

LGA Leadership Board

Agenda

Wednesday, 13 September 2017
1.00 pm

Rooms A&B, Ground Floor, Layden House,
76-86 Turnmill Street, London, EC1M 5LG

To: Members of the LGA Leadership Board
cc: Named officers for briefing purposes

Guidance notes for members and visitors

Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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

Welcome!

Layden House is located directly opposite the Turnmill Street entrance to Farringdon station, which is served by the Circle, Hammersmith & City, and Metropolitan lines as well as the Thameslink national rail route.

Security

Layden House has a swipe card access system meaning that a swipe enabled security passes will be required to access the lifts and floors 1-5.

Most LGA governance structure meetings will take place on the **ground floor** of Layden House which is open access and therefore does not require a swipe enabled security pass. **Access** to the rest of the building (floors 1-5) is via swipe enabled security passes.

When you visit Layden House, **please show your Local Government House security pass to reception** and they will provide you with a temporary pass which will allow you access to floors 1-5 if required. **Please don't forget to sign out at reception and return your security pass when you depart.**

If you do not have a LGH Security Pass, please email [member services](#) with your name and a recent photo and a pass will be made for you. You can pick this up from the Layden House reception desk on your next visit.

Fire instructions

In the event of the fire alarm sounding, vacate the building immediately via the nearest fire exit onto Turnmill Street and take the next turning on your left – Benjamin Street to St John's Gardens.
DO NOT USE THE LIFTS.
DO NOT STOP TO COLLECT PERSONAL BELONGINGS.
DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.

Soft Seating Area

There is a small soft seating area on Floor 2 which will also operate as an 'Open Council' area for visiting members and officers from member councils. Please note however that unlike Open Council, this area does not have tea and coffee facilities, nor access to computers.

Toilets

There are accessible toilets on the Ground Floor, 2nd and 4th floors.

Accessibility

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

Parking is available at the rear of the building for Blue Badge holders, accessed via the Turks Head Yard, North underpass. Disabled WCs are situated on the ground and 4th floors. An induction loop system is available in the 5th floor conference venue. For further information please contact the Facilities Management Helpdesk on 020 7664 3015.

Guest WiFi in Layden House

WiFi is available in Layden House for visitors. It can be accessed by enabling "Wireless Network Connection" on your computer and connecting to LGA-Free-WiFi. You will then need to register,

either by completing a form or through your Facebook or Twitter account (if you have one). You only need to register the first time you log on.

Further help

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

Why have the LGA's Headquarters moved?

The LGA has temporarily relocated from Local Government House (LGH) in Smith Square to Layden House in Farringdon, effective from Monday 31 October 2016. This is to allow extensive refurbishment work to be carried out to LGH.

The refurbishment works will see the ground floor conference centre and all meeting rooms fully refurbished. Floors 1, 2 and 3 will be upgraded and released for commercial letting to enable the LGA to maximise the income from this building as part of its drive for financial sustainability. A new and larger Open Council will be located on the seventh floor. The refurbishment is expected to last for twelve months and we expect to be back in LGH by October 2017.

We appreciate your understanding and flexibility during this time.

LGA Leadership Board
13 September 2017

There will be a meeting of the LGA Leadership Board at **1.00 pm on Wednesday, 13 September 2017** Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG.

A sandwich lunch will be served at 1.45pm.

Attendance Sheet:

Please ensure that you sign the attendance register, which will be available in the meeting room. It is the only record of your presence at the meeting.

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 3334	email: Labour.GroupLGA@local.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

Location:

A map showing the location of Layden House is printed on the back cover.

LGA Contact:

Paul Goodchild
0207 664 3005 / paul.goodchild@local.gov.uk

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.50 per hour 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.

LGA Leadership Board – Membership 2017/2018

Councillor	Authority
Conservative (6)	
Lord Porter of Spalding CBE (Chairman)	South Holland District Council
Cllr David Simmonds CBE (Vice Chairman)	Hillingdon London Borough Council
Cllr Sean Anstee (Deputy Chairman)	Trafford Metropolitan Borough Council
Cllr Paul Carter CBE (Deputy Chairman)	Kent County Council
Cllr Peter Fleming OBE (Deputy Chairman)	Sevenoaks District Council
Cllr Izzi Seccombe OBE (Deputy Chairman)	Warwickshire County Council
Labour (5)	
Cllr Nick Forbes (Senior Vice-Chair)	Newcastle upon Tyne City Council
Cllr Sue Murphy CBE (Deputy Chair)	Manchester City Council
Cllr Peter Box CBE (Deputy Chair)	Wakefield Metropolitan District Council
Cllr Michael Payne (Deputy Chair)	Gedling Borough Council
Cllr Lib Peck (Deputy Chair)	Lambeth London Borough Council
Liberal Democrat (2)	
Cllr Howard Sykes MBE (Vice-Chair)	Oldham Metropolitan Borough Council
Cllr Ruth Dombey OBE (Deputy Chair)	Sutton London Borough Council
Independent (2)	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr Peter Reeve MBE (Deputy Chair)	Huntingdonshire District Council

LGA Leadership Board Attendance 2017-18

Councillors	19/7/17
Conservative	
Lord Porter of Spalding CBE	Yes
Cllr David Simmonds CBE	Yes
Cllr Peter Fleming OBE	Yes
Cllr Sean Anstee	No
Cllr Paul Carter CBE	Yes
Cllr Izzi Seccombe OBE	Yes
Labour	
Cllr Nick Forbes	Yes
Cllr Sue Murphy CBE	Yes
Cllr Peter Box CBE	Yes
Cllr Michael Payne	Yes
Cllr Lib Peck	No
Liberal Democrat	
Cllr Howard Sykes MBE	Yes
Cllr Ruth Dombey OBE	Yes
Independent	
Cllr Marianne Overton MBE	Yes
Cllr Peter Reeve MBE	Yes

Agenda

LGA Leadership Board

Wednesday 13 September 2017

1.00 pm

Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

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Date of Next Meeting: Wednesday, 18 October 2017, 1.00 pm, Rooms A&B,
Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG

LGA Business Plan 2017/18

Purpose

For decision and direction.

Summary

The LGA produces an annual Business Plan, agreed by the Leadership Board and LGA Executive.

The Business Plan has been updated for 2017/18. The only significant presentational changes are the amalgamation of the former *Devolution and Funding for Local Government* priorities and revised wording from *Promoting Health and Wellbeing to Adult Social Care and Health*. Our proposed areas of focus for 2017/18 are:

- Britain's exit from the EU;
- Devolution and funding for local government;
- Inclusive growth, jobs and housing;
- Children, education and schools;
- Adult Social Care and health;
- Supporting Councils; and
- A single voice for local government.

The Business Plan also highlights the LGA's current priority campaigns. The focus this year is to secure the powers and fiscal freedoms councils need to enable them to lead their local areas through the major changes in the coming years. Leadership Board are asked to approve the inclusion of the following campaigns in the Business Plan:

- Britain's Exit from the EU;
- Sustainable funding for Local Government;
- Children' Social Care and Wellbeing;
- Work Local;
- Housing; and
- Adult Social Care.

A copy of the draft Business Plan for 2017/18 is attached at **Appendix A**.

Recommendation

That the LGA Leadership Board agree and commend to the Executive the Business Plan for 2017/18.

Action

Subject to Member's comments, updated Business Plan to be presented to the Executive.

Contact officer:

Claire Holloway

Position:

Head of Corporate Services

Phone no:

020 7664 3156

Email:

Claire.Holloway@local.gov.uk

Our commitment to our member councils

The Local Government Association (LGA) is the national voice of local government. We work with councils to support, promote and improve local government.

We are a politically-led, cross party membership organisation working on behalf of councils to give local government a strong, credible voice with national government.

We aim to influence and set the political agenda on the issues that matter to councils so they can deliver local solutions to national problems. We fight local government's corner, supporting councils through challenging times and focusing our efforts where we can have real impact.

Our membership includes English and Welsh councils, fire and rescue authorities, national parks authorities and town councils. Working with, and on behalf of, our membership we:

- influence critical financial and policy decisions and shape and develop the policies that local government needs
- use our seat at the negotiating table to secure the best deal for councils from Britain's exit from the EU, pressing for more powers to be devolved from Whitehall – and from the EU – to local government
- pick up emerging government thinking, ensuring councils' views are represented
- work with public, private, community and voluntary organisations to secure their support for local priorities
- coordinate collective legal action on behalf of member councils
- promote local government and defend its reputation through the local, regional and national media
- support councils to share best practice, drive innovation and improvement and to continue to deliver essential services
- in our role as national employer, negotiate fair pay and pensions and provide support and advice on workforce issues
- deliver broader services to local government via our joint ventures and wholly owned companies such as Local Partnerships, GeoPlace and Public Sector Audit Appointments.

Our vision for local government

Britain's exit from the EU means that we are reshaping the way our country is run. Our vision is one of a rejuvenated local democracy, where power from Westminster and from the EU is significantly devolved to local level and citizens feel they have a meaningful vote and real reason to participate in civic life and their communities.

Economic growth is boosted in a way that offers prosperity to every place, with well-targeted and planned investment in infrastructure, training and housing and support that leads to jobs and an adequate supply of affordable homes.

Public services are transformed so that they focus on preventing problems instead of just picking up the pieces, delivering positive outcomes for all, but in particular for our children and young people. Services are built around people and their needs, joining up to make the best use of resources, to have a positive impact on the lives of individuals, families and communities and to make local areas better places to live.

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Our focus for 2017/18

To support this vision, we will concentrate our activities on seven areas in the year ahead:

Britain's exit from the EU

Local government has a strong and influential voice during Britain's exit from the EU negotiations, securing the best deal for councils and ensuring that the different needs of different local communities are fully recognised.

Devolution and funding for local government

A radical re-think of local governance and accountability achieves a real shift in power to local people and a refocus on local democratic leadership. This must be underpinned by reforms to the finance system that gives councils the confidence their financing is sustainable and fair, with opportunities to raise more funds locally and greater ability to promote collective working across local public services.

Inclusive growth, jobs and housing

Councils are recognised as central to revitalising local economies and providing decent life chances for all residents.

Children, education and schools

Councils have the powers and resources they need to bring partners together in their local place to ensure all children get the support and high quality education they deserve.

Adult social care and health

Councils are well placed to support their citizens to live healthy, active lives and to remain at home and independent for as long as possible. Their capacity to do this is dependant on sustainable funding and more effective integration with health services.

Supporting Councils

Councils are responsible for their own performance, effectiveness and efficiency, accountable before all else to their local communities.

A single voice for local government

The LGA is the national voice of local government supporting and working on behalf of councils and councillors across England and Wales.

Our priority campaigns

We will work to secure the powers and fiscal freedoms councils need to enable them to lead their local areas through the biggest changes in the coming years. Our priority campaigns for 2017/18 are:

Britain's exit from the EU

Our work to make the case for local government's requirements from Brexit will focus on calling for powers and funding to go from Brussels to local areas, not to Westminster and will lobby to ensure that decision makers understand the legal and funding implications for local government.

Sustainable funding for local government

To ensure that councils are empowered to bring together local public services, making them more responsible to local need and fit for the next decade and beyond, we will be calling for a reformed funding base.

We will be calling for continued joint working with Government to ensure that further business rates retention is introduced in a way that gives councils maximum fiscal independence but which recognises it could also bring with it increased risk for the sector.

Children's social care and wellbeing

With a £2 billion funding gap for children's services expected by 2020, we will be pushing for urgent action to be taken to reduce the financial pressures and a renewed focus on investing in early intervention.

Work local

Work Local is the LGA's positive vision for an integrated and devolved employment and skills service – bringing together information, advice and guidance alongside the delivery of employment, skills, apprenticeships and wider support for individuals and employers.

Housing

Our Housing campaign will be a national, integrated programme of work calling on the Government to give councils the powers and funding to resume their role as a major builder of affordable homes and to establish local government as the expert and leader in the housing sector.

