I am delighted to have been involved with Local Partnerships over most of its life, since its incorporation on 1 July 2009. It has been my pleasure and privilege to have worked with excellent colleagues on the Local Partnerships Board, which I have chaired for the last six years, and with the dedicated and professional management and staff.

On the surface, the concept of creating a joint-venture between central government and councils in England and Wales, to provide capacity, capability and confidence, seems an unusual one. It is only through reading the content of this, and previous, Impact Reports that it is possible to get a flavour of the breadth of organisations we support. There continues to be huge demand for scarce expertise and critical-friend advice and guidance when delivering policy and efficiency commitments into local areas.

Local Partnerships was formed to facilitate and deliver efficiencies in true partnership, between Her Majesty’s Government and local government, represented by the Local Government Association and its constituent members in England and Wales. Working closely now with our other joint venture partner, the Welsh Government, we also provide support to a devolved administration which has ambitions and aspirations to improve the lives of millions through the delivery of infrastructure and critical services.

Central government, local and combined authorities, devolved administrations and other public bodies all need expert help and, very often, do not know where to turn for that help. Local Partnerships fills that gap by providing our specialists who bring a formidable combination of public and private sector experience, offering the highest quality and most effective support to the public sector... by an organisation which belongs to the public sector.

Our tenth year of operation has been one of our most successful yet, and this Impact Report should provide you with a comprehensive review of our activities over the year. As we enter our second decade, it is gratifying to know that we continue to be relevant and our support is still in demand.

My thanks go to the hard-working staff and associates of Local Partnerships who make such an impact for the benefit of the public sector.
INTRODUCTION

Each year we try to ensure we make a positive impression in the areas that are prioritised by our owners, as expressed through our joint-venture Board. It has been a very busy year for Local Partnerships and this report should give you a flavour of the impact we have made in 2018-19 in delivering our owners’ priorities.

Our independent non-executive Board members, Sir David Wootton, Susan Johnson and Barry Quirk, have recently been confirmed in post for further three year terms and I look forward to working with them on the next phases of our journey. Good governance is fundamental for any professional organisation, and I continue to learn from the experience and wise counsel provided by Board colleagues in our governance structures and committees, whether they represent HM Government, Welsh Government, or local and combined authorities throughout England and Wales.

Amongst the many outcomes to which we have contributed in 2018-19, are:

- we committed to another three years of support to the Department for Environment, Food and Rural Affairs (Defra) through the Waste Infrastructure Delivery Programme and the Waste Operational Savings Programme
- we secured £14m savings from ongoing operational waste contracts in 2018-19. We also helped the Waste Infrastructure Procurement Programme in Wales deliver a network of anaerobic digestion plants that will produce estimated savings of over £500m for the public sector in Wales over a 25 year period
- we helped council teams preparing Housing Infrastructure Fund (HIF) bids for capital awards amounting to £130m in Bolton and Wigan and £70m in Lincolnshire
- we supported Defra and the Department for Transport (DfT) in Leeds and Birmingham to produce successful business cases for implementing Clean Air Zone schemes which will go live in January 2020, improving the air quality in those cities
We supported green energy projects with 42 solar farms, wind turbines and energy efficiency schemes reaching completion in Wales, resulting in the reduction of 113,000 tonnes of CO₂ being released into the atmosphere and financial savings or income of more than £60m to the public sector.

We supported the health sector in Wales with recommendations for new governance and structures for health informatics to help enable innovative and effective ways of delivering future services.

Our work contributed to surpassing the Police National Commercial Board’s £350m target, delivering savings of £380.9m which equates to protection of more than 750 front line officers.

We supported Cornwall Council in its successful business case for funding towards Europe’s first horizontal launch Spaceport by reviewing the application and providing critical friend support.

In 2018-19 we also bid successfully to participate as Crown Commercial Services (CCS) suppliers on the Management Consultancy Framework Two (RM6008), signalling an alternative route through which our customers may procure us.

In this Impact Report, you should be able to get a much better idea of who we are, what we do and what we have achieved. We strive to be humble about our contribution and proud of our results. Local Partnerships is a team of which it is easy to be proud and I look forward to many more years of delivering tangible, positive results for the public sector.
10 YEARS OF LOCAL PARTNERSHIPS

LOCAL PARTNERSHIPS

Created by the merger of local government’s partnerships adviser 4ps and its Treasury counterpart Partnerships UK, Local Partnerships is trying to position itself as the go-to place for public sector projects advice.

CO-OPERATIVES UK TO WORK WITH GOVERNMENT ON NEW SERVICE FOR PUBLIC SECTOR CO-OPERATIVES

Following today’s (17 November 2010) launch of the Mutuals Information Service by Minister for the Cabinet Office, Francis Maude, Ed Mayo, Secretary General of Co-operatives UK, made a press statement. “We welcome the launch of the Mutuals Information Service – a partnership between the Cabinet Office, Local Partnerships, Employee Ownership Association and Co-operatives UK”.

TREASURY PLEDGES £1.5BN PFI SAVINGS

The Cabinet Office’s efficiency & reform group, supported by experts from the Treasury and Local Partnerships, will now lead a programme to secure the savings across the public sector.

LOCAL PARTNERSHIPS

Judith Armitt, Chief Executive, Local Partnerships, “We worked with key partners across the city, including the Police, the National Probation Service, the Department for Work and Pensions, Manchester College, registered housing providers and schools to develop a uniform approach to help the council evaluate and quantify new service delivery models.”

SOCIAL ENTERPRISE INVESTMENT FUND

Social Enterprise Investment Fund (SEIF), managed on behalf of the Department of Health by The Social Investment Business working with Local Partnerships, is now open for applications. The Fund is looking to invest £19 million in health and social care enterprises delivering exceptional value through their services.

WASTE INFRASTRUCTURE DELIVERY PROGRAMME

The Waste Infrastructure Delivery Programme (WIDP) was established to support local authorities to accelerate investment in the large-scale infrastructure required to treat residual waste. WIDP brings together the resources and roles of Defra, Infrastructure UK and Local Partnerships in support of authorities undertaking waste projects.

NAVIGATING TROUBLED WATERS

April 2013

JULY 2011

JULY 2012

JULY 2009

NOVEMBER 2010

JULY 2011

JULY 2012

JULY 2009

NOVEMBER 2010

LOCAL PARTNERSHIPS IMPACT REPORT 2018-19

6
St Helens Council says it is taking part in a national pilot which looks at innovative ways to bring small brownfield sites back into use.

