

LGA Leadership Board

Agenda

Wednesday, 18 October 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
18 October 2017

There will be a meeting of the LGA Leadership Board at **1.00 pm on Wednesday, 18 October 2017** Rooms A&B, Ground Floor, Layden House, 76-86 Turnmill Street, London, EC1M 5LG.

A sandwich lunch will be served prior to the meeting at 12.30pm.

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	14/9/17
Conservative		
Lord Porter of Spalding CBE	Yes	Yes
Cllr David Simmonds CBE	Yes	Yes
Cllr Peter Fleming OBE	Yes	Yes
Cllr Sean Anstee	No	Yes
Cllr Paul Carter CBE	Yes	Yes
Cllr Izzi Seccombe OBE	Yes	Yes
Labour		
Cllr Nick Forbes	Yes	Yes
Cllr Sue Murphy CBE	Yes	Via video
Cllr Peter Box CBE	Yes	Yes
Cllr Michael Payne	Yes	Yes
Cllr Lib Peck	No	Yes
Liberal Democrat		
Cllr Howard Sykes MBE	Yes	Via video
Cllr Ruth Dombey OBE	Yes	Yes
Independent		
Cllr Marianne Overton MBE	Yes	Yes
Cllr Peter Reeve MBE	Yes	Yes

Agenda

LGA Leadership Board

Wednesday 18 October 2017

1.00 pm

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

Item	Page
1. Apologies and Declarations of Interest	
PART 1: LGA BUSINESS	
2. Brexit	1 - 8
3. LGA 2018/19 Budget Framework	9 - 24
4. LGA Subscriptions	25 - 30
5. Communications Strategy and Plan - 2017/18 - 2019/20	31 - 74
6. Communications Report (April 2017 to September 2017)	75 - 100
7. The Fair Funding Review and Business Rates Retention	101 - 112
8. DCLG Technical Consultation on the 2018/19 Local Government Finance Settlement	113 - 118
a) Appendix A - LGA response to the technical consultation on the 2018/19 local government finance settlement	119 - 124
9. Chief Executive's Report - October 2017	125 - 134
10. LGA Forward Plan	135 - 140
PART 2: CONFIDENTIAL	
11. Note of the last Leadership Board	141 - 148
12. Note of the last Commercial Advisory Board	149 - 153

13. Layden House Refurbishment - Appointment of Main Contractor

To follow on a supplemental agenda.

Date of Next Meeting: Thursday, 7 December 2017, 11.00 am, Smith Square
1&2, Ground Floor, Local Government House, Smith Square, London, SW1P
3HZ - LGA

Brexit

Purpose of report

For discussion.

Summary

This paper offers the Leadership Board and the Executive a review of recent LGA work on Brexit and it provides a summary of the Government's announcements on Brexit since the summer.

It asks members to consider the agreed lines and to suggest any new work that needs to be developed.

Recommendation

That the LGA Leadership Board consider the agreed lines on Brexit and suggest any new work which should be developed.

Action

Officers to take any actions as directed by Members.

Contact officer:	Ian Hughes
Position:	Head of Policy
Phone no:	0207 664 3101
Email:	ian.hughes@local.gov.uk

Brexit

Background

1. This paper offers the Leadership Board and the Executive a review of recent LGA work on Brexit and it provides a summary of the Government's announcements on Brexit since the summer.
2. It asks members to consider the agreed lines and to suggest any new work that needs to be developed.

Our "seat around the table"

3. Members will be aware that immediately after the referendum, we called for the voice of local government and their communities to be heard during exit negotiations, with a concern that only the views of Westminster, Holyrood, Cardiff Bay and Stormont were being considered during formal negotiations. In response, the (then) CLG secretary promised a "seat at the table".
4. We have proactively developed a local government position on Brexit which sets out our concerns and the opportunities. These issues have been discussed widely, with the pre-election DEXEU ministerial team, opposition front bench teams and through our press work.
5. In September, the four leaders of the UK local government associations met formally with the new DEXEU ministers at which we reaffirmed our concerns and the opportunities for localities. Ministers have offered to meet the associations on a quarterly basis so that we can make sure that local government voices and views influence discussions. This programme of meetings has established our 'seat around the table'.

Wider Parliamentary influence

6. On October 12, the Chair of the Brexit Task and Finish Group will meet the Chair of the Commons Brexit Select Committee, Hilary Benn MP. This is the opportunity to restate LGA lines and discuss the work of the Select Committee over the coming year.

UK/EU negotiations update

7. To summarise the negotiations, the Government has announced eight Brexit related Bills. Formal UK-EU negotiations have begun in earnest and the Government have published a series of policy papers outlining their vision for Brexit. The detail of policy papers and bills is attached in **Appendix A**.
8. Brexit will occupy more and more of both the Government's and Parliament's time over the coming political year. We have briefed on the EU Withdrawal Bill which recently passed its second reading in the Commons un-amended (our briefing can be

found [here](#)). Further briefings will be developed as the Bill passes through Parliament and as new Bills are introduced.

9. Importantly, the LGA's detailed position on local government and Brexit and allowed us to influence developing debates in both London and Brussels proactively. In this report, we report progress. As this is a very fluid agenda, members are asked to consider our headline issues again and to identify any other issues that need to be addressed.

Securing funding currently sourced from the EU

10. We have been working to highlight the £5.3 billion that was to be received by England from the EU until 2020. We have already had a number of important lobbying successes to ensure that funding for local regeneration continues, including the Chancellor's commitment to replace the funding in some form.
11. Funding from the EU will end at Brexit in 2019. Our concern is to ensure that any future UK fund is local and of at least equal quantum to current EU funds. In July we published a number of [pro-active proposals](#) on behalf of councils, with an additional call in our [2017 Budget submission](#). This received a significant amount of media attention and we intend to capitalise on this momentum in the coming months.
12. In our summer report, we have raised the possibility of interim arrangement immediate after we leave the EU if there is little time to develop a fully shaped UK replacement. Given that this is a possibility, we are now seeking to influence the next generation of EU funding to ensure that it is adaptable to English local economic development (if even, for a short period).

Changing the way the UK makes decisions

13. We have been championing a new constitutional settlement in a post-Brexit UK, ensuring that powers are devolved to local communities and beyond Whitehall, Cardiff Bay, Stormont and Holyrood. We have created a number of work streams to pursue these goals, including;
 - 13.1 Preserving local government's formal role in law-making post-Brexit. Local government currently is formally consulted through the EU parliamentary process (through the Committee of Regions) and we have initiated pro-active discussions with Whitehall about how this role can continue in the UK. This is likely to be a point of debate during the Withdrawal Bills Committee stage. As there has been a promise that there will be no change to any devolution settlement and no change to EU laws, we will be seeking to transfer local government's rights and responsibilities into the UK legal framework.
 - 13.2 Identifying where local government is likely to be affected by secondary legislation created or changed by the Withdrawal Bill, anticipate where UK regulators may gain new powers and ensure that consequences on the front-line are understood.

- 13.3 Identifying how local government continues to influence the European Union in the future, given the likely transition period after we leave the EU when many EU laws (such as waste) may still have an impact on council services.
14. On the latter point, in the absence of MEPs and other UK actors in Brussels, our primary influence over such laws is likely to be the European LGA (CEMR) which is a formal consultee on all laws affecting local government. LGAs in countries such as Norway and Iceland are members of CEMR and it is their most important means of influence at a European level Brussels. Given the likely importance of CEMR's influence to us, Groups leaders have considered this issue and agreed to continue our membership. Also the leadership of EU Committee of Regions (at the LGA conference in July) invited us to think about how we could continue to work as part of the CoR (for example, in an associate status) to influence any EU policy where UK councils continue to have an interest. This could be the development of EU funding schemes which the UK agrees to buy into and which we would want to influence at an early stage of development. Our UK CoR leaders are pursuing these discussions in Brussels.

The return of EU powers

15. We have reviewed all EU laws which impact on local government services and have identified which policy areas are in need of urgent review. We have begun a press campaign on this issues to highlight local government's interest. We have highlighted where there is the opportunity to amend EU laws to help local government better pursue local economic objectives (through procurement reform) and we have highlighted where EU laws help protect the public and where they could now be strengthened (e.g. food hygiene).
- 15.1 [Simpler rules regulating procurement.](#)
- 15.2 [Strengthening food hygiene laws.](#)
16. No reviews will take place until after we exit from the EU (or after any agreed transition period). Our work is to register our interest for such reviews in the longer term and highlight the importance of prioritising reviews that could enhance the rights and responsibilities of local communities, post-Brexit.
17. We have also made a submission to the House of Lords inquiry on the future of competition and state aid policy post-Brexit.

Community cohesion and workforce

18. We have highlighted that councils play a vital role in protecting their communities from harm and after the referendum. We advocated strongly the role that councils were playing to bring divided communities together.
19. We have also established the number of 'continuing EU' workers that deliver vital public services. For example, 7% of English adult care staff are currently (non UK) EU nationals. Our role in analysing the consequences of UK and EU negotiation stances will be very important over the coming months. The LGA has an associate relationship with the Cavendish Coalition which is a group of health and care

employer organisations examining the effects of Brexit; as part of this arrangement we have co-funded a research project on the health and care labour market post-Brexit that is being carried out by the National Institute of Economic and Social Research.

20. In July 2017, the government commissioned the Migration Advisory Committee (MAC) to advise on the economic and social impacts of the UK's exit from the European Union and also on how the UK's immigration system should be aligned with a modern industrial strategy. There has been a [call for evidence](#) with a deadline of late October.
21. This consultation will be an important as the private sector and other part of the public sector will be placing their key concerns about business and public service continuity before Government.
22. Our response will highlight the number of workers from the "Continuing" EU in local government services and in wider local economies. It will also set out how a revived skill system delivered locally could help reskill local residents for the modern economy – based on the LGA report launched at our conference. Our submission will be led by the LGA's Resources Board. We asked councils to provide information and views to develop our response to the MAC enquiry and have received some useful information.

Place based impacts

23. The onus is on the LGA and councils to ensure that the differing place based impacts of Brexit are fed into Whitehall. We have organised a number of local seminars to ensure that such evidence is presented to DExEU. A summary of our discussions was presented to the DCLG Brexit Board to ensure that our evidence was formally registered.
24. The policy papers published by the Government over the summer have started to define the boundaries of the negotiations. For example, there are now some high-level proposals on future customs arrangements, fisheries and agriculture which help define post Brexit UK.
25. Consequently, we will be renewing our call for evidence on a series of specific issues, so that the risk and opportunities to places are placed firmly on the record.

Trade

26. As the debate on building new trade relationships continues, we have advocated the help and experience that councils can offer through their expertise and international connections. The City Regions and People and Places Board is developing work in this area, particularly in identifying a problem with multiple and overlapping initiatives. We are now looking at an alternative model to offer to Government.

Implications for Wales

27. We are working on Brexit jointly with the Welsh LGA and COSLA and NILGA to ensure that there is a clear UK local government view. Our ministerial talks will be held jointly with the other UK Associations and they sit as advisors on our Task and Finish Group.

Next Steps

28. The LGA Leadership Board are asked to consider the information included in this report, and the LGA's agreed lines on Brexit, and suggest any new work which should be developed.

Appendix A

GOVERNMENT'S DEVELOPING NEGOTIATING POSITION

Over the summer, the Government has announced the Bills that it intends to take through Parliament to facilitate Brexit and it has published a number of position statements which will help establish the UK's negotiating position.

Timeline since the summer

19th June: Rt Hon David Davis MP (Secretary of State for Leaving the European Union) and Michel Barnier (European Chief Negotiator for Brexit) meet to start the first formal round of negotiation talks. The content of the 'first phase' is decided to be citizens' rights, the financial settlement, the Ireland/Northern Ireland border and 'other separation issues'.

26th June: Government begins its publication of a series of papers with a paper on EU nationals potential status in the UK, as well as their vision for UK citizens in Europe.

13th July: EU (Withdrawal) Bill is introduced to the House of Commons.

17th July: the second round of talks between British negotiators and their EU counterparts begin. Discussion over citizens' rights take place but no other major developments occur.

28th August: the third round of Brexit negotiations begin accompanied by the publication of a series of position papers and future partnership papers from the UK. Talks focussed on citizens' rights, the financial settlement and a range of other issues including judicial cooperation and customs arrangements.

11th September: EU (Withdrawal) Bill passes its Second Reading in the Commons unamended. The Bill will now go through the Committee and Report stages and be voted upon at its 3rd reading before entering the Lords.

22nd September: Prime Minister Theresa May makes a major speech on Government policy in Florence, outlining her wish to see a two year transition period during which the UK pays into the EU budget, a new style of trade agreement for the UK & the EU.

28th September: The fourth round of negotiations close with continued discussion on citizens' rights, the financial settlement and Ireland.

Parliamentary Bills of Relevance to Local Government

Bill	Summary
Repeal Bill	Repeals our membership of the EU and convert all existing EU law into UK law
Trade Bill	Facilitates UK trade deals in future
Immigration Bill	Enables a UK immigration policy and ends free movement across the EU.
Customs Bill	Ensures that we have a stand-alone customs regime on exit
Fisheries Bill	Ensures UK control of waters and quotas.
Agriculture Bill	Enables a post-Brexit CAP and agriculture policy.

Government Papers Published in Advance of Formal Negotiating Rounds to Inform Discussion

These position and policy papers have been published over the summer to inform the UK's initial negotiating position. These are not for consultation – expect in the case of the migration paper where a public consultation has been launched. The following papers are of importance to local government:

Paper	Summary
Safeguarding the position of EU citizens in the UK and UK national abroad	All EU nationals lawfully resident for 5 years will be able to apply for “settled status”.
Continuity in the availability of goods for the EU and the UK (position statement)	Seeks a partnership arrangement with the EU for a temporary and long-term customs union. Also seeks the ability for UK trade deals during exit negotiations.
Future customs arrangements (Policy paper)	
Exchange and protection of personal data	Seeking a post-Brexit deal where there is no substantial regulatory change.
Enforcement and disputes resolution	ECJ may have role during a transition period EU citizens in UK only subject to UK law.

All papers can be found here: <https://www.gov.uk/government/collections/article-50-and-negotiations-with-the-eu#position-papers->

LGA 2018/19 Budget Framework

Purpose of report

For discussion.

Summary

Leadership Board reviewed the LGA's Financial Strategy for 2017/18 to 2019/20 in January 2017.

This report formed the basis of the 2017/18 budget-setting process. It is proposed that the "Year 2" of the Financial Strategy for 2017/18 to 2019/20 as previously presented provides the core starting point for the 2018/19 budget (and a proposed Medium term financial Plan), with Cost Centres required to demonstrate and explain changes from that original estimate.

A draft memorandum to Budget Holders is also presented for review.

Recommendation

That the Leadership agree the proposed 2018/19 Budget Framework for the LG Group Companies – using the Financial Strategy from January 2017 as the basis, and updated as required, and budget ownership is formalised.

Action

Officers to take any action as directed by Members.

Contact officer: Jonathan Gratte
Position: Strategic Finance Manager
Phone no: 0207 187 7309
Email: jonathan.gratte@local.gov.uk

LGA 2018/19 Budget Framework

Background

1. Leadership Board reviewed and agreed the LGA's Financial Strategy for 2017/18 to 2019/20 in January 2017. The paper covered: Pensions Deficit Management; Property Asset Management; Treasury management; Commercial Income Development; and Revenue Budget for the three years under review.
2. The key message was that LGA's financial position continues to be challenging, partly because of uncertainty about the LGA's funding base over the medium term in relation to both members subscriptions and DCLG Grant; but mainly because of the substantial pension deficits faced by the LGA and the IDeA.
3. Although the LGA owns the freehold of two buildings in central London — Local Government House and Layden House — and also has significant cash balances, overall its liabilities exceeded its assets by over £71 million at 31 March 2017 (a significant deterioration from the £43 million reported at 31 March 2016 due to increased Pension Scheme deficits arising from adjusted actuarial valuations).
4. However, the outlook for the short to medium term remains reasonably positive. In spite of their continued overall net Balance Sheet deficit position, the assessment is that the LGA and the IDeA continue to be going concerns (confirmed by the external auditors). This is because for both organisations there is a continuous prospect for the next financial year at least, of a positive cashflow to meet the claims of the pension fund actuaries. Also, it is recognised that the current plans to reduce our pension scheme deficit and enhance our investment assets should result in positive Net Assets within a few years.
5. In terms of annual income and expenditure the January 2017 strategy assumed a gradual reduction in direct government funding of 16% over the 3 years to 2019/20, a standstill for subscription fees (with no inflation increases), the maintenance of current service expenditure levels and increases in income for chargeable services to Councils, and others, and from commercial rents and other sources to be developed via the commercial strategy.
6. For 2018/19, we expect to use the “Year 2” Revenue Budget from the January 2017 Financial Strategy Paper as the basis/starting point, and review the underlying assumptions on all cost lines and for all cost centres to identify risks and opportunities that need to be built into the new budget. As a further step, it is proposed that a Medium Term financial Plan is also developed at the same time to extend the planning horizon and give Members a better view of upcoming issues, pinch points and opportunities.

7. We intend to formalise budget ownership within the organisation through the introduction of Budget Delegation letters.
8. The remainder of this paper reviews the various elements of the Financial Strategy and how it might affect the 2018/19 budget process.

Issues

9. Pensions Deficit Management:

- 9.1. The proposed strategy for pension deficit management is to identify the optimal method of funding the LGPS pensions to LGA and IDeA staff. During 2017/18 this has included a review of the potential benefits of transferring the administration of the IDeA fund from Camden to Merseyside management.
- 9.2. The pension deficit estimates at 31 March 2017 since the last Triennial valuation at 31 March 2016 show an increase of £3.336 million for the LGA and for the IDeA of £26.904 million. The main causes were due to changes in the actuarial assumptions regarding discount rates, however on a like-for-like basis, the Merseyside fund significantly outperformed (in terms of investment return) the Camden fund.
- 9.3. Indications received from Merseyside are that a transfer of the IDeA fund to them would deliver in the medium to long term lower annual payments. Based on current staffing levels this could save a net £0.5 million per annum in reduced employer contributions (with slightly higher initial pension deficit reduction payments), and deliver a NPV saving against the programmed deficit repayments over 17 years of around £5.3 million.
- 9.4. To achieve this goal Merseyside required that the fund remains open to new entrants and is backed by the LGA standing behind the pension deficit. This was approved by members at the General Assembly in July 2017.
- 9.5. The process for resigning from the Camden Scheme and applying to the Merseyside Scheme is due to be undertaken shortly. The proposed transfer is most likely take place on 1 April 2018, however this may need to be pushed back if agreement cannot be reached in time (probably to 1 April 2019 to align cleanly with the next financial year end and triennial valuation, but it may be possible to make the transfer mid-year).
- 9.6. Therefore the 2018/19 Budget for the LGPS Pension contributions will not be based on the estimates of the combined administration of the LGA and IDeA Schemes by Merseyside, as it is more prudent to budget on the more expensive existing scheme administration costs, with an associated opportunity identified if the transfer can be undertaken in time.

10. Property Asset Management:

10.1. The proposed strategy for property asset management is that:

10.1.1. Layden House should be retained as an investment property and with further investment in its refurbishment, to increase both its capital and rental value; and

10.1.2. Local Government House should also be retained with further refurbishment investment to increase both its commercial income as well as its capital value.

10.2. Work on Local Government House (now renamed 18 Smith Square to make it more marketable as a multi-tenant building and conference venue) is almost complete with re-occupation expected on 29 October 2017. We are currently in commercial negotiation with a potential tenant for one of the three tenanted floors, so it is hoped that the “void” period for the building is fairly limited.

10.3. The development work on Layden House is due to commence in November 2017, with the plan to have the work completed and commercial tenants in place by January 2019. We are in the process of procuring a main contractor for the works.

10.4. The above development projects should deliver a net improvement in the LGA Group’s Balance Sheet to help offset the estimated pension deficit liabilities, such that the LGA Group Balance Sheet should show a Net Asset position (from the current Net Liability position at 31 March 2017) by the end of 2019/20.

10.5. Based on the most recent estimated post development valuations of the properties (as at 31 March 2017), the forecast is that the individual Group Company Balance Sheets would be improved by £25 million (at a consolidated Group Level, the increase will not be immediately recognised, as under accounting rules Local Government House is partially valued at cost, rather than at investment value, to reflect that it is used by the LGA rather than exclusively by 3rd parties). In the short term this improvement will be reduced by additional borrowing to cover working capital and rent free periods, but it will be offset by the significantly increased net rental income (>£3.5 million per annum across both properties) in future years.

10.6. Commissioned work indicates that the most tax efficient structure for the LGA Group is for the LGA to become an incorporated body, to which the investment properties are transferred, such that the related future net income and expenditure activity in the group is Corporation Tax efficient.

10.7. The General Assembly approved the plan to incorporate the LGA (as an unlimited company) in July 2017. Work is underway to create an incorporated body and

transfer members from the current Association to the new unlimited company (to be clear, there is no change in Members' exposure to liabilities and ability to share in assets between the new and old corporate structures). The timetable for the transfer of assets has not yet been set, but is likely to be from 1 April 2019 at the earliest.

10.8. Therefore for 2018/19 it is expected that the two property companies will still be in existence for the entire year, and will be budgeted for separately.

10.8.1. Rental income for 18 Smith Square will be accounted for in line with expert advice from our letting agents (please note that while there may be rent-free periods such that cash inflow is £nil for several months, under accounting conventions rental income is spread evenly over the entire period of the lease, so that some income will be recognised in the current year); and

10.8.2. Likewise for Layden House, with leases expected to be available from January 2019, there will be a small budget for rental income for the final quarter of the year (again – on an accounting rather than cash basis).

11. Treasury Management:

11.1. The proposed strategy for Treasury Management is that:

11.1.1. Refurbishment of Layden House and Local Government House is via additional loan funding obtained from the LGA and IDeA of £15m and from external loan funding of £20m (to be provided by Westminster City Council, with the intention that it is backed by the first bond issued by the Municipal Bonds Agency); and

11.1.2. Group balances are maintained at minimum level of £5m to provide a level of contingency should cash flows fluctuate from expected levels.

11.2. The expected interest payments based on the latest position of the internal and external funding will be built into the 2018/19 budget.

12. Commercial Income Development:

12.1. The commercial strategy of the LGA is based on generating additional income from the following four main directions of business development:

12.1.1. Reviewing all existing business processes so as to explore any opportunities where services could benefit from taking a different approach;

12.1.2. Exploring potential opportunities for expanding the existing services through access to a greater number of customers within the current market and/or for opening new markets for existing services;

12.1.3. Developing new areas of business; and

12.1.4. Exploring opportunities for attracting big projects and innovative partnerships to the organisation.

12.2. The targets for increased income will be reviewed in the light of planned levels of commercial and grant funded activity including any estimates of dividends from investments in joint ventures.

12.3. The development of the proposed Joint Venture (JV) for the Insurance Mutual has resulted in the incorporation of a separate group company - "LGA Commercial Services Ltd" – to manage our new commercial activities. The 2018/19 Budget will include the commercial income targets in this vehicle, rather than the LGA, and will include the latest estimates of the expected revenues and costs of the JV.

13. Revenue Budget:

13.1. Over the three year period from 2017/18 to 2019/20 the January 2017 paper recommended that current strategy continues for the 2 property companies and the 2 service delivery entities (LGA and IDEA) remained the same - the strategy for the property companies should develop the assets to provide capital growth to offset the liabilities arising from our pension funds, as well as reducing costs and / or delivering additional commercial income to maximise the level of support we deliver to our members.

13.2. There is no suggestion that this overarching financial strategy be changed for 2018/19. **Appendix A** sets out the proposed starting point for the 2018/19 Budget (highlighted in Yellow).

13.3. The LGA's standalone budget per the Financial Strategy indicated a small surplus before making contractual pension deficit payments. Taking into account these payments it was recommended that drawings from the Risk and Contingency Reserve are utilised to balance the budget for the 2 years 2018/19 and 2019/20.

13.3.1. The previously identified budget pressures and risks and opportunities for the LGA are shown in **Appendix B**.

13.4. For the IDeA the forecasts for the 3 years have been based on a possible scenario of a reducing DCLG programme on the basis of reduced grant income year on year, matched by reduced expenditure. The reduced spending

requirement shown within the IDeA budget will most likely also impact on the overhead recoveries from the LGA. The detailed calculations will take place each year once the planned grant levels are known within the detailed budget.

13.5. The IDeA's standalone budget per the Financial Strategy also indicated a small surplus in excess of the contractual pension deficit payments. Therefore it is suggested that surpluses driven from commercial activities such as the Geoplace Dividend and the Ordnance Survey Licence fees are allocated to the Risk and Contingency reserve to meet future risks / costs facing the IDeA.

13.5.1. The previously identified budget pressures and risks and opportunities for the IDeA are shown in **Appendix C**.

13.6. The main risks and opportunities for LGA(P) and LGMB centre on the timing of new tenancy agreements.

14. Formalisation of budget ownership:

14.1. Best practice indicates that there should be formal budget ownership within organisations. It is therefore proposed that Budget Holders sign and return Budget Delegation Letters to demonstrate:

14.1.1. They have been involved in the budget setting process;

14.1.2. They understand and take ownership of the budget that has been allocated to them; and

14.1.3. They understand the budget virement process.

14.2. A proposed template letter is included in **Appendix D**.

15. A Memo will be issued to Budget Holders setting out the timetable and detailed processes. A draft version is attached at **Appendix E** for comment.

Implications for Wales

16. IDeA is currently in receipt of a grant from DCLG Wales, which needs to be budgeted and accounted for in line with the principles noted above.