Adult social Care

We will be calling on the Government to set out in detail its proposals to close the funding gap for adult social care services by 2020 and for the upcoming consultation on social care to consider a full range of options to share the risks of high care costs effectively.

Working with partners across the sector, we will also support a multi-organisational social movement to increase the profile, and raise awareness of the importance of, social care with the general public, politicians and stakeholders.

Britain's exit from the EU

Local government has a strong and influential voice during Britain's exit from the European Union negotiations, securing the best deal for councils and ensuring that the different needs of different local communities are fully recognised.

A seat at the negotiating table – we will:

- act as the voice of local communities and ensure that the different needs of different localities are represented and heard
- ensure that negotiations focus on those issues that matter most to local government and lead the negotiations on behalf of the sector.

Constitutional reform – we will:

- be a leading voice in redesigning how the UK works, and take advantage of the opportunity to seek the entrenchment of local government within our new constitutional settlement.

Local economic developments – we will:

- work to secure the £5 billion of regeneration investment guaranteed to local economies from EU structural funds to 2020 up until we leave the EU and lobby for alternative UK sources after we leave
- help redefine future regional aid and state-aid rules which have, to date, been defined in Brussels.

Disentangling councils' legal base – we will:

- develop a revised legal framework for those local government services which are currently based on EU laws – for example, environmental policy, air pollution and energy waste
- ensure that repatriated laws and regulations are not centralised in Whitehall.

Community cohesion – we will:

- ensure that councils are supported to work in partnership to build community cohesion and promote integration, tackle extremism, implement the 'Prevent' duty and develop a sector-led approach to sharing good practice.

Exiting the EU and place – we will

- ensure that there is an evidence base to demonstrate the risks and opportunities of exiting the EU by place and how these differ by geography.

Devolution and funding for local government

A radical re-think of local governance and accountability achieves a real shift in power to local people and a refocus on local democratic leadership. In the context of the growing financial crisis facing councils across England and Wales, this must be underpinned by reforms to the finance system that enable councils to plan and deliver essential public services beyond the short term and give them confidence that their financing is sustainable and fair, with opportunities to raise more funds locally and greater ability to promote collective working across local public services.

Funding for local services is appropriate, timely and demand-led – we will:

- continue to press for funding for English local government that reflects the current and future demand for services, including full retention of business rates to find growing pressures.
- continue to highlight at every opportunity the consequences for local government of central government reforms and press for adequate funding, particularly in the areas of housing, adult social care and children's services
- work with local and central government on a fairer funding formula for local government that supports effective long term planning, is an evidence based reflection of needs and resources, is simpler and more transparent and has appropriate transition mechanisms

Councils have the powers and responsibilities to tackle the big challenges facing the country – we will:

- work in partnership with government, business and others to ensure that communities in England and Wales have more responsibility to make decisions on the issues which are of greatest importance to their lives
- provide direct support to combined authorities and councils to support the implementation of devolution deals and the development of growth plans and new models of governance models, through leadership development programmes, expert support, online tools and information
- develop models of economic growth and service delivery that demonstrate how devolution can lead to better outcomes and work with councils to make the case to government

People have a meaningful local voice on a wide range of tax and spending decisions – we will:

- lobby for a local government finance system that promotes self-reliance and self-sufficiency, encourages entrepreneurialism and innovation, promotes local decision-making on service delivery and maintains support for the most vulnerable
- press for freedoms that lead to greater local financial autonomy with a view to achieving local control over and retention of both council tax and business rates

- develop proposals to improve business rates, the business rates appeals system and to modernise valuation and collection
- build a case for the right to determine new local taxes and set fees and charges which fully recover costs.

Councils are able to access alternative sources of finance to encourage investment and create jobs – we will:

- lobby to free local government borrowing from Treasury restrictions
- develop policy improvements in capital financing and contribute to national reviews in this area.

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Inclusive growth, jobs and housing

Councils are recognised as central to revitalising local economies and providing decent life chances for all residents and as key partners in delivering the government's Industrial Strategy.

Councils have a key role to play in driving economic growth, new jobs and wealth creation – we will:

- support city regions and non-metropolitan areas to deliver a better economic and social future for their citizens and effective local industrial strategies
- support councils to work with partners to maximise the value of local and national infrastructure investment, including road, rail, broadband and local assets (with Local Partnerships)
- support councils to work with universities and higher education institutions to maximize the benefits of strong, joined-up local leadership
- lead a debate on future the role of local government in trade and inward investment.
- support local innovation to better deliver digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers.

Councils play a lead role in working with businesses to match education, training and skills with employer needs – we will:

- campaign for people of all ages to be supported to participate in quality skills development and training, including independent careers advice and a passport for lifelong learning
- promote good employment practices in helping apprentices, interns and NEETs (not in education, employment or training) into work, including a series of national events for young apprentices
- continue to press for councils to be given the power, funding and lead responsibility to integrate and commission back to work, skills and welfare support under a devolved model.

Councils unblock the barriers to house-building and drive the increase in housing supply the nation needs – we will:

- seek to ensure that high rise residential buildings are safe in the future by submitting evidence to the Grenfell Tower Inquiry, contributing to the review of building regulations, and lobbying for the additional resources councils need to carry out remedial work to their own tower blocks and work to assess other buildings
- continue to make the case for councils to increase housing supply, promote affordable housing and make more effective use of surplus public sector land
- support consortia of councils to access significant development funds for housing through the creation of new partnership models

- support councils to initiate discussions exploring options that free councils from restrictions on their borrowing to build homes, including removing Housing Revenue Account (HRA) borrowing contributing towards national public debt
- seek to ensure councils have the tools to manage the housing impacts of welfare reform and the 2016 Housing Act.

Councils have the levers they need to maximise the impact of their culture services as drivers of growth – we will:

- support councils to make the most of their cultural, sporting and heritage assets and to have greater control over the levers of growth for their local visitor economy.

Councils facilitate economic growth and strong local communities through the development of risk-based, business-friendly public protection services – we will:

- lead a debate on the key role of councils in building safer and more resilient communities and in preventing crime in particular through early intervention
- lobby for greater flexibility in the licensing system to enable councils to manage their local economy, including making the case for the localisation of licensing fees while also pressing for the review of gambling stakes to continue
- promote reform of the law around taxi-licensing to ensure it is fit for purpose in the 21st century and support councils to improve taxi licensing, helping them understand the links between licensing and child sexual exploitation.

Children, schools and education

Councils have the powers and resources they need to bring partners together in their local place to ensure all children get the support and high quality education they deserve.

Councils lead the way in driving up educational standards – we will:

- set out a clear vision for councils' role in promoting high educational standards for all children and young people, whatever type of school they attend, accompanied by the appropriate resources, powers and flexibilities to ensure every child has access to a place at a good local school
- lobby for a stronger role for councils in making sure that new schools are fit for purpose, high quality and value for money, including a lead role for councils in decisions about new free schools.

Schools have the funding they need to deliver the best education for all pupils – we will:

- lobby to ensure the introduction of a national funding formula for schools retains an element of local flexibility to allow councils and schools to reflect local needs and priorities
- highlight the growing pressures on the high needs budget which supports pupils with Special Educational Needs and Disabilities and lobby the government to provide councils with sufficient funding and flexibility to meet rising demand

Councils keep children safe – we will:

- highlight the £2 billion funding gap in children's services funding and make the case for adequate funding and investment in early intervention approaches
- Work with partners to develop and secure DfE funding for a sector-led approach to improving children's services
- continue to support councils to protect children and young people from child sexual exploitation, radicalisation and extremism and improve outcomes for children in care and care leavers.

Councils have the flexibility and resources to deliver services that meet the needs of children and young people – we will:

- support councils to take a place-based approach to children and young people's health issues, including childhood obesity and child and adolescent mental health services
- work in partnership to improve life chances for disadvantaged households, particularly those with young children, making the case for early intervention and improved integration of services for families

Adult social care and health

Councils are well placed to support people to live safe, healthy, active lives and to remain at home and be independent for as long as possible. Their capacity to do this is dependant on sustainable funding and more effective integration with health services.

Councils are able to secure sufficient resources to deliver effective, integrated social care services – we will:

- work with government and opposition parties to seek cross party solution to the sustainable funding of social care and vision of future services.
- campaign to close the funding gap in adult social care, predicted to grow by at least £700 million a year, highlighting the impact of winter pressures, Deprivation of Liberty Safeguards and implementation of the Living Wage on budgets and the provider market.
- continue to support implementation of the Care Act and work with government and other partners to understand the issues for the phase two reforms.

Councils lead the debate on the future vision for health and social care – we will:

- continue to promote a clear vision of councils' role in planning and delivering health and care systems, with the integration of health and care at its centre
- support areas to escalate the scale and pace of integration; make the case for a lighter touch approach to Better Care Fund plans and lobby for areas who have made good progress to move beyond a national mandate
- campaign for health and wellbeing boards, and other bodies reflecting strategic place-based approaches, to have a leading role in driving forward health and social care commissioning as part of closer integration
- continue to lobby for a key role for councils and councillors in sustainability and transformation partnerships to ensure local democratic accountability for redesigning health and care services
- work with the Association of Directors of Adult Social Care, Department of Health and NHS England to refresh and roll out the Care and Health Improvement Programme to help councils and health and wellbeing boards deliver sustainable local services with increased public, regulator and government confidence.

Councils have a central role in promoting health and wellbeing locally – we will:

- commission a full cost benefit case for investing in prevention as a basis for educating different sectors on how they can contribute, including by encouraging the public to live well and provide self-care
- work with partners to continue improving public health and promote the role of wider preventative work within local areas' overall health and care systems.

Councils support the vulnerable and elderly – we will:

- assist councils to support carers, improving dementia and mental health services, tackling the challenges and exploiting the opportunities of an aging population, and better supporting those with autism and learning difficulties
- continue to work with councils to deliver the Armed Forces Community Covenant
- support councils to reduce domestic abuse, female genital mutilation, modern slavery and anti-social behaviour.

Councils actively work with the NHS to ensure that health and care services are built around the needs of local populations – we will:

- work with health colleagues to ensure that strategic transformation partnerships will help drive genuine and sustainable transformation in patient experience and health outcomes of the longer-term
- support areas negotiating the devolution of health resources and decision-making to escalate the scale and pace of health integration.

Councils continue to play a leading role in the design and delivery of blue light services – we will:

- support a positive debate about future blue light collaboration and influence the implementation of the inspection regime for the fire and rescue service, as well as the establishment of a new professional standards body
- support fire and rescue authorities to make the service more representative of the communities they serve, and support greater collaboration between the service and health
- work with fire and rescue authorities to ensure that any change in governance arrangements for the fire and rescue services are agreed locally and backed by a robust business case
- work with police and crime panels to strengthen their scrutiny of police and crime commissioners, including PCCs' new responsibilities for the fire and rescue service.

Supporting councils

Councils are responsible for their own performance, effectiveness and efficiency, accountable above all else to their local communities.

Our support offer reflects feedback from the sector and is based on what we know works for improvement: strong political and managerial leadership; challenge and support from peers; productivity and efficiency support; access to comparable performance data and learning from each other. Take up of the offer is strong and there is an expectation that every council will have a corporate peer challenge or finance peer review at least every four-five years.

Importantly the offer provides different tiers of support depending on the intensity of the challenges councils are facing locally. This means we are able to offer practical bespoke support packages to help councils respond to severe local challenges or address significant underperformance issues.