The study – funded and supported by the Local Government Association (LGA) and public sector consultancy firm, Local Partnerships – will focus on small brownfield sites where the council currently has limited powers to intervene due to private ownership.

CIVIL SERVICE AWARDS 2017

A reception was recently held in Cardiff bay attended by Leslie Griffiths, Cabinet Secretary for Energy, Planning and Rural Affairs and the Permanent Secretary Shan Morgan to celebrate the Welsh Government’s Waste Infrastructure Procurement Programme team winning the Commercial Award category at the Civil Service Awards.

A key component of success was the collaborative working partnership that formed between the Welsh Government, the Welsh Local Government Association, and local authorities. The Cabinet Secretary said the ‘spirit of partnership developed with a comprehensive governance structure involving four Ministerial portfolios to drive delivery.

COUNCILS LACK PFI MANAGEMENT SKILLS

The NAO report read: ‘Public bodies often do not have the in-house capability or expertise to effectively manage and identify savings from complex PFI contracts.’

The Department for Environment, Food and Rural Affairs already works with Local Partnerships, a company owned by the Local Government Association (LGA) and the Treasury, to ensure that councils have access to the contract negotiation and management skills to manage waste PFIs.

Cambridgeshire CC, together with Bouygues Energies and Services FM UK and Local Partnerships, has delivered 20 energy performance contracts including schools, corporate buildings and a 12MW solar park through the Re:fit 2 framework. It attracted £13.3m investment, saving £1.3m and 6,500 tonnes of carbon emissions annually by August 2015 with 70% of the work delivered through local supply chain supporting local jobs.
PURPOSE OF OUR WORK

Our purpose is to help public sector organisations face the ever-increasing challenge of meeting rising demands for services, with shrinking budgets.

Our team of specialists brings a formidable combination of public and private sector experience, offering the highest quality and most effective support to the public sector. We are a hands-on organisation and work collaboratively for the benefit of our clients, often sitting alongside project teams, rather than providing advice from afar. We provide capacity and capability where it is needed.
Local Partnerships occupies a unique position in the public sector. We facilitate change by working impartially and collaboratively across all parts of central, local and regional government, and devolved administrations.

Our support is especially relevant in helping councils and combined authorities with their responsibilities to shape and create place-based growth. This includes the increasing requirements for housing delivery, and the planning and funding of social, digital and enabling infrastructure. We work with authorities to develop their commercial capabilities, helping them achieve and maintain financial resilience.

1 July 2019 marks the tenth anniversary of Local Partnerships’ incorporation. We are very proud of the successes we have helped our clients achieve over the last decade. We remain dedicated to helping local and national government, and other public sector organisations, deliver services even more efficiently and effectively.
OUR IMPACT

WASTE
WIDP I WOSP

Howel Jones, Duncan Powell

SAVINGS OF
£14m

Waste Infrastructure Delivery Programme (WIDP)
We supported Defra in the delivery of its Waste Infrastructure Delivery Programme, helping 26 authorities manage operational waste PFI contracts.

We helped Defra support 40 waste authorities via its network groups, contract management reviews and contract management training. We provided support across a range of projects including re-procurement of facilities, variation business cases, and commercial negotiations with contractors.

Waste Operational Savings Programme (WOSP)
We expanded our operational savings work, supported by Defra, to include a new authority and are making good progress in identifying new opportunities.

We secured £14m savings from ongoing operational waste contracts in 2018-19.

1 Resources and waste strategy for England
WASTE INFRASTRUCTURE PROCUREMENT PROGRAMME

Waste Infrastructure Plan for Wales

We played a key role in supporting the Welsh Government’s ambition to become one of the top performing recycling nations in the world, helping to create a new Waste Infrastructure Plan for Wales. At its heart stands a model that helps predict waste volumes by category under varying policy scenarios. The model has provided supporting evidence to create a new programme of interventions including the separate collection and treatment of absorbent hygiene products and for a wood waste sorting and chipping pilot facility.

To support this very important initiative, we have agreed a three year extension to our service contract. The Welsh Government’s Waste Infrastructure Procurement Programme (WIPP)\(^2\) included three residual waste treatment contracts, involving 14 of the 22 Welsh councils. We continued to support the construction phase of the last of these facilities this year in North Wales. The other two contracts are fully operational, diverting 375,000 tonnes per annum of residual waste from landfill, generating 30MW of renewable energy.

WIPP also includes a network of anaerobic digestion plants to treat source-segregated food waste, generate renewable energy and produce digestate to replace chemical fertilizers.

The new waste treatment facilities will produce estimated savings of over £500m for the public sector in Wales over a 25 year period.

Our role includes commercial support and oversight, contract management reviews and contract management training.

Waste authorities

In conjunction with the Waste and Resources Action Programme (WRAP) we commenced work on whole waste system reviews for several combined authorities. The reviews provide a sound basis for service re-provision and repositioning, improved performance and potential savings. We undertook a number of direct commissions with local authorities in England this year, the most notable being our support to the Tees Valley Combined Authority.

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\(^2\) Waste Infrastructure Procurement Programme
gweddill.gov.wales/topics/environmentcountryside/epq/waste_recycling/infrastructure/?lang=en
Housing delivery
In 2018-19, we provided delivery-focused resources to support 44 councils (including five through the LGA Housing Advisers programme), two combined authorities, and the Welsh Government. We helped council teams preparing full business cases for Housing Infrastructure Fund (HIF) bids for capital awards amounting to £130m in Bolton and Wigan and £70m in Lincolnshire. If successful, the infrastructure delivered would enable the delivery of 12,000 new homes in Bolton and Wigan and 12,500 in Lincolnshire.

In Bury and Salford, we provided commercial leadership that is shaping the regeneration of two local centres. In both cases, fresh schemes have been designed and financially appraised with delivery plans that will lead to capital investment in excess of £200m.

We enabled Wirral Council to secure £6m worth of HIF grant. This funding will enable the first phase of 1,106 new properties to be developed as part of the overall scheme at Wirral Waters. With 13,500 new properties being built, this is the largest housing regeneration scheme in the country.

On behalf of Bradford MDC, Local Partnerships identified a pipeline of council-owned sites suitable for the delivery of an estimated 350 new homes, of which 218 were affordable. We provided further support appraising and shortlisting additional council-owned sites, advising on their phasing and delivery. These additional sites have an estimated capacity of 370 private and affordable new homes and will accelerate housing delivery across the district.
We completed two pilot schemes on ways to meet the government’s target that **20% of new homes should be on small sites**. The research was carried out in conjunction with Milton Keynes and St Helens Councils. It yielded a range of workable measures, especially involving community-led initiatives and partnerships with specialist registered providers on blended pipelines.