Financial Implications

17. As above.



Next steps

18. Members are invited to discuss:

- 18.1. the proposed Budget Framework – using the prior Financial Strategy from January 2017 as the basis for 2018/19 and the new Medium Term Financial Plan;
- 18.2. the proposed new Budget Delegation Letter; and
- 18.3. the draft Budget Memorandum to Budget Holders.

APPENDIX A – Group Consolidated Summary

The summary below provides an overview of the expected changes to the finances of the group over the three years of the Financial Strategy:

LGA	Current Budget 2016/17	Forecast Outturn 16/17(P7)	Projected Budget 2017/ 18	Projected Budget 2018/ 19	Projected Budget 2019/ 20
	£'000	£'000	£'000	£'000	£'000
Operating entities					
LGA	(115)	(1,210)	(1,262)	(793)	(632)
Contribution to Pensions Deficits	0	0	1,114	1,155	1,198
LGA Total	(115)	(1,210)	(148)	362	566
IDEA	(4,064)	(4,631)	(4,496)	(4,228)	(3,906)
Contribution to Pensions Deficits	2,647	2,647	2,418	2,485	2,553
IDEA Total	(1,417)	(1,984)	(2,078)	(1,743)	(1,353)
Operating entities total (surplus) / deficit	(1,532)	(3,194)	(2,226)	(1,381)	(787)
Property companies					
LGMB	804	874	1,189	(262)	(1,325)
LGAP	1,369	1,200	563	(174)	(137)
Property companies total (surplus) / deficit	2,173	2,074	1,752	(436)	(1,462)
Group total(surplus) / deficit	641	(1,120)	(474)	(1,817)	(2,249)
Funded by:					
Contribution to / (from) specific reserves - Operating entities	1,532	3,194	2,226	1,381	787
Contribution to / (from) General reserves - Property Companies	(2,173)	(2,074)	(1,752)	436	1,462
Total	(641)	1,120	474	1,817	2,249
Net total	0	0	0	0	0

APPENDIX B – LGA Pressures and Risks and Opportunities

The Financial Strategy identified a number of budget pressures or opportunities over the three year period. These are identified with the impact shown as the variance from the Strategy baseline (2016/17 forecast outturn):

Budget pressure or (opportunity)	2017/18 £'00 0	2018/19 £'00 0	2019/20 £'00 0
Increments, Pay awards, Pensions Oncosts and Apprenticeship levy adding 4% to costs	363	560	764
Pension Deficit Repayments	1,114	1,155	1,198
Additional Commercial Income targets	(250)	(500)	(500)
ADAS conference hosted biannually by the LGA	(242)	0	(242)
Estimated Reduced DCLG grant towards LGA costs in delivering annual programme	111	191	270
Reduced Income from Treasury Investments	24	24	24
Additional Income from investing in Group property developments.	(651)	(722)	(724)
Estimated Depreciation on technology spend for use in LG House	50	50	50
Additional External Mortgage Interest Costs	494	564	566
Intercompany Tenants rent	288	480	480
Other budget adjustments	(239)	(230)	(110)
Net budget pressure or (opportunity)	1,062	1,572	1,776

Risks and Opportunities

The main risks for LGA are:

- Possible further reductions in grant-funding;
- LGA membership – 9 councils are currently on notice to withdraw from membership in 2018/19. The risk is assessed as being up to a £506k reduction in income; and
- A reduction in current 3rd party clients for back office services could lose up to £350k in contribution to LGA fixed overhead costs.

APPENDIX C – IDeA Pressures and Risks and Opportunities

DCLG Funding

The table below sets out the potential reduction in Grant from DCLG over the lifetime of the strategy. The figures were included in the budget pressures and opportunities for the IDeA:

DCLG Grant assumption	15/16	16/17	17/18	18/19	19/20
	£m	£m	£m	£m	£m
Grant - £m	23.4	21.4	20.0	19.0	18.0
Reduction - £m		2.0	1.4	1.0	1.0
Reduction %		8.5%	6.5%	5.0%	5.3%

The Financial Strategy identified a number of budget pressures or opportunities over the three year period. These are identified with the impact shown as the variance from the Strategy baseline (2016/17 forecast outturn):

Budget pressure or (opportunity)	2017/18 £'00 0	2018/19 £'00 0	2019/20 £'00 0
Increments, Pay awards, Pensions Oncosts and Apprenticeship levy adding 4% to costs	296	456	622
Removal of Vacancy Allowance from Budgets	329	329	329
Pension Deficit Repayments	(229)	(162)	(94)
Additional Commercial Income targets	(250)	(500)	(500)
Estimated Reduced DCLG grant to IDeA	1,400	2,400	3,400
Estimated Reduced DCLG from IDeA to LGA	(111)	(191)	(270)
Estimated Reduced DCLG from IDeA to CFPS and Local Partnerships	(92)	(157)	(223)
Reduced Spending on DCLG Grant programmes	(1,197)	(2,052)	(2,907)
Reduced Income from Treasury Investments	57	57	57
Additional Internal Income from investing in Group property developments.	(378)	(378)	(379)
Intercompany Tenants rent	269	475	475
Other budget adjustments	(188)	(36)	121
Net budget pressure or (opportunity)	(94)	241	631

Risks and Opportunities

The main risks for IDeA are:

- A higher reduction in DCLG / Direct Government funding; and
- Inability to generate additional commercial income to replace Government funding.

18 October 2017

APPENDIX D – Budget Delegation Letter Template (Draft)

2018/19 Budget Delegation

As you are aware, the LGA Group operates a system of budgetary control over income and expenditure.

This email delegates to you responsibility for the management of income and expenditure for the cost centres you manage. Your delegated authorities for the new financial year are detailed in the attachment, and comprises a monetary budget for income, employment costs and non-employment expenses and a Full Time Equivalent (FTE) budget for your team (with related approved Organisation Chart).

You have responsibility to manage within this budget, subject to your line manager's overall discretion and the following governing policies and procedures:

1. Finance Handbook (link attached)
2. Scheme of Financial Delegation Policy (link attached)

Please note that these documents may be updated from time to time.

It is open to you to sub-delegate your budgetary responsibilities to your direct reports if you wish to do so. If you do wish to do that, you should send the colleagues concerned a formal e-mail setting out the budget and headcount you are delegating and drawing their attention to the associated policies and responsibilities. You should also let your Finance contact know about the delegations in force.

To assist you in managing your budget responsibilities, your Finance contact will continue to provide you with regular variance reporting and analysis.

Please return this mail, copying in the Strategic Finance Manager, Jonathan Gratte, to acknowledge receipt and understanding of this budget delegation.

Sarah Pickup

Deputy Chief Executive

APPENDIX E – Draft Budget Holder Memo (highlighted references to be finalised)

Draft Memo 2018/19 to all Budget Holders (to issue November 2017)

1. In order to prepare the LGA's budget for consideration by SMT prior to final agreement by the Leadership Board on Wednesday 7 March 2018, SMT have agreed the following key dates:

Budget Managers return working papers	9 Feb 18
Resolution of queries, reallocation of overheads, and preparation of Company and DCLG budget summaries for Initial review by SMT	12 to 20 Feb 18
Initial Review by SMT	21 Feb 18
Chief Executive Final review	22 / 23 Feb 18
Despatch to Leadership Board	28 Feb 18
Review by Leadership Board	7 Mar 18

2. Members reviewed the overall budget framework strategy in October 2017, reflecting the tight financial position faced by the LGA and the Councils we support. In preparing this year's budget I have been asked to help budget holders prepare phased budgets that ensure we utilise our resources to best deliver the overall LGA Business plan.
3. We will also use this opportunity to develop a Medium Term Financial Plan (at a high level) to give Members to the ability to identify upcoming risks and opportunities in future years as a result of current plans.

What is required from you?

4. To meet this timetable budget holders are required by the **midday on Friday 9 February 2018** at the very latest (there can be no slippage on this date) to complete for each cost centre they are responsible for working papers to confirm budget requirements for 2018/19.
5. The template being used this year provides detail around spending in the current year, and sets a base budget for next year (Col **Q**) based on your last full forecast (Q2, undertaken in October 2017) for this year. You are also asked to phase the budget by month to enable better reporting and analysis during 2018/19.
6. All requested changes to the overall base budget should be identified in the Changes column (Col **R**). Please round all change figures to £ thousands to make for easier high level reporting.
7. You are requested in Column **R** to identify changes to the budget that:
 - 7.1. Will make your budget management easier by moving elements of the budget to the account codes where expenditure or income is most likely to occur. These reallocation movements should net to £nil overall;
 - 7.2. Identifies savings or additional income that will help improve the LGA's overall financial position; and

- 7.3. Identifies increased costs or reductions in income that will require additional funding.
8. For those budget managers preparing Staff costs budget, my team will this week issue you with a budget worksheet for next year based on existing posts in place in your cost centres. Please review, where required making adjustments as required to reflect expected joiners, movers (maternity, secondments and promotions), and leavers in 2018/19.
 9. The base staffing budgets will include expected increments for next year as well as an allowance for the pay award, known increases in pension contributions and other salary overheads. This worksheet will identify the impact of these items.
 10. Once the budget is complete, for items 6.2 and 6.3 above please provide an explanation of the variances in the commentary section (rows 9 to 18) of each cost centres' worksheet.
 11. Please complete across the 10 rows in this section the main causes of any variations, using the dropdown selection in column M and an explanation of reasons for your SMT Manager in column M, with the value in column N. As with the detailed budget paper these should relate only to the key items over £1k. The total of column N should equal the Net variance shown in column R of the workings sheet. The key areas we are looking to identify are:

1.	One off savings in the 2017/18 forecast reinstated for 2018/19
2.	Proposed budget movements to another cost centre – note this proposed virement must offset changes to another cost centre or cost centres – include these in the explanation
3.	Unavoidable additional costs
4.	Proposed cost reductions
5.	Reductions in budgets for income or overhead recovery
6.	Increases in budgets for income or overhead recovery
7.	Other

Budget delegation Letters

12. In order to formalise the ownership of budgets, once the budget has been approved by SMT, I will write to you, confirming your final allocated budget (post any adjustments imposed by SMT and/or Leadership, either generally across the organisation or specifically for individual cost centres).
13. I will then require the budget holders to confirm, in writing, that: you have been involved in the budget process; you understand the budget that has been allocated to you; and an acceptance of responsibility to live within that budget (subject to a proper budget virement process during the year).

What we will do for you?

14. We are aware through the staff appraisal process that some colleagues are less confident in managing budgets so I have asked my team to be available to provide support and further training as necessary.

18 October 2017

15. The new style working papers and phasing requirement are part of a move to support improved resource management across the LGA. This will allow budget managers (and where required through SMT) to use staff and non-staff resources to deliver the outputs of our overall business plan, and where opportunities exist improve levels of commercial income.
16. We have booked a room to hold short workshops over the coming weeks, please book into one of the diary slots in the [\[schedule\]](#). My team will answer questions as to how to best prepare your budget for next year. It is important to provide explanations for variances to the base budget to help your SMT representative and SMT as a whole to recommend a budget for approval to the Leadership Board on 7 March.
17. Thank you for taking the time to read this email, myself and the finance team look forward to helping you and your support teams to deliver all budget returns back by the key deadline of **midday on Friday 9 February 2018.**

Regards

Jonathan Gratte
Strategic Financial Manager



LGA Membership Subscriptions 2018-19

Purpose of Report

For decision.

Summary

This paper sets out the current position in relation to LGA subscriptions. It proposes three possible approaches to setting subscriptions for 2018/19 and seeks the Leadership's Board decision on their preferred approach.

Recommendation

That the LGA Leadership Board agrees the basis of calculating subscriptions for 2017/18, based on the options in paragraph 12.

Action

Subject to Leadership Board decision, officers will notify all councils of their 2016/17 subscription and begin work on membership packs.

Contact officer: Claire Holloway
Position: Head of Corporate Services
Phone no: 020 7664 3156
E-mail: claire.holloway@local.gov.uk

LGA Membership Subscriptions 2018-19

Background

1. The current structure of membership subscriptions, introduced in April 2010, is based broadly on population, with formulae applied for two tier areas and county councils with responsibility for fire and rescue. At the time, rather complex calculations were adopted to minimise the number of authorities who would see a substantial increase in their subscriptions, with protection for the small number of authorities that would still be disadvantaged. A summary of the current scheme is attached at **Appendix A**.
2. In 2017/18, subscription income stands at **£9.4 million**. This is an overall reduction of 33% since 2009/10 and includes:
 - 2.1 2.5% prompt payment discount for payment by 30 June.
 - 2.2 2.5% loyalty discount, for councils not on notice to withdraw from the LGA.

Authority type	2009-10 subs (£000)	2017-18 subs (£000)	Reduction (£000)	Reduction	Average sub 2017-18 (£)
Shire Districts	2,569	1,852	717	28%	9,300
Counties	2,650	1,938	712	27%	71,800
London	1,876	1,120	756	40%	37,300
Mets	2,605	1,730	875	34%	48,000
Unitaries	3,147	2,231	916	29%	39,800
Total English Councils	12,847	8,871	3,976	31%	25,400
Single Service (e.g. Fire)	845	330	515	61%	9,700
Welsh LGA	337	211	126	37%	211,400
All Authorities	14,029	9,412	4,617	33%	24,500

3. This year's subscriptions must be seen in the broader context of the proposal to establish an incorporated LGA, agreed by General Assembly in July 2017, which will require member councils to sign up to join the new unlimited company. Given changes in the structure of the LGA, it is not proposed to undertake any review of the subscriptions base at this time.

Benefits of membership

4. A tailored benefits pack is sent to every member of every member council in February/March each year setting out the benefits of LGA membership, including.
 - 4.1 Lobbying and influencing on financial and policy decisions affecting councils
 - 4.2 Pressing for devolution of powers and funding
 - 4.3 Collective legal actions.
 - 4.4 Promoting and defending the sector in the media



- 4.5 Supporting councils to drive innovation and improvement, and sharing best practice
 - 4.6 Acting as national employer to negotiate pay deals and offer workforce advice
 - 4.7 Political support through the four group offices
5. Alongside this, a breakdown of specific policy wins and funding secured for each authority as a result of LGA activity is included.
6. In recent years, collective legal actions co-ordinated by the LGA have become an increasingly important membership benefit, with legal costs a fraction of those that an individual council would pay. Current major actions include co-ordinating claims against charges levied by Visa/Mastercard and against large vehicle cartels in respect of alleged price fixing.

Current membership position

7. Four councils are currently out of membership – London Boroughs of Bromley, Wandsworth and Barnet and Gosport Borough Council. A further nine are on notice.

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

Financial context

8. At the current level, subscription income represents 46% of budgeted income for the LGA as a standalone entity in the current financial year. The targeted increase in levels of commercial income over the current and next two financial years will help meet unavoidable cost increases driven by inflation and pension deficit repayments.
9. The LGA’s revenue expenditure over this timeframe has been forecast in the 3 Year Financial Strategy to remain reasonably stable, with the opportunity to use part of the £1,705k placed into the Risk and Contingency Reserve to cover budget gaps, until the revenue income from the property developments begins to make a significant contribution to LGA costs from 2018/19. However, the financial strategy continues to be dependent on substantial, albeit reducing levels of funding from Government and there is a degree of risk associated with the projected increases in commercial income.
10. Each 1% increase in subscription levels would generate just under £100,000 additional income. This may seem insignificant on a single year basis but small annual increase over a period of years would contribute to the Association’s financial sustainability.
11. Against this are set the continuing financial challenges facing member authorities and the commitment of Leadership Board to keep subscriptions as low as is practically possible.

LGA subscriptions 2018/19 - options

12. In the light of the financial position, this paper suggests 3 options for 2017/18.

Option 1 - No change

12.1. Would maintain income at **£9.4 million**, with £516,000 at risk if the seven member authorities currently on notice were to withdraw from membership.

Option 2 - Fixed 1% increase offset by corresponding increased loyalty discount.

12.2. The increase in subscription would be offset by a corresponding increase in loyalty discount so there would be no impact on those councils not on notice. The benefit would be to create a greater incentive for councils not to serve notice.

Option 3 – % increase to arrest the continued real terms decline in value

12.3. This would represent a departure from recent practice. Given the current funding challenges facing councils, this is likely to prove unpopular with our memberships at a time when the political leadership is keen for councils to sign up to the new incorporated Association.

Welsh LGAs and Fire and Rescue Authorities

13. Blaenau Gwent Council has now formally withdrawn from the WLGA's corporate subscription and receives no further membership benefits from the LGA. Neath Port Talbot did not pay a subscription in 2016/17 but the new leader had indicated his intention to rejoin in 2017/18. However despite chasing no subscription has been received and in line with the Constitution, all legal and other support has now been withdrawn. Together these represent a reduction of £19,000 in the Welsh LGA's corporate subscription.

14. Whilst the APCC has decided not to enter into a corporate LGA membership on behalf of PCCs nationally, discussions with some PCCs about regional or individual LGA memberships are continuing. For those PCCs who take on responsibility for Fire and Rescue, we would propose that the current FRA subscription is transferred, with an additional sum to cover additional PCC specific support. The outcome of discussions will be reported to Leadership Board in due course.

Summary

15. Members are invited to consider whether they wish to

15.1 hold subscriptions at current levels; or

15.2 increase either with or without a corresponding increase in loyalty discount.

Appendix A: LGA subscription calculations

Type of authority	Subscription
Shire District	A basic subscription of £11,000, subject to a discount of £100 for every 1,000 population below 105,000
Single Tier and County Councils	A basic subscription of £82,000, subject to: <ul style="list-style-type: none"> • a supplement of £80 for every 1,000 population above 400,000 • a discount of £200 for every 1,000 population below 400,000 • an additional discount of £37,000 for smaller counties in two-tier areas – withdrawn at £250 per 1,000 population above 850,000 • a maximum subscription of £112,500 • a normal minimum subscription of £22,000; but • in the cases of the Isles of Scilly and Rutland County Council, subscriptions calculated so as to give an average per resident equal to that for other non-metropolitan unitary authorities.
Welsh LGA	A corporate subscription of 40% the average per resident subscription for non-metropolitan unitary authorities calculated as above, multiplied by the population of Wales.
Non-metropolitan unitary Councils (formerly in ADC membership)	An additional discount of 1.5% of the subscription calculated as above and: <ul style="list-style-type: none"> • continuing transitional protection for two non-metropolitan unitary authorities that would otherwise pay higher subscriptions than in 2011–12, covering the additional amount that would otherwise be payable in the absence of the new 1.5% discount
Metropolitan District Councils, London Boroughs and the City of London	As for single tier authorities (above) but subject to <ul style="list-style-type: none"> • discount of £7,965 in recognition of interest-free investment in Local Government House by the former AMA.
Fire authorities	A basic subscription of £9,950 subject to: <ul style="list-style-type: none"> • a supplement of £3.00 for every 1,000 population over 1 million • a discount of £7.25 for every 1,000 population below 1 million
Town and Parish councils	Single corporate subscription of £2,375 via National Association of Local Councils for 5 larger town and parish councils
All authorities	A prompt payment discount of 2.5% on subscriptions paid on or before 30 June in the membership year
Associate members	Subscriptions calculated according to size of organisation and level of support offered.

References to populations are to Office of National Statistics mid-year estimates.

Communications Strategy and Plan - 2017/18 - 2019/20

Purpose of report

For Leadership Board to agree the LGA's corporate communications strategy and plan for 2017/18 – 2019/20.

For discussion and direction / decision.

Summary

This paper sets out the LGA's communications strategy and plan for 2017/2018 – 2019/20. It reflects the organisation's agreed business plan objectives and corporate priorities and sets out the strategic direction for the organisation's' communications effort over the next three years.

Recommendation

The LGA Leadership Board are asked to approve the communications strategy and plan for 2017/18 – 2019/20.

Action

Officers to take any actions as directed by Members.

Contact officer:

David Holdstock

Position:

Director of Communications

Phone no:

0207 664 3212

Email:

David.Holdstock@local.gov.uk

Communications Strategy 2017/18 - 2019/20

- 1 Foreword by Lord Gary Porter, Chairman of the Local Government Association**
- 2 Introduction**
- 3 Why is good communications important?**
- 4 Our brand – The national voice of local government**
- 5 Our narrative and key messages**
- 6 Communications objectives**
- 7 Our key principles and the ‘three pillars’**
- 8 Who we are and how we work**
 - Campaigns, digital and marketing
 - Parliamentary activity and public affairs
 - Media relations
 - Conferences and events
 - Communications support and improvement
- 9 Summary of performance 2012-13 – 2015/16**
- 10 Our priorities for 2016/17 – 2019/20**
- 11 Developing a communications service fit for the next decade – What will be different?**
- 12 Our communications targets at a glance**
- 13 Our approach**
- 14 Our main communications channels**
- 15 Audiences**
- 16 Professional development and learning**
- 17 Grid of key activity**
- 18 Communications action plan 2017/18**

Foreword by Lord Porter of Spalding CBE, Chairman of the Local Government Association

The Local Government Association (LGA) has a clear purpose – To support and stand up for our member councils and to act as the national voice of local government. In short, putting our members first.

Communications plays a key role in ensuring we deliver this effectively for the whole of local government. Over the last few years, we have changed and improved the way we communicate, ensuring we focus on the things that matter to our councils.

You have told us that providing up-to-date information, lobbying on your behalf, proving a single voice for local government and manging local government's reputation in the media are all important activities that we undertake on your behalf.

Over the next few years councils will play a key role in bringing certainty in uncertain times. To support this, on your behalf, we need to ensure we bring clarity and a clear purpose to everything we do and say on behalf of local government.

This strategy will form the basis of all of our communications activity over the next three years. It sets out ambitious plans to further improve our communications with a clear focus – delivering information that you will find helpful, useful and timely, delivering campaigns with clear objectives, measuring impact and outcomes, representing your voice in parliament and promoting and standing up for you in the media. Our events and conferences programme is highly valued by our member councils, providing us with opportunities to share issues, concerns and solutions.

Our communications support and improvement work is helping to drive up standards across the whole of local government, contributing to the overall reputation of councils and the work they do. We will also ensure that we fully utilise the latest technology and best practice.

We have done much to raise the profile of local government and to get our voice heard in national debates. Our aim is to further develop our communications so that we are a powerful advocate for councils, councillors, the staff that work across local government and the residents you represent.

Lord Porter of Spalding CBE

1 Introduction

This is our second overarching communications plan, setting out the strategic direction for the organisation's communications effort over the next three years. It sets out progress since our last plan and seeks to build on the work and achievements over that period, setting out the opportunities and challenges and how we aim to maintain and improve our performance. It has a clear focus on supporting the organisation's strategic priorities (as set out in our business plan) and a strong and clear focus on our member councils.

Our aim is to deliver a first class, effective and efficient communications service that is highly valued and respected by local government and our stakeholders, helping to influence issues that matter to councils on behalf of their residents and their communities. We put councils at the heart of everything we do.

Since publication of our first strategy in 2012/13, the number of people feeling 'well informed' about the LGA and our work has increased by 14 per cent, contributing to increases in satisfaction in key areas such as 'satisfaction with the LGA's work on behalf of local government'. Over the same period, those who would 'speak positively about the LGA' has increased by 11 per cent.

Through our improvement and support work, we are helping raise the standard of public sector communications.

This strategy sets out our approach for the next three years.

2 Why is good communications important?

Working with colleagues across the organisation, effective communications contributes to raising the LGA's profile and enhancing our reputation with our member councils, parliamentarians, opinion formers, the media and increasingly, residents.

A clear, strategic plan will:

- Improve and enhance our corporate reputation and build trust
- Help to maintain and enhance the reputation of local government
- Support the political leadership of the organisation
- Demonstrates the value of the organisation to our member councils
- Help to deliver the organisation's priorities
- Improve communications activity in councils
- Deliver savings, sponsorship and income
- Develop our staff as part of our 'grow our own' culture

3 Our brand - The national voice of local government

Effective communications contributes to enhancing our overall reputation with our member councils, Parliamentarians, opinion formers, the media and increasingly, residents. Our previous communications strategy had a clear objective - to position ourselves as the credible, national voice of local government.

As a result of that work, the 'Local Government Association brand' is strong and recognisable across the full range of our stakeholders. Our member councils, third parties, media and parliamentarians recognise the value of the LGA and over the period of our previous three-year communications strategy, our key measurements of success (our annual membership survey, survey of parliamentarians, feedback from events, relationship with the media and increasing positive digital engagement) have shown significant improvement. As an organisation, through the work of our politicians we have a high national profile in the media, in Parliament and a strong digital presence – We are regularly referred to as the '**highly respected and influential Local Government Association.**' In addition, on campaigning issues such as adult social care, lowering the drink-drive limit, school places, broadband and planning, the public now often recognised the LGA as 'being on the side of the resident' (as evidenced through the number of public telephone calls and emails of support on key public issues) .

Our brand is further enhanced by our annual programme of conferences and events, in which we are market-leaders.

We are seen as innovators in communications and a hub for sharing best practice across local government. We have high levels of credibility with key stakeholders. And we are a trusted brand, with integrity, providing a single, credible and strong voice for local government.

Our prime intention is clear – as a membership organisation we exist to support councils in England and Wales and our other member authorities. This takes the form of campaigning on their behalf, defending the reputation of local government and speaking as a 'single voice for local government'.

We will put our member councils at the heart of everything we do and treat them in the same way that the best organisations aim to treat their customers – as partners and 'shareholders'.

4 Our narrative and key messages

Our narrative and key messages have developed over the life of our last communications strategy and continue to be an important part of delivering our strategy. The LGA is now uniquely placed as **‘the national voice of local government’**. This is evidenced by the fact Government, partners, the media, think tanks and others come to us when contemplating joint working, formulating policy, improvement and support work, media comment and joint campaigning.