Our offer of support to the sector is funded by Department for Communities and Local Government (DCLG) grant and organised around four themes. Key offers under each theme are as follows:

Challenge and support from peers lies at the heart of local government's approach to improvement – we will:

- maintain an overview of councils' performance, using this information to drive improvement, manage the risk of significant underperformance and minimise government intervention
- deliver up to 110 peer challenges involving councillor and senior officer peers from councils and other organisations, including corporate peer challenges, service specific peer challenges, financial challenges and place based peer challenges
- provide direct support to at least 150 councils and groups of councils each year, especially those with the most severe performance challenges or to resolve issues between the political and managerial leadership
- share best practice of councils who are finding new and effective ways of working to secure outcomes for their communities at significantly less cost
- through LG Inform, our online data and benchmarking service, provide free council and public access to transparent performance information. LG Inform Plus will give councils access to small area data reports and tools and support authorities to drive improvement
- provide direct support, through our partnership with the Centre for Public Scrutiny (CfPS), to develop scrutiny skills and expertise
- with Local Partnerships, support councils to make savings by providing commercial advice and support on matters of legal and contractual complexity.

Strong political and officer leadership is at the heart of local democracy and an essential pre-condition for continuous improvement – we will:

- support at least 700 councillors with leadership roles in their councils – including those in opposition – through our suite of leadership programmes
- support at least 60 ambitious and talented councillors with the potential to progress in their political careers through our Next Generation programme
- support the leadership development of managers in councils, in partnership with SOLACE, including secondment opportunities with central government
- help councils, political groups and the national parties to attract new talent to get involved in civic life through our ‘Be a Councillor’ programme
- provide member peer support for at least 20 councils where there has been a change of political control, including new e-learning opportunities for all councillors, particularly induction and community leadership skills
- recruit up to 100 high calibre graduates to local government working with councils to secure interesting and challenging placements, as part of a two year National Graduate Development Programme, building links with other public sector graduate programmes.

Councils continue to be the most efficient part of the public sector – we will:

- develop more opportunities for councils to enter collaborative procurement arrangements, saving councils at least £10 million a year
- support at least 25 councils to realise efficiency savings through our productivity expert programme, saving the councils in total at least £25 million
- help councils to develop a more commercial approach to their activities, achieving savings or generating additional income of £10 million
- provide bespoke political and officer support for at least 40 councils to help them address issues around financial sustainability, integrated budgets, and managing the risk of new delivery models
- provide a matchmaking service for councils who wish to share services and/or management teams and promote good practice through our web-based interactive shared services map
- equip 18 more councils with the skills and confidence to use design to improve public services and manage future demand for them
- in collaboration with CIPFA, help councils to be more proactive in dealing with fraud
- work with councils, sector representative bodies, DCLG, Cabinet Office and the National Cyber Security Centre to highlight the importance of cyber security and cyber resilience to protect our data and systems.
- support councils work to improve fire safety in their own tower blocks and other high rise buildings, as well as addressing any safety issues that arise from buildings constructed using the large scale panels method.
- work with councils, SOLACE, DCLG and the Civil Contingencies Secretariat to strengthen emergency planning and resilience preparations through appropriate training for councilors and senior managers, promoting the use of new civil resilience

standards to assess preparedness, and sharing knowledge and experience from within the sector

- work with partners to create innovative solutions to the challenge of bringing together workforces, improving organisational performance and productivity, better aligning pay and reward to performance and recruiting and retaining talent
- lead pay negotiations and deliver cost-effective pay settlements for councils that address the challenge of the National Living Wage, supporting councils to develop an employment deal relevant to 21st century public servants
- provide specialist advice and support for the Local Government Pension Scheme
provide sector specific advice on a range of employee relationship issues including employment law and job evaluation
- deliver a programme of support to help councils achieve their apprenticeship targets and maximize their levy investment
- support 80 councils to transform their workforces and modernise the way they are managed..

DRAFT

A single voice for local government

The LGA is the national voice of local government supporting and working on behalf of councils and councillors across England and Wales.

A national membership body for local government – we will:

- maintain membership levels amongst local authorities in England and Wales by continuing to offer membership benefits that meet the sector's changing needs and expectations
- maintain subscriptions at current levels and continue to communicate on the benefits of membership directly with individual councils and all councillors
- seek to attract organisations with an interest in local government into associate membership.

A supportive membership body – we will:

- coordinate collective legal action and new burdens applications on behalf of councils
- provide political support to individual councillors and to council administrations through our political group offices.

A politically-led organisation – we will

- implement the constitutional changes agreed by the General Assembly in July 2017 to provide a strong framework for the Association and its membership
- ensure that combined authorities, authorities with devolution deals and elected mayors are appropriately represented on our governance arrangements.

Persuasive and transparent communications – we will

- work to support, promote and improve local government using the full range of communications activity
- continue to develop all channels of communication in line with the transparency agenda, to deliver accessible information and communicate with key audiences and stakeholders.

Financial sustainability – we will:

- continue to develop the commercial activities of the LGA and its joint venture companies to ensure the long term sustainability of the organisation
- invest in Layden House and Local Government House to increase their capital values and maximise our income from fully commercial lettings.

Efficient business management – we will:

- continue to streamline our company structures to deliver a solid and tax-efficient base from which to run our business, including incorporation of the Association

- through our partnership arrangement with the London Borough of Brent, continue to roll out a programme of ICT development that supports our drive for greater efficiency and flexibility and aligns with our overall priorities.

Supportive people management – we will:

- undertake a review of our future leadership needs and put in place a leadership development programme for our current and aspiring managers
- carry out a staff survey to ensure that we have a comprehensive understanding of our workforce and put in place a programme of actions and activities that respond to the results.

DRAFT

Our service delivery partnerships

Local Partnerships – is a joint venture between the LGA and HM Treasury, formed in 2009 to help the public sector deliver local services and infrastructure. It offers support to local authorities in the following areas:

- developing and reviewing strategic business cases and business plans
- service transformation and change
- modelling and legal frameworks for alternative service delivery models
- options' appraisal and assurance of chosen approaches or options
- forming effective partnerships (inter-agency brokerage)
- sourcing and commissioning, contract negotiation and management
- economic development and planning
- delivering infrastructure

GeoPlace – is a joint venture between the LGA and Ordnance Survey, formed in 2010 in response to a government call to bring together existing creators and suppliers of addressing data to one central place to build a single, definitive address database. It works in close collaboration with local authorities to:

- create and maintain data models
- cleanse and validate data
- provide support and training to councils ensure high quality, cost effective and timely data.

Public Sector Audit Appointments (PSAA) – is an independent company limited by guarantee incorporated by the Local Government Association in August 2014. PSAA is responsible for:

- appointing auditors to local government, police and local NHS bodies for
- setting audit fees
- making arrangements for the certification of housing subsidy claims



LGA Leadership Board

13 September 2017

Local Partnerships Annual Report

Purpose

For information.

Summary

The LGA Leadership Board requested Local Partnerships submit a report to summarise the company's performance for the financial year from April 2016 to March 2017. The report is attached at **Appendix A**.

Recommendation

That the Leaderships Board considers the attached report from Local Partnerships, discussing how the LGA can continue working with Local Partnerships to mutual benefit.

Action

Sir David Wootton, Chairman, and Sean Hanson, Chief Executive, of Local Partnerships will attend the meeting to present the report and answer questions.

Contact officer: Sean Hanson
Position: Chief Executive
Phone no: 020 7187 7359
Email: Sean.hanson@local.gov.uk

Local Partnerships Annual Report

Introduction

1. The Leadership Board last reviewed the performance of Local Partnerships (LP) on 14 September 2016. The attached paper presents a report on the achievements of 2016-17, both in terms of benefit to local government, and on the financial performance for the year, including how the LGA's grant funding of £1.2 million was used.

Background

2. Established in 2009, Local Partnerships is a 50:50 joint venture owned by the LGA in partnership with HM Treasury. It provides commercial expertise in relation to projects and change programmes and acts for the benefit of the public sector. LP is tasked with covering its costs by its income, but is expected to assist the delivery of key national and local priorities, rather than profit maximise. In order to ensure the financial health of the organisation the Board has directed LP to produce a surplus of between 5% - 10% per annum.
3. The attached report gives details of all the activity of LP, and sets out details of how the LGA's 2016-17 Grant of £1.2 million was spent.



Local Partnerships is jointly owned by



Local Partnerships

Report on Annual Performance

2016 - 2017

Version No: Draft

Issue Date: August 2017



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1 INTRODUCTION

1.1 Background

Local Partnerships (LP) is jointly owned by the LGA and the Treasury and was set up to help the public sector deliver major projects and transformation at the local level. We support central and local government, health and other local bodies ensure their key priorities are delivered and clients secure value for money.

In line with our owners' priorities, our focus has been on responding to emerging LGA and government priorities including achieving savings for our clients, tackling the housing crisis, supporting the devolution agenda, and the integration of health and social care. Alongside this focus, we ensure LP is an effective, relevant, sustainable and financially viable organisation.

In 2016-17 Local Partnerships received a grant of £1.2million from the LGA's allocation of DCLG funding. For 2017-18 we have received a grant of £1 million.

1.2 The impact of Local Partnerships in 2016-17

We start with some indicators of the impact we have helped our clients achieve in the last year:



Infrastructure: Waste

1. We assisted in the identification of £28 million per year of savings from operational waste contracts
2. We reviewed waste PFI contracts for two councils, identifying an aggregate of £5 million per year savings
3. We reviewed the potential for savings and merger of waste collection and disposal functions for a city region. The savings identified amount to a minimum of £11 million and a maximum of £19 million per year. An additional review is currently ongoing for another city region with potential annual savings of £9 million to £13 million
4. We have undertaken a regional review of efficiencies in waste collection for the East of England which should identify savings in excess of £7 million per year



Infrastructure: Highways

5. We undertook a strategic review of the highways and environment services for a London Borough. Savings of between 5-10% of the current budget were identified
6. DfT has announced that Local Partnerships is to be the delivery partner for procurement and asset management for the Highways Management Efficiency Programme (HMEP)
7. We have undertaken four HMEP Reviews, providing technical expertise to the LGA which manages this process



Housing

8. We provided direct support to ten councils to accelerate the delivery of 30,000 new homes over the next ten years in housing zones
9. We developed and launched a Housing Delivery Toolkit which has been downloaded by over 100 authorities. We are currently working with four councils to set up delivery vehicles



Energy

10. We led the successful procurement of the Re:fit framework which will provide councils with easy access to energy performance contractors until 2020
11. The Re:fit programme has supported the delivery of annual CO₂ savings of over 18.5m kilowatt-hours (kWh) in over 1,400 buildings



Efficiency

12. Three refinancing projects closed (Kirklees, Blackpool and Salford), saving more than £5 million and we are currently supporting three more to close (Salford 2, Tameside and Barnsley)
13. We supported four councils to challenge benchmarking outcomes (Swindon, Birmingham, North Yorkshire and Barnsley)



Devolution and local government reorganisation

14. We completed work with the Greater Lincolnshire Combined Authority and Transport for Greater Manchester on assurance frameworks to monitor progress on their work programmes
15. We undertook an assurance review of the business case to merge two district councils
16. We completed our work with Dorset councils on financial modelling of unitary options which were critical to subsequent public consultations for new council structures
17. We prepared business cases for East Kent district councils on the potential merger of some or all of those authorities



Assurance

18. We reviewed and reported on four Highways programmes for Plymouth City Council that have helped the authority to improve the delivery of their outcomes
19. We piloted our new Delivery Capability Status toolkit with three councils. The free-to-use toolkit will help improve the effective delivery of strategic change outcomes and identification of appropriate action plans.
20. We delivered programme and project management training to nearly 200 staff at one council

21. We undertook an assurance review of four councils' plan to create an arm's length joint venture to deliver services



Wales

22. We supported the development and progression of more than 50 green energy projects and helped deliver annual savings of CO₂ emissions of about 12,000 tonnes across the Welsh public sector
23. We encouraged the growth of the Welsh public sector green energy project pipeline by about 30% to around 555 gigawatt-hours per annum (gWh/a)
24. Facilitated by the Infrastructure and Projects Authority (IPA), we played an integral role in establishing the Welsh Mutual Investment Model, underpinning the WG's PPP programme that will deliver £1 billion investment across schools, roads and hospitals in Wales

This is, by no means, an exhaustive list of our achievements in the year but it does give a powerful picture of our impact on the sector and our clients.