We also provided eight councils with rapid access to a housing development site financial appraisal scheme producing assessments on **44 sites** with the capacity to provide **13,495 new homes**.

**Growth deals**

We have developed a range of strategic tools, covering infrastructure planning and delivery and housing market-making, through our work in other areas (particularly Greater Manchester and Greater Lincolnshire) which can be used to plan and deliver place-based economic and housing growth. These place-based tools would be useful if deployed in the Oxford-MK-Cambridge Corridor or strategic growth planning across the country.

Our work in Greater Lincolnshire has supported all 10 local authorities (the County Council, two unitary councils and seven district councils). We worked with the local authorities to develop a vision, strategic infrastructure delivery plan and strategy to deliver a housing and employment sites pipeline, supporting the delivery of **100,000 new homes**.
Joint Air Quality Unit (JAQU)

Air pollution is believed to be responsible for 40,000 premature deaths per year in the UK. Tackling air pollution, and thus improving air quality, is a key goal for local and central governments alike.

We have worked with Defra and DfT on JAQU’s national programme to reduce levels of nitrogen dioxide – a particularly toxic pollutant – in 33 local authority areas.

The primary source of nitrogen dioxide is road traffic and concentrations build up in urban areas with heavy road usage and congestion. We helped the affected local authorities develop plans to reduce the most polluting traffic, encouraging people to walk, cycle, take public transport and accelerate the uptake of cleaner forms of transport, such as electric vehicles.

We supported local authorities to develop these complex plans. We provided guidance in areas such as governance, risk management, project planning, finance and procurement. We helped a number of councils to develop outline business cases for their plans.

We supported Leeds and Birmingham to achieve approval by JAQU for their final business cases and the associated applications. Leeds and Birmingham are implementing their schemes which will go live in January 2020.
Re:fit
We provided commercial and technical support to develop retrofit programmes across local authority estates and university campuses, and the development of renewable energy and smart grid projects incorporating solar PV, battery storage and electric vehicle infrastructure. The guaranteed energy performance of these projects is forecast to deliver reduced CO₂ emissions in excess of 6,000 tonnes per year and £7m in energy savings or income generation, via medium-term contracts. We also provided quality assurance to organisations accessing the Re:fit framework in Wales where we support delivery of energy projects across local authorities, health boards and universities, with capital investment estimated at £30m.

Welsh Government Energy Services (WGES)
We made great strides with the progression of several large solar farms, wind turbines and energy efficiency schemes. These types of projects have a long lifecycle from inception to delivery. Their impact will be to reduce Wales’ reliance on fossil fuel-derived power, reducing carbon emissions.

Our work focuses on raising the ambition of public sector leaders, both in regions and individual organisations, encouraging them to identify and implement energy efficiency and renewable energy schemes across their estates. Working with partners in WGES, we supported green energy projects. 42 reached completion, resulting in the reduction of 113,000 tonnes of CO₂ being released into the atmosphere and financial savings or income of more than £60m to the public sector.
Public/Private Partnerships (PPP)

We were an integral part of the project team leading research into alternative forms of financing public sector infrastructure, specifically investment-based crowdfunding for the Financing for Society\(^3\) project and the development of a Community Municipal Bond.

Private Finance Initiative (PFI)

We supported central and local government by resolving contractual and operational issues, ensuring effective challenge to special purpose vehicles (SPVs), settling disputes, identifying, negotiating and implementing savings. We developed the commercial knowledge and skill set of the public sector advising on key contractual processes such as refinancing, benchmarking, market testing, contractual variations and termination saving the public sector over £13m through refinancing and negotiation of insurance disputes.

The collapse of Carillion in January 2018 impacted a significant number of our PFI clients. Support continued in the 2018-19 financial year, ensuring continuity of service, replacement of shareholders and service providers as required. We worked with councils to ensure their SPVs are monitoring risks associated with their sub-contractor failure and have appropriate risk mitigation plans.

Mutual Investment Model (MIM)

We worked across the three projects that form the Welsh Government’s MIM programme, leading the 21\(^{st}\) Century Schools programme and providing commercial support to the A465 and Velindre Cancer Centre projects. In July 2018, the A465 was the first MIM project to enter procurement. The 21\(^{st}\) Century Schools project will enter procurement in 2019-20.

\(^3\) Financing for Society, the Bauman Institute baumaninstitute.leeds.ac.uk/research/financing-for-society

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**SAVINGS OF**

£13m

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Rosie Pearson
A key focus of our 2018-19 work has been to help councils and combined authorities realise their place-making ambitions to create new homes and deliver viable communities. We have helped local authorities to improve how they define their infrastructure requirements and ensure that this definition and delivery of infrastructure is integrated into the strategic planning process.

Greater Manchester Combined Authority set out an ambitious growth plan through its Spatial Framework to **develop 230,000 new homes in the next 15 years**. We were commissioned to review how **social infrastructure** is defined and delivered by the ten constituent councils. We worked with multiple agencies and organisations across Greater Manchester examining the five key areas of Health and Social Care, Education, Leisure and Green Spaces, Culture and Public Resilience. The work provided Greater Manchester with a clear picture of where the main areas of potential challenge lay in providing the necessary social infrastructure and set out clear recommendations for how they may be addressed.
We undertook reviews of nine major highway schemes delivered by local authorities in England with a combined value of over £550m. We also reviewed plans for the delivery of a £60m scheme for new sport facilities for the upcoming Commonwealth Games.

We undertook reviews of six housing programmes which will provide over 5,000 new homes. This included four Housing Zones, the London work programme of a national housing association and an assisted housing scheme. We assessed options for corporate property rationalisation schemes for several councils.

We expanded our training offer to include workshop support for project owners and bespoke project management capability training for councils and Local Enterprise Partnerships. We provided training to over 100 people to assist authorities build in-house project management capability. This centred around the development and assessment of business cases and broad project management skills.