We have positioned councils as ‘the most efficient part of the public sector’ and the success of this is demonstrated through our polling. We have had considerable success in getting the phrase “councils are the most efficient part of the public sector” into the collective consciousness and as the national voice of local government, we are often described as the ‘highly respected and influential Local Government Association.’

We achieved this through using the strict discipline of using this phrase in all our communications channels; media relations, briefing papers, publications, direct communications, speeches, email bulletins, one- to-one meeting and events.

Building on the results of our perceptions survey, residents’ tracker and research undertaken by other organisations, it is important we continue to present a strong narrative for local government.

Our research shows that local government is the most trusted part of local government and that councillors are the most trusted elected politicians. It is important that this forms the basis of our narrative for local government as a whole.

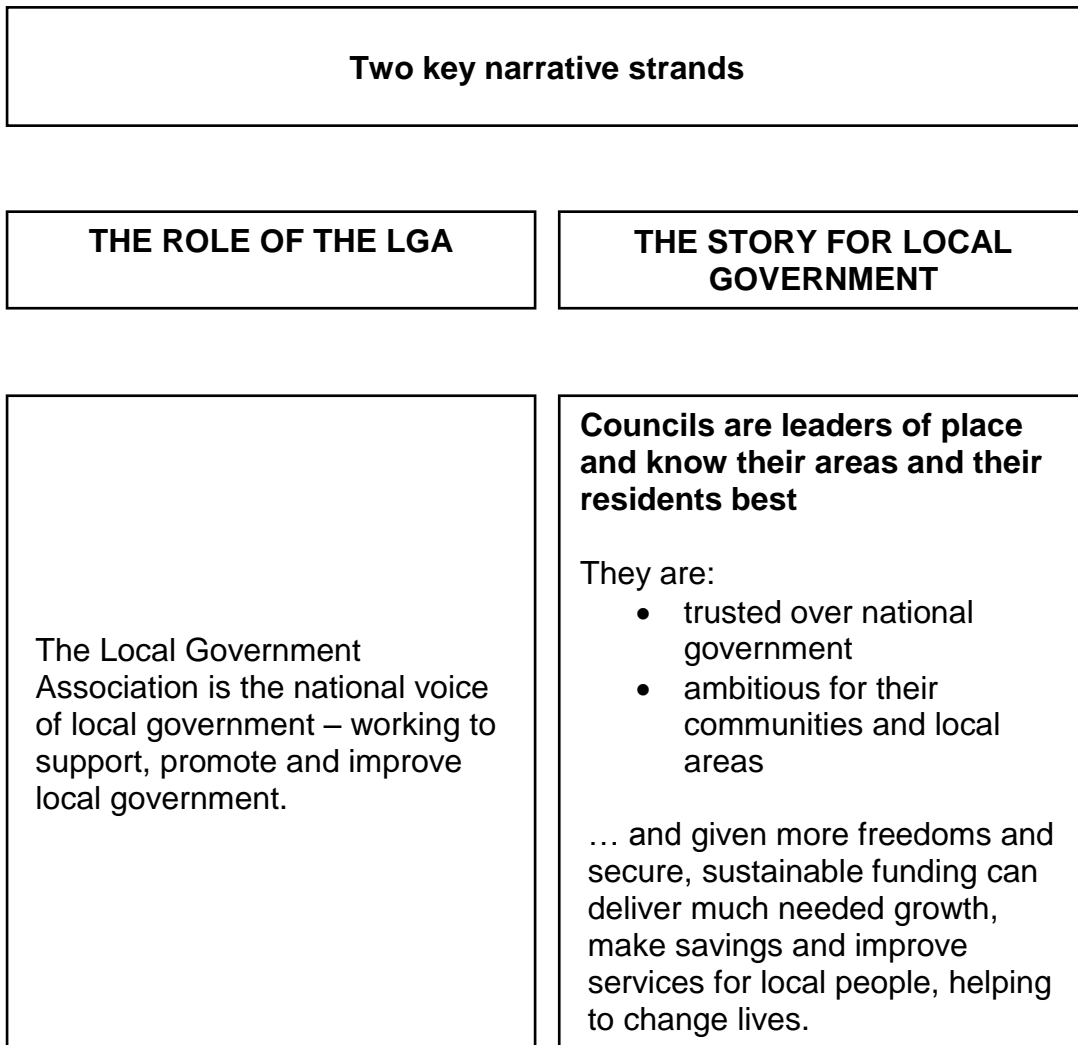
We will now use this as a strong base for our communications work on behalf of councils and further develop it, focusing on the need to devolve more funding and powers to local areas. This will be particularly important in making the case for legislation post-leaving the European Union to devolve more powers and funding away from Whitehall to local areas. We will set this out in the context of ‘the part local government can play in the future prosperity of our nation’.

In addition, as we found from additional, recent research, public awareness of what local government does is at best ‘patchy’ and at worst, is seen to ‘collect the bins’. It is important we continue to focus on:

- What is local government and what does it do for local people?
- Why does it matter to me and my family?
- How can it help me and my family?

It is important we reflect both the scale and success of local government and all types of councils – counties, districts, London councils, Metropolitan councils and unitary authorities. In addition, its people - more than 20,000 councillors, more than 350 councils and 1.4 million workers providing nearly 800 different services locally to improve people’s lives. Councils have delivered significant savings and continue to deliver efficient, effective services.

Our new narrative is divided into two strands: ‘the story for local government’ and ‘the role of the LGA’.



Our key messages are:

- We are a strong advocate for all parts of local government, campaigning on behalf of and standing up for councils
- We play a key role influencing the issues that are important to our councils

- We provide good value for money for our member authorities and make a difference
- We are the 'come to' organisation on all local government issues
- We are innovators for local government, helping councils to share best practice and improve

All of our communications activity will reflect these key messages so we effectively 'tell our story'.

5 Communications objectives

Our high level, strategic communications objectives can be summarised as:

- Represent the interests of local government to national government
- Support councils to ensure the reputation of local government remains high
- Demonstrate the effectiveness of the LGA as the 'national voice of local government'
- Supporting councils to improve communications

6 Our key principles and the 'three pillars'

All of our communications activity will be delivered under three best practice principles or 'communications pillars':

- (i) Persuasion and influencing** – Through our campaigning, lobbying, parliamentary, public affairs and media work on behalf of councils and our conferences and events.
- (ii) Improvement and support** – Through our communications support and improvement work, supporting councils through our work in councils, through our professional leadership of local government communications and conference and events.
- (iii) Commercial awareness** – We will work hard to ensure all of our communications, conference and events are cost-effective, providing good value for money and driving efficiencies wherever we can. We will also seek to deliver additional income for the organisation, helping to support the LGA's priority work on behalf of councils and to contribute towards keeping membership fees as low as possible.

7 Who we are and how we work

We take an integrated, joined up and strategic approach to communications, with the team sitting as one central department, working together to deliver the full range of

communications activities. This approach ensures we deliver integrates campaigns, using the full range of communications activity.

We place insight, measurement and evaluation at the heart of all that we do.

Our communications work has credibility with central government and we are increasingly working with government departments, such as the Department for Communities and Local Government (DCLG), Cabinet Office and Department for Health (DH) on joint campaigns. Examples include the award-winning voter registration campaign for the EU Referendum and Mayoral Election campaigns. We also lead activity during election periods on purdah guidance, working in partnership with Central Government and others.

In addition, we have developed a close working relationship with central government colleagues to ensure Ministers and key senior officials have a key role at our conferences and events, in particular, our annual conference.

We regularly act as the lynchpin between central and local government in crisis communications, for example by co-ordinating local, regional and government communications around flooding, adverse weather conditions, the migrant crisis and child sexual exploitation.

We also build support and consensus for our policy recommendations across Parliament and with a range of stakeholders from the public, private and voluntary sectors. This enables us to support local government to deliver positive messages that help bring change to policy and national legislation as it is being agreed in Parliament. In doing this we work with key strategic partners to deliver events, including at our conferences and the autumn party conferences, which are important as they provide speaking platforms for our councils and demonstrate the consensus behind our policy recommendations.

Our communications support and improvement work is continuing to develop and is highly valued by our member councils, helping to raise standards across local government communications as part of our wider sector-led improvement offer. This ensures council communications teams have the skills needed to tell the story of what their council does, what it's achieved and what good local leadership looks like. This is helping to increase the standards of local government communications and contributes to the positive national narrative about local government.

Our work supporting colleagues helps to amplify the work that the LGA is doing in all areas of our work.

The communications directorate delivers the following:

Campaigns and digital communications

Over the period of the last strategy, our campaigning work has significantly. Our campaigns activity - coordinated across the communications directorate - has delivered wins on a number of the key issues our membership see as their priorities.

Our approach to campaigning work has been based on a clear methodology:

- Insight and research
- Clear and measurable objectives
- Strategy
- Implementation of tactics
- Measurement and evaluation

We have shifted our focus to ensure that the content we create is member focused as a priority. This is best illustrated in the redesign of the LGA website which was developed following in-depth interviews with our members. The website now focuses on providing them with the content they value the most: case studies, support, publications and information about events.

We have grown our audience significantly across all of our digital channels, including with our bulletins and on social media - we now have over 20,000 followers on Twitter.

As well as focusing on campaigning and lobbying on behalf of our councils and supporting the sector, we have further developed our commercial awareness considerably reducing our spend on print and design and generating income where possible

Media relations

Our media team is now positioned as the 'come to' place for national broadcast and print media on all issues which affect local government. Providing a 24/7 service, 365 days a year, we proactively sell in stories that highlight the good work of our member councils across the country and rebut any negative coverage for the local government as a whole. We ensure local government has a say on the big issues of the day and our spokespeople, from councils up and down the country, are interviewed hundreds of times a year.

We have built effective relationships with key national journalists. During 2016/17, the LGA was quoted more than 71,000 times in national, regional, local and specialist trade media. That's on average 1,365 times a week or 194 times each day.

Working with our member authorities and trained spokespeople, we secured a number of national newspaper front pages and mentions on UK national television including interviews with our spokespeople on The Daily Politics, BBC Breakfast, Good Morning Britain, Sky News and The One Show.

Our national radio coverage includes regular high profile interviews on BBC Radio 4's Today programme, You and Yours, The World at One, BBC Radio 5 Live Drive and LBC.

Our proactive work on weekend 'consumer-style' stories (based on issues councils tell us are important to them) helps to keep our profile and that of local government high, seven days-a-week. More widely, they also support the work of our boards on issues that form part of their annual programme of work.

By supporting our Chairman, group leaders and elected board members through media and select committee training, we will continue to ensure that we have a wide range of spokespeople available to explain to the media and national political audiences, the issues that really matter to our membership.

We will continue to work closely with our policy colleagues and member council communications teams to ensure that we have a full and robust set of up-to-date case studies that illustrate the difference councils are making to the lives of local people. These will also be used to support our campaigning work.

Building upon this for the future, the team will continue to explore further relationships with journalists and horizon scan the daily news agenda to ensure the LGA and our members have a voice on the big stories of the day that affect local government.

Our daily news headlines service is highly valued and is now a 7-day-a-week service for all subscribers. We have further developed our use of digital media to support our media activity. Our Twitter account (@LGANews) is often re-tweeted and quoted by journalists. It has received the official 'blue tick' status and continues to grow with more than 10,000 followers.

Clear measurement of our media activity helps to demonstrate the effectiveness and impact of our media operation.

Public affairs and stakeholder engagement

Influencing political debate in order to secure positive legislative change and policy commitments from national government that benefits our member councils is absolutely essential to what we do as an organisation. It is a key priority for councils as demonstrated by our membership survey in which 89 per cent of council leaders, frontline councillors and officers told us the LGA's lobbying on behalf of local government was important.

We will continue to work with colleagues across the LGA to shape legislation and policy by building our profile in Parliament and with stakeholder organisations. We will work with our vice-presidents and wider network of parliamentary supporters to highlight the issues facing councils, ensuring MPs and Peers are proactively briefed,

that we are tabling amendments to influence legislation and that we are providing high quality evidence to parliamentary committees.

It will also be crucial in the new Parliament to use our communications channels with MPs and Peers to support the LGA in influencing central government policy as it is developed through Green and White Papers.

To do this we will be prioritising building relationships with MPs, including the new intake of MPs, to brief them on our policies and to garner support across Parliament for our priorities. We will also regularly survey the opinions of MPs and Peers to understand their concerns and priorities, and to inform our own communications activity.

Our Parliamentary and Communications Network provides a valuable forum for councils to raise issues and share good practice. We will continue to provide strategic advice to local government, helping councils engage with Parliament and the work of the LGA. We will seek to broaden our Parliamentary Network by developing our range of events, our online and digital marketing and by developing a bespoke package of support to local government.

Conferences and events

Councillors and officers from our member councils have access to a range of free and paid for events, from small seminars to large residential conferences. Our member councils tell us that conference and events are a key part of their membership of the LGA (64 per cent find out about the LGA and our work at our conferences and events).

Member authorities receive 42% discount on our paid for events and 20% discount on residential events that increases to 22% discount on our annual conference – the flagship event for local government.

Our events also play a key role in developing policy, our influencing and campaigning and our commercial work, bringing in significant amounts of money through delegate fees, exhibitor fees and sponsorship. We will be looking to grow this over the next three years so that we can fund events for our member councils.

Communications support and improvement

The team provides communications support as part of our sector-led improvement offer – ranging from in-depth reviews of council communications functions and activities to strategic communications support, crisis communications assistance and media relations advice. We are uniquely placed to offer support, advice, training and aim to play a leading role in developing communications best practice and to act as 'thought leaders' for public service communicators.

Over the last three years, we have supported nearly 100 councils. This support has ranged from seconding staff to councils to provide on-site support for high profile issues to full reviews of the council's communications activity.

We have supported councils to develop their corporate narrative, communications strategy, provided interim heads of communication, supported the recruitment of heads of communications and supported the personal development of council communicators.

Our communications hub, hosted on our website, has provided councils with a range of information, guidance, good practice and case studies.

We produce a weekly communications bulletin - CommsNet – to give councils a platform for sharing best practice, connecting to other council communications teams and as a way for us to highlight current issues and raise awareness of new resources and insight.

Leading the industry through new tools such as the communications hub, photo library.

We will deliver practical support, which is of value to local government communicators and teams which will help them to deliver good, strategic communications. This will be targeted and focussed on those councils which most need communications support. These will be identified in partnership with colleagues in our improvement teams.

Commercial awareness

We have a strong track record of delivering income and sponsorship through our events and conferences. This brings in significant income for the organisation, helping to fund work we undertake on behalf of our members councils. Over the last three years, we have further developed our commercial work, aiming to increase our income.

This has included the delivery of communications work on behalf of other organisations. We currently have three contracts to deliver media relations support and have commercial arrangements in place to deliver paid for digital work and events (through events management fees).

We have further developed our income and sponsorship work to include sponsorship of party conference events, advertising and maximising the use of First magazine.

The next phase of developing our commercial offer will be to better join up 'packages' which span all of our commercial opportunities and to develop and enhance our long-term, strategic partnerships.

Internal communications

Although the LGA is a relatively small organisation, internal communications is an important part of our communications activity.

We will approach our internal communications activity in a way that ensures all communications staff consider internal messaging ahead of any external communications work. In addition, through the annual staff conference, staff forums, the Wire and internal bulletins, we will ensure that our staff are kept up-to-date with the latest information.

The Director of Communications sits on the staff sounding board as the Strategic Management Team (SMT) representative, ensuring staff issues are fed back to senior colleagues.

We will measure our success through regular, annual internal communications surveys.

8 Summary of performance 2012/13 -2015/16

Over the last three years, we have seen significant increases in satisfaction – both amongst our member councils and key stakeholders such as MPs and peers. The 'how well do you feel informed about the work of the LGA' key driver of satisfaction has seen an increase of 14% in satisfaction over the period.

Based on the priorities of our member councils, our integrated campaigns have supported the delivery of a number of significant 'wins' for local government. We have changed and stopped a significant number of pieces of legislation and Government proposals, prevented additional cost burdens being placed on councils and helped to achieve additional funding. The most significant of these was £2 billion additional (new) funding for adult social care in the 2017 Budget.

Our conferences and events have continued to be highly rated by our member councils and we have further developed our regional programme, to cover all of our membership.

Over the last three years, our communications support and improvement offer has progressed to being an integral part of our overall communications offer and our corporate sector-led improvement programme. Over this period, we have supported nearly 100 councils to varying degrees and developed a new communications best practice hub.

Commercial activity is now a key component of our work. Each year, we have increased our challenging income targets, delivering more than £2 million in income in 2016/17.

Learning lessons

In developing our strategy for the next three years and as part of our evaluating our work, we have also considered things which did not work so well. Examples include:

- We previously secured more than 100 speaking opportunities for our councillors at the autumn party conferences. Some of these were seen by members to be peripheral to the LGA's key priorities and required lot of resource. We now focus resources on our key priorities. In addition, we better utilise our digital channels to promote our work at the conferences.
- Having developed a programme of weekend media stories to keep our profile (and that of local government) high, we have worked to ensure they focus on our priorities and cover the issues that matter to our members councils,
- When developing our communications support offer, we provided support to all councils which asked for help. As our offer has developed, it has become clear that we need to prioritise that support for those councils who most need it. This is reflected in our new strategy.
- We worked closely with the Innovation and Improvement Board, which asked us to develop a campaign to improve the public reputation of local government. The campaign concept was developed with rigour, based on research and tested with communications officers in councils. When the concepts were presented to the board, there were mixed views and as a result, the campaign concept was dropped.
- As part of heling to cover our events costs, we introduced a small administration fee for people who registered for a free event and then did not attend. As this was proving more costly to collect than money received, we have now changed our approach.

The following sets out the core drivers of reputation:

Question	2012	2013	2014/15	2015/16	2016/17	change from 2015/16
How well do you know the LGA?	61%	72%	73%	73%	75%	+14%
Understand the LGA's purpose and how it works for local government	89%	91%	92%	94%	89%	0%
I would speak positively	63%	73%	72%	75%	74%	+11%

about the LGA						
Satisfied with the work of the LGA on behalf of the local government sector	62%	70%	75%	76%	73%	+11%
How well informed do you feel about the work of the LGA	69%	77%	79%	83%	83%	+14%
How useful are the following LGA activities to your council or local government as a whole?						
Providing a single voice for local government	90%*	94%*	91%*	87%	89%	-1%
Lobbying on behalf of local government	90%	92%	92%	90%	89%	-1%
Managing local government's reputation in the national media	90%*	93%*	91%*	83%	83%	0%
Providing advice and information through the political group offices	72%	78%	78%	78%	76%	-2%

9 Our priorities for 2017/18 – 2019/20

Our aim over the next three years will be to **maintain our position as the national voice of local government, supporting our member councils.**

Based on feedback from our member councils, and looking ahead to the challenges and opportunities we and local government will face between now and 2020, our communications activity over the next three years will support the following strategic priorities:

Persuading and influencing

1. **Supporting and engaging with our member councils** – this is our key priority, underpinning all that we do.
2. **Funding for local government and fair funding** – reform of the finance system, fair funding, reform and localisation of business rates so councils raise more funds locally, have confidence their financing is sustainable and fair, and greater ability to promote collective working across local public services.
3. **Economic growth, jobs and prosperity** – councils are recognised as central to economic growth. Our focus will be on skills, jobs and housing.

4. **Adult social care** – Our focus will be on funding and also the long-term structure and sustainability of social care and health
5. **Children’s social care** – as local government is faced with increasing cost pressures in children’s social care our focus will be on sustainable funding
6. **Leaving the European Union** – Now that Article 50 has been triggered, we will ensure local government is at the heart of any negotiations to ensure appropriate powers and funding are devolved to local areas
7. **The reputation of local government** – we will help to maintain and enhance the reputation of local government

Improvement and support

8. **Council communications support and improvement** – we will play a leading role in helping to improve public sector communications and be a role model for local government communications professionals. Our communications activity will support our pivotal role in improvement and innovation in local government through our sector-led improvement programme.

Commercial awareness and value for money

9. **Commercial awareness** – we are committed to being more effective and efficient than ever. We will ensure we take a ‘commercially aware’ approach to our communications activities. This will help to ensure we are able to fund the key activities our members say are important to them.

10 Developing a communications service fit for the next decade – What will be different?

Our vision for communications at the LGA is:

To deliver first-class communications in ways that our members want, based on robust, measurable evidence.

The next few years will see significant changes. We will be operating in a post-Brexit, post-devolution, integrated public services environment where local government is self-funding. It is likely that more powers and funding will be transferred from national to local government, where local public service will be delivered and commissioned very differently. Public expectations will also be different.

Our re-shaped narrative reflects the changes that the country will face post-Brexit. Over the period of this strategy, national government will be almost wholly focused on negotiating the UK's exit from the European Union. As 'leaders of place' councils are in a unique position to be able to change lives and our narrative and communications will reflect this, making the case for more powers, more funding and more sustainability for local government. In return, councils will deliver improved services, public sector collaboration, growth, a skilled workforce, jobs and the homes needed for their residents.

To ensure we are continually raising our professional standards, we are committed to developing our staff and will continue to 'grow our own', providing opportunities to undertake new roles and skills so that we have a clear succession plan for the future. This will also ensure we are well placed to support member councils with the latest thinking and innovative communications practices.

The public service workforce more widely will also need to adapt and will look and feel very different. Local government will need to 'tell a different story' and have different conversations with their residents, businesses and other stakeholders.

Our challenge is to ensure that councils deliver excellent communications to help meet future challenges on issues such as housing, education, inward investment, health inequalities and so on. More specifically, good communications will need to support the changes to public sector service delivery. We will need to support local government in the delivery of strategic, effective communications which helps them to meet these challenges. This will need to go beyond the communications department so that it is embedded as a key strategic priority for the leadership of councils.

Increasingly, we will also need to adapt and support council communicators to further develop their commercial agenda.

In terms of our own communications activity, on behalf of our member councils, we will need to ensure local government has a strong and united voice in national and international discussions, negotiations and in the development of policy and legislation. We will play a key role in working with colleagues across the organisation to help to inform the strategic direction of the organisation and in developing and shaping policy. This will be done through an evidence-based approach utilising a range of metrics and information such as our polling, feedback from key stakeholders, of which our member councils will be our prime stakeholder. We will continually test this out with stakeholders and adapt and amend as necessary.

Based on our priorities, we will also further develop and use our 'retail' offer (which is often in the shape of single issue communications activity to support issues of concern to our member councils). These often take the form of Saturday media stories, single-issue digital activity or comment pieces. This will help us build out policy and secure legislative change.

We will take a content-focused approach not channels, joining-up our communications effort strategically. Working across teams, our campaign work will involve the full range of communications disciplines. Digital will drive all of our activity and be central to our approach. We will ensure digital awareness is strong across the whole of the communications team and we will develop a 'multi-skilled' approach through the development of our staff.

11 Our communications targets at a glance

Measure	2017/18	2018/19	2019/20
Key drivers of reputation			

1 Member authority satisfaction (with the LGA)	70%	70%	70%
2 Member authority advocacy rating (for LGA)	75%	75%	75%
3 Member authority informed (LGA)	75%	76%	77%

Persuading and influencing			
4 Episodes of media coverage (all)	45,000	46,000	47,000
5 Episodes of media coverage (national)	2,000	2,000	2,000
6 Proactive media coverage	80%	80%	80%
7 Advocacy rating with MPs	50%	52%	54%
8 Effectiveness rating with MPs	55%	55%	55%
9 Advocacy rating with Peers	53%	54%	55%
10 Effectiveness rating with Peers	60%	60%	60%
11 Positively influence new legislation (number of changes secured)	3	3	3
12 Positively influence parliamentary inquiries/select committee reports (number of changes secured)	10	10	10
13 Quality of campaigns delivered (% of campaign targets delivered)	75%	75%	75%

Improvement			
14 Priority councils supported	75%	75%	75%
15 Councils supported	25	25	25
16 Full communications peer reviews delivered	7	7	7

17 Increase visitor numbers to website	2%	2%	2%
18 Reduction in bounce rates	2%	2%	2%
19 Increased average time spent on web pages	5%	5%	5%

Commercial awareness			
20 Income and sponsorship	£2.012m	£1.4m	£2m
21 Reduction in print volumes	5%	5%	5%
22 Percentage of commercial events	40%	40%	40%

12 Our approach

Our approach to delivering effective communications will:

- Focus our work on delivering successful proactive communications, led by our programme of campaigns.
- Deliver high quality, proactive communications, using the full range of communications tools and channels.
- Focus on outcomes not outputs
- Insight, measurement and evaluation at the heart of all that we do, effectively utilising our programme of research and evaluation to measure the impact of communications activity.
- Target our communications to the appropriate stakeholders
- Using a sector-led improvement approach to help improve local government communications.

Our approach will be to deliver proactive communications which aim to improve the reputation of local government, so that we can win new powers, freedoms and resources for our member councils.

We will put our energies into being proactive, setting the agenda and wherever possible, influencing decisions before they are made. Our aim is to ensure 80% of communications work is proactive and planned with the remaining capacity for responding to events and announcements. We will do more than just issue press statements in response to government departments. We will deliver our work through campaigns which are a series of linked activities working to achieve specific objectives.

All of our communications will include our narrative and at least one of the key messages from our campaigns. Our narrative will help maintain our profile and build support for our objectives. We will continue work with the political group offices and the programme teams to develop efficient and effective corporate approach. The Communications Team will provide the professional leadership to determine communications strategy, channels and approach.

Understanding our audiences remains crucial to delivering our strategy and we will continue to base our work on customer insight. We will base decisions on which communications channels to use on what our stakeholders tell us. For councillors, First magazine remains the most popular way to receive information about the LGA, what we're doing and issues for local government and the public sector more widely.