1.3 Objectives

Local Partnerships set out four main objectives in its Business Plan for 2016-2017:

- To ensure in our activities and services we meet the priorities of our owners, and their financial expectations of the organisation
- To continue to build new market offers in each of the six programme areas, which meet market needs and are sustainable To ensure Local Partnerships continues to deliver programmes and projects to the highest possible standards
- To continue to raise Local Partnerships' profile with stakeholders and clients

Our performance in meeting these objectives and our assessment of likely business activity for the year ahead gives us confidence we will continue to maintain and grow a sustainable organisation that can serve local government and the wider public sector well.

2 OUR FINANCIAL PERFORMANCE

The Board agreed a target turnover of £10.6 million and a surplus of £0.6m in the 2016-17 Business Plan. Fig 1, below, shows that although total income fell short of the target by £1.4m there was almost a comparable saving in cost, leading to a surplus of approximately £0.1m above budget.

Fig 1 – Financial performance 2016- 2017

Revenue Category	2016-17 Budget £'000	2016-17 Actual £'000	2015-16 Actual £'000
Grant	1,300	1,200	1,500
External Income	9,310	8,038	7,586
Total Income	10,610	9,238	9,086
Total Cost	10,010	8,544	8,565
Net Surplus	600	694	521

In line with policy, repayment of loan stock of £70k to each owner was made in September 2017, meaning our £2.3m loan stock of 2011 has now been fully re-paid. In addition to this a dividend of £105k was paid to each owner, making the total distribution at the year-end £350k.

3 MAINTAINING THE QUALITY OF OUR WORK AND CLIENT FEEDBACK

3.1 Local Partnerships' Client Survey

The quality of our work and resulting customer advocacy remains our most powerful marketing tool. During the course of the year we repeated our formal client survey. In addition, the LGA included a question on Local Partnerships in its annual survey of local authorities. The feedback we received from both surveys was encouraging and, importantly, showed very high levels of congruence across both sets of data.

Between September 2016 and May 2017 we received 35 responses to our client surveys for projects completed. The responses are from a variety of local authorities and third sector organisations and cover numerous areas, including Green Growth Wales, waste, Re:fit, housing support, PFI projects and benchmarking. Four of the responses relate to an assurance or gateway review, with very positive responses.

- out of the 35 respondents 83% indicated that Local Partnerships exceeded or fully met the requirements of the engagement
- 63% rated the quality of support as excellent
- 86% said they would ask Local Partnerships for support again
- 83% said they would recommend us to other public or third sector organisations.

3.2 LGA's Client Survey

In terms of the LGA's own survey of local authorities, half of the respondents (50%) had heard of Local Partnerships, which is consistent with 2015 (50%).

Awareness remains broadly consistent by region, but varies significantly by role, ranging from 90% by chief executives to 37% of portfolio holders. Of those aware of Local Partnerships, over a third (35%) are aware that their council has used Local Partnerships' services in the last year, which again is broadly consistent with 2015 (31%). Reported use of Local Partnerships is consistent by role, but significantly higher among those in Metropolitan Districts (58%).

The LGA survey demonstrated that of those that have used services provided by Local Partnerships, 69% are satisfied with them a decrease of 10 percentage points from 2015, and similar to satisfaction levels in 2014. Just 4% of those that have used the services are dissatisfied with them which demonstrates no meaningful change from 2015.

3.3 Raising our Profile

In 2016-17 we have shifted our perspective actively from programme area-led marketing and communications activity to client-led products and services, demonstrating that the client is at the heart of everything we do. Utilising the new website, we have enhanced our social media presence and provided more, regular, e-newsletters that have driven increased traffic to the website.

Through attending and speaking at a broad range of conferences and events, alongside a very successful presence at the 2016 LGA Conference, our key target audiences are

becoming more aware of the support we provide. We continue our media campaign to promote our work through demonstration of our clients' successes and to position our experts as thought leaders, primarily across trade press.

Our vision remains as simple as it is challenging: to strengthen the public sector to deliver more effectively, achieve more swiftly, and give value for money to the taxpayer and customer.

To achieve this, we will continue to increase the awareness and profile of Local Partnerships. We seek to reinforce our relationship with the LGA and HMT to leverage opportunities of mutual benefit. We are mindful of our competitors and look to create new strategic alliances with complementary organisations.

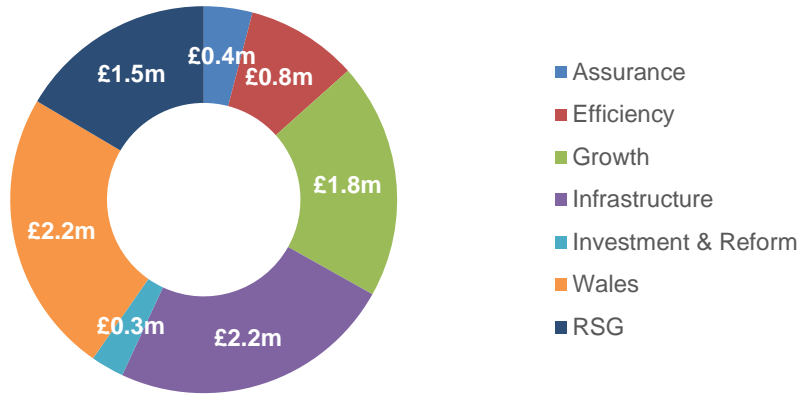


4 ADAPTING TO CHANGING PRIORITIES

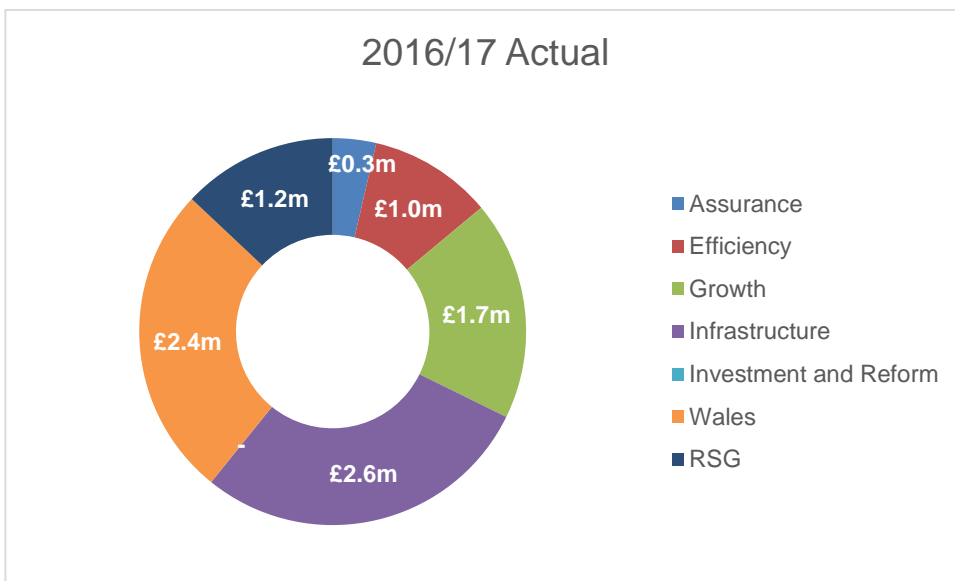
Fig 1 – The changing balance of activities over the period 2015 – 2018

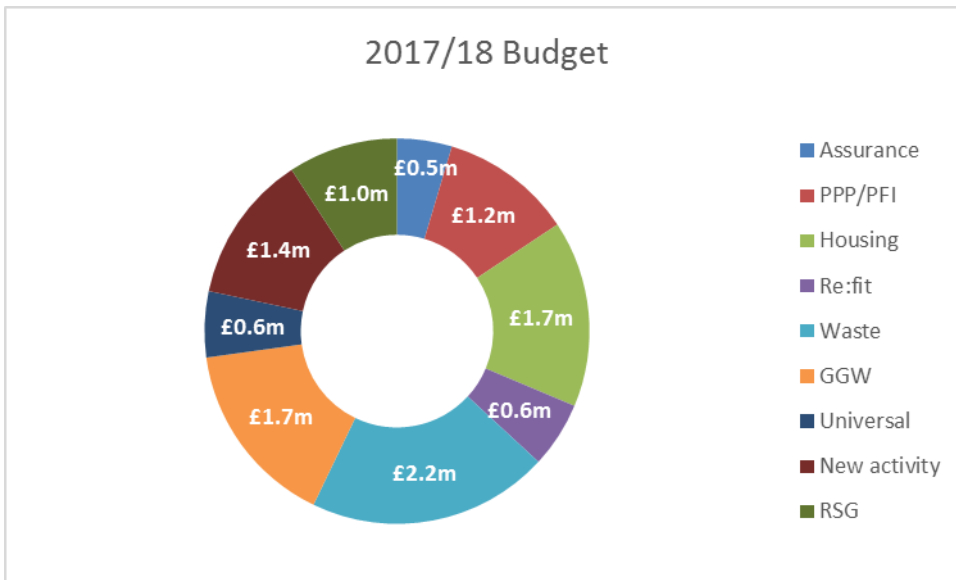


2015/16 Actual



2016/17 Actual





The pattern of the last three years shows the dominance of infrastructure work (predominantly waste infrastructure) and the Green Growth Wales programme. An increased amount of work related to economic growth, including housing and regeneration is expected in 2017-18.

5 LGA GRANT – 2016-17 RESULTS AND 2017-18 ACTIVITIES



5.1 Introduction

This section of the report:

- provides details of how Local Partnerships has utilised the 2016-17 LGA grant allocation of £1.2 million
- outlines the broad areas of activity that Local Partnerships will undertake in 2017-18 with a budget of £1 million

5.2 Local Partnerships' LGA grant activities in 2016-17

In a very welcome development, Local Partnerships' grant activities were incorporated into the main LGA submission to DCLG. Whilst the allocation of £1.2 million was less than anticipated, as this report highlights we have made good use of the grant. We invested our grant allocation in business activities that accorded with the principles agreed by the LGA and the Board, i.e. activity predominantly free at the point of delivery to:

- align with our Members' priorities
- assist the delivery of new programmes with potential to add significant value to local government
- be consistent with Local Partnerships' business activity

An underlying principle of the grant was that for every £1 spent, £12 was saved by councils.

The table at the end of this sub-section summarises the scope and range of activities we have undertaken in 2016-17. The highlights are grouped under two headings:

- helping councils save money - and demonstration of how we have exceeded our savings target
- piloting new services/programmes to add value to the sector and form a platform for significant future revenue streams

5.3 Helping councils save money

Highlights include:

- work with A regional waste consortium where £15 million of savings has been identified
- work with Dorset councils that identified the potential for circa £28 million p.a. savings under a two-unitary option
- work with East Kent councils that identified circa £6 million p.a. savings through the merger of the four Districts
- under the Re:fit programme, we have helped councils realise £2.45 million savings on energy spend
- work with three councils on the creation of a shared highways maintenance service that will realise £1.5 million savings on current spend
- work with ten Councils on PFI re-financing support that will result in a minimum of £10 million annual savings for the councils.