We examined early plans for the creation of a new university with ambition to support better life opportunities for the local community and encourage new employers.
In 2018-19 we provided contract management, resource planning, project assurance, governance design, investment planning, asset utilisation and project evaluation across central and devolved governments, NHS bodies and local authorities. Most of this activity was funded through LGA grant. Our activities included:

- recommendations for new governance and structures for health informatics to help enable innovative and effective ways of delivering future services
- business case review of a new delivery model for children’s services
- assurance of benefit realisation plans for a new extracare facility
- assessment of the current position and future potential of a council’s local “micro-market” for wellbeing, health and care
- collaborative delivery of the “Sizing the Prize” module with the LGA
- identification of opportunities to reallocate resources for mental health services across a local system
- identification of options for financing and delivering Sustainability and Transformation Partnership estate strategies as a step towards building a joint NHS and local authority investment prospectus
- identification of the key issues for, and impact of, a capital programme for housing and health
- review of the demand for temporary housing to enable better interaction between housing services and children’s services in order to meet statutory safeguarding responsibilities.
Blue light efficiency

In 2018-19 we provided Project Management Office (PMO) and wider strategic support to the Police National Commercial Board (NCB). The NCB sets strategic direction at a national level for police commercial and procurement activity and supports the Policing Vision 2025 to increase standardisation, interoperability and convergence between forces. It oversees the delivery of a Home Office target of collaborative procurement savings of £350m by April 2020, and an additional £100m by 2021.

Our work has contributed to surpassing the £350m target, delivering savings of £380.9m which equates to protection of more than 750 front line officers.

In addition to our role as PMO we have worked on a full business case (FBC) for the establishment of a new organisation that will provide national co-ordination of strategic commercial activities within policing. Our work within policing also widened to support planning for (no-deal) Brexit by developing a commercial impact assessment toolkit for forces.

Building on the successful NCB commercial project, in 2018-19 we developed a programme and project management offer for our commercial projects. We provided programme and project management support to the Home Office and the Department for Digital, Culture, Media & Sport (DCMS), as well as additional work with the NCB and the Metropolitan Police Service. We submitted entries on behalf of the NCB for two industry awards (Public Finance Awards and Go Procurement Awards) for which they were selected as finalists.

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Commercialisation
We supported public sector organisations explore the opportunities that commercialisation of council activities can offer. We helped councils develop realistic plans, from increasing revenue to developing an entrepreneurial culture and establishing public-owned businesses.

Commercialisation activities in 2018-19 included:

- piloting an approach with Birmingham City Council to support local authorities in relation to commercial skills, leadership, culture and the establishment of new commercial ventures
- providing external challenge and critical friend support to Suffolk County Council’s Commercial Board, reviewing the full range of council services and assessing commercialisation options
- leading a session on commercialisation at Denbighshire County Council’s leadership conference in December
- in spring 2019 we ran a series of webinars, targeted at councils at different stages on their commercialisation journeys. They were attended by 134 participants and received very positive feedback.

We supported Cornwall Council in its successful business case for funding towards **Europe’s first horizontal launch Spaceport**\(^5\) by reviewing the application and providing critical friend support.

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\(^5\) One giant leap for Cornwall Council, media release, 4 June 2019
A devolution framework for England remains a government commitment and it is hoped that its release will bring clarity to certain aspects around powers and controls that will give new impetus to this agenda.

Over the last year, we have worked closely with the LGA on potential offers to Northamptonshire, Somerset, Dorset and extended guidance to Nottinghamshire. We have delivered support to South Holland, Breckland and Kings Lynn & West Norfolk Councils as part of their future structural considerations.

Most of our reorganisation activity in 2018-19 related to our support to Devon and Cornwall Police and Dorset Police, as well as to the respective Police and Crime Commissioners, in relation to the potential merger of the forces. This activity was carried out in conjunction with the Home Office which took a keen interest in using our work as a model for future merger proposals. The case was not supported unanimously by all parties, despite the efficiency case being made.

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6 Devon, Cornwall and Dorset Police force merger ‘off’, BBC News, 5/10/18  
www.bbc.co.uk/news/uk-england-devon-45764056
RAISING OUR PROFILE
MARKETING AND COMMUNICATIONS

Caroline Hampden-White

This year has seen a further rise in demand for the contribution of our experts across a wide range of channels. We were invited onto the platforms of organisations including Inside Housing, GovNet, City & Financial and the LGC chief executives’ annual summit.

We worked independently and with partners to communicate the successes we have helped our clients achieve and, in so doing, demonstrated the support we provide to the public sector. In collaboration with organisations such as Adass, Localis and the NIC, we helped connect different parts of the public sector, facilitating knowledge transfer of best practice.

We delivered thought pieces, special features, articles, blogs and comment to an extensive range of national and trade media organisations such as The MJ, CIWM and In Procurement. There was particular demand for our contribution in the areas of waste, housing and regeneration, energy, and health and social care.

Alongside energy conferences and events, our speaking engagements in Wales focused on how to deliver infrastructure through new, innovative and robust frameworks for partnership with the private sector.

We delivered a greater number and range of webinars, creating both standalone and series, contributing to the achievement of our principle to share our knowledge freely.

The live broadcast of our commercialisation series was attended by 70 councils and the recordings have been downloaded by many more. Our webinars provided a distillation of challenges others have faced and key insights into effective ways to achieve success. Topics ranged from business case development to contract and procurement activities impacted by the uncertainties around Brexit.

We were proud to celebrate the successes achieved in the public sector through our sponsorship of The LGC Housing Initiative award, won by Blaby District Council, and The MJ’s Best Commercial Council category, won by Rushcliffe Borough Council.

In early 2019 we became a member of the New Local Government Network, a well-respected think tank, with whom we are working to maximise our reach across their member councils, and beyond.
HIGH LEVEL OBJECTIVES

We strive to:

- Listen to our clients and our owners and adapt to their priorities
- Make a positive impact at the local level, accelerating delivery and optimising outcomes
- Produce high quality work
- Be humble about our contribution and proud of our results
- Be approachable, visible, transparent and flexible in the way we work
- Provide a fulfilling and supportive work environment, appreciating collaboration and valuing diversity
- Deliver tangible positive results
- Provide value for money
- Generate revenue of £10M (target £9.2M)
- Achieved a surplus of 6.7% (target 5-10%)
- Held a year-end cash balance of £6.4M (target £5M)
The quality of our work and resulting customer advocacy remains our most powerful marketing tool. During the course of the year we reinforced our quality assurance processes both in terms of proposals and assignment deliverables and changed our method of requesting feedback to be more dynamic and current.

The responses to the client survey demonstrate the continued high regard our clients have for the quality of our work and illustrates our success in consistently meeting, or exceeding, client requirements.

81% of clients surveyed said Local Partnerships fully met or exceeded requirements for engagement.