We will respond to the increasing demand for personalised, mobile electronic communications, rather than paper-based materials. Over the last three years, we have delivered significant savings by focusing on our stakeholders' needs rather than producing printed material 'for the sake of it' or to simply demonstrate ongoing work. It will be produced 'with a purpose'.

Our new website, developed following extensive research with users, provides a more personalised approach, allowing us to better target our communications. This provides a better user experience. We will continue to develop our approach to digital communications, using more sophisticated measurement and evaluation to determine success, moving away from measurement such as the 'number of users' or number of followers'.

By supporting our Chairman, group leaders and elected board members through media and select committee training, where appropriate we will ensure we have a wide range of spokespeople we will be able to present our range of issues to the media and to national political audiences in a compelling and professional way.

We will work with our colleagues to ensure that we have a full and robust set of case studies that document the difference councils are making for local people which can also be used as evidence to support our lobbying work.

In the last three years, the introduction of measurement and evaluation has allowed us to benchmark, measure and track performance. This was based on volume (amount of media coverage, number of website visitors, number of mentions in parliament and so on). This provided the right approach to position us as 'the national voice of local government'. Looking ahead, we have developed more sophisticated measures to allow us to further enhance our evaluation of performance.

Finally, we will ensure there is a commercial focus to all that we do, capturing all opportunities to deliver extra income or reduce costs. This will allow us to continue to deliver the things that our member councils tell us are important.

12.1 Campaigns

Our focus on proactive communications will be through our campaigns programme, which will be delivered through integrating all of our communications activity.

The results of our membership perceptions survey show that our member councils value our campaigning activity (89 per cent). The difference between running a campaign and lobbying is that campaigns have specific time-bound objectives. Lobbying is ongoing in support of campaigns and is often 'behind the scenes'. A campaign also mobilises support, should capture popular attention.

We will ensure our campaigns are highly visible to our membership.

All of our campaigns will take a rigorous and planned approach, following an agreed model:

- **Research and insight** – before we launch any of our campaigns, we will undertake research and insight to benchmark current positions so that we can clearly measure outcomes
- **Objectives** – a clear set of measurable objectives
- **Strategy** – A clear plan setting out how we will achieve our objectives
- **Implementation** – the tactics and channels we will employ
- **Evaluation and measurement** – Did we achieve our objectives?

Before undertaking a campaign we will ask ourselves the 'why?' and 'how?' tests. *Why should we undertake this campaign?* (Are we best placed? Is this a priority for our member councils? Are we likely to win?) *How will we undertake the campaign?* (What techniques we will use? Do we have the resources? Is there a clear objective and strategy?)

We know from experience that a successful campaign should:

- have specific and smart objectives
- have a consistent message
- have senior political and management buy in
- mobilise sufficient resources to support of the campaign
- be relevant in the political and economic climate
- have a start and finish point

There will be a communications lead for each campaign who will put together an organisational wide campaign team bringing in all relevant parts of the organisation and develop individual campaigns plans. They will be delivered using defined, measurable outcomes on which effectiveness can be measured.

We will ensure all of our campaigns are:

- Agreed by Leadership Board (political sign off)
- Have specific targets
- Effectively targeted to appropriate audiences
- Measurable and evaluated against targets
- Well communicated to staff

How will we measure the success of our campaigns?

- Annual membership survey
- Achievement of campaign objectives
- Survey of parliamentarians and recall of key messages/campaigns
- Tone of media coverage (positive, neutral, negative)
- Member surveys (including First)
- Our brand awareness

12.2 Digital

Our digital offer is central to all of our overall communications activity and campaigning.

Our recently launched website was developed to be member-focussed and is the result of extensive consultation and research with councillors and officers. It sets out the model for all of our digital communications – personalisation of communications which can be tailored to individuals.

The increasing use of tools such as video and gifs has increased engagement through our digital channels and has helped to build an ‘on-line community’ of supporters.

The introduction of ‘EventsForce’ for on-line delegate booking for all our events and conferences has improved the experience for users and delivered efficiencies for the organisation.

Although developing our on-line presence was a key facet of our previous strategy, as with our other activity, we will develop more sophisticated metrics to move us away from measurement such as followers or subscribers.

How will we measure the success of our digital activity?

- Annual membership survey
- Achievement of campaign objectives
- Our brand awareness
- Increase visitor numbers to website
- Reduction in bounce rates
- Increased average time spent on web pages
- ‘Click throughs’ from e-bulletins

12.3 Parliamentary activity, public affairs and stakeholder engagement

Our proactive parliamentary engagement will influence the political agenda and help us shape policy both before it comes before Parliament and once it is being scrutinised by MPs and Peers. We will do this by providing speaking notes and briefings to our network of parliamentary supporters, including our Vice-Presidents, and by managing proactive engagement with parliamentary inquiries. By lobbying on legislation, influencing parliamentary committees, and by bringing together councils, MPs and Peers at key parliamentary events, we will continue to make strong representations on behalf of local government.

The next three years will also need to see a different approach to our lobbying and influencing activity. As the Government will be almost wholly focused on negotiating the UK's exit from the European Union, new legislation is likely to be limited. This will require us to work differently. For example, focussing on secondary legislation, private members bills, backbenchers and other ways to ensure local government has what it needs to deliver its ambitions.

We will continue to publish on-the-day briefings on key legislation affecting local government and ensure our lobbying achievements are communicated to our members.

We will continue to support senior elected councillors and officers to appear before select committees.

To ensure we have a joined up offering that benefits councils, the Public Affairs and Stakeholder Engagement team will co-ordinate contact with MPs, Peers and Parliamentary staff linked to our campaign activity and aim to create opportunities for leading members to meet senior government and opposition figures. This will ensure there is no duplication of effort and we maximise all opportunities.

We will organise meetings with parliamentarians, draft parliamentary questions, Early Day Motions, amendments to primary legislation and secure Westminster Hall debates on priority issues.

In doing this we will work across a number of channels, digital, media and our website, to ensure that the local government messages are promoted widely.

The core activities undertaken are:

- Supporting our campaigns through public affairs activity
- Influencing and working with other key organisations
- Influencing parliamentarians and other national political figures
- Speechwriting
- Public affairs events (including party conferences)

- Services to LGA members (such as preparation for select committees and briefings for key meetings)
- Providing political analysis including polling, and parliamentary monitoring to help shape and inform our campaigning activity
- Identifying and meeting stakeholders and national political audiences
- Relationship building – identifying and coordinating political and influencer relationships to ensure that messages are consistent and resources are maximised (to avoid duplication of effort)
- Regular communications to local government, including the Chairman, Chief Executive and parliamentary bulletins and our annual reports on the LGA's engagement with Parliament our legislative explainers

Working with other organisations

The LGA brand is strong and as a result we have connections to numerous external organisation – professional bodies, member organisations, think tanks, national and international brands, advocates and others - many of whom help to enhance our brand. This can help to strengthen our voice in Parliament. Where working with other organisations will support our aims and objectives we will develop joint approaches to events, publications (this includes co-badging documents with central government) or commissioning research from other organisations and think tanks.

Public affairs events (including party conferences)

We will ensure our councillors have key speaking slots at all the main party conferences. We will aim to secure commercial sponsorship of our party conference events, reducing the costs to the organisations.

We will host at least two rounds of our highly-regarded vice presidents' lunches a year and use our annual parliamentary reception to cement links with parliamentarians and showcase our work in parliament to council leaders and chief executives.

European activity

As the UK government negotiates our exit from the European Union we will continue

How will we measure the success of our parliamentary activity?

- Annual membership survey
- Achievement of campaign objectives
- Advocacy rating with MPs
- Effectiveness rating with MPs
- Advocacy rating with Peers
- Effectiveness rating with Peers
- The number of Bill amendments achieved
- Influence on select committee reports on behalf of local government
- Recognition of key LGA policy priorities in parliament

to work closely with our European office.

12.4 Media relations

We aim to set the political agenda and speak in the national media on the issues that matter to our members. Over the last three years, we have become the 'go to' organisation for comment on all issues affecting local government. We have achieved this by building strong relationships with key journalists in both broadcast and print media.

We will ensure we cover issues which matter to all parts of our membership. As well as stories to support our priority campaigns, we will also continue to develop our programme of highly successful proactive 'weekend stories', which are more 'consumer' focussed. These have helped to keep the LGA and local government's profile high in the media.

Having introduced tracking and measurement for our media activity, we will now aim to develop more sophisticated metrics aimed at tracking key messages.

Our spokespeople

Our approach to always having spokespeople available has helped put us into a strong position. As the national voice for local government it is important that we accept proactive opportunities for media interviews so that we are able to effectively set out our view. In the case of broadcast media, it is important that we are also seen as 'the face of local government'.

All spokespeople will receive the appropriate media training and we will follow the agreed communications protocol when deciding who should represent the LGA in media interviews.

How will we measure the success of our media relations activity?

- Annual membership survey
- Achievement of campaign objectives
- Episodes of media coverage (print and broadcast)
- Tone of media coverage (positive, neutral, negative)
- Quarterly residents' reputation tracker
- Programme of weekend 'consumer' stories

12.5 Conferences and events

Our members rate our conference and events as an important part of our membership offer (64 per cent find out about the LGA and our work through attendance at conferences and events).

So that we can keep membership fees low and continue to fund activities that are important to our membership, Leadership Board approved more commercial approach to events agreeing that 40 per cent of our events programme will be commercial (60 per cent being 'free-to-attend events for our member authorities).

We also work to ensure events are held in different parts of the country to reflect the geography of our membership.

Over the last three years we have reduced the costs of running conferences and events and increased the income through sponsorship and advertising. As well as maintaining the high quality of our events and the free programme for our members, we will focus on developing our commercial events programme.

How will we measure the success of our conference and events programme?

- Annual membership survey
- Achievement of commercial -v- free-to attend events target
- Overall satisfaction with all events
- Number of attendees at all events

12.6 Communications improvement and support

Our communications support and improvement work is now a highly valued part of our sector-led improvement offer. We will concentrate our resources on working with those councils that have been identified as most in need of wider improvement support from the LGA.

As well as undertaking the full range of review work for those councils most requiring support – one-day communications 'health checks', full communications reviews, strategic communications support, support to develop a corporate narrative, place-branding, crisis communications and media relations advice – we will also further develop our best practice hub. This work will be expanded in the next three years to place us as the leading voice in developing best practice in public sector communications.

To ensure our communications improvement support offer remains on the 'cutting edge of best practice' and is viewed as being of strategic value to councils, we will further develop our relationships with professional partners such as such as the Society of Local Authority Chief Executives (SOLACE), Government Communications Service (GCS), LGcommunications, the Public Relations and Communications Association (PRCA), the Chartered Institute of Marketing (CIM) and others which will help us to deliver our aims.

How will we measure the success of our communications improvement and support offer?

- Annual membership survey
- Annual heads of communication survey
- Level of support offered to priority councils
- Take-up of best practice

12.7 Supporting our members

Communications plays an important part in our membership offer to councils. How well we communicate with our members can influence their views about the organisation as a whole. Evidence shows that those who feel well informed about our work and activities are consistently more positive about us and our work. Currently, 83 per cent of our members feel we keep them well informed.

First magazine remains the key communications channel for councillors (76 per cent overall for councillors and chief executives. This figure increases to 92 per cent for front-line councillors). The other key channels are our media work (67 per cent), conferences and events (64 per cent), our website (59 per cent), bulletins (47 per cent) and face-to-face contact (39 per cent), which is increasing in importance.

As an organisation which is politically-led it is important to recognise the role of the political groups in supporting our members. As the first port of call for councillors and national political parties the political groups are a resource for the whole of the LGA. This means the groups must be involved at the beginning of any new project for political clearance rather than at the end once a report or publication is produced. We work closely with all of the political groups.

In addition, we will ensure we fully support fire and rescue service priorities through the full range of communications activity.

12.8 Other stakeholders

Over the last three years, we have increasingly involved other stakeholders and third parties. This support and endorsement has helped to amplify our messages and for example, played a key role in helping to get social care to the top of the political and news agenda – ultimately leading to significant additional funding from government.

We will continue to work closely with a variety of stakeholders including special interest groups, partners, think tanks, charities, trade bodies and so on to ensure we:

- Get third party endorsement for key campaigns
- Secure speaking opportunities for our councillors and senior officers at conferences, events and debates organised by stakeholders (bringing in speaker fees where we can)
- Identify commercial opportunities, such as our annual conference and party conferences, for stakeholders wishing to engage with local government.

13 Our main communications channels

Our approach will be to put content at the heart of everything we do, integrating all of our channels. These include:

Method	Audience	Frequency
Member Authorities		
First magazine	All councillors and chief executives	Monthly
Daily news headlines	All councils	Daily
Chairman's bulletin	Leaders and group leaders	Weekly
Chief executive's bulletin	Chief executives	Weekly
On the day briefings	Leaders, chief executives vice presidents, parliamentarians and others as required	When required
LGA bulletins <ul style="list-style-type: none"> • Brexit • Children & Young People • Community Safety • Culture, tourism & sport • Employment Law • Environment, Economy, Housing and Transport • Finance • Fire and Rescue • Health, adult social care & ageing • Improvement • LGA research • LGA statistical alert • Workforce 	Councillors, officers, partners	Monthly
Parliamentary briefings	Vice presidents and parliamentarians	When required for debates, PQs and parliamentary business
Parliamentary bulletin	Parliamentary network and other councillors and officers	Weekly (when parliament sits)
Events bulletin	Subscribers and past delegates	Monthly
Direct marketing	Relevant targeted audiences	When required
Press releases	National, regional and trade press	When required
CommsNet	Heads of communications and others (including chief executives)	Weekly
<ul style="list-style-type: none"> • Twitter • Facebook • Linked In • YouTube 	Followers (including members, commentators and media)	Daily

14 Audiences

Our primary audience is our membership. We will place them at the heart of all our communications activity.

14.1 Leaders and chief executives

There are 350 council leaders and chief executives who provide the political and managerial leadership of local government. In addition there are around 700 group leaders. We engage with them through numerous formal and informal networks (including events, annual conference and social media). Our formal channels include our Chairman's and chief executive's bulletins, First magazine and e-bulletins.

14.2 Portfolio leads, directors and heads of service

Our e-bulletins are our primary focus for communicating with portfolio leads, directors and heads of service. In addition, our consultations are a key point of contact for us.

14.3 Other councillors

There are about 16,000 front-line councillors who fall outside these key audiences. This is an important audience for us to communicate with. Consistently over the last three years, this has been one group requiring further work. We will continue to develop and improve the way we communicate with front-line councillors with a clear focus on maximising the use of First magazine, which is the favoured channel through which to receive information about the LGA and our work.

14.4 Other officers

There are numerous other council officers, mainly those with specialist professional expertise. They are important as we can provide them with the latest relevant policy information and best practice. Our new website will be utilised to ensure we are able to reach the wider council officer group.

14.5 Government Ministers

There are approximately 120 government ministers. They matter to us because we wish to influence their policy direction and legislation in a way that supports local government. The primary way we influence them is through one to one meetings with our elected members and senior staff.

14.6 National politicians - Shadow ministers, peers and backbench MPs

There are approximately 1400 national politicians. This is an important group for us as a way to influence wider areas of policy and legislation such as party manifestos. This group will also include members of select committees all party parliamentary

groups and inquiries. Our primary ways of influencing them is through On the Day briefings, face- to- face meetings and invitations to our events

14.7 Vice-Presidents

Our vice-presidents are our 'parliamentary champions'. As well as operating on both Houses as advocates for local government, they will also table amendments to Bills on our behalf. We hold regular events with them and provide them with briefings on key issues for local government.

14.8 Whitehall civil servants

Relationships with civil servants in government departments is important, particularly in influencing proposed policy at the earliest stages.

14.9 Think tanks and opinion formers

By this we include local government and other public service orientated think tanks. We also include media and political commentators that help set the political agenda. Increasingly we target our media work on influencing comment and editorial pieces.

14.10 Private, public and third sector partners

We work with this group as not only do they influence national politicians but we seek to undertake joint work with other national bodies in order to help develop new policies and relationships that will benefit our member councils. This is an area we will seek to develop as the future model for local government will require wider engagement outside the sector.

14.11 The public

The public is an increasingly important audience as it is their opinion that matters most in terms of the reputation of councils. Strong public opinion can also drive legislative change. We have very little direct contact with the public as an organisation although over the last three years, our media work has prompted public engagement on a wider range of issues from planning to psychoactive substances.

14.12 Our staff

Through events such as our annual staff conference, staff forum, briefings and use of the Wire, we will ensure our staff are engaged with our key priority work, maintaining a focus on our membership.

15 Professional development and learning

We need to future-proof our workforce so they are able to face the challenges of working in a new political landscape, new technology and new ways of working. Moving even further away from channel-based communications activity to integrated, content focussed communications will be at the heart of all that we do.

The key to maintaining a first-class communications function is to ensure we have the highest quality staff. We will ensure our professional communications staff are equipped to be able to deliver a professional service and be able to look ahead to latest and future developments.

Our focus on developing our staff and 'growing our own' will continue. We have a number of staff in managerial/team leader position who were promoted from within the team. We will aim to extend this.

As well as more **formal training**, we will continue with a programme of **mentoring, coaching, peer-to-peer learning, secondments, Future Leaders' Programme, membership of professional bodies and access to extensive networks**. We will also ensure every member of the team plays a role in our communications support and improvement work, spending time in and with councils and council staff.

In addition, we will have a core programme of continuing professional development (CPD). All communications staff will be expected to build a strong digital awareness and be able to work across disciplines, whilst retaining their specialisms.

All colleagues in managerial positions will be encouraged to undertake mentoring.

We will continue to build on our links with the Government Communications Service (GCS) and professional bodies such as LGcomms, the Public Relations and Communications Association (PRCA), Chartered Institute of Public Relations (CIPR) and the Chartered Institute of Marketing (CIM) encouraging development across the public sector, at both national and local levels.

16 Grid of key activity

Set out below is a grid of key activity that represent important yearly milestones for the LGA and will inform our work.

Announcement	Date	Purpose/opportunity	Activity
LGA Finance Conference	January	Bring together members, finance directors	<ul style="list-style-type: none"> • Event • Media activity • Digital • Marketing
LG Finance Settlement debated and voted on in Parliament	February	Brief our LG finance lines into Parliament	<ul style="list-style-type: none"> • On-the-day briefing • Parliamentary work • Media activity • Digital
DCN conference	February	Brief LGA support for districts	<ul style="list-style-type: none"> • Event • Media activity
Spring Statement	March	Opportunity to restate our lines on the public finances	<ul style="list-style-type: none"> • On-the-day briefing • Media activity • Digital
LGA Public Health conference	March	Bring together members, directors of public health and stakeholders to discuss public health policy	<ul style="list-style-type: none"> • Event • Media activity • Digital • Marketing
Fire conference and exhibition	March	Set out our policies on fire safety	<ul style="list-style-type: none"> • Event • Media activity • Digital • Marketing
CTS conference	March	Set out our policies for CTS	<ul style="list-style-type: none"> • Event • Media activity • Digital • Marketing

Queen's Speech	(Due May 2019)	Brief on legislation and set the organisation's legislative priorities	<ul style="list-style-type: none"> • On-the-day briefing • Parliamentary work • Media activity • Digital
Annual schools workforce, policy and employment law conferences (x2)	June	Set out vision for schools policy	<ul style="list-style-type: none"> • Event • Media activity • Digital • Marketing
LGA Parliamentary reception	June	Bring together leaders, CEXs, MPs and peers. Update on the work of the LGA and local government	<ul style="list-style-type: none"> • Engagement with MPs, peers, vice presidents, council leaders, CEXs
LGA annual conference	July	Launch of our annual conference publication, policy documents and campaigns. Chairman's speech	<ul style="list-style-type: none"> • Event • Media activity • Digital • Marketing • Stakeholder engagement • Support and improvement
Autumn Party conferences	September/ October	Opportunity to promote LGA priorities	<ul style="list-style-type: none"> • Parliamentary work
NCAS conference	October	Bring together members, directors of children services, DASS. Set out our vision for the sector	<ul style="list-style-type: none"> • Event • Media activity • Digital • Marketing
Annual Teachers Pensions conference (x2)	October	Discuss key issues	<ul style="list-style-type: none"> • Event
Budget	November	Opportunity to make the case for key finance and policy announcements. Deadline for submissions September	<ul style="list-style-type: none"> • On-the-day briefing • Parliamentary work • Media activity • Digital
CCN conference	November	Brief LGA support for counties	<ul style="list-style-type: none"> • Stakeholder engagement
LG Finance Settlement	December	Brief on key changes on local government	<ul style="list-style-type: none"> • On-the-day briefing

		finance	<ul style="list-style-type: none"> • Parliamentary work • Media activity • Digital
Sport and Physical Activity Conference	December	Set out our public health and CTS policies	<ul style="list-style-type: none"> • Event • Media activity • Digital • Marketing

17 Communications action plan 2017/18

Putting our members first				
Key aims	Tactics/action	Key audiences	Measurement	Date
1 Ensure our member councils are well informed about the LGA and our work: regular communications activity throughout the year	1.1 First <ul style="list-style-type: none"> • Ensure first is used as our primary channel to communicate with councillors • Further develop first to ensure it is relevant to our membership • Continue to improve how we use first as a way to promote other work and publications produced on behalf of our membership • Interpret media stories for our membership audience 	<ul style="list-style-type: none"> • Councillors and officers (with a focus on front-line councillors) • Communications officers • Professional bodies • Fire and rescue authorities • Other authority members 	<ul style="list-style-type: none"> • Results of annual membership survey • Informal feedback throughout the year • 90% positive rating for events organisation • Delivery of commercial events income target 	April 2017
	1.2 Digital communications <ul style="list-style-type: none"> • Further develop the LGA 			April 2017

	<p>website so that it has compelling content structured around users</p> <ul style="list-style-type: none"> • Promote our new website to our membership • Review, develop and improve our use of social media • Further develop use of video, gifs and so on • Review and maximise use of our bulletins • Launch an LGA Facebook page <p>1.3 Involve and inform our member authorities on the LGA's media work</p> <ul style="list-style-type: none"> • Widen distribution of daily news headlines <p>1.4 Keep our member authorities well informed about the LGA's parliamentary activity</p> <ul style="list-style-type: none"> • Widen distribution of our annual 'LGA in Parliament' publication • Increase/widen membership of the parliamentary network • Increase the number of subscribers to the weekly Parliamentary bulletin • Utilise all available channels to promote our work in parliament 			<p>April 2017</p> <p>April 2017</p>
--	--	--	--	-------------------------------------

	<p>to our membership</p> <p>1.5 Membership packs</p> <ul style="list-style-type: none"> • Further review and improve membership packs <p>1.6 Ensure our conference programme is interesting and relevant to our membership (and seen as a key member benefit)</p> <ul style="list-style-type: none"> • Develop our conference and events programme, based on results of our membership survey and other direct feedback • 60% of our events to be free-to-attend for member authorities 			<p>September 2017</p> <p>April 2017</p>
--	--	--	--	---

Persuading and influencing				
Key aims	Tactics/action	Key audiences	Measurement	Date
2 To influence national politicians and opinion formers to shape policy and legislation affecting local government	<p>2.1 Develop and deliver a series of proactive campaigns under our key priority themes:</p> <ul style="list-style-type: none"> • Funding for local government and fair funding • Economic growth, jobs and prosperity • Adult social care • Children's social care 	<ul style="list-style-type: none"> • Government Ministers, Shadow Ministers, MPs, Peers and departmental officials • Partners, think tanks, opinion formers and other stakeholders • Business • The media 	<ul style="list-style-type: none"> • Delivery of campaigns against agreed objectives • Results of annual membership survey • Proactive media coverage • Episodes of media coverage • Three appearances in non-news/current affairs media • Ensure the LGA has lines on 	Ongoing from June 2017*

	<ul style="list-style-type: none"> • Leaving the European Union • The reputation of local government • Sector-led improvement • Be A Councillor <p>2.2 Develop proactive media grids to support key campaigns</p> <ul style="list-style-type: none"> • ‘Selling in’ news stories with national broadcast and print media, trade and specialist journals, regional and local media • Increasing involvement of local government in current affairs broadcast media • Placing features in all relevant media <p>2.3 Use our parliamentary networks to influence our campaigning work</p> <ul style="list-style-type: none"> • Maximise use of briefings with vice presidents and other key parliamentarians • Develop contact programme with Ministers, MPs and peers • Use opportunities in Parliament to support our campaigns (PQs, 	<ul style="list-style-type: none"> • Our member councils • The public 	<p>all issues affecting local government and making lead members available for interviews 95% of the time</p> <ul style="list-style-type: none"> • Advocacy rating with MPs • Advocacy rating with Peers • Effectiveness rating with MPs • Effectiveness rating with Peers • Positively influencing new government legislation • Positively influencing select committee reports • Number of stakeholders supporting key LGA campaigns • Deliver programme of conference and events (60/40 free-to-attend/commercial) 	<p>Ongoing from June 2017*</p> <p>Ongoing from June 2017*</p>
--	--	---	---	---

	<p>debates, select committees and so on)</p> <ul style="list-style-type: none"> • Ensure all councillors and officers who give evidence to parliamentary committees are briefed/trained <p>2.4 Support all campaign work through innovative use of digital communications</p> <ul style="list-style-type: none"> • Further develop use of video, gifs and so on <p>2.5 Ensure the LGA is communicating effectively with all stakeholders to maximise support for key campaigns</p> <ul style="list-style-type: none"> • Develop a full stakeholder map • Ensure all stakeholder distribution lists are current <p>2.6 Deliver a programme of high quality events to support our key priorities</p>			<p>Ongoing from June 2017*</p> <p>Ongoing from June 2017*</p> <p>April 2017</p> <p>*Due to the General Election</p>
<p>3 Protect and enhance the reputation local government</p>	<p>3.1 Develop proactive media grids to enhance the reputation of local government</p> <ul style="list-style-type: none"> • ‘Selling in’ news stories with national broadcast and print media, trade and specialist 	<ul style="list-style-type: none"> • Council members and officers (with a focus on Leaders, CEXs, communications teams and professional bodies) 	<ul style="list-style-type: none"> • Membership survey • Quarterly residents’ reputation tracker 	<p>April 2017</p>

	<p>journals, regional and local media</p> <ul style="list-style-type: none"> • Increasing involvement of local government in current affairs broadcast media • Placing features in all relevant media • Profile pieces on leading local politicians and others • Involvement of local government in other areas of the media (such as lifestyle, children's and so on – the One Show, Any Questions, Question Time, Desert Island discs) • All leading members, Board chairs and other spokespeople to be fully media trained <p>3.2 Utilise events to maximise the LGA's (and local government's) reputation and promote our narrative, key messages and key priorities</p> <p>3.3 Effectively 'horizon scan' the political and media landscape to maximise proactive</p>	<ul style="list-style-type: none"> • Government Ministers, Shadow Ministers, MPs, Peers and departmental officials • Partners • Business • The Public 		<p>Ongoing from April 2017</p> <p>Ongoing from April 2017</p>
--	---	---	--	---

	<p>opportunities, effectively rebut negative media stories and respond to political and other events</p> <ul style="list-style-type: none"> • Scan parliamentary debates, committees and PMQs to gather information about key issues affecting local government • Horizon scan media coverage to identify possible future policy lines • Further develop relationships with Ministers and government officials to determine future policy direction 			
--	---	--	--	--

Improvement and support				
Key aims	Tactics/action	Key audiences	Measurement	Date
4 Develop excellence in public sector communications	<p>4.1 Work with LGcomms, PRCA, CIPR and central government to develop best practice in public sector communications</p> <p>4.2 Further develop our communications best practice hub</p> <ul style="list-style-type: none"> • Corporate narrative • Crisis communications • Measurement and evaluation <p>4.3 Support our priority councils</p>	<ul style="list-style-type: none"> • Council communications teams • Leaders • Chief executives • Professional bodies • Government officials • Partners • Business 	<ul style="list-style-type: none"> • Membership survey • Heads of communication survey • Support 75% of priority councils • Deliver at least 20 communications reviews 	Ongoing from April 2017

Commercial awareness				
Key aims	Tactics/action	Key audiences	Measurement	Date
5 Raise commercial awareness in the communications directorate	5.1 Maximise income <ul style="list-style-type: none"> Proactively work to identify all commercial opportunities Deliver an increase in commercial events 	All stakeholders	Achieve income target of £2,012,000	March 2018
			Achieve income target of £2,012,000	March 2018
	5.2 Reduce costs <ul style="list-style-type: none"> Reduce print volumes Reduce costs for events and conferences 		Achieve 40% commercial events target	March 2018
			Reduce print volumes by 5% Achieve income target of £2,012,000	March 2018

Communications Report (April 2017 to September 2017)

Purpose of report

To update Leadership Board on the LGA's communications activity and the progress with our corporate campaigns for the first six months of the year.