5.4 New Programmes

Highlights include:

- the publication of the Housing Delivery Toolkit to help councils set up a vehicle to deliver new homes
- work with Birmingham City Council to help develop our commercialisation offer
- work to help develop a new Local Partnerships offer on air quality
- the publication of Local Energy – a Guidance Document for Local Government to help councils benefit from participation in the Energy Market
- the development of our Delivery Capability Status toolkit to help councils deliver major programmes successfully
- the development of a new Project and Programme Management training programme for councils
- early development of our offer on digital/5G roll-out to councils in co-operation with IPA and DCMS

A fuller analysis of our activities is shown in the table below:

GRANT ACTIVITY 2016-17			
Activity	Description	Number of councils	Savings identified
Assurance			
Internal Assurance Toolkit (IAT) improvement	We updated and expanded the Local Partnerships IAT library of documents and Local Partnerships Assurance training material for use by councils.	20	n/a
Assurance Pilots	We carried out Delivery Capability Status workshops for North Yorkshire CC, Milton Keynes Council, Worcestershire CC and Middlesbrough Council to test the process. The feedback provided information to further refine the tool and explore its potential prior to full roll out to all councils.	4	n/a
Programme Management training	Designed new Programme Management and Project Sponsor training material for workshops. Thereafter training for over 200 people at Salford and Middlesbrough was delivered.	2	n/a
Transport Hub	We supported the development of the Transport Knowledge Hub which we will host through our website. We worked in partnership with Greener Journeys, which promotes the use of buses and lower carbon public transport as an		n/a



	alternative to cars.		
Devolution			
Dorset councils	We completed our financial modelling of different Unitary options for the nine councils with our report the basis of public consultation.	9	Circa £28 million p.a. if unitary option is pursued
East Kent councils	We submitted two Business Cases for the potential merger of five and four District councils.	5	Circa £6 million p.a. if merger goes ahead
West Somerset/ Taunton Deane	We undertook an Assurance Review of the councils' proposal to transform their services including full merger.	2	Circa £1 million p.a.
Efficiency			
PFI benchmarking	We provided benchmarking support to: Birmingham Bristol Ealing (LB) Sheffield Worcestershire	5	Can be 10-30% of value of soft services contracts where contract negotiation has taken place
PFI insurance support	Peterborough Barnsley	2	Can be up to £300k per project
PFI refinancing	We provided refinancing support to: Bradford Coventry Derbyshire Hounslow Nottingham Southampton Worcester	7	Ranges between £500k and £3 million per transaction where refinancing has taken place
Shared services	We provided initial shared services advice and support to: Derbyshire Leicestershire North Yorkshire Nottinghamshire Sheffield Stoke on Trent Waltham Forest Worcestershire	8	Too early to provide reliable figures
Commercialisation	Supporting Birmingham City Council with commercialism initiatives to help deliver additional revenues to save services that would otherwise be cut owing to budget pressures. Specific support being provided to develop an overall commercial strategy as well as specific support on	63	n/a



	<p>pursuing commercial property investments.</p> <p>Generic learnings from across a number of councils was presented at two conferences which had 63 different authorities in attendance.</p>		
Procurement	<p>Supporting the Local Government Association in the reprocurement of the National Graduate Development Programme.</p> <p>Membership of the National Advisory Group for Local Government Procurement; we are now involved in the Brexit Working Group and the Energy Category Management Group. Also asked by LGA to advise on how procurement can better facilitate partnership working (part of the LGA's initiative to develop legal guidance for how councils and NHS England should work together under the New Models of Care).</p>		n/a
Growth			
Housing Delivery Toolkit	<p>Local Partnerships has prepared a toolkit to take local authorities through the stages of setting up a delivery vehicle to accelerate the construction of new homes. The toolkit has been distributed to over 40 local authorities and Local Partnerships is working closely with three. The short-term benefit is that LAs are able to scope and specify their requirements in a more efficient way. In the long term the use of the toolkit will enable them to generate receipts and income. It is too early to quantify the income generated at this stage.</p>	3 (40 benefiting from material)	Too early
Support to West Midlands Combined Authority	<p>We worked with the seven metropolitan councils in the West Midlands Combined Authority to help them articulate an offer and ask to government for assistance in delivering four strategic sites across the CA with potential for quick delivery of new homes.</p>	8	n/a
Re:fit programme delivery	<p>Support to deliver the National Re:fit Programme</p>	11 local authorities actively participating	Total savings for these organisations is estimated at £2.45 million p.a; annual



		in the programme. 3 new clients this year.	carbon savings of 11,616 tonnes CO2 p.a and annual energy savings of 27,900,000 kWh/year. Of these, contracted savings are as follows: £1,885 million p.a; annual carbon savings of 9,293 tonnes CO2 p.a; annual energy savings of 21,200,00 kWh/ year
Air quality	Work undertaken to assess the issues and impact of poor air quality. Market for support offer investigated and outline for Local Partnerships support has been produced and reviewed at internal workshop. Wider engagement being undertaken and thought-piece being developed to generate interest.	n/a	n/a
Local energy	We are preparing guidance, templates and a financial model to help the public sector identify opportunities, understand benefits and streamline delivery of “virtual private wires” to link renewable energy generators and local consumers. This approach aims to avoid a number of the costs charged to network users and can potentially provide a better price for generators and cheaper bills for consumers. Local Partnerships’ primary interest is to improve the economics of public sector renewable energy projects and increase the rate of their development.	n/a	n/a
Infrastructure			
Waste	Local Partnerships has drawn together the 6 th regional case study, focused on the East of England, to identify efficiencies and innovations made by authorities in waste services.	24	Circa £15 million p.a.
Highways maintenance collaborative working	We have worked with Barnsley, Doncaster and Rotherham councils to assess the potential for a collaborative approach to Highways Maintenance. A number of potential models	3	Circa £1.5 million p.a. across three councils



	have been identified which are now subject to further review and development.		
Infrastructure energy	In order to support councils in benefiting from participation in the energy market we have produced "Local Energy Options – A guidance Document for Local Government". This sets out the various benefits councils can realise by doing this together with practical advice about how this can be achieved.	n/a	

5.5 Summary of 2016-17

Our use of the LGA Grant in 2016-17 has met the savings target set by DCLG, provided direct benefit to our Members, to councils and, through new product development, will continue to provide benefit to Local Partnerships in future years.

During 2016-17, we undertook some significant projects in partnership with LGA colleagues:

- our work with Dorset Councils on financial modelling of Unitary options
- work with East Kent District Councils on potential merger options
- a joint Assurance Review of West Somerset/ Taunton Deane's Business Case for potential merger Work on the Better Care Fund support programme

Additionally, we have worked closely with the LGA on DFT's HMEP programme and chaired a joint LGA/South East Councils' Housing Conference.

From our perspective, these joint activities have worked well - and we would welcome the opportunity to do more. We believe we are an important resource for LGA colleagues so in addition to those activities listed above we have a lot to offer in the fields of Housing, work with Combined Authorities, Health and Social Care integration and savings programmes. We would also welcome building closer working relationships with the LGA's Regional Principal Advisors to identify areas of support to their Councils.

5.6 Proposed Activity in 2017-18 funded by LGA Grant

This section sets out our proposed broad areas of activity in 2017-18.

In line with last year's practice we have discussed with LGA officers our contribution to the LGA's submission to DCLG for their 2017-18 Grant. The broad thrust of the DCLG settlement is the same as last year i.e. that for each £1 of investment we will help councils save £12. Our proposed areas of activity, grouped under the three broad LGA/ HMT priorities, will include:

5.7 Devolution/Unitary support

- we will support, with expert additional capacity, those councils with confirmed Devolution Deals and those where, as with Dorset and East Kent, all councils wish to explore Unitary/merged council/shared service options



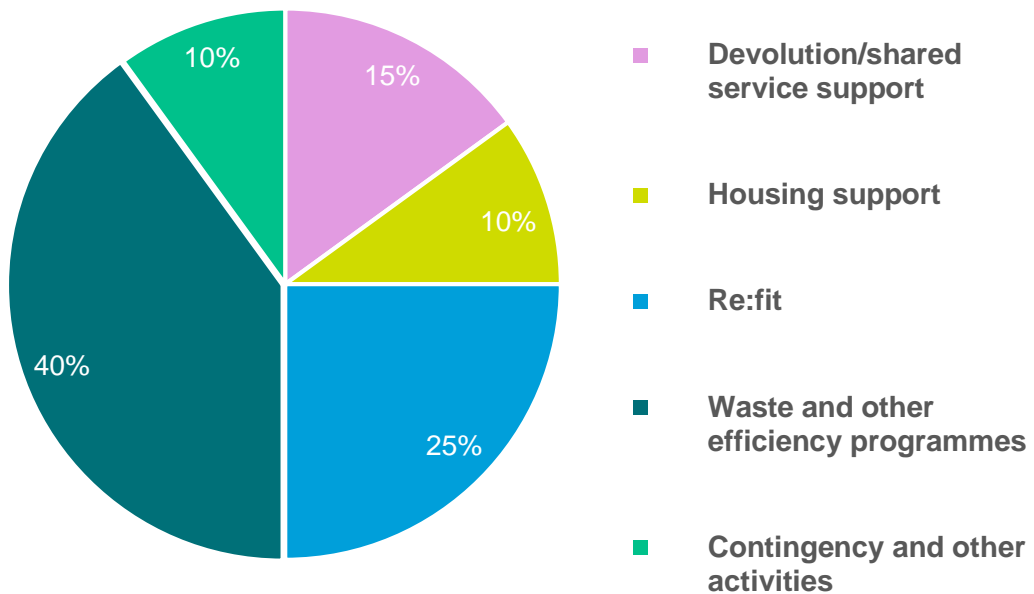
5.8 Addressing housing supply issues

- we will update our Housing Delivery Toolkit to reflect and incorporate political and market changes
- we will, with the LGA, hold regional “best practice” events and develop facilitated network events

5.9 Helping councils achieve savings

- we will continue to invest in the Re:fit programme, enabling councils to make significant savings on their energy spend
- we will work with councils to help them save money through re-financing of their PFI contracts
- we will work with councils to undertake major contract/fundamental spend reviews
- we will work with new waste consortia to enable them to make significant savings on their current spend
- we will undertake contract management reviews for waste disposal authorities with complex PFI projects
- we will provide support to work with councils/groups of councils identified by the LGA requiring our support
- we will offer contract management and effective major programme management training to councils
- our aim will be to match 2016-17 performance by working with c150 councils in 2017-18

A broad indication of the balance of spend is shown in the diagram below:





Contact details

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Disclaimer

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Chief Executive's Report – September 2017

Purpose

For discussion and direction.

Summary

The LGA business plan for 2016/17 centres on seven external priorities:

- Britain's exit from the EU;
- Funding for local government;
- Inclusive growth, jobs and housing;
- Children, education and schools;
- Promoting health and wellbeing;
- Devolution; and
- Sector-led improvement.

Part 1 of the six-weekly Chief Executive's report sets out the LGA's main achievements against those priorities. Part two focusses on our internal priority – *a single voice for local government* - including membership and our media outreach activities.

The updated Business Plan for 2017/18 is included as a separate item on the Leadership Board agenda.

Recommendation

That the LGA Leadership Board notes the Chief Executive's report for September 2017.

Action

As directed by members.

Contact officer: Mark Lloyd
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Email: mark.lloyd@local.gov.uk

Chief Executive's Report – September 2017

Achievements against our seven external priorities

Priority 1 – Exit from the EU

- 1.1. **The European Union (Withdrawal) Bill:** will receive its Second Reading in the House of Commons in September. We will be briefing MPs ahead of Second Reading debates, and we are in conversation with the DExEU team regarding potential amendments to the Bill.
- 1.2. **ExEU and CLG Select Committees:** Cllr Kevin Bentley, Chairman of the Brexit Task and Finish Group, has written to the chairs of the Exiting the European Union and Communities and Local Government select committees outlining our thinking on Brexit.
- 1.3. **Future of waste and recycling:** the EEHT board has begun discussions about the future of waste and recycling services once Britain exits the EU, receiving expertings and establishing a waste and recycling officer sounding board to feed into these discussions.