100% of clients surveyed would ask for support again.

100% of clients surveyed rated the quality of support from Local Partnerships as good or excellent.

100% of clients surveyed would recommend Local Partnerships.
Local Partnerships provided an effective approach and looked for solutions were there might have been potential issues. They were focused on delivering appropriate communications and were on hand to answer all our questions along the process.

I’m looking forward to working with Local Partnerships again.

Joanna Mitchell,
Acting Head of Energy & Resources, Buckinghamshire County Council

Local Partnerships were supportive and not only listened to requirements but were able to enhance requirements to get what DCMS needed. Their support was helpful at the time we were starting up a programme, and their experience and advice has informed our work on the project going forward.

John Bacchus-Waterman,
Head of Delivery, Department for Digital, Culture, Media & Sport

We set out the support we needed from Local Partnerships and the team provided a proportionate project review resulting in a report everyone was happy with. Furthermore, Local Partnerships provided recommendations that we’ve been able to implement on our project and consider on other highways projects currently being developed by the council.

Paul Griffiths,
Infrastructure Delivery Manager, Cheshire East Council

Local Partnerships provided a thoughtful, empathetic service, taking time to understand nuances of our organisation and were genuinely committed to helping. We were challenged in all the right ways.

The end product was exactly what the council needed... the recommendations were pragmatic and the report was effectively delivered.

Angela Hutchings,
Strategic Director, Rochford District Council
The relationship with Local Partnerships gives me invaluable access to commercial, procurement and project delivery expertise. They work flexibly, responding to our changing needs and priorities.

Jasper Roberts, Deputy Director, Waste & Resource Efficiency Division, Welsh Government

For us it’s about finding ways to improve and things that could be done better. Local Partnerships provided a clear and effective delivery of the review, which provided valuable information to the council and allowed us to action processes that have made for a better project.

Andy Jackson, Senior Engineer, Asset and Major Programmes, Leicestershire County Council

Local Partnerships’ ability to step back from a problem and take a look at the bigger picture has been of great value to us. This has been very evident across all the work on which Local Partnerships provides support to Defra. In particular I would highlight the work with combined authorities to help take a broader and more strategic viewpoint on their collective waste management challenges.

Tony Hitching, Programme Manager, Waste Infrastructure Delivery Programme, Defra

The relationship with Local Partnerships has been of great value to us. We would recommend Local Partnerships to other public and third sector organisations.

Elaine Poon, Major Projects Officer, West Lindsey District Council

Local Partnerships provided impartial, technical reviews and advice, ensuring confidence with staff and stakeholders. We would recommend Local Partnerships to other public and third sector organisations.

Jasper Roberts, Dirprwy Gyfarwyddwr, Is-adran Gwastraff & Effeithlonwydd Adnoddau, Llywodraeth Cymru

Mae’r berthynas â Partneriaethau Lleol yn rhoi mynediad amhriadiadwy i mi at arbenigedd masnachol, caffael a cyflenwi prosiectau. Maent yn gweithio’n hyblyg, ac yn ymateb i’n hangenion a’n blenoriaethau newidiol.

Jasper Roberts, Dirprwy Gyfarwyddwr, Is-adran Gwastraff & Effeithlonwydd Adnoddau, Llywodraeth Cymru
Our Board

Terms of reference and the responsibilities of our Board and Committees are set out in our Members’ Agreement and Governance Framework.

The Board has authority for the overall supervision of the organisation including setting the strategy and monitoring performance against the annual business plan on behalf the Members who retain several reserved matters.

The Board has delegated certain duties to the following Board Committees:

- the Audit Committee assists the Board in monitoring the financial reporting, internal controls and risk management
- the Remuneration Committee is responsible for determining the remuneration of the Board members and the Chief Executive and the remuneration strategy for the organisation
- the Nominations Committee leads the process for Board appointments and the appointment of senior executives

The Board members for 2018-19:

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<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tr>
<td>Sir David Wootton</td>
<td>Chair (Independent Non-Executive)</td>
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<td>Susan Johnson</td>
<td>Chair Audit Committee (Independent Non-Executive)</td>
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<td>Barry Quirk</td>
<td>Senior Independent Non-Executive</td>
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<td>Kevin Bentley</td>
<td>LGA appointee</td>
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<td>Graham Chapman</td>
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<td>Gerald Vernon-Jackson</td>
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<td>Tony Saffell</td>
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<td>Stephen Dance</td>
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<td>Simon Ridley</td>
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<td>Philip Duffy</td>
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<td>Fred Maroudas</td>
<td>HMT appointee (resigned 31 December 2018)</td>
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<td>Steve Davies</td>
<td>Welsh Government appointee</td>
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<td>Sean Hanson</td>
<td>Chief Executive</td>
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Principal risks and uncertainties

We maintain a corporate risk register that is used both by the management team and the Board to record our approach to identifying and managing business risks.

The three principal risks facing Local Partnerships in 2018-19 were:

1 RECRUITMENT AND RETENTION OF STAFF AND ASSOCIATES

Local Partnerships is a people business and its reputation relies on the quality of its staff. We monitor our utilisation and the proportion of the work we pass to associates. We ensure that we comply with procurement regulations and IR-35.

2 QUALITY

High quality and relevant outputs are critical to delivering positive impacts, building client relationships and maintaining the profile of Local Partnerships.

We have an established quality assurance regime, including:

- senior staff review of delivered outcomes
- regular client surveys
- senior liaison with key clients

3 FINANCIAL SUSTAINABILITY

Our status as a Teckal (ECJ C-107/98) company, means our income is consistently generated from a relatively small pool of organisations.

Local Partnerships continues to mitigate this risk by closely monitoring opportunities, income and cost trends.

84% of our work in 2018-19 was carried out for “owner” organisations. 100% of our work was carried for the benefit of the public sector.
OUR PEOPLE

At Local Partnerships we are proud of our people. We are committed to recruiting, developing and incentivising our staff to build our organisational capability, capacity, and confidence.

Capability
We are committed to creating an inclusive workplace and culture where everyone can reach their full potential. We nurture and develop our employees, providing training opportunities for all.

In 2018 we engaged First Ascent Group to reveal our “Emergenetics” profiles, at both the organisational and individual level. An Emergenetics profile is built on four thinking attributes and three behavioural attributes that apply to work, communication and interpersonal relationships. Every employee received their personal profile of thinking and behavioural preferences. A workshop with First Ascent’s expert facilitators provided us with a greater understanding of the preferences of our people, and the range of different thinking and behavioural attributes within our organisation.