Summary

This report reflects the priorities identified in the organisation's business plan. It tracks and records key communications activity for the past six months and how communications has contributed to achieving our key priorities. Please note during this report period there were two periods of Purdah for local elections on 4 May 2017 and the General Election on 8 June 2017 which placed some restrictions on our communications activity.

Recommendation

The Leadership Board is asked to note the communications activity for the period April 2017 to September 2017.

Action

As directed by Members.

Contact officer: David Holdstock
Position: Director of Communications
Phone no: 0207 6643056
Email: david.holdstock@local.gov.uk

Communications Report (April 2017 to September 2017)

Background

1. This report reflects the priorities identified in the organisation's business plan. It tracks and records key communications activity for the past six months and how communications has contributed to achieving our key priorities. Please note during this report period there were two periods of Purdah for local elections on 4 May 2017 and the General Election on 8 June 2017 which placed some restrictions on our communications activity.
2. To support our organisational priorities, between April 2017 and September 2017 we:
 - 2.1 achieved 20,688 episodes of media coverage in national, regional, trade, broadcast and online publications;
 - 2.2 submitted evidence to nine parliamentary committee inquiries and briefed for 11 parliamentary debates, helping us achieve 81 mentions in Parliament - 2.5 times each day Parliament sat;
 - 2.3 submitted proposals setting out our key recommendations for the general election manifestos along with eight briefing documents on the key policy commitments made by the national political parties ahead of the General Election;
 - 2.4 we worked with colleagues from across the LGA to support our councillors at the Autumn party conferences to contribute to 65 debates, round tables and other events hosted by 50 stakeholders;
 - 2.5 drove 235,509 visitors to the LGA website and 1,004,353 page views; sent 502 bulletins to 2,330,101 recipients;
 - 2.6 produced 160 designed marketing documents, including major publications, posters, workbooks, summaries and social media content, providing strategic advice, copy-editing and design services;
 - 2.7 reached more than 20,230 followers on our Twitter channel @LGAComms; and
 - 2.8 organised and delivered 29 events attended by 3,439 delegates, generating £656,000 net income so far this financial year.

Reputation of local government

3. Following the tragedy at Grenfell and, more widely, as local authorities are increasingly having to deliver more with less, the reputation of local government has never been more important and supporting local government underpins all of our communications activity. In the last six months our campaigns have focused on making the case for local government in Parliament and creating awareness of the LGA's key asks through our media engagement, digital channels and events.

18 October 2017

4. In the last six months we have worked to promote and protect the reputation of local government by:
 - 4.1 producing our flagship publication about the role local government can play in the future of the country – Growing Places – launched at Annual Conference and downloaded 1,600 times;
 - 4.2 achieving 117 episodes of national coverage for issues relating to council reputation, plus 1481 media mentions during conference;
 - 4.3 bringing council officers together at our Parliamentary Network event to share best practice and update members on our political priorities;
 - 4.4 producing nine ‘what the Manifestos say’ guides, reaching 4,920 downloads and 2,838 summary page views;
 - 4.5 achieving over 2.9 million impressions (2,986,000) for 1,000 tweets relating to councils during this report period;
 - 4.6 sending our CommsNet bulletin to a total of 1,816 subscribers every week, an increase of 249 (15 per cent) new subscribers since the same report period last year;
 - 4.7 2,273 people attended Annual Conference; this was an increase of 72 delegates from 2016;
 - 4.8 ensuring 87 per cent of those attending conference were ‘very’ or ‘fairly satisfied’;
 - 4.9 publishing 214 Annual conference tweets reaching 535,000 people; and
 - 4.10 increasing traffic to the ‘Be a Councillor’ website, with 62,289 unique page views (77,204 total page views); unique page views increased by 7,020 views in comparison to the same timeline last year.

Media

5. Across Annual Conference week, we generated 13 news stories, delivering 1,481 episodes of media coverage in national, regional, trade, broadcast and online publications. Our media activity supported the launch of our main conference publications and included ‘Councils face £5.8 billion funding black hole’ (4 and 5 July 2017), achieving 12 episodes of national coverage. LGA Chairman Lord Porter was interviewed on Channel 4 News calling for local government funding to be put on a sustainable footing, while Deputy Chairman Councillor Peter Fleming also discussed the issue on Good Morning Britain. The story was also reported across BBC News, Sky News and BBC Daily Politics programme.
6. In this six month period we issued 27 press releases relating to other areas impacting council reputation. Our most popular story was ‘Irresponsible knife retailers putting

lives at risk' (27 July 2017) generating 23 episodes of national coverage including Sky News and BBC News bulletins, BBC radio channels, The Times and Guardian.

Campaigns and digital

7. Over the last six months, we highlighted the wide range of work councils do through all LGA channels, including Twitter and CommsHub – our digital resource for local government communications teams. Our guidance for the pre-election period – Purdah – was particularly successful (2,543 downloads).
8. In the last six months we have also worked with the Political Groups to continue to promote the 'Be a Councillor' campaign. The campaign's website is well visited with 62,289 unique views, a 13 per cent increase year on year.
9. In April 2017, the LGA migrated to a new, improved website, which is accessible and responsive across all devices including mobile. This followed an extensive review, evaluation and redesign involving our member councils, with the aim of improving access for members and other stakeholders.
10. Since launching the website, the most notable change has been a significant reduction in bounce rate (the percentage of visitors who leave without viewing another page). Website migration affected figures for April and May this year, which is likely to have contributed to a slight year-on-year fall in visitor numbers.
11. We further developed our video output during this period, creating custom content for campaigns including gifs and short videos.
12. Key outputs:
 - 12.1 1,004,353 webpage views between April to September 2017;
 - 12.2 5,156 downloads of 12 publications relating specifically to issues of reputation and governance;
 - 12.3 seven short explainer videos supporting our conference, new publications and media releases with 17,000 combined views across Twitter and Facebook;
 - 12.4 tweets sent from @LGAComms during conference received 1,500 retweets, almost 100 per cent increase on last year; and
 - 12.5 our leading annual conference publication 'Growing places: building local public services for the future' has been downloaded over 1,600 times and 860 printed copies distributed.

Public affairs

13. We produced nine briefing papers on the key commitments the political parties made in their General Election manifestos. These were shared widely across local government to provide a reference point on the key commitments that affect the work of councils and covered issues including local government finance, housing and the environment, infrastructure and skills, and devolution.

14. As a result of our parliamentary work, our parliamentary polling undertaken after the General Election in June 2017 shows that:
 - 14.1 Of those MPs polled, 90 per cent agree that additional funding should go to councils' social care budgets to tackle the funding crisis; 83 per cent agree that councils should have greater control over local public services; and 83 per cent agree that councils should have more financial powers and freedoms.
 - 14.2 Of those Peers polled, 80 per cent agree that additional funding should go to councils' social care budgets to tackle the funding crisis; 90 per cent agree that councils should have greater control over local public services in their areas; and 83 per cent agree that councils should have more financial powers and freedoms.
15. LGA Chairman Lord Porter hosted our annual Parliamentary Reception in June 2017 for more than 100 council leaders, councillors, MPs and Peers, who joined us to launch our 'LGA in Parliament' report and celebrate the work of local government. We have also hosted roundtable briefings in Parliament.
16. The LGA had a strong presence across the party conferences, as our councillors contributed to a large number of debates and roundtables. We provided a briefing for each of these and promoted the events extensively across local government and with our network of stakeholders. Our councillors spoke at 65 events hosted by 50 stakeholders.

Events

17. Our leading event for local government, the LGA Annual Conference and Exhibition attracted more than 2,200 attendees. The political plenaries featured representatives from three of the main political parties including the Rt Hon Sajid Javid MP, Secretary of State for Communities and Local Government, Andrew Gwynne MP, Shadow Communities Secretary and Leanne Wood, Leader, Plaid Cymru.
18. In a post-conference online survey sent to all delegates, 87 per cent of those who responded to the survey were 'very' or 'fairly satisfied' with the conference overall.
19. Ninety per cent of those who responded said they would attend another LGA annual conference and exhibition. Through Twitter our #LGA Conf17 trended on Tuesday 4 July 2017 and by close of play we reached third nationwide. Lord Porter's opening address and the Secretary of State Sajid Javid MP's speech increased Twitter conversations.

Funding for local government and fair funding

20. During this report period, our campaign has focused on creating awareness of our calls to address the £5.8 billion funding gap faced by local government by 2020 and allowing local government to keep all of the £26 billion in business rates it collects each year.

21. Following our campaigning highlighting the need for councils to be made financially sustainable, our analysis was quoted extensively during a parliamentary debate on local government finance and arrangements beyond 2020. The estimated £5.8 billion funding gap facing councils by 2020 was highlighted and Peers were unanimous in calling for urgent funding to protect local services.
22. We supported this work by:
 - 22.1 generating 98 per cent positive media coverage on council funding through proactive media work;
 - 22.2 producing (with finance colleagues) and promoting our budget submission for the Autumn 2017 budget;
 - 22.3 producing two briefings addressing the overall £5.8 billion funding gap and our call for full retention of business rates;
 - 22.4 highlighting through our consultation response briefing on business rates retention that it is imperative that local authorities are able to use the additional income from business rates to address existing funding pressures;
 - 22.5 working with colleagues, delivering three local business rates retention events, reaching 136 people; and
 - 22.6 driving 6,190 unique page views (8,634 total views) to the finance and business rates hub. The unique page views up by four per cent compared to the previous year.

Media

23. We issued a total of six media releases related to Fair Funding throughout this period achieving 39 episodes of national coverage. In the last six months our most popular story was '75p in every £1 of core government funding to councils cut by 2020' (4 July 2017), generating 28 episodes of national coverage including BBC News, Sky News, BBC Daily Politics, Good Morning Britain, Daily Mail and ITV News.
24. 85 per cent of our coverage was proactive for this area in the past six months and 98 per cent of our coverage was positive.

Campaigns and digital

25. Over the last six months we designed and produced promotional content, videos and social media content to drive downloads of our Autumn 2017 Budget submission.
26. Key outputs:
 - 26.1 6,190 visits to the finance and business rates webpages (8,634 total page views) in the last six months; and
 - 26.2 More than 1,500 views of our Autumn Budget submission film viewed through our digital channels.

Public affairs

27. We continue to make the case for councils to be adequately funded. In Parliament our Growing Places report with its calls for fair and sustainable funding was cited extensively in a debate on council finances. This included Peers quoting our analysis on the funding gap, the loss of central government grant and our position on council tax referendum limits. The briefing for the debate was downloaded 95 times.
28. Our formal response to the 2017 Autumn Budget has been downloaded 606 times. Our Budget submission supported our engagement with party conferences as our councillors spoke at key debates and roundtables on a range of issues we are working on as part of the Fair Funding campaign. The Budget submission also will now form a platform for our parliamentary engagement in the autumn.

Events

29. We held four events related to business rates in the last six months attended by 164 people:
 - 29.1 Supporting financial resilience - case studies of best practice; and
 - 29.2 Business rates retention consultation events (three free regional events around the country).

Adult social care

30. Our work on social care has seen us work together with councils and partners to call for the Government to commit to social care funding in councils to ease financial pressures in other areas of council budgets.
31. As part of our wider campaigning around health and care services, our Growing Places report calls on the Government to reverse the £200 million cut to the public health grant and invest in a 'Prevention Transformation Fund' worth at least £2 billion annually.
32. As a result of our work and that of representatives of the social care sector, the Government has agreed to waive any financial penalties, preceding 26 July 2017, faced by social care employers who are found to have underpaid their workers for sleep-in shifts.
33. We helped deliver this and other campaigning on adult social care by:
 - 33.1 issuing 41 proactive media releases, achieving a total of 95 per cent positive coverage;
 - 33.2 achieving a total of 30 episodes of media coverage with our key lines on sexual health and the obesity crisis;
 - 33.3 4,526 downloads of 19 health and social care publications; and
 - 33.4 90 printed copies of our mental health publication shared at LGA Annual

Conference 2017 and 453 online downloads.

Media

34. We achieved 56 episodes of national coverage for this area. 'LGA responds to Lancet study on care home places' (15 August 2017) was covered five times in national media including the Financial Times, Daily Mail and BBC Radio 5 Live, and 'Obesity crisis: more than 600 young people have type 2 diabetes' (11 August 2017) achieved 15 episodes of national coverage, including the Times, Telegraph. Deputy Chairman Cllr Peter Fleming interviewed by Sky News, ITV News and LBC Radio.
35. Cllr Izzi Seccombe was interviewed as part of our release 'Sexual health services at tipping point' (2 August 2017) on BBC Radio 5 Live and Sky News Radio. Cllr Seccombe was also interviewed across the media on the lack of funding for councils to tackle childhood obesity.
36. 95 per cent of our coverage was proactive for this area in the past six months and 95 per cent of our coverage was positive.

Campaigns and digital

37. We supported our work on social care and public health using digital and online channels. Over the last six months we promoted our work on public health through 11 publications, downloaded 3,211 times. These included 'Preventing drug related deaths' and 'Being mindful of mental health', launched at the Annual Conference in July 2017 with around 90 printed copies shared at conference. There have also been 15 items in First magazine.
38. Key outputs:
 - 38.1 since 1 April 2017 our social care and health home page viewed over 16,000 times; and
 - 38.2 19 health and social care publications published achieving in total 4,526 total downloads.

Public affairs

39. We briefed for the Queen's Speech debate, highlighting our calls for the cross-party review of social care to be brought forward urgently. We also briefed for a debate on the deferred payment scheme for elderly people in need of social care. The briefing was downloaded 48 times and received 120 summary page views.
40. We continue to engage with the parliamentary select committees and in this period have set out our social care policy positions for inquiries on health integration and housing for older people.

18 October 2017

Events

41. We held two events related to health in the last six months, reaching 162 people. These were:
- 41.1 Sexual and reproductive health: building strong relationships; and
 - 41.2 Are you disability/flexibility confident?

Housing

42. During this report period we have continued to highlight how councils can do more if given further powers to borrow to invest in housing, keep 100 per cent of the receipts from properties sold through Right to Buy, replace homes and reinvest in building high quality, affordable homes.
43. The Public Accounts Committee (PAC) published its report 'Housing State of the Nation' at the end of April 2017. Our Chairman Lord Porter gave evidence to the Committee's inquiry where he spoke about how councils want to build more affordable housing, but need the borrowing flexibilities to allow them to do so. The Committee referenced this point in its report and recommended that the next Government provides estimates as to how many homes councils will be able to build up to 2020 under the current financial arrangements. We also submitted to the Communities and Local Government Committee (CLG) inquiry into housing and the Committee published a report recommending that all Housing Revenue Account (HRA) borrowing caps should be raised.
44. The Homelessness Reduction Act and Neighbourhood Planning Act received Royal assent in this review period. We campaigned to secure positive changes to both and produced Get in on the Act guides to each piece of legislation. These guides were downloaded 667 times.
45. We also launched the LGA's Housing Advisers programme which funds an independent expert for up to 20 days. We promoted the programme through all LGA channels and targeted, paid for social media. This drove 73 applications for 25 available places.
46. We helped deliver this by:
- 46.1 generating 14 proactive media releases resulting in 89 per cent positive media coverage;
 - 46.2 producing two publications and additional content promoting One Public Estate (OPE) and the Housing Advisers Programme, downloaded a total of 2,520 times;
 - 46.3 launching our 'Housing Our Homeless Households' report responding to rising concerns about homelessness pressures, which received 816 downloads; and
 - 46.4 delivering two LGA Homelessness events attended by 173 delegates.

Media

47. We issued a total of 15 media releases related to the housing campaign throughout this period, achieving 58 episodes of national coverage. In the last six months, our most popular story was 'Councils house extra secondary school's worth of homeless children each month' (22 July 2017), which achieved 25 episodes of national coverage including on BBC Breakfast, ITV News, Sky News, Channel 5 News and in the Guardian Online.
48. 82 per cent of our coverage was proactive for housing in the past six months and 89 per cent of our coverage was positive.

Campaigns and digital

49. We promoted our Housing Advisors Programme and One Public Estate by producing two publications, 'One Public Estate: invitation to apply' and 'Housing Advisers Programme prospectus'. We produced and promoted a range of publications, including on temporary accommodation, housing an ageing population, and the link between health and homelessness. There have also been 20 housing related items in First magazine.
50. Key outputs:
 - 50.1 4,540 total downloads of eight publications;
 - 50.2 23 tweets reaching more than 60,300 people promoting our Housing Advisers Programme;
 - 50.3 special Housing Advisors Programme bulletin sent to 6,181 recipients;
 - 50.4 paid digital campaign to promote the Housing Advisors Programme, achieving an engagement rate of 277 per cent; and
 - 50.5 three videos attracting 2,940 views on Twitter.

Public affairs

51. To support our housing campaign, we worked with parliamentarians to brief them for debates and parliamentary inquiries. Particular highlights include briefing for a House of Commons debate on the 'Supply of homes to buy' which was downloaded 45 times and received 111 summary page views.
52. We also provided evidence to the Public Accounts Committee and Communities and Local Government Select Committee, which both published reports on housing. This helped us secure positive recommendations from both committees. In its 'Housing: State of the Nation' report, the Public Accounts Committee recommended that DCLG provide estimates of how many homes councils will be able to build up to 2020 under current financing arrangements. In their 'Capacity in the homebuilding industry' report, the Communities and Local Government Committee recommended that the

borrowing caps in councils' Housing Revenue Accounts should be raised and in some cases removed, where housing affordability is at its worst.

53. We produced two 'Get in on the Act' publications downloaded 667 times. The summaries in total have been viewed 1,143 times.

54. During the Autumn party conferences we secured speaking slots for our councillors for a number of debates and roundtables on housing the housing crisis. This included discussions on how to build more homes, the role of rural areas in tackling the crisis and the challenges of protecting the countryside whilst also building the houses the nation needed. We provided a briefing for each of these and promoted the events extensively across local government and with our network of stakeholders.

Events

55. We held two events related to housing in the last six months reaching 173 people in total:

55.1 Homelessness and temporary accommodation - lessons from local government innovations; and

55.2 Housing, health and an ageing population - innovations in local government.

Employment and skills

56. We consulted on a practical plan to integrate and devolve employment and skills services to close the widening skills gap, and deliver better outcomes at lower cost by taking into account local circumstances, Work Local. This formed the central part of our campaigning on skills and employment in the last six months.

57. The LGA's Work Local was mentioned by Lord Tunnicliffe (Lab) and Lord Ouseley (Crossbench) and Lord Fox, Liberal Democrat spokesperson on the Industrial Strategy, met with us to discuss our position on it.

58. As a result of our work, the Government recognised the importance of supporting the return of good experienced social workers back into the profession and announced funding for us to run a campaign to build on the success of the LGA's Come Back to Social Work pilot by offering tailored training and development placements to 100 social work returners.

59. We helped support this by:

59.1 generating 17 proactive media releases resulting in 89 per cent positive media coverage;

59.2 publishing 22 tweets promoting our Work Local publications read by over 55,945 people;

59.3 securing positive promotion of our Work Local proposals in the House of Commons;

- 59.4 delivering three events attended by 215 delegates; and
- 59.5 holding debates on our Work Local Proposals at the party conferences, allowing us to test out our ideas and build support for them.

Media

- 60. Throughout this period we achieved 45 episodes of national coverage. In the last six months our most popular story in this policy area was 'Local solution to 12 million caught in skills gap by 2024' generating two episodes of national coverage in the Independent Online and City AM.

Campaigns and digital

- 61. Over the past six months we have championed our work on employment and skills using digital and online channels, including our high profile publication 'Work Local - Our vision for Employment and Skills' summary and full report. Work Local publications achieved a total of 1,290 downloads, with an additional 534 printed copies distributed at LGA Annual Conference 2017.

Public affairs

- 62. We briefed MPs and Peers on our Work Local proposals for the future of our skills services. A highlight during this period has been briefing for a debate on 16-to-19 education funding led Mike Kane MP (Labour, Wythenshawe and Sale East). During this debate he highlighted our Work Local report, citing our estimate that by 2024 there will be a lack of more than four million highly skilled people to meet the demand for jobs.
- 63. At the Autumn party conferences we 'road tested' our Work Local proposals by holding debates on the future of our skills services. These debates have allowed senior national and local politicians to discuss our proposals with councillors, think tanks and third sector organisations. The marketing material promoting these debates was accessed 84 times from our website.

Events

- 64. We held three events focused on employment and skills in the last six months, reaching 215 people:
 - 64.1 Are you disability/flexibility confident?;
 - 64.2 Schools' workforce policy and employment law conference; and
 - 64.3 Schools' workforce policy and employment law conference

Leaving the European Union

65. Our key ask is for Government to hand local government a central role in deciding whether to keep, amend or scrap EU laws once they are converted into domestic law. Secondly local areas need £8.4 billion of EU funding replaced after Brexit.
66. The LGA's EU Brexit team, media and public affairs teams and Brussels office are working together to understand the Government's preparations and ensure local government plays an important part in the preparations to leave the EU.

Media

67. We issued three media releases related to Brexit throughout this period, achieving 12 episodes of national coverage. In the last six months, our top story was 'Local areas need £8.4 billion of EU funding replaced after Brexit' (28 July 2017), which achieved eight episodes of national coverage including the Financial Times, Times, LGA Vice Chairman Cllr David Simmonds was also interviewed on Sky News and Good Morning Britain about the issue.
68. 100 per cent of our coverage was proactive and 100 per cent of our coverage was positive.

Campaigns and digital

69. Over the last six months, we have promoted our messages on Brexit through the website, social media channels and in our ebulletins.
70. Key outputs:
 - 70.1 1,022 visits to the Brexit website pages (1,420 total page views); and
 - 70.2 a discussion document 'Beyond Brexit: Future of funding currently sourced from the EU - July 2017' downloaded 503 times and 1,115 summary page views.

Public affairs

71. Since the return of Parliament and the announcement of the EU (Withdrawal) Bill, we have been working closely with Ministers, government officials, the four local government associations and parliamentarians to promote our arguments on Brexit. This includes briefing for the Second Reading of the EU (Withdrawal) Bill and briefing for a range of other debates that were opportunities to push our lines on Brexit and devolution. These briefings were downloaded 308 times and received 623 summary page views.
72. Our briefings highlighted the need to maintain local government's formal advisory role in law-making in matters currently covered by the EU which will be transferred to the UK. We also outlined why withdrawal from the EU matters to local government, highlighting issues around workforce, funding and procurement.