Priority 2 – Funding for Local Government

- 2.1 **Business Rates Retention:** the Queen's Speech confirmed that the Local Government Finance Bill would not be re-introduced in the forthcoming legislative session. We are working with DCLG officials to explore ways in which the reforms can be progressed without immediate primary legislation and convened a meeting of local government members of the joint DCLG/LGA officer-level Steering Group. Chairman Lord Porter has written to the Rt Hon. Sajid Javid, Secretary of State for Communities and Local Government, outlining the LGA's position on the future of business rates retention.
- 2.2 **Fair Funding Review:** reconvened the officer-level needs and redistribution working group to discuss progress on the assessment of relative needs and formulating the funding baseline. Papers are published on our business rates retention [hub](#).
- 2.3 **Business Rates Reliefs:** highlighted to DCLG and media the barriers to billing authorities implementing the business rates relief schemes announced in the Spring Budget. This led to DCLG agreeing a deadline with the main software suppliers for software updates.
- 2.4 **Prudential Code:** worked with CIPFA and the sector on proposed revisions to the Prudential Code and Treasury Management Code, particularly on how the codes will take account of councils' commercial investments. CIPFA has published a consultation on the revised Codes, which closes on 30 September.
- 2.5 **Fair Funding Review:** ministers have reaffirmed their commitment to fair funding distributions as well as a thorough, evidence-based review. This review does not require legislation and we will continue to work with DCLG and local authorities.
- 2.6 **Markets in Financial Instruments Directive (MiFID) II:** the FCA has published the final rules for MiFID II. We welcomed the improvements to the rules and their recognition of our concerns. If Local Authorities wish to opt up to professional status they will have to do so by January 2018.
- 2.7 **Funding Gap:** following the election, we reviewed our analysis of the financial gap facing local government by 2019/20 and reiterated our position in media releases and briefings that the Government must take urgent action.
- 2.8 **MasterCard-Visa Claims:** 101 member authorities have now joined the MasterCard-Visa Claims Funded Litigation Group for unlawful interchange rates with a collective claim of approximately £20 million. Detailed analysis of the potential claims will follow.
- 2.9 **Roundtable of future of adult social care:** Lord Porter hosted a LGA roundtable for Chief Executives

and Leaders from several councils on the future of adult social care. The roundtable was chaired by Mark Lloyd, and facilitated by Sarah Pickup. The roundtable explored key priorities for local government and our position on possible solutions.

Priority 3 – Inclusive Growth, Jobs and Housing

- 3.1 **Employment, Skills, Welfare and Pensions:** Cllrs Sir Richard Leese, Mark Hawthorne MBE and Claire Kober OBE have written to Ministers at the Department for Work and Pensions to set out our key priorities for the above areas.
- 3.2 **Work Local Report:** Cllrs Mark Hawthorne and Richard Leese have written to the chairs of the Education, Business, Energy and Industrial Strategy, and Work and Pensions select committees, highlighting the recommendations.
- 3.3 **Local Growth Academy:** supported the delivery of the first module of the Local Growth Academy, targeted at unsuccessful applicants to the Leading Places programme. The second module will be delivered in four locations from September with policy updates from LGA officers.
- 3.4 **Housing Advisers Programme:** launched the [Housing Advisers Programme](#) designed to help councils meet the housing need of their local area. The programme funds an independent expert for up to 20 days. Expressions of interest are invited before the 12 September.
- 3.5 **Housing our Homeless Households:** launched a [report and supporting resources](#) supporting councils to manage increasing demand in their areas for temporary accommodation. We worked with 10 councils to understand their homelessness reduction strategies and gained significant press attention.
- 3.6 **Housing affordability:** launched an [analysis](#) on the affordability of housing across the country as incomes struggle to keep up with rents. We called for a redefinition of affordable housing to match what households can afford, and will take this forward with the Government.
- 3.7 **Quality of housing:** launched a [report](#) assessing the quality of existing and new housing. As a result the LGA has called for powers for councils to enforce standards in existing property and for new development through the planning process.
- 3.8 **Congestion report:** launched [a report](#) looking at the costs and consequences of rising congestion and have called for greater long term funding certainty for local authorities to bring us up to par with strategic national bodies like Highways England and Network Rail.
- 3.9 **Bus Services Act:** Received Royal Assent on 27th April 2017. The LGA has called for more flexibility for councils to intervene in local bus markets and supported the Bill in its passage through Parliament.
- 3.10 **National Living Wage:** following LGA representation, Government agreed to waive HMRC penalties for non-payment of sleep-ins at the national living wage rate from 26 July 2017 and has issued a stay on HMRC action on back-pay until after 2 October 2017. The LGA is in talks with Government to address [uncertainty and support needs](#) before October 2017.

Priority 4 – Children, education and schools

- 4.1 **Supporting Improvement in Children's Services:** we are working closely with the ADCS and Solace to develop a council-led support offer that seeks to drive sustainable improvement in children's services focussing on preventative support and utilising council's existing experience and expertise.
- 4.2 **Youth Services:** hosted a roundtable with representatives of the youth services sector on 16 August to discuss a range of issues around youth services and to inform the development of an LGA vision on the council role in youth services, to be launched at a Youth Services Conference in December.
- 4.3 **Fostering Stocktake:** on 21 June, Cllrs Richard Watts, Roy Perry and Gillian Ford, met Sir Martin Narey and Mark Owers who are conducting the stocktake to emphasise areas of key concern for

councils. We are working with DfE on the methodology for examining the costs of council and Independent Fostering Agency provision.

- 4.4 **Round table discussion on children and young people's mental health green paper:** Cllr Richard Kemp attended a round table discussion hosted by Department of Health on 26 July. The discussion focussed on preventing mental illness and seeking right treatment in the right place at the right time. The green paper is due to be launched mid-Autumn.
- 4.5 **Launch of Health Visitor Week:** Mayor Kate Allsop attended an event marking the start of celebrations for Health Visitor Week, 21- 25 August. She highlighted councils' integrated offer of local support to improve the health and wellbeing of children 0-5 years old.

Priority 5 – Promoting Health and Wellbeing

- 5.1 **Health & Care Review:** CQC have been instructed by the Secretaries of State for Health and Communities and Local Government to undertake a system wide [review](#) of the care and health interface in 12 local areas. We have worked closely with CQC to ensure that its methodology genuinely takes a system-wide view and is fair to local government.
- 5.2 **Health & Care Review:** Cllr Izz Seccombe OBE met with Sir David Behan to outline the concerns of councils around the disproportionate focus on adult social care, the tight timescale and methodology. So far, 12 of the 20 areas have been selected and we are pressing Government to confirm the remaining review areas as soon as possible.
- 5.3 **Preventing drug related deaths:** launched a [publication](#) giving examples of where councils are making an impact on drug-related harm.
- 5.4 **Partnership approaches to improving health outcomes for young people:** launched a [report](#) highlight different approaches to supporting the health of young people.
- 5.5 **Naloxone survey:** published the findings of a [joint survey](#) with Public Health England on 31 July in order to better understand the use of naloxone across local authorities, and to demonstrate how it is considered by local authorities as part of their response to drug-related deaths:
- 5.6 **STP survey:** published the [key findings of a survey](#) of senior councillors' perceptions of and involvement in Sustainability and Transformation Partnerships showing insufficient engagement with councillors little confidence that STPs will deliver their objectives. The LGA are firmly committed to improving partnership working and driving transformation of local health and care systems.
- 5.7 **Social Work Healthcheck Survey:** we are working with ADASS to revise the current survey with a final draft being available in October 2017 to send out to councils.
- 5.8 **Culture Hub:** with Arts Council England, we have developed a new [Culture Hub](#) to help local authorities develop innovative ways to invest in culture. Comprising 50 case studies on a range of areas, the hub has already received almost 1000 visits. It will be regularly updated.
- 5.9 **Delivering local solutions for public library services:** we have published a [new guide](#) to help councillors understand the impact of libraries, how they can deliver against multiple corporate objectives, and ways to improve their operational efficiency.
- 5.10 **Age UK:** Sarah Pickup spoke as panellist at an Age UK event in London on the impact of unmet need.
- 5.11 **Extra care scheme for older people:** Sarah Pickup visit to Denham Garden Village in Buckinghamshire, an extra care scheme for older people.

Priority 6 – Devolution

- 6.1 **Support to Combined Authorities:** continued our support for CAs and have begun conversations with 2 areas for the roll out of the self-evaluation diagnostic tool. Work also progressed on CA themed

groups for; finance, planning, transport and employment and skills as requested by CA CEX network. The next meeting of the CA CEX network is to be hosted by GMCA on 28 Sep with a focus on Public Service Reform.

- 6.2 **Support to elected mayors:** we are preparing for the next LGA mayoral forum which will be hosted by Mayor Andy Street/WMCA at Birmingham University in the Autumn to be attended by senior civil servant from across a number of Whitehall departments.

Priority 7 – Sector-led Improvement

- 7.1 **Public Sector Audit Appointments (PSAA):** following the significant take up of the national scheme for the appointment of auditors, offered by PSAA after successful lobbying for this option by the LGA, contracts have now been let with six audit firms, all councils' audit costs will fall by at least 18 per cent with the quality of audits maintained.
- 7.2 **Commercialisation:** updated and launched [Enterprising Councils](#), our practical guidance to help councils turn their commercial plans into reality and we are offering a further two cohorts of training for local government officers undertaking commercial activities.
- 7.3 **Government Digital Service's (GDS's) Digital Academy:** secured free delegate places for council officers on GDS's Digital Academy this year. There are a range of courses at different locations across the country, which provide training in how to apply an agile approach to digital projects, and help design and build digital services that better meet users' needs.
- 7.4 **National technological and digital procurement category strategy:** launched this new strategy to support councils in identifying and procuring digital technology, systems and tools and providing practical ideas, guidance and solutions.
- 7.5 **Dynamic Purchasing Systems:** supported a 'virtual project team' of councils that have researched the use of these systems. We have also published a downloadable guide to dynamic purchasing systems within the public sector.
- 7.6 **One Public Estate (OPE):** with the Cabinet Office, launched Phase 6 of our joint OPE programme, offering new and existing partnerships the opportunity to apply for up to £500k to support the delivery of ambitious property-based initiatives. Partnerships can also apply for a share of the £45 million Land Release Fund and a repayable accelerator grant.
- 7.7 **Be a Councillor:** created the Be a Councillor Women's Network, which will bring councillors together to support new prospective candidates.
- 7.8 **Political Leadership:** this year's political leadership development programmes have started, with a record take up of over 500 bookings for Leadership Academy and Leadership Essentials programmes, and many programmes full to capacity.
- 7.9 **Leadership Essentials – Prevent:** launched this new programme for councillors, which complements our Counter Extremism course and looks in more detail at councils' role in countering terrorism.
- 7.10 **Councillor Development:** produced councillor e-learning modules on Bribery and Fraud Prevention, Data Protection for Councillors, Supporting Your Residents on Difficult Issues, Stress Management and Personal Resilience.
- 7.11 **National Graduate Development Programme (ngdp):** we will be placing 123 graduates at 57 councils for Cohort 19. This year's recruitment saw a record number of applications and an increase in the number of participating councils, five of which are new to the scheme.
- 7.12 **Local Government Services pay negotiations:** regional consultations are complete. Further Employers' Side (NJC) discussions will take place and it is anticipated that an offer will be made to unions in the autumn.
- 7.13 **Greater Manchester visit:** Lead Members of the Community Wellbeing Board recently visited Greater Manchester to learn more about their work on health devolution and integration. They had a

fascinating discussion and saw first-hand what can be achieved by a more inclusive and co-operative relationship between local authorities and our partners in health.

- 7.14 **Come Back to Social Work:** As part of the Government programmes to help people return to work after career breaks, we have attracted an investment of £202,000 in recognition of the success of our Come Back to Social Work pilot supporting the return of good experienced social workers back into the profession.
- 7.15 **Cyber Security:** The LGA is working with the National Cyber Security Centre (NCSC), Cabinet Office, DCLG and NHS Digital to help raise the profile of cyber security at strategic level in councils by; highlight and promote existing good practice, guidance and tools to help councils put in place the necessary measure to protect their services, staff and communities mitigate the risk of cyber-attacks. We have set up the LG Cyber Security Stakeholder Group to bring together the sector representative bodies, put cyber security on the agenda for a number of our boards and arranged a number of seminars, workshops and conference sessions for officers and elected members.

