for all staff to be actively engaged in the transformation of the council workforce.

Annex 9B

Draft Innovation Zone Programme 2023

1. A draft programme for the IZ has been finalised and will be shared publicly in the next few weeks.
2. The programme will include over 50 sessions representing a variety of topics from councils of all types across all regions and political alignments. A summary of this break down can be found at the end of this Annex.

Tuesday 4th	IZ Programme
8.30 - 11.30	Registration, exhibition viewing and refreshments
11.40 – 12.15	IZ Opening Session and Celebrating Success Event: Liverpool – Eurovision and the value of culture
12.25 – 12.55	IZ session – x 3 1. East Riding – Adults 2. South Tyneside – Communities 3. LGA, NGDP – Workforce
1.05 - 1.35	IZ session – x 3 1. Greater Manchester CA - Climate 2. Newton (Sponsor, session detail TBC) 3. East of England LGA – EDI
2.45 – 3.15	IZ session – x 3 1. Tower Hamlets – Children’s 2. Stockton-on-Tees – Adults/Public Health 3. Havant – Workforce
3.20 - 4.00	IZ session – Spotlight on: Newton (Sponsor, session detail TBC)

4.10-4.40	<p>IZ session – x 3</p> <ol style="list-style-type: none"> 1. Lambeth – Econ Growth 2. Dorset – Digital/Cyber 3. Antrim and Newtonabbey – Communities/Leisure
4.50-5.35	<p>IZ session – IZ session - Celebrating Success Event... OPE 10yr Anniversary</p> <p>Presentation and Q&A followed by a drinks reception.</p>
Wednesday 5th	IZ programme
8.30-9.00	IZ session – Spotlight on... East Riding - Workforce
9.10-9.40	<p>IZ session – x 3</p> <ol style="list-style-type: none"> 1. Stockport, Trafford, Rochdale & Tameside Councils – Procurement 2. North Northamptonshire – Public Health 3. Pembrokeshire - Communities
9.50-10.20	<p>IZ session – x 3</p> <ol style="list-style-type: none"> 1. Watford – Workforce 2. Suffolk – Adults 3. Power to Change with Wigan – Communities
10.30-11.00	<p>IZ session – x 3</p> <ol style="list-style-type: none"> 1. Telford and Wrekin – Adults 2. Dutch Authority – Climate (International) 3. LGA, LGCAF – Digital/Cyber

11.05-11.30	IZ session – Spotlight on... Stan's Café Theatre Birmingham
11.40-12.15	IZ session – x 3 <ol style="list-style-type: none"> 1. Central Bedfordshire – Planning 2. South London Partnerships with Richmond – Econ growth 3. Wolverhampton – Digital/Cyber
12.25-1.10	IZ session - Celebrating Success Event... Peer Support Peer Support session led by Cllr Abi Brown
1.25-2.05	IZ session – x 3 <ol style="list-style-type: none"> 1. WALGA – Procurement 2. Global City Futures/East Devon – Climate 3. Exeter – Housing
2.15-3.15	PGO and CEx meetings – Nothing on in IZ
3.25-4.10	IZ session – Spotlight on... Climate Change (Panel) <ul style="list-style-type: none"> • Centre for Alternative Technology with Tunbridge Wells • Local Partnerships with Cambridgeshire • South West Net Zero with Cornwall • Westminster
4.25-5.10	IZ session – x 3 <ol style="list-style-type: none"> 1. Newton (Sponsor, session detail TBC) 2. Cheltenham – Digital/Cyber 3. Waltham Forest – Econ growth

5.25-6.15	Set up time for drinks reception
6.20	IZ session - Celebrating Success Event... LG Challenge Awards Reception
Thursday 6th	IZ programme
9.15-09.45	IZ session – x 3 <ol style="list-style-type: none"> 1. Manchester City – Children’s 2. Bridport Town Council – Communities 3. Wiltshire – Workforce
09.55 – 10.20	IZ session – Spotlight on... Nesta’s Strategy Room With Southend-on-Sea
10.30-11.00	IZ session – x 3 <ol style="list-style-type: none"> 1. Sutton – Climate 2. Newton (Sponsor, session detail TBC) 3. Essex – Housing
11.10-11.50	IZ session – x 3 <ol style="list-style-type: none"> 1. Westminster – EDI 2. CCLA – Cost of Living 3. Socitim with Walsall – Digital/Cyber
12.10-1.10	PGO and CEx meetings – Nothing on in IZ
1.10pm	Close of conference with lunch

Additional notes:

Total slots: 24 programme slots: 13 IZ 3x session slots (39 sessions), 7 Spotlights, 4 Celebrating Success Events.

The sponsor, Newton, will have 3 IZ sessions and 1 Spotlight with content TBC.

Programme breakdown:*

Theme		Type		Region		Party	
Adult's	3	County	3	E	7	Conservative	14
Children's	2	District	7	EM	2	Labour	15
Climate change	10	Unitary Authority	11	GL	7	Lib Dem	4
Communities	8	London Borough	7	NE	2	Independent	3
Cost of living	1	Metropolitan Borough	7	NW	5	NOC	5
Digital/Cyber	5	Combined Authority	1	SE	2		
E. Growth/Regen	4	Town Council	1	SW	6		
EDI	2		37	WM	4		
Housing	2			YH	2		
Public health	1			Wales	1		
Workforce	4			N. Ireland	1		
	42			Non-UK	2		
							41

*Please note, this programme was drafted in April 2023 and so does not reflect any council changes in political control as a result of the May 2023 Local Elections.