73. We also helped explain some of the key Brexit and devolution commitments in our publication: 'What the manifestos say 2017 - Brexit, devolution and constitutional reform.' This achieved 544 downloads.

Children's social care

74. Growing demand for support has led to 75 per cent of councils in England overspending on their children's services budgets by more than half a billion pounds. Through our campaign we are highlighting that the pressures facing children's services are rapidly becoming unsustainable, with a £2 billion funding gap expected by 2020.
75. In a debate on 'Children in Need in the House of Lords, Lord Watson spoke about the shortfall in funding for children's services.
76. Shadow Communities Secretary, Andrew Gwynne MP repeated our warning of a £2.6 billion gap in social care by 2020 in a debate on education and local government.
77. During an adjournment debate on schools funding Vince Cable MP reflected our concerns about the centralisation of decision-making under the new formula, warning against a system of financial allocation that did not allow councils to take account of local circumstances. Schools Minister Nick Gibb MP said that the Government would ensure that no school loses funding as a result of the formula.
78. During a debate on school funding formula the Secretary of State for Education Justine Greening MP announced £1.3 billion extra in funding for schools.
79. We helped support this work and the wider campaigning by:
- 79.1 generating 58 episodes of national media coverage;
 - 79.2 seeking agreement for our asks in Parliamentary debates on Education and Children's Services funding;
 - 79.3 producing a 'Get in on the Act for the Childcare and Social Work Act 2017' downloaded 506 times and 914 summary page views; and
 - 79.4 producing extremely popular video content (7,500 views) explaining the current pressures faced by schools and children's services, along with our asks.

Media

80. We issued 18 media release related to children and young people throughout this period.
81. In the last six months our most popular story was 'Children's social care at 'breaking point' (9 and 11 August 2017) which achieved 12 episodes of national coverage, including BBC Breakfast, BBC News, Guardian and Cllr Watts on Channel 4 News.

82. 85 per cent of our coverage was proactive for children's social care in the past six months and 90 per cent of the coverage was positive.

Campaigns and digital

83. We published a 'Get in on the Act for the Childcare and Social Work Act 2017', highlighting our work influencing legislation and explaining the key tenets in the Act, downloaded 506 times and receiving 914 summary page views.

84. Key outputs:

84.1 our children's social care video received 7,500 views across Twitter and Facebook, making it the most popular video we produced in this period;

84.2 our video on schools was viewed 480 times; and

84.3 one tweet promoting our children's services work reached over 32,000 people.

Public affairs

85. Throughout this period we continued our work promoting the role of councils in improving children's life chances. We published a 'Get in on the Act' guide for the Childcare and Social Work Act which set out our work in the previous Parliament influencing the legislation and updated councils on how the legislation could impact on them. This guide was downloaded 506 times.

86. With Parliament returning, we have led a programme of engagement with a range of parliamentarians. A particular highlight has been our work briefing for a debate on the school funding formula. This made the point that the Queen's Speech did not give schools and councils any detail about how much additional funding will be committed to education or how the Government's school funding reforms will be implemented. Our briefings on this campaign have been downloaded 82 times in this review period.

87. As part of our Autumn party conference engagement we worked with the 'Youth Zone' to promote local government's role in improving the life chances of children and young people. This included securing speaking opportunities for our councillors at events on children's services, youth custody, and addressing poverty and inequality in schools.

Events

88. We held two events across the country related to children and young people in the last six months, reaching 157 people in total. In the last six months these have included:

88.1 Schools' workforce policy and employment law conference (York); and

88.2 Schools' workforce policy and employment law conference (London).

Supporting and engaging with our member councils

89. Effective communications is integral to the success of sector-led improvement, with an element of sharing and promoting best-practice woven into all our campaigns.
90. We have worked closely with councils to support them in delivering sector-led improvement. Councils' take-up of our improvement support offer, peer challenge and leadership programmes remains strong. Our digital promotion includes direct and targeted support for councils through our #InnovateTuesday tweets focusing on both individual examples of councils' work and general council updates.
91. Following the tragedy at Grenfell Tower on 14 June 2017, the LGA has worked closely with local government, the Government and fire chiefs to coordinate national efforts, support councils and undertake urgent reviews of high-rise buildings. The LGA has also called for the Government to meet the exceptional cost to councils of removing and replacing cladding and insulation.
92. We helped support and engage our member councils by:
 - 92.1 issuing six proactive media releases, achieving a total of 75 per cent positive coverage;
 - 92.2 publishing 108 tweets celebrating #InnovateTuesday, reaching 254,000 people, engaging over 49,000 more people compared to the same period last year;
 - 92.3 working with colleagues, delivered the Innovation Zone at Annual Conference, bringing together councils to showcase their innovations to hundreds of delegates;
 - 92.4 developing 49 best practice case studies; and
 - 92.5 publishing 78 best practice recommendations to all councils who received health checks or communications peer reviews during this period.

Media

93. Our media work achieved four episodes of national coverage. Following feedback from member councils that taxi legislation was an issue of importance to them, our most popular story was 'Taxi legislation needs updating to safeguard passengers (25 August 2017)', covered in the Mail, Telegraph, Guardian Online and BBC Radio 5 Live.
94. During this period, we also did intensive work to support the sector following the tragic incident at Grenfell Tower. Lord Porter spoke for the sector calling for an urgent review of building regulations, which the Government has subsequently announced, and for private companies to release the results of their confidential fire test data. There was also significant activity on local government's continued call for government to meet the full costs of any remedial work needed on high-rise blocks.

Campaigns and digital

95. We produced 32 supporting documents for councils in the last six months. The most popular publication 'Councillors' Guide 2017' – produced every year for newly elected councillors – achieved 1,357 total downloads.
96. We supported our work with the Government on Grenfell through our digital channels. The LGA website page 'Grenfell Tower: information for local authorities' provides a hub of information including media release, frequently asked questions and the sector-led guidance on fire safety in purpose built blocks of flats.
97. Key outputs:
- 97.1 32,873 visits to the improvement webpage and subpages (45,425 total page views);
 - 97.2 visitors spent an average of one minute 50 seconds on the page (in the top 10 for LGA web pages); and
 - 97.3 32 publications produced, including the Councillors' Guide 2017, downloaded a total of 6,922 times.

Public Affairs

98. In this period we held two Communications and Parliamentary Network briefings. These events are designed to help those working in local government understand the key legislation and policy being agreed nationally that affects councils. The Network also helps disseminate best practice and learning across the sector.
99. In Parliament we continue to promote our calls for taxi licensing to be reformed and we are working with Daniel Zeichner MP (Cambridge) as he brings forward a Private Members Bill that will help deliver our policy objectives.
100. We also helped promote our lines by briefing for a debate on the future of the taxi trade. In this debate LGA Vice-President Wes Streeting MP (Ilford North) gave his personal support to our call for a new taxi licensing reform bill. The Government has now set up a working group to look at the issues. Our briefing on the future of Taxi and Private Hire Vehicles (PHV) was downloaded 93 times.

Events

101. We hosted four events related to sector-led improvement in the last six months, reaching 193 people:
- 101.1 Member Peer conference 2017;
 - 101.2 New conversations: engaging with communities;
 - 101.3 Hitting the ground running: A session for newly elected councillors; and
 - 101.4 The use of CCTV in taxis and private hire vehicles.

Communications improvement and support team

102. We have continued to develop our sector-led improvement offer over the most recent quarter. Activities have focused on continuing our core business of delivering three day in-depth communication reviews and rapid assessment one day communications 'health checks'. We also provided bespoke strategic communications support to eight local authorities, particularly in the areas of 'new councils' or council mergers, mayoralities and combined authorities, corporate narrative and place branding.
103. We have continued our focus on developing accessible online resources to assist local government communications teams during this period. In April, we launched an internal communications resource in our CommsHub pages while in May we also developed a page to advise teams on how to handle a cyberattack following an attack on the National Health Service.
104. There has also been a continued emphasis on supporting professional development across the sector through a number of key learning events and providing opportunities for staff across local government to take part in communication reviews and health checks. During this period, seven external communicators have taken part in health checks, communications reviews and bespoke support; four internal LGA staff members outside of the communications improvement and support team have also taken part.

Reviews and health checks

105. We delivered one in-depth communications review during this period. Eight rapid assessment communications health checks were delivered across the East Midlands, East of England, South East and North West regions.
106. A total of 102 best practice recommendations were made across all councils who have received health checks or communications peer reviews during this period.

Strategic support

107. In addition to the core support offer, we have also developed a number of bespoke packages for councils requiring more in depth strategic communications support. This has included the LGA spending days on site, to support councils to restructure communications functions, advise on recruitment, develop crisis communication plans, create bespoke place brands and resident engagement plans and develop strategic internal communication plans. Eight local authorities have received some form of support.

Resources and case studies

108. We have significantly increased the number of best practice case studies in our dedicated communications support library, delivering 49 case studies for councils to use as references.

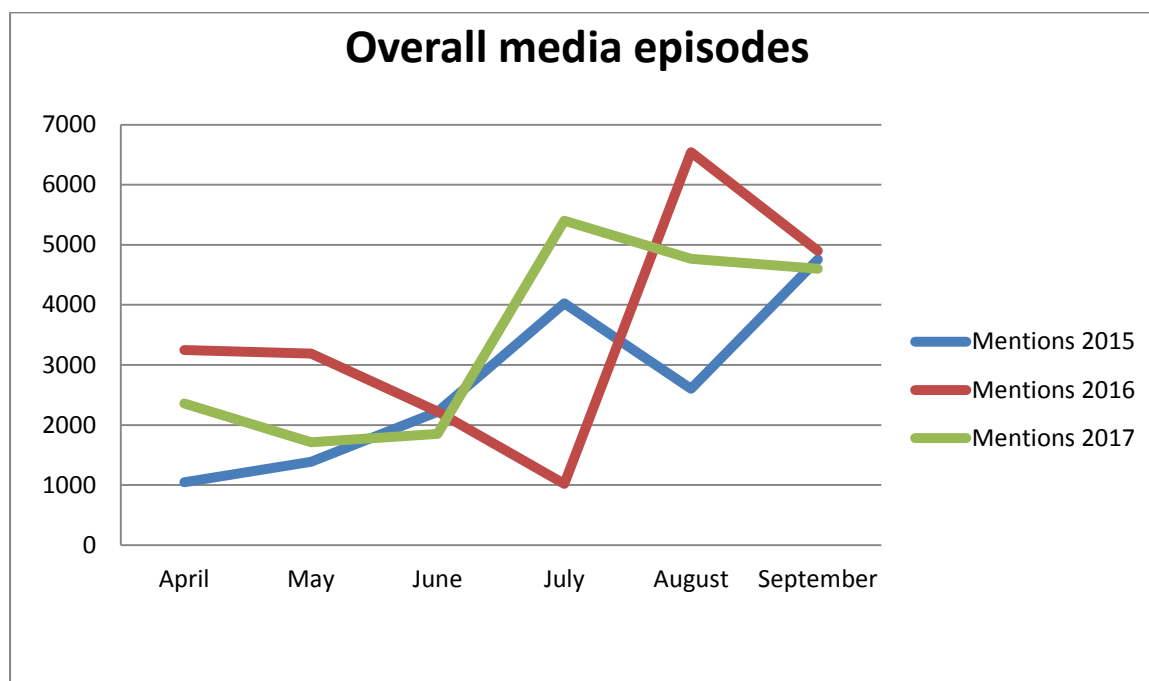
18 October 2017

109. In April, our internal communications resource was launched. Since then it has had 609 unique visitors and 884 page views. In May, we added a guide to dealing with crisis communications (246 unique visitors; 313 page views).
110. We published a quarterly resident satisfaction national polling survey undertaken during the period June 2017, showing that satisfaction with the way councils run things is at 66 per cent (very or fairly satisfied), but that value for money is at 47 per cent and well-informed rating is at 58 per cent.
111. Finally, in September 2017 we launched 'Understanding the views of residents: An introduction to surveys and consultation' in partnership with the LGA's Research and Information Team to encourage greater knowledge of working with surveys and the ways in which this can enlighten councils' communications work. Since publication on 13 September, this has had 552 page views and 112 downloads.

Appendix 1: Analysis of media coverage

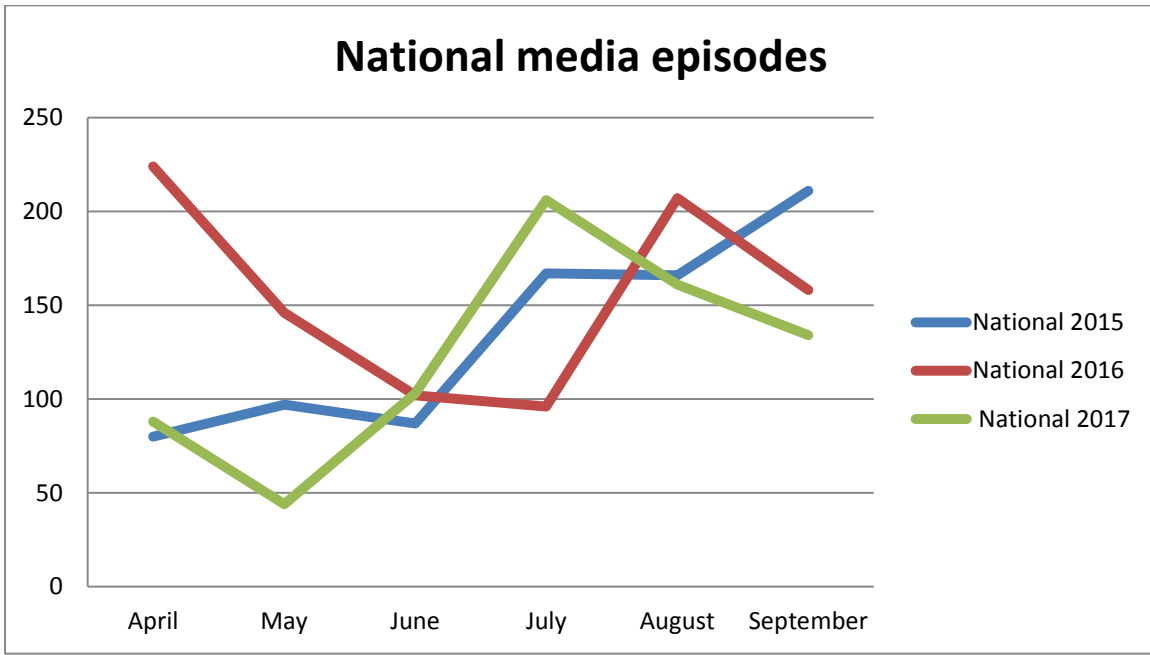
Overall media coverage (April-September 2017)

	Episodes 2015	Episodes 2016	Episodes 2017
April	1048	3249	2358
May	1387	3191	1714
June	2218	2226	1849
July	4028	1020	5399
August	2602	6542	4766
September	4759	4900	4602

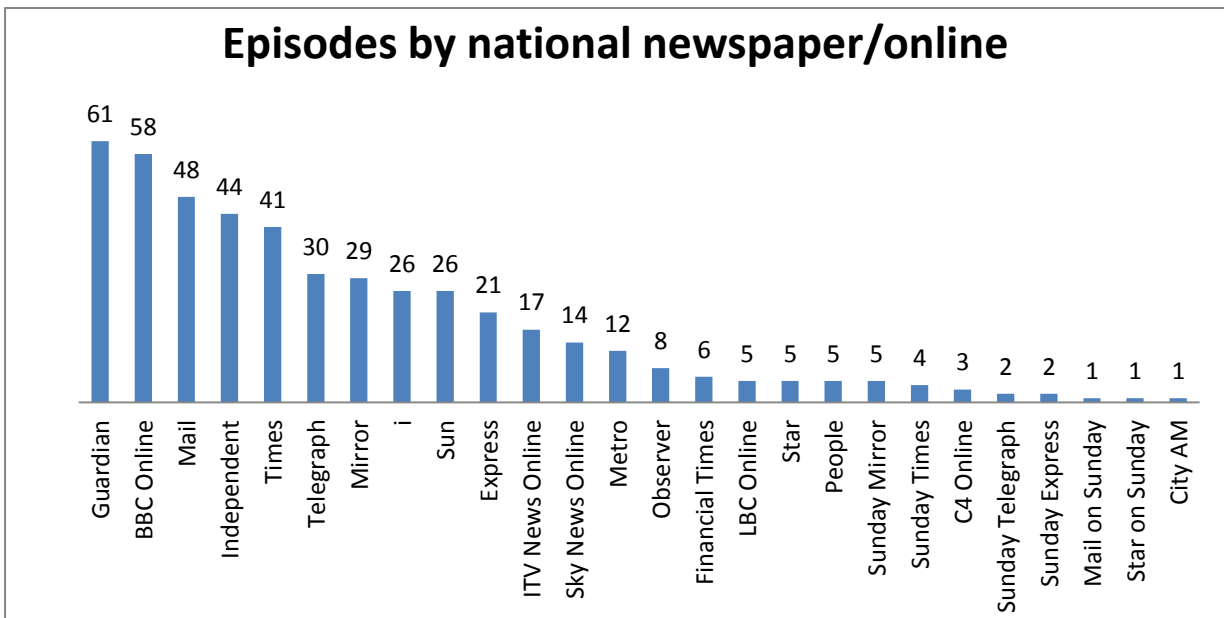


National media coverage (April-September 2017)

	National 2015	National 2016	National 2017
April	80	224	88
May	97	146	44
June	87	102	103
July	167	96	206
August	166	207	161
September	211	158	134

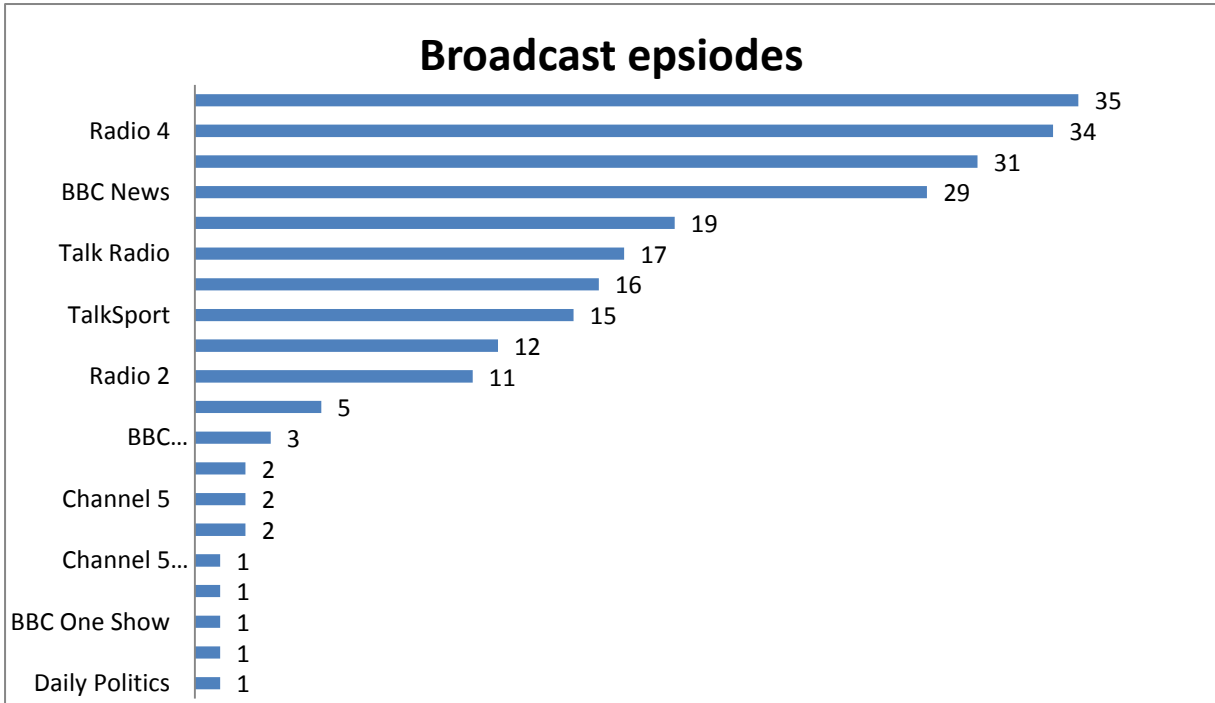


April 2017-September 2017
National newspaper/online episodes



The LGA appeared in **26** national newspaper or online outlets during this period, including 21 daily and Sunday newspaper titles. We featured in the **Guardian** the most with 61 episodes, followed by **BBC Online** (58 episodes) and the **Mail** (48 episodes).

Broadcast episodes (April-September 2017)



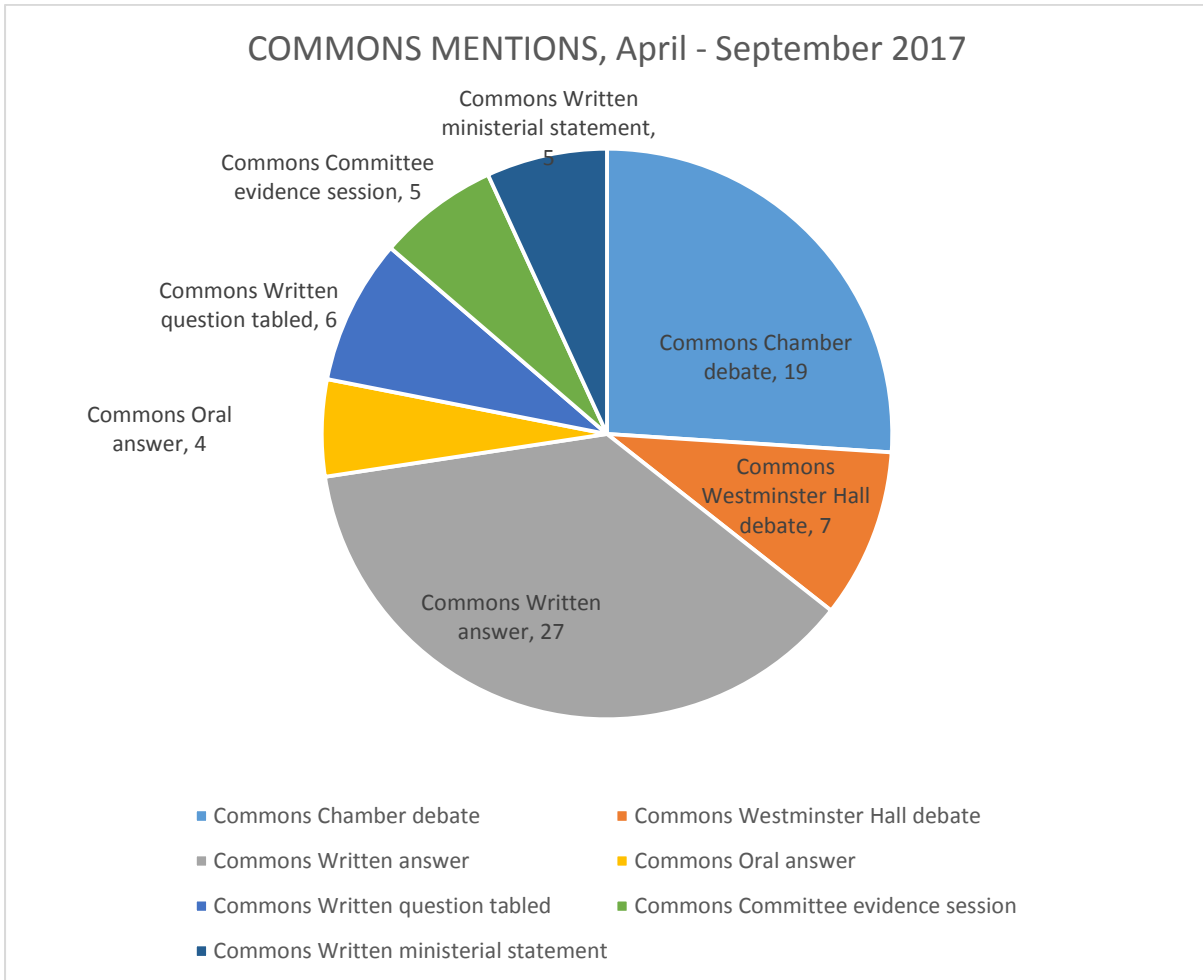
Our media work saw **239** episodes of media coverage on national TV and radio during this period, with 35 mentions on **BBC Radio 5 Live** followed by **BBC Radio 4** with 31 mentions and then **LBC** with 30 mentions.