The Emergenetics profile of the organisation is as follows:

By considering these factors we endeavour to:
- empower our employees
- increase self-awareness of personal attributes
- improve confidence to flex attributes
- improve effectiveness
- increase team collaboration
- maximise our performance

2018 also saw the start of our Leadership Development Programme focused on leadership and management skills.

7 What is Emergenetics?
www.emergenetics.com/emergenetics-explained
Capacity

Attracting employees with the right skills is essential to building our organisational capacity and strengthening our ability to deliver strategic objectives. In 2018-19 we conducted a review of our recruitment procedure to improve the process and to ensure we are recruiting and retaining a workforce that represents the diverse society we serve.

In order to recruit the best people, we offer greater flexibility of working options. This helps employees maintain a healthy work/life balance.

Confidence

We build confidence in our employees and strive to be a responsible and respected employer. We appreciate the experience and opinions of our people as well as insights we gain from their feedback. Individual characteristics and qualities are valued and respected.

Over 50% of current employees have worked with us for over five years, demonstrating that they have confidence in who we are and what we stand for.

High levels of employee engagement, job satisfaction and a safe, supportive working environment have directly contributed towards our success.

<table>
<thead>
<tr>
<th>Number of employees and the length of service at Local Partnerships (in years). Total number of staff is: 51</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1</td>
</tr>
<tr>
<td><img src="chart.png" alt="Bar chart showing the distribution of employee lengths of service." /></td>
</tr>
</tbody>
</table>
Internal communications
As a geographically dispersed organisation effective internal communication is critical. Through numerous channels we ensure key messages are communicated to employees and foster an open, inclusive and collaborative environment.

Weekly **e-newsletters** are sent from the leadership team to update employees on recent happenings. In 2019-20 we endeavour to encourage more members of the organisation to share their news through this medium.

**Monthly meetings** bring all staff members together to share experiences and learning, brainstorm new ideas and network. In 2018-19 we had a range of external speakers join our meetings, with representatives from both public and private sectors.

2018-19 saw the first **virtual** monthly meeting, run as a webinar. It was very successful, saving both time and money, whilst conveying key messages in an efficient manner. In 2019-20 we will continue to host virtual meetings when we do not have external guests.

Each year we host an **away day** for all employees. Previous years have been hosted in Nottingham, Cardiff and Birmingham. Bringing everyone together for 24 hours in a different environment, away from the distractions of normal working life, helps us focus on strategic priorities for the year ahead. In 2018-19 we hosted the event in London, which was highly successful and productive. In 2019-20 we will hold our away day in Leeds.

Mental health support
We strive to foster a healthy workplace aiming to limit feelings of stress, depression and anxiety. In 2018 two colleagues became Mental Health First Aiders by attending a two-day Mental Health First Aid (MHFA) course run by MHFA England. These colleagues are a point of contact for employees experiencing mental health issues or emotional distress. They have been trained to listen non-judgementally and guide them towards appropriate support.

Equality and diversity
At the time of preparation of this report, Local Partnerships had 52 employees. We are, therefore, not required to publish our gender pay gap data and calculations. There are two main reasons for this exemption:

- the population size is small, potentially generating misleading results
- the administration of the task and compiling and reporting the results may have been onerous

Despite the exemption, we have concluded that it would be useful to gather the information. We will report it regularly to help and inform a wider commitment, recognising that we wish to increase the diversity of our workforce and ensuring we are transparent in our ambition to provide equality of opportunity.
The mean pay has been calculated for all women and all men in the workforce (as adjusted for staff who work part-time). The calculations show that our mean gender pay gap is 12.1%. The median gender pay gap is 3.7%.

The Government Equalities Office has produced guidance on Reducing the gender pay gap and improving the gender equality in organisations. This guidance differentiates between effective actions, promising actions and actions that have mixed results, depending on application and circumstances. The Board has approved an action plan relating to reducing the gender pay gap, based on this guidance.

Age profile

The age profile in January 2019 was:

<table>
<thead>
<tr>
<th>Age profile</th>
<th>20-24</th>
<th>25-29</th>
<th>30-34</th>
<th>35-39</th>
<th>40-44</th>
<th>45-49</th>
<th>50-54</th>
<th>55-59</th>
<th>60-64</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEAN GENDER PAY GAP</td>
<td>12.1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEDIAN GENDER PAY GAP</td>
<td>3.7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Race/ethnicity

The profile in January 2019 was:

- BAME: 3
- NOT DECLARED: 9
- WHITE: 43

Reducing the gender pay gap and improving the gender equality in organisations

gender-pay-gap.service.gov.uk/public/assets/pdf/Evidence-based_actions_for_employers.pdf
CORPORATE SOCIAL RESPONSIBILITY

Local Partnerships has been supporting charitable organisations through volunteering and fundraising since we were established in 2009.

Our corporate social responsibility (CSR) activities also provide opportunities for team-building and working together in different ways, and across different teams, for charities that we are passionate about and which are aligned with the values of Local Partnerships.

We worked with three charities this year:

- The Doddington and Rollo Community Roof Garden in Wandsworth, London
- Coed Cadw – The Woodland Trust in Wales
- Crutch Haringey, London

The Doddington & Rollo Community Roof Garden is a large urban roof garden in community ownership. In addition to picking up shovels and spades we provided marketing, financial and strategic business support.

Coed Cadw is the Welsh branch of The Woodland Trust, the country’s largest woodland conservation charity. A team of volunteers helped with woodland maintenance. We also provided a “Theory of Change” workshop for senior staff, to help with their strategy and grant applications.

Following a staff consultation, we chose a new charity to support through 2018-19. Crutch Haringey is a Citizens Advice Bureau project, set up to provide practical support for local residents struggling to provide essentials for themselves and their families, such as food, clothing and shelter.

We supported Crutch Haringey through meeting clients and providing practical support with clothing, food and how to receive further help. We also offered advice on CV preparation, performing well in interviews, and working in an office.
We raised money for various charities by taking part in events such as *Save The Children*’s Christmas Jumper Day, and through individual fundraising. The latter included:

- two staff members cycling 100 miles in the Prudential Ride London event, for the charities *Create* and *Mind*
- several marathons and half-marathons for various charities
- walking 100km in the South Coast Challenge raising money for *SAFE*
- abseiling down a building raising money for *London Air Ambulance*
FINANCIAL PERFORMANCE

Financial performance
In 2018-19 we achieved a turnover of £10m including £0.9m of LGA grant. We made a net surplus after all operating and financing costs of £0.7m which equates to 6.7% of turnover.