Internal Priority – A single voice for local government

LGA Membership

8. The total number of councils on notice remains at nine. These are;

- West Sussex County Council
- East Staffordshire Borough Council
- London Borough of Richmond
- Hartlepool Borough Council
- Surrey County Council
- Leicestershire County Council
- Essex County Council
- Lincolnshire County Council
- Southend Borough Council

9. Four councils remain out of membership – the London Boroughs of Bromley, Wandsworth and Barnet and Gosport Borough Council.

Membership visits by the Strategic Management Team:

Chief Executive's Membership Visits	
<i>20 July – 13 September 2017</i>	
10 August	Rochford District Council
10 August	Southend-on-Sea District Council
16 August	Suffolk County Council
6 September	Manchester City Council
<i>Forward plan: 14 September – 19 October 2017</i>	
18 September	Lincolnshire County Council
20 September	Bradford Metropolitan Borough Council
5 October	Yorkshire and Humber Chief Executives
Deputy Chief Executive's Membership Visits	
<i>20 July – 13 September 2017</i>	
21 August	Welsh Local Government Association
31 August	Conference call with Chief Executives regarding CQC reviews
<i>Forward plan: 14 September – 19 October 2017</i>	
15 September	London Treasurers meeting
28 September	Society of County Treasurers presidents event
Director of Communication's Membership Visits	
<i>20 July – 13 September 2017</i>	
22 August	Three Rivers County Council

Media and Public Affairs

10. The LGA was **mentioned 78 times** in Parliament in July.
11. We will be hosting events and securing speaking slots for our councillors at debates and roundtables held by stakeholder organisations at the autumn **party conferences**.
12. The Public Affairs team hosted a briefing for the Communications Parliamentary Network that supports local government officers working in communications and public affairs

Media Source	Issue
Britain's exit from the EU	
Vice Chairman Cllr David Simmonds on Sky News and Good Morning Britain. FT, Times, Guardian Online, Independent Online, Sky News Online, LBC Online.	The LGA's release calling for government to guarantee that €10.5 billion (£8.4 billion) of European funding will be replaced post-Brexit
Express Online	Greater Manchester Mayor Andy Burnham's speech to the LGA Annual Conference calling for city regions to have a seat at the Brexit negotiating table
Guardian Online	Green Party MEP Molly Scott Cato referenced our call for the Government to commit to a locally-led successor scheme to EU regeneration funding.
The Observer	Our call for more powers and funding for councils to resume their historical role as significant builders of affordable homes, in a feature piece on the implications of Brexit on the property market.
Telegraph, Mail, Express Online, Sun Online	Our release on the need for simpler rules regulating how councils buy goods and services after Brexit.
Funding for Local Government	
Lord Porter on Channel 4 News, FT, Mirror, i paper, Independent Online, BBC Online, Guardian Online, ITV Online. Deputy Chairman Cllr Peter Fleming on Good Morning Britain , reports also on BBC News, Sky News and BBC Daily Politics.	Our release warning of a £5.8 billion funding gap by 2020 and calling for local government funding to be put on a sustainable footing, following Lord Porter's speech at Annual Conference.
Guardian, Sun, Express Online	The LGA's response to the Government's announcement of extra local roads funding
Deputy Chairman Cllr Peter Fleming on Sky News Radio. Telegraph, Times, i paper, Mail, Mirror, Sun.	Our warning that bus passenger journeys have fallen to lowest levels in a decade and call for government to fully fund the concessionary fares scheme and give councils control over the Bus Service Operators' Grant.
i paper	The LGA's previous analysis of a £2.6 billion funding gap facing social care by 2020.
Safer and Stronger Communities Board Chair Cllr Simon Blackburn featured in the Guardian, Times, Sun Online and on BBC Online.	Our call for greater funding for the National FGM Centre, which the LGA runs in partnership with Barnardo's, ahead of the announcement of a £1.7 million grant towards the centre.
CWB Chairman Cllr Izzi Secombe in the Guardian, Times, Independent	On spending the extra £2 billion for adult social care following the publication of Better Care Fund guidance.
Times	How councils follow strict rules before making investments
Mirror Online	Our call for government to clarify whether the National Living Wage should apply for sleep-in

	shifts, in response to concerns raised by Mencap.
Deputy Chairman Cllr Peter Fleming interviewed on Sky New Radio. Mail, Sun, Mirror, ITV News Online.	Our release revealing that motorists spend almost 5 days a year stuck in traffic because of increasing congestion, costing £968 a year and the need for long-term consistent funding to invest in local roads.
Sunday Times, Independent Online	Our response to council targets for reducing delayed transfers of care or face a review of their funding allocation for social care.
Inclusive growth, jobs and housing	
Chairman Lord Porter was interviewed on BBC Radio 4's Today programme. BBC Online, Times Online, Telegraph Online, Mail Online, BBC Radio 4's You and Yours, BBC Newsnight, BBC Online and Express Online and quoted by i paper online, LBC Online	Our response to fire safety test results and call for government to provide funding to councils to remove and replace cladding systems, call for an urgent review of building regulations and for private companies to release the results of their confidential fire test data.
FT, BuzzFeed, Times, i paper, Mirror, BBC Radio 4 news bulletins and on BBC Online, Sky News Online, ITV Online, FT Online, Guardian Online, Mail Online and Independent Online. SSC Board Chair Cllr Simon Blackburn on BBC Radio London.	Our response to the latest fire safety test and our concerns that councils will be unable to afford fire safety improvements to high-rise blocks.
Guardian	How the Government will work with the LGA and the National Housing Federation to obtain full information on all tower blocks with similar cladding to that implicated in the Grenfell Tower fire.
EEHT Board member Cllr Ed Turner on the BBC Victoria Derbyshire programme and featured on Sky News Radio. The i paper, Sky News Online and ITV Online	Our response to a report by Crisis, which predicts that homelessness will increase over the next three years.
People and Places Chairman Cllr Mark Hawthorne was interviewed on BBC Radio 5 Live. The Telegraph and Express Online.	About the LGA's release, calling for fines levied on mobile phone operators to be handed to local areas to help boost connectivity.
Times, i paper, Metro, Guardian Online, Telegraph Online, Mail Online, Sun Online.	Our release about how one in seven tenants are spending half their incomes on rent, compared to just 2 per cent of homeowners.
Sun Online, BBC News	Our warning two-thirds of private renters on the lowest incomes in England fear they will never get on to the property ladder and call for councils to be able to build more homes to boost affordability.
Times, Express Online, Telegraph Online	Communities Secretary Sajid Javid's speech to the LGA's Annual Conference about the need to plan for the right number of homes.
Times, Mirror, Star and Telegraph Online	The LGA's response to a RAC report on road quality and a reported increase in pothole-related faults.
Times, Deputy Chairman Cllr Peter Fleming interviewed live on Sky News.	About the LGA's response to an AA report on roads funding and parking revenue.
i paper and Independent Online.	The LGA's call for the cap on councils being able to borrow to fund the building of new homes and maintain existing ones to be lifted.
Guardian Online	The LGA's previous estimates that the introduction of a 1 per cent annual rent cut over four years could cost councils £2.6 billion by 2019/20
Times	The LGA's lines about how hundreds of millions of pounds of relief promised to companies affected by a rise in business rates is not reaching them,

	because councils are having to wait for software firms to update their systems.
Mail	The LGA's lines on planning rules for mobile phone masts.
Times	Our statement about planning around roads in new build housing developments.
Sun, Metro, Mirror Online.	Our release on the quality of new builds, revealing that the average lifespan of a home in England will have to last 2,000 years at the current rate of replacement.
Independent Online	Research published by the LGA earlier this year warning the growing skills gap facing the nation will cost the UK economy £90 billion by 2024.
Children, education and schools	
CYP Board Chair Cllr Richard Watts on Channel 4 News, BBC Breakfast and BBC News ; Our lines were reported on BBC Radio 2 and BBC Radio 4 news bulletins and in the Guardian (twice), Mirror, i paper, Sun Online, Independent Online and Channel 4 News Online	Our release on how children's social care is reaching breaking point due to a growing financial crisis.
EEHT Board Chairman Cllr Martin Tett on BBC Breakfast, BBC Radio 5 Live, LBC and Sky News Radio . The LGA's lines were also reported on BBC Radio 4's Today programme, ITV News, Sky News, Channel 5 News, BBC Radio 2, TalkSport, Talk Radio and across BBC local radio , as well as in the Times and on BBC Online, ITV News Online, Independent Online, Guardian Online (twice), Mail Online, Mirror Online and Metro Online . LGA Deputy Chairman Cllr Peter Fleming interviewed on BBC News, ITV News and Channel 4 News , including on Channel 4 News Online	Our release, on how councils are having to house an extra secondary school's worth of homeless children every month due to increased demand for temporary accommodation
Cllr Simon Blackburn, SSC Board Chair, interviewed on Sky News Radio and LBC ; also reported on Sky News, Telegraph, Times, i paper and Star .	About the LGA's call for swimming and classroom lessons to teach children about the dangers of cold water shock
CYP Board Chair Cllr Richard Watts appeared on BBC Breakfast .	About the Government's plan to roll out 30 hours of free childcare a week and the need for more funding and flexibility for councils and nurseries to implement the scheme.
CYP Board Chair Cllr Richard Watts featured on BBC Breakfast and BBC News . This was also reported in the Times, Guardian, Sky News Online and Independent Online .	The LGA's response to an Action for Children report about how 140,000 children in England who are referred to social care are stuck in a 'revolving door' of assessment and re-referral.
Guardian	The LGA's call for councils to be given a lead role in driving forward school improvement, including extra powers to decide where new schools are built and to force academies to expand where necessary to create 420,000 extra places by 2020.
Promoting health and wellbeing	

CWB Chairman Cllr Izzi Seccombe interviewed on BBC Radio 5 Live and Sky News Radio and CWB member Cllr Jonathan McShane on Good Morning Britain and Sky News . BBC Radio 2, BBC Radio 4 Today, LBC, Talk Radio, TalkSport news bulletins and in the Guardian, Sun and on BBC Online, ITV Online, Independent Online and Mirror Online .	About the LGA's press release warning of a "tipping point" in sexual health services.
EEHT Board Chairman Cllr Martin Tett interviewed live on BBC Newsnight and on BBC Radio 5 Live . LGA Deputy Chairman Cllr Peter Fleming also featured on the BBC 6pm and 10pm News .	The LGA's response to the Government's air quality plan.
CWB Board member Cllr Jonathan McShane interviewed on Talk Radio ; reported on BBC Online, Guardian Online, i paper online and Mirror Online .	Our call for clarity around the soft drinks levy and a commitment from government that it is not used to "plug a black hole in education funding".
CWB Chairman Cllr Izzi Seccombe was interviewed on BBC Radio 5 Live and LGA Deputy Chairman Cllr Peter Fleming featured on Sky News, ITV News and LBC . Sky News Radio bulletins, BBC Online, Times, Sun, Telegraph, i paper, Mail, Express, Mirror, Star, ITV Online, Sky News Online .	The LGA's release about the rise in cases of type 2 diabetes in children and young people and calling for urgent action on childhood obesity.
CWB Chairman Cllr Izzi Seccombe interviewed live from the LGA's Annual Conference in Birmingham on ITV lunchtime news .	To discuss our response to a Care Quality Commission report about adult social care services.
The Sunday Times, Guardian Online	Our lines about the Better Care Fund planning guidance.
Telegraph	Our call for loneliness to be treated as a major health issue in the UK, after a new study revealed loneliness is deadlier than obesity.
Independent Online	The LGA's statement in response to Office for National Statistics data on the number of drug-related deaths in England and Wales in 2016
Independent Online	The LGA's response to a King's Fund report on the funding gap in public health budgets.
The Times	The LGA's survey which found less than a quarter of councillors polled are confident that sustainability and transformation plans (STPs) will succeed.
The Sunday Telegraph	The LGA's previous release about how loneliness should be treated as a major public health issue.
The Mail	A reference to the successful High Court and Court of Appeal challenge by the LGA and National AIDS Trust for the NHS to provide PrEP, a drug to dramatically reduce the risk of being infected with HIV, instead of by councils.
Mirror Online	The LGA's response to Public Health England figures showing fewer drug and alcohol addicts going into state-funded rehab.
CWB Chairman Cllr Izzi Seccombe was interviewed by BBC Radio 5 Live and LGA Deputy Chairman Cllr Peter Fleming appeared on Sky News, ITV News, LBC Radio, Times, Telegraph, Sun, Express, Mirror, i paper, Mail, Sky News Online, ITV News Online .	The LGA's warning of the increasing numbers of children and young people being treated for type 2 diabetes, and the possible link with childhood obesity.
FT, Mail, Express, Talk Radio, BBC Radio 5 Live	The LGA's response to Newcastle University's Institute for Ageing study warning that an extra