Appendix 2: Analysis of parliamentary activity

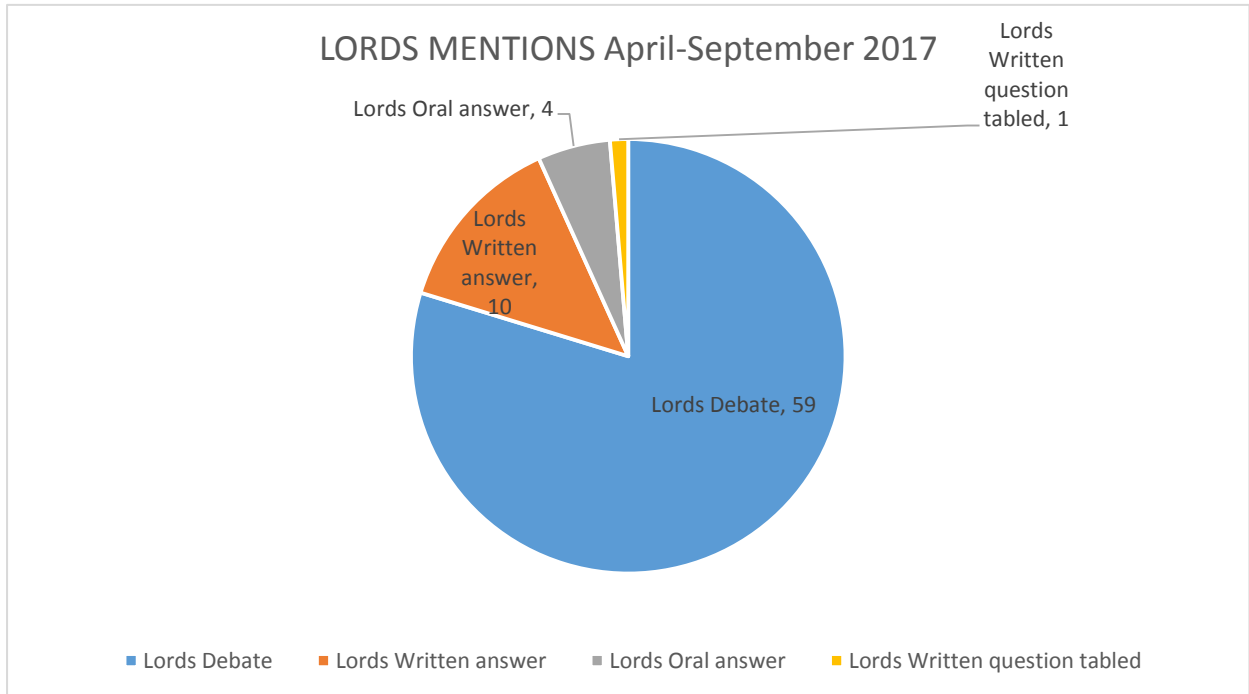
House of Commons/House of Lords mentions

Source	Type	Total for Session
Commons	Chamber debate	19
Commons	Westminster Hall debate	7
Commons	Written answer	27
Commons	Oral answer	4
Commons	Written question tabled	6
Commons	Oral question tabled	0
Commons	Committee evidence session	5
Commons	Public Bill committee	0
Commons	Written ministerial statement	5
Commons	Early day motion	0
Commons	General committee session	0
Commons	Joint committee evidence	0
Lords	Debate	59
Lords	Written answer	10
Lords	Oral answer	4
Lords	Written question tabled	1
Lords	Oral question tabled	0
Lords	Committee evidence session	0

Commons mentions by type



Lords mentions by type



The Fair Funding Review and Business Rates Retention

Purpose of report

For discussion.

Summary

This paper provides a progress update on the Government's Fair Funding Review and business rates retention reforms. It also sets out a draft LGA work plan on the Fair Funding Review.

Recommendation

That members of Leadership Board provide comments on the paper, in particular the proposed additions to the LGA's work plan on the Fair Funding Review in **Appendix C**.

Action

Officers to revise the work plan based on the discussion and to deliver against its objectives, overseen by the LGA Business Rates Task and Finish Group with regular updates to Leadership Board and Executive.

Contact officer: Sarah Pickup
Position: Deputy Chief Executive
Phone no: 0207 664 3141
Email: sarah.pickup@local.gov.uk

The Fair Funding Review and Business Rates Retention

Fair Funding Review

Background and the LGA's approach

1. The Fair Funding Review was announced in February 2016 by the then Secretary of State, Greg Clark. As part of the joint DCLG and LGA work on further Business Rates Retention a joint officer level Needs and Redistribution Working Group (renamed the Fair Funding Review Working Group) was formed to take forward this work under the guidance of the Business Rates Retention Steering Group. Work halted earlier this year with the announcement of the general election and reconvened in July 2017. The group has met twice since the general election, most recently on 29 September. Full papers of the meeting can be found on the [LGA website](#).
2. The work on the Fair Funding Review and further business rates retention is a key priority for the LGA and LGA members place a high priority on this work. The LGA's work on the Fair Funding Review has largely been aimed at not duplicating what is being done by DCLG and others, and also giving the sector the maximum opportunity to contribute to the debate.
3. The LGA's work is based on the premise that:
 - 3.1. The LGA will not take a view on the formulae as views of fairness differ among authorities and any changes may result in significant redistribution between authorities.
 - 3.2. Instead, the LGA will facilitate the conversation between member authorities and central Government, with clear and continued opportunities by all parts of local government to state their evidence-based case.
 - 3.3. The LGA is also clear that any result of the Fair Funding Review is not sustainable with the current levels of local government funding. Councils will have seen a £16 billion reduction to core central government funding over this decade and are facing a funding gap of at least £5.8 billion by 2019/20. Tinkering with individual local authority funding allocations will not solve either of these challenges and risks making the situation worse. As a result, the LGA's efforts have instead been concentrated on increasing the total amount of funding available to local authorities.
4. In practice, this means that the key projects and deliverables in the LGA's current work plan are:
 - 4.1. Joint work with DCLG including arranging, producing papers, and chairing future meetings of the Fair Funding Review Working Group.
 - 4.2. Responding to the October, and all future, consultations on Fair Funding Review.

- 4.3. A series of free regional workshops aimed at gathering views from our members on the Government's Autumn consultation on the Fair Funding Review (this follows on from six workshops in 2016 and a further six in 2017 organised by the LGA and attended by 500 delegates).
- 4.4. An 'away day' for officer representatives of the Steering Group and the technical working groups.
- 4.5. Providing continued 'critical friend' support to the Association of Local Authority Treasurers' Societies and attending the meetings of its Fair Funding Review subgroup.
- 4.6. Regular meetings of the LGA's Task and Finish Group on Business Rates Retention to help develop the LGA's position on the Fair Funding Review and further business rates retention.
- 4.7. Regular updates to seek the views of the LGA's Leadership Board and Executive on the Fair Funding Review and business rates retention.
- 4.8. Ensuring member authorities are kept up to date with regular feedback on the work on the Fair Funding Review and further business rates retention.
5. The Government's draft work plan (covered below) implies that local authorities will not be able to see what the approach taken by the Fair Funding Review means to their individual council until summer or autumn 2019 at the earliest. Government models are also unlikely to be shared with the LGA before this date. As the Fair Funding Review is a key concern for authorities, and progress has been seen as slow, the LGA needs to think how it can extend its work programme in this area while still adhering to the principles in paragraph 3.
6. The LGA/DCLG technical working group on the review met on 29 September (the group has been renamed as the Fair Funding Review Working Group). The main items for discussion included measuring relative deprivation and unavoidable differences in the costs of delivering services (known as the area cost adjustment). The Society of County Treasurers and the Rural Services Network contributed reports on these particular issues and all members of the group were invited to contribute papers on various matters to this meeting and future meetings. Full papers of the meeting can be found on the [LGA website](#).

Government's work plan

7. The Government has provided a draft work plan for the Review. It contains high level milestones and objectives and is provided as **Appendix B**. The key points are:
 - 7.1. This work plan is based on the Review concluding in April 2020. It is draft at this stage as the implementation date has not been confirmed by the Government.
 - 7.2. The Government is shortly planning to consult on the progress of the Fair Funding Review to date. This is discussed in more detail below.

- 7.3. The Government is planning to commission research and modelling on the differences in costs of providing children's services. This is a reflection of the strength of sentiment within the sector, supported by the LGA, that children's services now represent a very significant financial pressure to local government. The Government is exploring a service-specific formula to reflect this.
- 7.4. The Government is planning a series of technical discussion papers in the first half of 2018. We expect them to cover items such as treatment of council tax, further thinking about the area cost adjustment and the measurement of deprivation, as well as how transition from the current to the new distributions of funding would work.

Upcoming consultation on the Fair Funding Review

8. The Government also provided an update on the upcoming consultation on the Fair Funding Review. The consultation is expected to be published in October and it will focus on design principles in measuring relative needs, such as:
- 8.1. The number of formulae. The pre-April 2013 formula grant system was based on at least 15 different formulae. The Government is exploring a single-formula approach alongside an approach that combines a base formula with a small number of service-specific formulae and we expect more information on this in the consultation.
- 8.2. The key cost drivers to be used in the analysis. Based on conversations at the technical working group and the work of local authority stakeholders, the Government is looking to gather evidence more widely on the main drivers of costs of delivering services. These are predominantly factors that drive demand, alongside the adjustments for unavoidable differences in costs as set out above.
- 8.3. Statistical methods to weight cost drivers and formulae against one another. This is just as important as which variables are included in the analysis. Various regression methods are still likely to feature in the analysis, but the extended timeline of the Review affords more time for more complex statistical techniques to be used.
9. The LGA will be responding to the Government's consultation once it is published.

An additional proposed LGA work plan on the Fair Funding Review

10. Officers have used the information above to develop a proposed additional LGA work plan for the Review. The main objectives have been:
- 10.1. To ensure that proposed work is in line with principles set out in paragraph 3.
- 10.2. To ensure that any LGA-specific work is additional to the work already being done by stakeholders and the Government.
- 10.3. To ensure that the outputs of the work are helpful to our members when they evaluate the impact of future propositions made by the Government or other stakeholders in the future on their authority. This could take the shape of modelling tools which allow councils to compare the results of different options to

their local authority and others and build their own case for the Government's Review.

- 10.4. To provide an evidence base for the LGA's policy and to help the LGA provide informed responses to the Government's consultations and technical discussion papers, in anticipation of future developments and milestones of the Government's own plan.
- 10.5. To share knowledge with member authorities more generally.
11. The draft proposal of additional work is attached as **Appendix C**. Officers would welcome views of members of Leadership Board on the proposals. Examples of potential work include:
 - 11.1. An LGA model which analyses the implications of a number of approaches to reflecting council tax in the Fair Funding Review (also known as council tax equalisation), with results modelled at the local authority level. This would illustrate the effects of different options and provide member authorities with information of how various future Government and stakeholder proposals might affect them individually. This might need to be commissioned externally and is not included within existing budgets.
 - 11.2. An LGA model which provides a 'worked example' of how transition (also known as damping) between funding shares could work under a number of different scenarios, in particular exploring potential 'extreme' cases. This might need to be commissioned externally and is not included within existing budgets.

Business Rates Retention

12. The reconvened LGA/DCLG officer Steering Group met on 3 October the first time since February 2017.
13. Full papers of the meeting can be found on the [LGA website](#), but the key issues discussed were:
 - 13.1. **A recap of the position on 100% business rates retention, including the next steps for the Government and the working groups.** The Government's view is that implementation of full retention is not possible without primary legislation as it would be against the spirit of the Local Government Finance Act 2012 which introduced 50% retention. However, it is looking at a staged approach: increasing business rates retention above 50% in the medium term and reintroducing legislation in the longer term. With this approach in mind, the Group agreed to reconvene the System Design Working Group and review where the New Responsibilities Working Group had got to with a view not to reconvening the group. Further detail, including dates of future meetings of the Steering and Systems Design working groups, will be issued shortly.
 - 13.2. **A summary of responses to DCLG's consultation on further business rates retention.** This consultation closed on 3 May 2017. There were 228 responses to the consultation, however not all responses addressed every question. A

summary of responses is attached as **Appendix A**. The Government has not yet provided a formal response to this feedback.

13.3. Updates on the Fair Funding Review and current business rates retention pilots. The Fair Funding Review is covered in more detail below. The Government has continuous conversations with pilot areas, but some emerging points are:

- 13.3.1. There is a continued need to manage the risk of appeals. One particular knock-on impact is that pilot authorities set their appeals provisions individually. Given that pilot authorities are required to form a business rates pool, a high provision for appeals can affect – and in some cases nullify – the additional growth that could be retained by the area as a whole.
- 13.3.2. There may be a clash between local economic ambitions (for example thriving high-tech businesses and small businesses more widely) and the financial rewards to local authorities of growth in those key sectors.
- 13.3.3. Pilot areas with larger student populations report a double impact on their local tax take: once through student exemptions for the purposes of council tax, and again due to reliefs granted to university properties.
- 13.3.4. With all of the above and the uncertain time limit on pilots, in mind, additional retained growth is likely to be treated by pilot authorities as a ‘bonus’ rather than a reliable, long-term income stream.

Financial Implications

- 14. The work set out in paragraph 4 is part of the LGA’s core programme of work and as such has been budgeted for in 2017/18 budgets.
- 15. However, additional work as outlined in paragraph 11 and **Appendix C** will require additional resources, where this needs to be commissioned externally. Officers will look to see if these additional costs can be accommodated by use of savings elsewhere in the LGA’s budget but otherwise propose a draw down from reserves to take forward this important work. We would expect any drawdown to be within the scope of officer delegated authority.

Implications for Wales

- 16. There are no direct implications for Wales arising from this report. The funding of Welsh local authorities is a devolved matter in Wales.

Next steps

- 17. The LGA will continue to work closely with Government on further business rates retention reform and the Fair Funding Review, including responding to future consultations and technical discussion papers.

18. Officers will revise the draft LGA Fair Funding Review work plan based on the comments of Leadership Board on 18 October and Executive on 19 October, and undertake costing and commissioning of the work as quickly as possible
19. It is proposed that the LGA Business Rates Task and Finish Group should oversee the delivery against the milestones set out in the revised LGA Fair Funding Review work plan, providing updates to Leadership Board and Executive at appropriate times.

Appendix A - Summary of responses to Government's consultation on business rates retention

There were 228 responses to the consultation, however not all responses addressed every question. Consequently percentages are gaged from the response rate equalling 100% for that question. Where the differing views do not add up to 100% in a question this is because the remaining percentage of respondents did not express a firm position.

Question 1: What are your views on the proposed approach to partial resets?

95% of respondents expressed an opinion on this question.

- **Partial resets** - 85% were in favour of a partial reset compared to 5% against.
- **Frequency of resets** - 45% supported resets over 5 years, whilst 19% felt different time periods would be more appropriate.
- **Link with Revaluations** - 19% of responses suggested linking the partial reset to the revaluation cycle.
- **Transitional arrangements** – 36% of responses were in favour of using transitional arrangements, while 0.5% (1) were opposed.

Question 2: What are your views on how we should measure growth in business rates income over a reset period?

91% of respondents expressed an opinion on this question.

- **Measuring growth over an average or at a single point** - 62% favoured measuring the growth over an average of the reset period, whilst 2% (3) felt growth should be measured at a single point.
- **Measurements in real or nominal terms** - 54% felt growth should be measured in real terms, in contrast to the 1% preferring nominal terms.
- **Proportion of growth the local authority should retain** - There was no strong consensus on this figure. Many felt this would depend on the overall quantum.

Question 3: What are your views on the Government's plans for pooling and local growth zones under the 100% Business Rates Retention system?

93% of respondents expressed an opinion on this question.

- **Secretary of State designating Pools** – 81% were opposed this power compared to 3% in favour.
- **Incentivised Pooling** – 47% were in favour of incentivised pooling compared to 3% against.
- **Local Growth Zones (LGZ's)** 41% felt LGZ's would incentivise investment compared to 0.5% who did not think that they would.

Question 4: How can we best approach moving to a centrally managed appeals risk system?

92% of respondents expressed an opinion on this question.

- **Centrally managed appeals risk** – 96% were in favour and 2% were against.

- **Funding of centrally managed risk** – 27% felt this could be done from top-slicing, 17% felt funding could come from the central list and 9% supported other means of funding.

Question 5: What should our approach be to tier splits?

78% of respondents expressed an opinion on this question.

- 21% of respondents expressed a need for greater detail on the final design of the scheme before they could express a definitive view.
- **Current Split** - 10% are happy with the current split.
- **New Split, universal or local agreement** - 29% favoured a new arrangement, 11% wanted a new universal approach, whilst 18% favoured making local agreements.

Question 6: What are your views on proposals for a future safety net under the 100% Business Rates Retention system?

93% of respondents expressed an opinion on this question.

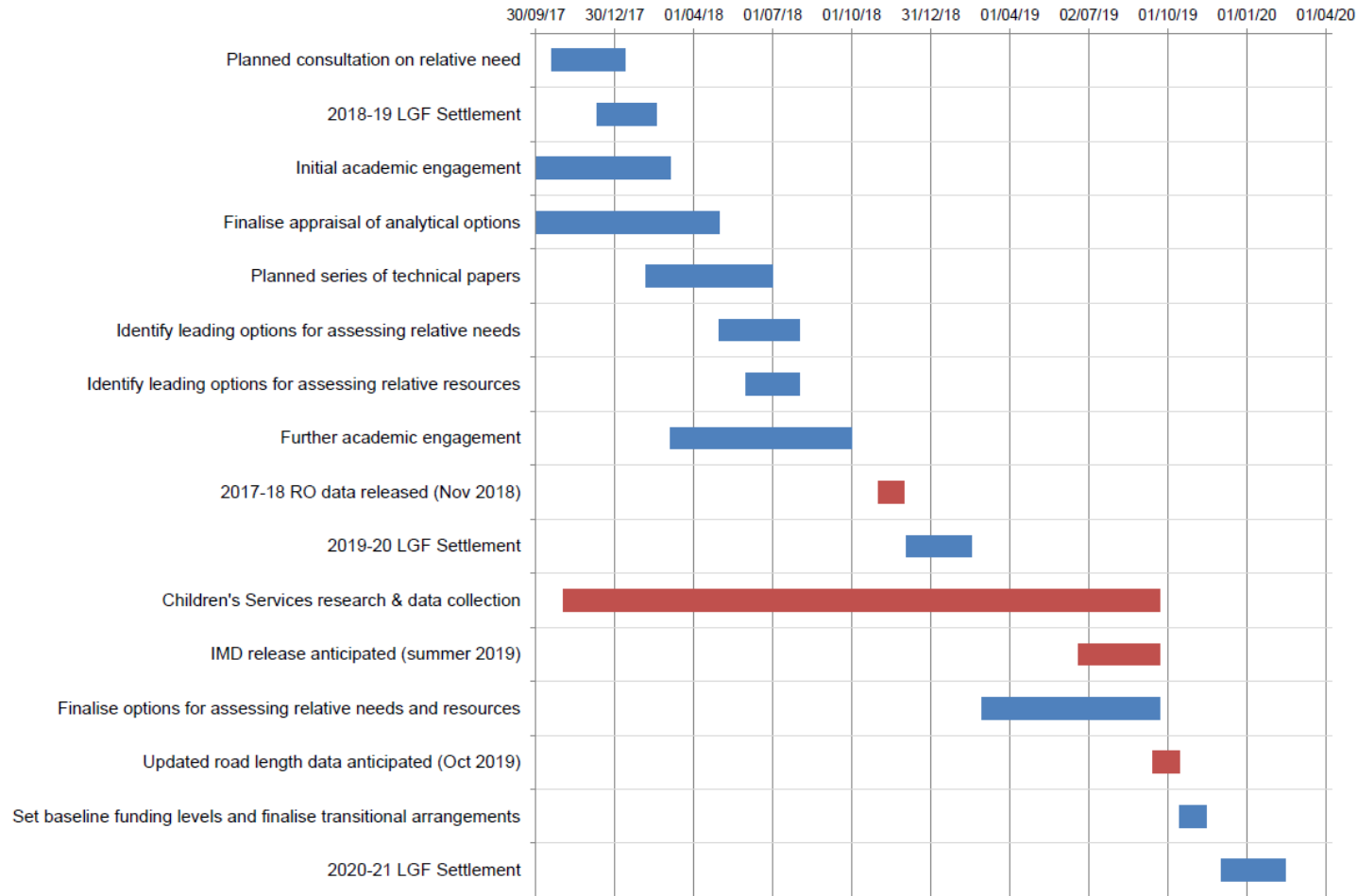
- 73% were in favour of increasing the safety net threshold to 97% while 1% (2) were against.

Question 7: What are your views on our proposals for the central list?

93% of respondents expressed an opinion on this question.

- 88% were broadly in favour of the Central List proposals compared to 0.5% (1) opposed to the proposals.

APPENDIX B – DCLG Fair Funding Review Draft Timeline



Appendix C - Proposed additional work on the Fair Funding Review

Project	Purpose and description	In-house or commissioned?
Key criteria for assessing proposed distribution models and methodologies	To give the LGA a structured and consistent way to assess new distribution models.	In-house with the support of the Task and Finish Group, Leadership Board and Executive
Damping/transition mechanisms	An analysis of historic damping / transition mechanisms and a model to inform discussions on the guiding principles of transition. To inform LGA and member authorities' policy.	Consider commissioning
Council tax equalisation	A model to identify the impact of adjustments for council tax and council tax support on individual authorities. To inform LGA policy and to help individual member councils evaluate DCLG proposals.	Consider commissioning
Distribution model: develop a distribution model	A model to allow local authorities to see the impact of different key cost drivers and differential weightings. To help the LGA and member councils evaluate the impact of various Government and stakeholder proposals on their council and to allow them to put forward their own proposals	Consider commissioning
Distribution model: update the data	Update the data in the current distribution model (where updated data is available) to see the impact of this on individual allocations separate to any methodology changes. In effect this would provide an updated baseline to inform a discussion on how long the formulae remain 'future proof' without any review of weightings. To help the LGA and member authorities form policy on the frequency of distribution resets, or other ways to 'future proof' the mechanism.	Consider commissioning

DCLG Technical Consultation on the 2018/19 Local Government Finance Settlement

Purpose of report

For discussion.

Summary

This report sets out the key points contained within the Government's technical consultation on the 2018/19 local government finance settlement and asks members for views on the LGA's draft response.

Recommendation

That the Leadership Board discuss the consultation document and provide comments on the LGA's draft response.

Action

Officers to proceed as directed.

Contact officer: Sarah Pickup
Position: Deputy Chief Executive
Phone no: 020 7664 3141
Email: sarah.pickup@local.gov.uk

DCLG Technical Consultation on the 2018/19 Local Government Finance Settlement

Introduction

1. The Department for Communities and Local Government published a technical consultation on the 2018/19 local government finance settlement on 14 September. Such consultations are regular events in the local government finance calendar, but normally take place during the summer.
2. The consultation does not include draft grant allocations, but confirms the Government's intention to continue with the four-year funding deal announced in December 2015. The four-year deal covers financial years from April 2016 to March 2020 and covers revenue support grant, business rates top-ups and tariffs (except technical adjustments such as due to the revaluation), transitional grant and rural services delivery grant. The consultation covers a number of technical matters related to the settlement which are set out below.
3. The deadline for responding to the consultation is 26 October. This paper provides a draft LGA response for comments by members of the Leadership Board and sets out the final steps in the development of the response before formal submission on 26 October.

Summary of the issues in the consultation document

4. New Homes Bonus (NHB)

- 4.1 The initial threshold below which NHB will not be paid was set at 0.4% for 2017-18. The baseline for 2018/19 will be set at the time of the provisional settlement, with the implication that it could be increased.
- 4.2 In addition, the Government is considering how to introduce other adjustments to the new homes bonus as per its 2016 consultation. In particular, it is consulting on the basis on which adjustments to the new homes bonus should be made to reflect development that was permitted after an appeal and review by the Planning Inspectorate.
- 4.3 One option is to reduce the bonus on the basis of the particular developments that are granted permission upon appeal. Another option is to look at the overall percentage of revised decisions and then apply a reduction to the total new homes bonus for a local authority on this basis. There is likely to be a distributional consequence depending on the value of developments which are granted permission upon appeal compared to those that are built without appeal.
- 4.4 The consultation also asks whether these adjustments should apply to National Parks Authority areas, county councils and areas with development corporations.

5. Council tax referendum principles

5.1 The government proposes to keep the core principle at 2 per cent; and are considering whether this should be extended to mayoral combined authorities (MCAs). The adult social care precept would remain at an additional 2 per cent with additional flexibility to increase the precept by 1 per cent to 3 per cent in 2018-19, provided that increases do not exceed 6 per cent between 2017-18 and 2019-20. Shire districts and the police would be allowed an increase up to the higher of 2 per cent or £5 on a Band D household.

6. Council tax precepts for Mayoral Combined Authorities (MCAs)

6.1 With the agreement of the Combined Authority (with the exception of the West of England), directly elected Combined Authority Mayors can raise a council tax precept from 2018/19, depending on what functions they have. The Government is considering applying referendum principles to MCAs and therefore will set notional amounts for 2017/18 to give a baseline on which to assess increases. The Government will engage with mayors and authorities before setting these.

7. Transfers of functions to Police and Crime Commissioners (PCCs)

7.1 This deals with the situation where a county fire service may transfer to a PCC. This would mean recalculating settlement amounts and would also require alternative notional amounts to separate council tax attributable to the fire service from overall council tax levied by the county council. The Government also proposes a technical adjustment to ensure there is no effect on the adult social care precept in these circumstances.

8. Adjusting for the business rates revaluation

8.1 This follows on from the 2017 revaluation and the adjustments to top-ups and tariffs made in the 2017/18 settlement. It confirms that the same methodology will be used for the 2018/19 settlement. This will mean some adjustment to the 2017/18 tariff and top-up to reflect the final rating list on April 1st 2017 and will also feed into the 2018/19 tariffs and top-ups. The document also confirms that the levy rates will be set on the basis of the recalculated top-ups and tariffs. This could mean some change in levy rates for individual councils.

Draft LGA response and next steps

9. The draft response is provided as Appendix A. It has been prepared based on previous LGA policy positions, a discussion at Resources Board on 22 September and comments from the County Councils Network, the District Councils Network, the Special Interest Group of Municipal Authorities (SIGOMA) and from treasurer societies.

10. The following is a summary of some of the key messages within the response. It excludes some of the more technical matters which are covered in the full response at **Appendix A**.

10.1. Multi-year settlements

10.1.1 The LGA welcomed the principle of the four year settlement offer made in December 2015. We have long called for local government to have a longer financial planning horizon. Certainty in the current financial environment is vital for local authorities.