Financial performance 2018-19

<table>
<thead>
<tr>
<th>REVENUE CATEGORY</th>
<th>2018-19</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>LGA grant</td>
<td>£900,000</td>
<td>£1,000,000</td>
</tr>
<tr>
<td>External income</td>
<td>£9,081,000</td>
<td>£9,349,000</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>£9,981,000</strong></td>
<td><strong>£9,805,000</strong>*</td>
</tr>
<tr>
<td><strong>Total cost</strong></td>
<td><strong>£9,346,000</strong></td>
<td><strong>£9,492,000</strong></td>
</tr>
<tr>
<td><strong>Net surplus</strong></td>
<td><strong>£666,000</strong></td>
<td><strong>£311,000</strong></td>
</tr>
</tbody>
</table>

*unadjusted for exceptional items
** after financing activities

Balance Sheet
Net assets at year-end were £8.1m (2017-18: £7.6m) of which cash and equivalents represented £6.1m (2017-18: £5.5m), due to an increase in cash investments and a decrease in current liabilities.

Audit
At the end of the financial year 2018-19 our external auditors PKF Littlejohn LLP issued an unqualified audit opinion in relation to our financial statements and accounts.

Our internal audit services in 2018-19 were provided by RSM Risk Assurance Services.
Programme income by sector

- **AIR QUALITY**: 100%
- **ASSURANCE**: 88% (12% other)
- **HOUSING**: 9% (78% other)
- **RE:FIT**: 43% (49% other)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Central Government</th>
<th>Local Authorities</th>
<th>Other Public Sector Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIR QUALITY</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASSURANCE</td>
<td></td>
<td>63%</td>
<td>16%</td>
</tr>
<tr>
<td>HOUSING</td>
<td>100%</td>
<td></td>
<td>21%</td>
</tr>
<tr>
<td>RE:FIT</td>
<td>100%</td>
<td>88%</td>
<td></td>
</tr>
</tbody>
</table>

Size of projects by programme

<table>
<thead>
<tr>
<th>Programme</th>
<th>£500K+</th>
<th>£100K-£500K</th>
<th>£50K-£100K</th>
<th>£20K-£50K</th>
<th>Up to £20K</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIR QUALITY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASSURANCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HOUSING</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RE:FIT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPP/PFI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNIVERSAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WASTE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WGES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
LGA GRANT

LGA GRANT 2018-19 RESULTS AND 2019-20 ACTIVITIES

Introduction
Since its creation, Local Partnerships has received a grant from the LGA (formerly known as RSG) drawn from the grant it receives from the Ministry of Housing, Communities & Local Government (MHCLG) under the Memorandum of Understanding.

Principles and value
The principles agreed with the LGA on how this grant should be utilised are:

a) activities that are predominately free at the point of delivery to English Councils
b) alignment with LGA priorities
c) assistance with the development of new programmes/services with the potential to add significant value to local government

More recently a new underlying principle has been introduced that, overall, for every £1 spent, £12 is saved by councils.

The value of the grant has been steadily declining from £2.5m in 2010-11 to its current £900k in 2018-19.

The remainder of this report:
a) provides detail of how Local Partnerships has used its 2018-19 grant
b) outlines the broad areas of activity that we plan to undertake in 2019-20

Local Partnerships’ LGA grant activities in 2018-19
The tables on the following pages summarise the scope and range of activities we have undertaken in 2018-19. As in previous years, we have sought to achieve a blend of activity that:

a) helps councils save money and in so doing meets our overall £10.8m savings target
b) meets our owners’ priorities
c) assists in the development of new services/programmes with the aim of creating a pipeline of future revenue streams
## WASTE

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>NUMBER OF COUNCILS</th>
<th>SAVINGS ACHIEVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic waste whole system reviews</td>
<td>We worked with the West Yorkshire Combined Authority and Sheffield City Region Combined Authority to develop whole waste system reviews (collection and disposal) to deliver service and performance improvements and the potential to make operational savings</td>
<td>7</td>
<td>Work in progress. Savings of 5%-10% of the total waste budget may be possible</td>
</tr>
<tr>
<td>Contract management reviews and training</td>
<td>We undertook two contract management reviews and two contract management training events. These have strengthened the contract management capabilities of clients facing contractual difficulties</td>
<td>3</td>
<td>n/a</td>
</tr>
<tr>
<td>Regional case study</td>
<td>Publication of the eighth case study, focused on the South East, to identify efficiencies and innovations made by authorities in waste services⁹</td>
<td>34</td>
<td>£21.5m p.a.</td>
</tr>
</tbody>
</table>

## AIR QUALITY

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>NUMBER OF COUNCILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and implementation of clean air business cases</td>
<td>Working with councils who are exceeding the statutory air quality standards, supporting the development and implementation of clean air business cases</td>
<td>33</td>
</tr>
</tbody>
</table>

⁹ Local Partnerships Delivering Waste Efficiencies in the South East
www.localpartnerships.org.uk/our-expertise/waste
### PPP/PFI

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>NUMBER OF COUNCILS</th>
<th>SAVINGS ACHIEVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>PFI refinancing</td>
<td>We advised on the refinancing of two projects and are currently supporting four projects through the refinancing process</td>
<td>6</td>
<td>£12.9m</td>
</tr>
<tr>
<td>PFI insurance</td>
<td>We supported four local authorities to realise insurance cost savings within their PFI contract. We are continuing to support seven local authorities and taking part in cross-Whitehall discussions regarding insurance issues</td>
<td>11</td>
<td>£1.52m</td>
</tr>
<tr>
<td>PFI helpdesk</td>
<td>We provided helpdesk support to authorities on key issues with their operational contracts, to ensure that the contractor is fulfilling its contractual obligations</td>
<td>10</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### RE:FIT

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>NUMBER OF COUNCILS</th>
<th>SAVINGS ACHIEVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re:fit programme delivery</td>
<td>Support to deliver the national Re:fit programme, with 12 projects in delivery and nine at the scoping or business case development stage</td>
<td>21</td>
<td>£8m</td>
</tr>
<tr>
<td></td>
<td>Annual carbon savings of 9,000t p.a.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual energy savings of 20,327,855 kWh</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## HOUSING