LGA Leadership Board

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	71,000 care home places will be needed in England within the next eight years to cope with rising life expectancy.
Guardian Online	The LGA's response to a new report by Healthwatch England on home care services.
Devolution	
Independent Online and CityAM	LGA joint report with the Learning and Work Institute launched at Annual Conference, warning that 12 million people will be out of work or in a job they are over-qualified for by 2024; call to devolve back-to-work, skills, apprenticeship, careers and business support schemes/funding to local areas.
Sector-led improvement	
BBC Online	Vice Chair Cllr Marianne Overton featured with the LGA's response to a Fawcett Society report on women in local government.
SSC Board Chair Cllr Simon Blackburn on BBC Radio 5 Live and Sky News Radio . Also reported on Sky News, LBC, Mirror, Mirror Online, Sun, Sun on Sunday, Metro Online and on ITV Online .	Our release on how up to two scams a day are being reported to some councils and highlighting the nearly £10 billion annual cost of fraud to UK citizens.
Deputy Chairman Cllr Peter Fleming was interviewed on BBC Radio 5 Live, Mail, Telegraph, Guardian Online .	The LGA's call for taxi laws to be urgently updated to reflect new technology and help reduce the risk of child sexual exploitation.
Guardian Online	A recent LGA report into initiatives by the fire and rescue service to achieve an increasingly diverse workforce was referenced in an interview with Micky Nicholas, adviser on the Inclusive Fire Group.

LGA Forward Plan

Purpose of report

For discussion and direction.

Summary

The LGA Leadership Board is responsible for driving the Association's activities and business, taking a lead in developing and overseeing delivery of the business plan and identifying the emerging and key issues to highlight to the LGA Executive.

As part of this, Members are invited to consider which items they would like to see on future agendas of the LGA Leadership Board, LGA Executive and Councillors' Forum.

Recommendation

That the LGA Leadership Board endorses the Forward Plan and specifies topics and items for future meetings of the LGA Executive, Leadership Board and Councillors' Forum.

Action

Officers to brief members and officers in line with steer.

Contact officer: Paul Goodchild
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LGA Forward Plan

LGA Leadership Board LGA Executive Councillors' Forum

OCTOBER

LGA LEADERSHIP BOARD 18.10.17	
Item	Summary / Purpose
LGA Business	
LGA Budget	To note a proposed LGA budget framework prior to full report in January.
LGA Business Plan	To agree and recommend the 2017/18 Business Plan to the LGA Executive.
LGA Subscriptions	To provide a steer on the overall level of subscriptions for the following year.
Business Rates Retention and Fair Funding Review	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
LGA Members' Allowances	To seek Members' view on whether to convene an Independent Remuneration Panel to review the LGA's Scheme Members' of Allowances.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Note of the last Commercial Advisory Board	To note the minutes of the last Commercial Advisory Board.
Brexit	To update and take a steer on the LGA's Work Programme on Brexit.
Layden House	Report on the Layden House refurbishment project.

Councillors' Forum 19.10.17	
Item	Summary / Purpose
Minister of State for Immigration, Rt Hon Brandon Lewis MP	The Minister of State for Immigration, Rt Hon Brandon Lewis MP will address the Forum.
Chairman's Report	To present the Chairman's monthly report.
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE 19.10.17	
Summary / Purpose	
LGA response to the Casey Review: Opportunity and Integration	To discuss the LGA's response to the Casey Review of Integration and opportunity follow discussions at the March Executive meeting.
LGA Members' Allowances	To seek Members' view on whether to convene an Independent Remuneration Panel to review the LGA's Scheme Members' of Allowances.

LGA Business Plan	To agree the 2017/18 Business Plan as recommended by the Leadership Board.
Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting .
Note of the last LGA Executive	To agree the note of the last meeting.

December

LGA LEADERSHIP BOARD 7.12.17	
Item	Summary / Purpose
LGA Business	
Centre for Public Scrutiny	To receive an annual report on CfPS's activity for 2016/17.
Autumn Budget	To discuss the Autumn Budget and the LGA's response.
Local Government Finance Settlement	To discuss the contents of the Finance Settlement and LGA's response.
Business Rates Retention and Fair Funding Review	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Communications Update	To review the LGA's communications activity in the first and second quarters.
Performance Report	To review the LGA's performance against the Business Plan for the first and second quarters.
LGA Membership	To agree a proposed approach to the LGA membership offer for the following year.
LGA Political Balance and Combined Authority Elected Mayors	To consider the position of Combined Authority Elected Mayors in the LGA's political balance calculations as directed by June 2017 Leadership Board meeting.
LGA Outside Body appointments	To note the list of bodies to which the LGA appoints each year.
Part 2: Confidential	
Brexit	To update on and steer the LGA's Work Programme on Brexit.
Local Government House & Layden House Update	To update on the Local Government House & Layden House refurbishment projects.

There is no Councillors' Forum in December.

LGA EXECUTIVE 7.12.17	
Summary / Purpose	
Business Rates Retention and Fair Funding Review	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Autumn Budget	To discuss the Autumn Budget and the LGA's response.
Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Note of the last LGA Executive	To agree the note of the last meeting.

January

LGA LEADERSHIP BOARD 24.01.18	
Item	Summary / Purpose
LGA Business	
LGA Budget	To provide an outline LGA budget prior to this being agreed in March.
Local Government Finance Settlement	To consider a summary of LGA activity on the LG Finance Settlement.

Treasury Management	To consider the performance of treasury management over the year.
Spring Statement	To comment on the Spring Statement submission to Treasury and commend to Executive for approval the following day.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Brexit	To update on and steer the LGA's Work Programme on Brexit.
Local Government House & Layden House Update	To update on the Local Government House & Layden House refurbishment projects.
Audit Committee Minutes	To note Audit Committee minutes of its last meeting

Councillors' Forum 25.01.18

Item	Summary / Purpose
Local Government Insurance Mutual	To update the Councillors' Forum on the Local Government Insurance Mutual.
Chairman's Report	To present the Chairman's monthly report.
Chairs of Boards Reports	To present the Chairs of Boards' monthly reports.
Digest of the last meeting	To note the digest of the last meeting.

LGA EXECUTIVE 25.01.18

Summary / Purpose	
LGA Budget	To provide an outline LGA budget prior to this being agreed in March.
Local Government Finance Settlement	To consider a summary of LGA activity on the LG Finance Settlement.
Spring Statement	To comment on the Spring Statement submission to Treasury and commend to Executive for approval the following day.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Note of the last LGA Executive	To agree the note of the last meeting.

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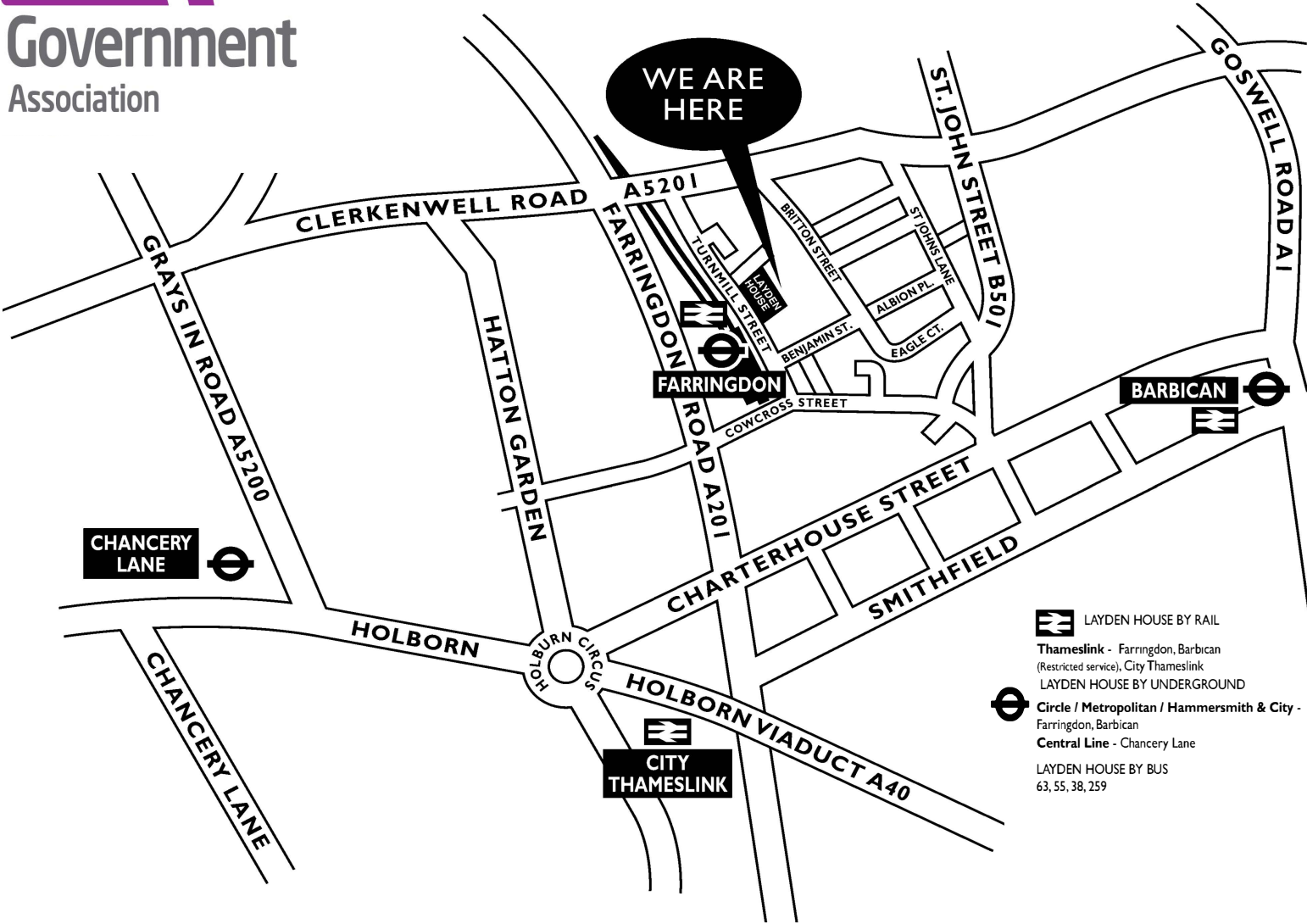
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Layden House

76-86 Turnmill Street,
 London
 EC1M 5LG

Tel: 020 7664 3000 Fax: 020 7664 3030

**The Local Government Association will be based at Layden House whilst refurbishment takes place at their offices in Smith Square.*

Public Transport

Layden House is served well by public transport. The nearest mainline station is **Farringdon** (Circle, Hammersmith & City and Metropolitan Lines. It also has Overground lines)

Bus routes - Farringdon Station

- 63 - Kings Cross - Crystal Palace Parade (Stop A/B)
- 55 - Oxford Circus -High Road Leyton (Stop E/K)
- 243 - Redvers Road - Waterloo Bridge (Stop E/K)

Cycling Facilities

The nearest Santander Cycle Hire racks are on Theobold's Road.
 For more information please go to www.tfl.gov.uk

Car Parks

- Smithfield Car Park - EC1A 9DY
- NCP Car Park London Saffron Hill - EC1N 8XA