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>NUMBER OF COUNCILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing deal</td>
<td>We worked with the 10 Greater Lincolnshire Authorities, testing their ambition for growth and willingness to work collaboratively. This led to the development of an infrastructure strategy for the area and the submission of a HIF Forward Fund bid in March 2019</td>
<td>10</td>
</tr>
<tr>
<td>Small sites pilots</td>
<td>We worked in two different housing markets, with local authorities to assess the opportunities and barriers in their areas around the development of small sites. We piloted an approach that will help them identify the scope to deliver housing growth through unlocking small stalled sites</td>
<td>2</td>
</tr>
<tr>
<td>Housing growth</td>
<td>We worked with the Tees Valley Combined Authority to develop its collaborative approach to housing growth in the absence of a Housing Deal. We developed a Joint Housing Investment Plan, in collaboration with Homes England and five local authorities, with a view to helping align housing investment and wider place-shaping</td>
<td>5</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>We provided capacity support to Cheltenham BC, to frame an infrastructure delivery strategy linked to big scale housing sites as part of a HIF Forward Fund Business Case</td>
<td>1</td>
</tr>
<tr>
<td>delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One Public</td>
<td>We supported North Midlands OPE, one of the largest partnerships in the country, working towards a Phase 7 OPE funding bid</td>
<td>17</td>
</tr>
<tr>
<td>Estate (OPE)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Delivery</td>
<td>We have updated the Housing Delivery Toolkit, launched at the LGA conference in 2017</td>
<td>175</td>
</tr>
<tr>
<td>Toolkit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## HEALTH AND SOCIAL CARE

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>NUMBER OF COUNCILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of adult social care contracts</td>
<td>We carried out a light touch review for Surrey County Council that incorporated an assessment of the current position, contract reviews and market management</td>
<td>1</td>
</tr>
<tr>
<td>Micro-commissioning</td>
<td>We undertook research and stakeholder interviews for Croydon Council to identify local issues in developing a micro-market to support more diverse and person-centred provision in health and social care</td>
<td>1</td>
</tr>
<tr>
<td>“Sizing the Prize”</td>
<td>In collaboration with the LGA, North Lincolnshire Council and its NHS CCG partner, we delivered a programme identifying the local case for the benefits of greater integration in respect of mental health service provision</td>
<td>1</td>
</tr>
</tbody>
</table>

## COMMERCIALISATION

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DESCRIPTION</th>
<th>NUMBER OF COUNCILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial skills and culture</td>
<td>We developed a set of materials to support local authorities embed commercialisation through the development of commercial skills and establishing a commercial culture/mindset, as well as the supporting processes. This was successfully piloted with Birmingham City Council and through webinars</td>
<td>69</td>
</tr>
<tr>
<td>Commercial Board support</td>
<td>Critical friend support and advice to Suffolk County Council’s Commercial Board</td>
<td>1</td>
</tr>
</tbody>
</table>
This section sets out our planned areas of activity in 2019-20

WASTE
We will continue to work with combined authorities to identify and deliver performance improvements and service efficiencies
We will continue to undertake contract management reviews and contract management training
We will conduct a regional waste efficiencies study for the South West region – the final English region
We will work with councils to support their re-alignment to the new Defra Resources and Waste Strategy and encourage early action

HOUSING
We will support councils to deliver housing on publicly-owned land
We will undertake assurance reviews of Local Housing Companies
Having developed a pilot approach to unlocking small sites, we will apply this to other council areas

REGENERATION AND GROWTH
We will aggregate, co-ordinate and market a “Place Creation” support service to a local authority or combined authority

COMMERCIALISATION
We will develop further our commercialisation offer and seek to support two local authorities on the development of their initiatives
AIR QUALITY

We will continue to support the development and implementation of clean air business cases

Further to the pan-government Clean Air Strategy 2019, we will support local authorities to develop:

- the concept of a “lead authority” for air quality
- clear, effective guidance on how existing air quality tools can be used to tackle air pollution
- action plans to reduce public exposure to air pollution

RE:FIT

We will continue to invest in the Re:fit programme, enabling councils to make significant savings on their energy spend

PPP/PFI

We will continue to provide support to local authorities on PFI efficiency savings including refinancing, insurance and helpdesk activities

DIGITAL TRANSFORMATION

We will support local bodies to evaluate their digital transformation projects and delivery capacity, and use the experience gained to refine our offer further

PROCUREMENT

We will participate in the National Advisory Group (NAG) for Local Government Procurement meetings and contribute to updates to the joint Local Partnerships/LGA Guide for Councillors on Procurement
**INFRASTRUCTURE**

We will capture the knowledge gained from our recent work and prepare a single guidance document for local authorities to use to plan their infrastructure needs.

We will work with the Planning Advisory Service to establish best practice case studies for developer contributions to fund infrastructure.

We will develop a self-assessment tool for local authorities to benchmark current Highways Maintenance business practices against recommended best practice and highlight areas of improvement.

**ASSURANCE**

We will develop a new property-based assurance offer relating to the more efficient and effective use of corporate estates.

We will broaden our project delivery training offer through our senior officer responsible training module.

We will deliver a workshop for members of our Internal Assurance Toolkit (IAT) community.

**HEALTH AND SOCIAL CARE**

We will develop a set of contract management templates and check-lists for health and social care contracts.

We will develop an offer of support for partnership bodies trying to progress an integrated approach to health and housing.

We will develop an offer of support relating to children’s services and trial this with two local authorities.

**DEVOLUTION AND REORGANISATION**

Subject to emerging political and structural developments in this area, we may support two-tier county areas in progressing reorganisation proposals and/or shared service arrangements.
Local Partnerships is a joint venture between the Local Government Association, HM Treasury and the Welsh Government.

We occupy a unique position in the public sector. We facilitate change by working impartially and collaboratively across all parts of central, local and regional government, and the devolved administrations.

We work solely for the benefit of the public sector. Our experts provide trusted, professional support and advice over multiple disciplines, helping you make best use of limited resources as demand for services continues to rise. These include:

- Efficiency and Savings
- Air Quality
- Housing and Infrastructure
- Health and Social Care
- Energy
- Waste and Recycling
- Regeneration and Growth
- Digital Transformation
- Financial Resilience

Local Partnerships is proud to be part of the public sector family. We bring public and private sector experience that provides confidence, capability and capacity, helping councils and combined authorities achieve and maintain financial resilience.

Local Partnerships, 18 Smith Square, London SW1P 3HZ
020 7187 7379 | LPenquiries@local.gov.uk | @LP_localgov | localpartnerships.org.uk