10.1.2 This is year 3 of the 4 year deal and there is yet no clarity over funding levels in 2020/21 and beyond. This uncertainty hampers meaningful financial planning and is leaving councils in a perilous situation at a time when government grant funding is the lowest it has been for decades and local services are facing a £5.8 billion funding gap by 2019/20 and a £1.3 billion pressure to stabilise the adult social care provider market.

10.1.3 It is imperative that the Government provides a clear timeline for when local authorities can expect decisions over funding levels, both nationally and locally, in 2020/21 and beyond and that the draft local government finance settlement and final local government finance settlement for 2018/19 are announced significantly sooner than they have been in recent years.

10.2. Council tax referenda (including MCAs)

10.2.1 The LGA has consistently argued against the principle of council tax referenda. Referenda on council tax are an unnecessary and costly burden that will put growth-generating investment at risk. Council tax should be a local decision and councils should be held accountable through the normal mechanism of the ballot box.

10.2.2 Under the Localism Act 2011, the Secretary of State has the power not to determine a set of principles for a financial year. The LGA believes the Secretary of State should exercise this power and give local authorities the freedom to set council tax levels at the right level. Councils can be trusted to make sensible decisions about council tax increases, taking into account the wishes of local residents.

10.3. New Homes Bonus

10.3.1 The LGA does not support the proposal to adjust new homes bonus allocations on the basis of developments permitted following an appeal against the initial decision. The proposal to remove payments from developments allowed on appeal may unfairly prejudice the planning process. In some cases the decision of the planning authority may be based on representations from other stakeholders, for example utility companies, or statutory consultees, including national agencies, which may result in planning applications being refused.

10.3.2 New homes can only be built hand-in-hand with additional investment in infrastructure, and local public services. In this context, the proposals to adjust new homes bonus allocations on the basis of developments permitted after an appeal against the initial decision only add further uncertainty for

little financial gain for the Treasury. The Government estimates the change will lead to a £17 million saving.

10.3.3 More broadly, the Government acted within the letter, but not the spirit of the four-year deal when it implemented significant changes to the new homes bonus with little prior notice in 2017/18, such as the introduction of the 0.4% housing growth baseline. This must not happen again. The Government must commit to not increasing the baseline housing growth threshold to any individual local authority as soon as possible.

11. Members of Leadership Board are invited to comment on the draft response.
12. Following the meeting of the Leadership Board, officers will ask LGA Executive members for their views. Following the meeting of Executive, a revised draft response will be shared with Lead Members of Resources Board for final clearance in line with the Government's deadline for responses of 26 October.

Implications for Wales

13. This consultation relates only to English local government. The Welsh Local Government Association works with the Welsh Government on similar matters on behalf of Welsh local authorities.

Financial Implications

14. This work forms part of the LGA's core work programme and has been budgeted for in the 2017/18 budget.

Appendix A

LGA response to the technical consultation on the 2018/19 local government finance settlement

26 October 2017



The Local Government Association (LGA) welcomes the opportunity to respond to the technical consultation on the 2017/18 local government finance settlement.

The LGA is here to support, promote and improve local government. We will fight local government's corner and support councils through challenging times by making the case for greater devolution, helping councils tackle their challenges and assisting them to deliver better value for money services.

This consultation response has been approved by the LGA's Leadership Board, Executive, and Lead members of Resources Board.

Key points

- The LGA welcomes the Government's intention to continue with the four-year settlement to which 97 per cent of all local authorities signed up. However, we note that this is now year 3 of the offer which runs out in 2019/20. Local government is concerned that there is no clarity over funding levels, both nationally and locally, after March 2020. This hampers meaningful financial planning at a time when government grant funding is the lowest it has been for decades. Local services are facing a £5.8 billion funding gap by 2019/20 as well as a £1.3 billion pressure to stabilise the adult social care provider market today, and solving this issue requires bold decisions from the Government, rather than tinkering around the edges of the system.
- The Government acted within the letter, but not the spirit of the four-year deal when it implemented significant changes to the new homes bonus with little prior notice in 2017/18, such as the introduction of the 0.4% housing baseline growth threshold. This must not happen again. The Government must commit to not increasing the baseline housing growth threshold to any individual local authority at the time of the draft local government finance settlement.
- New homes can only be built hand-in-hand with additional investment in infrastructure, local public services and utilities. In this context, the proposals to adjust new homes bonus allocations on the basis of developments permitted after an appeal against the initial decision only add further uncertainty for little financial gain for the Treasury, with the Government's early consultations estimating a £17 million saving. We do not support this proposal, nor should such a move impact on authorities that do not have planning powers.

Submission

- The LGA has consistently argued against the principle of council tax referenda for any local authority. Referendums on council tax are an unnecessary and costly burden that will put growth-generating investment at risk. Council tax should be a local decision and councils should be held accountable through the normal mechanism of the ballot box.

Responses to individual questions

Question 1: Do you agree that the government should continue to maintain the certainty provided by the 4-year offer as set out in 2016-17 and accepted by more than 97% of local authorities?

The LGA welcomed the principle of the four year settlement offer made in December 2015. We have long called for local government to have a longer financial planning horizon. Certainty in the current financial environment is vital for local authorities.

This is year 3 of the 4 year deal and there is yet no clarity over funding levels in 2020/21 and beyond. This uncertainty hampers meaningful financial planning and is leaving councils in a perilous situation at a time when government grant funding is the lowest it has been for decades and local services are facing a £5.8 billion funding gap by 2019/20 as well as a £1.3 billion pressure to stabilise the adult social care provider market today.

It is imperative that the Government provides a clear timeline for when local authorities can expect decisions over funding levels, both nationally and locally, in 2020/21 and beyond and that the draft local government finance settlement and final local government finance settlement for 2018/19 are announced significantly sooner than they have been in recent years.

As such, the LGA is disappointed that the Government did not follow through with its commitment to include other funding streams in an expanded offer in the 2017/18 local government finance settlement. In addition, the Government acted within the letter, but not the spirit of the four-year deal when it implemented significant changes to the new homes bonus with little prior notice. This must not happen again; the Government must commit to not increasing the baseline housing growth threshold to any individual local authority.

We continue to believe the offer should include all the other main grants allocated to local authorities. In addition to the grants already included in the multi-year offer and more certainty over new homes bonus, it should be extended to include the following funding streams:

- Public Health Grant
- Improved Better Care Fund (the Government should also continue to ensure that existing Better Care Fund continues to support social care)
- Housing Benefit and Council Tax Administration Subsidy
- Education Services Grant
- Extended Rights for Home to School Travel Grant
- Highways Maintenance Capital Grant (already announced up to 2020/21, but should be included in offer to improve transparency)

Question 2: Do you agree with the New Homes Bonus allocations mechanism set out above?

Question 3: Do you agree that the approach should be based on data collected by the Planning Inspectorate? If you disagree, what other data could be used?

Question 4: Do you agree with the proposed appeal/challenge procedure for the dataset collated by Planning Inspectorate? If you disagree, what alternative procedure should be put in place?

Question 5: Are there alternative mechanisms that could be employed to reflect the quality of decision making on planning applications which should be put in place?

Question 6: Which of the two mechanisms referenced above do you think would be more effective at ensuring the Bonus was focussed on those developments that the local authority has approved?

The LGA does not support the proposal to adjust new homes bonus allocations on the basis of developments permitted following an appeal against the initial decision. The proposal to remove payments from developments allowed on appeal may unfairly prejudice the planning process. In some cases the decision of the planning authority may be based on representations from other stakeholders, for example utility companies, or statutory consultees, including national agencies, which may result in planning applications being refused.

New homes can only be built hand-in-hand with additional investment in infrastructure and local public services. In this context, the proposals to adjust new homes bonus allocations on the basis of developments permitted after an appeal against the initial decision only add further uncertainty for little financial gain for the Treasury, with the Government's early consultations estimating a £17 million saving.

More broadly, the Government acted within the letter, but not the spirit of the four-year deal when it implemented significant changes to the new homes bonus with little prior notice in 2017/18. This must not happen again. The Government must commit to not increasing the baseline housing growth threshold to any individual local authority at the time of the draft local government finance settlement.

There has been a pleasing shift in emphasis from the Government in building more council homes, but it should now provide local authorities with the tools to help achieve ambitious goals.

The Government can support local government to build additional new homes by:

- Pursuing plans to allow councils to set planning fees locally so that they can recover full cost for processing applications, and in the meantime move quickly to increase national planning fees by 40 per cent for all councils.
- Re-establishing Housing Revenue Account (HRA) self-financing from 2020, lifting the borrowing cap, and providing a sustainable long term financial framework for councils to invest in new homes, of all tenures, through HRAs and other ventures.
- Allowing local authorities to locally retain 100 per cent of Right to Buy receipts to be reinvested in new housing.

- Redefining affordable housing as that costing 30 per cent of household income or less and building a new wave of different affordable housing options linked to this new definition.
- Devolving housing and infrastructure funds to enable councils to join up investments that more effectively target unmet demand, and at a minimum allowing all councils or any combination of councils to access all elements of the Housing Infrastructure Fund.
- Giving councils financial tools to ensure that sites with planning permission get built within a reasonable time frame, such as charging developers council tax on unbuilt homes after a set period.

Question 7: Do you think that that the same adjustments as elsewhere should apply in areas covered by National Park Authorities, the Broads Authority and development corporations?

Question 8: Do you think that county councils should be included in the calculation of any adjustments to the New Homes Bonus allocations?

We do not support the proposal to make adjustments to new homes bonus allocations on the basis of development permitted following appeal against the initial decision.

However, should the Government go ahead with these amendments, we believe that any local authorities that do not have decision-making powers over planning applications should not be affected.

Question 9: Do you have views on council tax referendum principles for 2018-19 for principal local authorities?

Question 10: Do you have views on whether additional flexibilities are required for particular categories of authority? What evidence is available to support this specific flexibility?

The LGA has consistently argued against the principle of council tax referenda. Referenda on council tax are an unnecessary and costly burden that will put growth-generating investment at risk. Council tax should be a local decision and councils should be held accountable through the normal mechanism of the ballot box.

The referenda also present exceptionally bad value for money, costing up to £1 million for an increase in council tax that might be as low as 40 pence per week.

Under the Localism Act 2011, the Secretary of State has the power *not* to determine a set of principles for a financial year. The LGA believes the Secretary of State should exercise this power and give local authorities the freedom to set council tax levels at the right level. Councils can be trusted to make sensible decisions about council tax increases, taking into account the wishes of local residents.

Question 11: What factors should be taken into account in determining an Alternative Notional Amount for Combined Authority mayors?

Mayoral Combined Authorities should be able to propose their own alternative notional amounts which reflect their circumstances.

More widely, we would refer you to our answer to questions 2 and 3 above in relation to the application of a referendum principle to Mayoral Combined Authorities or any other type of local authorities.

Question 12: Do you agree with the proposed approach to correcting the reduction in relevant county councils' income from the Adult Social Care precept?

The LGA notes the Government's proposed method of making adjustments related to the transfer of functions from county councils to Police and Crime Commissioners, in particular fire and rescue services.

The proposed technical adjustments seems to be a sensible approach preventing any loss of spending power due to function transfer. It is essential that affected local authorities are clear on the technical process and are happy that it does not have an impact on their funding levels or the ability to raise council tax.

Equality Impacts

Question 13: Do you have any comments on the impact of the proposals for the 2018-19 settlement outlined in this consultation document on persons who share a protected characteristic? Please provide evidence to support your comments.

The LGA refers DCLG to responses from individual authorities.

Chief Executive's Report – October 2017

Purpose

For discussion and direction.

Summary

The LGA business plan for 2017/18 centres on six external priorities:

- 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; and
- Supporting councils.

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.

Recommendation

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

Action

As directed by members.

Contact officer: Mark Lloyd
Position: Chief Executive
Phone no: 020 7664 3237
Email: mark.lloyd@local.gov.uk

Chief Executive's Report – October 2017

Achievements against our seven external priorities

Priority 1 – Britain's exit from the EU

- 1.1. **[Beyond Brexit: Future of funding currently sourced from the EU](#)**: we published our discussion document on successor arrangements for regional funds currently sourced from the EU. The deadline for comments has now passed.
- 1.2. **[EU \(Withdrawal\) Bill Briefing](#)**: The EU (Withdrawal) Bill received its Second Reading in the House of Commons. We briefed MPs ahead of the debates, emphasising that local government must retain its advisory role in law-making, as well as a role in designing a successor regional funding scheme following our exit. The bill passed unamended and will enter Committee Stage shortly.
- 1.3. **DExEU Ministerial Meetings**: representatives of the four regional local government associations met recently with DExEU Parliamentary Under Secretaries Robin Walker & Steve Baker MPs as part of our 'seat around the table'. This will continue on a quarterly basis.
- 1.4. **Staffordshire Regional Sounding Board**: LGA, DCLG and Staffordshire County Council colleagues joint hosted a regional sounding board on 29th September to discuss the risks and opportunities of Brexit. This was attend by a range of stakeholders and will inform Government's work on the negotiations.

Priority 2 – Devolution and funding for Local Government

- 2.1 **Support to Combined Authorities (CAs)** : we have continued our support for CAs and have begun conversations with two areas to roll out 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 with dates for first meetings scheduled. A meeting of the CA CEX network was hosted by GMCA on 28 September with a focus on Public Service Reform.
- 2.2 **Support to elected mayors**: we are preparing for the next LGA mayoral forum which will be hosted by Mayor Andy Street of WMCA at Birmingham University to be attended by senior civil servants from across a number of Whitehall departments.
- 2.3 **Leading Places**: Phase 2 of the Leading Places programme is underway in fifteen partnership areas. LGA officers met with DfE and BEIS to discuss the programme and initial discussions are due to begin with HEFCE and Universities UK on opportunities for further collaboration from April 2018.
- 2.4 **Local Growth Academy**: LGA officers have delivered policy update sessions at recent modules of the Local Growth Academy, focusing on devolution, Brexit and the industrial strategy. In recognition of this contribution, HEFCE have offered free places to LGA member councils at upcoming modules of the Academy and promotion through LGA channels will follow shortly.
- 2.5 **Autumn Budget**: we made our official submission to the Government's 2017 Autumn Budget process, cleared by the LGA's Leadership, Board, Executive and Lead Members of the Resources Board. Officers will produce an on-the-day briefing after the Chancellor delivers the Budget on 22 November.
- 2.6 **2018/19 Local Government Finance Settlement**: Officers have prepared a draft response to the Government's technical consultation which is tabled for comments at the meeting of the Leadership Board today and Executive tomorrow.

- 2.7 **Business Rates Retention:** LGA and DCLG reconvened the officer-led Business Rates Retention Steering Group on 3 October. In its meeting the Group discussed the next steps in the reform programme, including a consideration of actions that could be taken without primary legislation in the short term, and what would require primary legislation in the longer term. It was decided to reconvene the systems design working group and continue other work through the Steering Group. The papers for the meeting are available on the [business rates hub](#).
- 2.8 **Fair Funding Review:** The technical working group met on 29 September. Discussions focussed on how best to reflect differences in the costs of providing services in rural and urban areas, as well as how to measure relative deprivation in the absence of many benefit indicators previously used due to the introduction of Universal Credit. Papers are published on our business rates retention [hub](#). LGA officers are also organising a local government officer session to discuss the Fair Funding Review.
- 2.9 **Business Rates Reliefs:** We have worked with DCLG and local authorities to develop a better understanding of the status of implementation of the three business rate relief schemes announced in Spring Budget 2017. At the time of writing, we expect the Government to publish a list of councils that have implemented all three reliefs shortly.
- 2.10 **Business Rates:** We hosted and chaired a workshop for the Valuation Office Agency and local authorities to discuss ways in which the VOA can improve its engagement with the sector on business rates and council tax.
- 2.11 **CIPFA Consultation on the Prudential Code for capital finance and Treasury Management Code:** We responded to the CIPFA consultation on this important area setting the framework for councils' capital financing and investments. The [LGA's response](#) was approved by the Resources Board in September.
- 2.12 **ONS consultation on Sub National Public Sector Finances:** Through this [consultation](#), the Government sought feedback on a [scoping study](#) by the Office of National Statistics exploring data sources such as HMRC tax data and DWP benefit payments as well as local authority income and expenditure for public sector finances below country and regional level, including at local authority level in some cases. Resources Board lead members approved a [response](#) on behalf of the LGA emphasising that robust and comprehensive public sector financial statistics for all public sector bodies at the local level would lead to a better understanding of the totality of public expenditure.
- 2.13 **Children's Services research** from Newton Europe has been commissioned by the LGA - aiming to better understand variations in local spending on children's services using a sample of local authorities. The output of this work will have a range of valuable practical applications, including informing a future children's services finance diagnostic offer to the sector.

Priority 3 – Inclusive Growth, Jobs and Housing

- 3.1 **Universal Credit:** the Government have [announced](#) their plans to proceed with the expansion of Universal Credit (UC). Along with the WLGA and COSLA, we wrote to the UC Programme Board last month setting out a number of concerns from local government. We will continue to press the DWP to address these issues and provide full funding to councils for their responsibilities. We are also seeking a dialogue between councils and DWP on the delivery partnership between UC and local Housing Benefit administration. Recent research published by the LGA has highlighted the growing discrepancy between housing costs and income from benefits and employment. We are drawing on that research to bring together DWP and DCLG to ensure there is greater join-up between welfare policy and housing policy.
- 3.2 **Roadworks:** the Government are [consulting](#) on whether to keep existing roadwork lane rental schemes and allow other authorities to adopt their own schemes, and introducing 'super permits' as an alternative option. The LGA has been calling for the availability of lane rental powers for all councils for a number of

years. The Government is favourable to our calls and acknowledged the success of pilot schemes in London and Kent.

- 3.3 **Housing our ageing population:** we launched a [report and supporting resources](#) supporting councils to plan and deliver homes meeting the needs of our ageing population, and to integrate housing into health and social care provision. We worked with 10 councils to understand their different strategies and gained significant media attention. Over 90 delegates attended the launch event.
- 3.4 **House price rises:** we have launched [analysis](#) looking at the increase in house prices compared to incomes around different parts of the country. We called for a redefinition of affordable housing to match what households can afford, and will take this forward with the Government.
- 3.5 **National Audit Office Homelessness report:** we worked with the NAO on the development of the inquiry whose final report reflected many of the findings and concerns of councils.
- 3.6 **Planning consultation:** we produced an on the day response to consultation on local housing need formula and the LGA will be engaging with councils and partners in developing a response ahead of the November deadline.
- 3.7 **LGA/DCLG Housing Sounding Board:** we held first meeting of the council chief executive housing sounding board with DCLG, the discussion focused on council's ambitions to build more affordable homes and how they can be enabled to deliver this. The meeting was positive and a forward programme of activity is now being agreed.
- 3.8 **Party conferences:** we hosted debates at the autumn party conferences on the skills gap and how the LGA's Work Local vision can transform local training and employment services. In her speech to conference, the Prime Minister announced plans to provide an additional £2 billion to the Affordable Housing Programme, to encourage the building of new council homes. A return to social rent increases of CPI+1 per cent for five years from 2020 was also confirmed, following four years of rent reductions. Our analysis found that this is equivalent to an extra £1.3 billion by 2024/25, when compared to a cash terms rent freeze. In our [response](#) we welcomed the additional funding, saying we hope this signals a shift in the Government's vision for housing.

Priority 4 – Children, education and schools

- 4.1 **County Lines:** the Children and Young People Board received a presentation from the Children's Society on County Lines, where urban gangs and organised crime groups extend drug dealing activities beyond their urban area into suburban, market and/or coastal towns using dedicated phone or "deal" lines. This issue will now be taken forward as a priority for the CYP Board in conjunction with the Safer and Stronger Communities Board, and guidance will be developed for councillors through a Modern Slavery Guide and a Youth Justice Resource Pack.
- 4.2 **European Federation of Education Employers (EFEE):** the LGA, working with the EFEE and the London Borough of Hackney, delivered a seminar on promoting social inclusion and achieving high quality education. It was attended by delegates from across Europe and provided an opportunity to discuss a range of topics including how to foster education of disadvantaged children and young people, the creation of inclusive school environments and; how to promote social inclusion.
- 4.3 **Youth justice:** Cllr Richard Watts, Chair of the Children and Young People Board, has written to Charlie Taylor, Chair of the Youth Justice Board, to express concern over the safety of those in youth custody. This was followed by our press release calling for an action plan from Her Majesty's Prison and Probation Service to address the problem swiftly. Officers have also met with the Youth Justice Board to raise the issue.

Priority 5 – Adult Social Care and health

- 5.1 **Better Care Fund:** we continue to support councils in areas where targets on delayed transfers of care (DTocS) are impacting the agreement of Better Care Fund (BCF) plans. Lord Porter and Cllr Izzi Seccombe, met with the Secretary of State for Health and the Secretary of State for Communities and Local Government to discuss this issue and we continue to raise concerns on at both Ministerial and official level.
- 5.2 **Health and Homelessness:** we launched a publication providing exploring the link between homelessness and poor health outcomes and where councils are making an impact.
- 5.3 **Sleep-ins:** on 28 September, the Government announced a further one month suspension to HMRC enforcement activity in relation to sleep-ins back-payments. During this extended pause, the Government intends to conduct more work with the sector to understand the potential costs involved. The LGA continues to highlight the potential of sleep-ins to further destabilise and already fragile provider market and is calling on Government to provide new funding to cover historic and future costs.
- 5.4 **Deferred payment scheme:** We briefed MPs ahead of a debate on the deferred payment scheme for funding older people's care, highlighting the funding gap facing adult social care, and councils' role in providing information to people paying for care.

Priority 6 – Supporting Councils

- 6.1 **Grenfell:** we continue to support councils engaged in the Building Safety Programme and we are working with DCLG to ensure that councils are kept up to date with developments for public and private sector buildings. In particular we continue to push for clarity on the powers councils may have in relation to private sector buildings and any remedial work needed to them. Members of the Building Safety Task and Finish Group have held their first meeting to co-ordinate this work, and to consider the draft LGA response to Dame Judith Hackitt's review of building regulations and fire safety.
- 6.2 **[Evaluation of our Political Leadership Development Offer:](#)** we recently launched these research findings that demonstrate the impact of this offer. 96 per cent of respondents said they felt more confident in their role as a councillor having taken part in our programmes. Participants also find our Leadership programmes of real benefit more generally – improving leadership, partnership working and communication skills and boosting their confidence in their role as councillors.
- 6.3 **[Next Generation Programme:](#)** we have placed 67 councillors on this year's programme, following a competitive application process to secure a place. The programme will run from October 2017 to March 2018.
- 6.4 **Political leadership programme take up:** Over 740 delegates have so far registered this financial year to attend our political leadership programmes, putting us on track to break our previous records. So far this financial year, 237 authorities have registered - a new record for this time of the year of the programme.
- 6.5 **[Behavioural Insights:](#)** we have launched this webpage to provide councils with information on what behavioural insights is and how it can be used practically in councils' work. We are also encouraging councils to apply for the next phase of our behavioural insights [funding programme](#), applications for which close on 10 November 2017.
- 6.6 **[Expansion of the One Public Estate \(OPE\) programme and funding:](#)** OPE is partnering with DCLG's new £45m Land Release fund to support councils to release their land for housing development. New and existing OPE areas are applying for up to £500k grant funding, and our expanded offer introduces a repayable grant of up to £500k and additional support through a new expert panel.

- 6.7 [Latest triannual polling of resident satisfaction \(September 2017\)](#): the latest results show once again a strong level of satisfaction with one's local area as a place to live (81 per cent of respondents agreed). Again, similar to the last three years, 66 per cent of respondents were satisfied with the way their local council runs things, and 60 per cent said they trusted their council 'a great deal' or 'fair amount' (the polling average is 61 per cent). We've also launched [Understanding the views of residents: an introduction to surveys and consultation](#), particularly for communications officers.
- 6.8 [LG Inform developments](#): LG Inform provides easy access to up-to-date published data about your local area and the performance of your council and fire and rescue service. Over the summer, we built in various new practical features and reached the landmark 1,000,000 page views. Our new [fly-tipping report](#) exemplifies what LG Inform can offer, and has been viewed almost 2,000 views since its launch.
- 6.9 [Public Sector Audit Appointments \(PSAA\)](#): PSAA is consulting on auditor appointments to each council, and will confirm these by 31 December 2017
- 6.10 **Support for library services**: As part of our contribution to the Libraries Taskforce, we published a new [strategic planning and needs mapping tool](#) to help library services to identify local needs and develop a strategy for addressing them. We have also developed a sector-led [benchmarking framework](#) to help library services to assess their performance against best practice and identify areas for further improvement.

Internal Priority – A single voice for local government

LGA Membership

7. 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
8. 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>14 September – 18 October 2017</i>	
18 September	Lincolnshire County Council
19 September	Royal Borough of Kensington and Chelsea
28 September	Combined Authority Chief Executive Network
5 October	Yorkshire and Humber Chief Executives
12 October	Berkshire Chief Executives
<i>Forward plan: 19 October – 7 December 2017</i>	
9 November	Leicestershire County Council
16 November	Norfolk Chief Executives
23 November	Association of County Chief Executives and Society of Metropolitan Chief Executives
Deputy Chief Executive's Membership Visits	
<i>Forward plan: 19 October – 7 December 2017</i>	
30 October	Hertfordshire County Council
6 November	Surrey County Council
Director of Communication's Membership Visits	
<i>Forward plan: 19 October – 7 December 2017</i>	
2 November	Hillingdon

Media and Public Affairs

9. In September and October the LGA was active across the party conferences, hosting debates and providing speakers for a range of roundtables and discussions. Our Chairman, Group Leaders and councillors spoke at over 60 events hosted by 50 stakeholders, on issues such as housing, health and social care, and education.

Devolution and funding for local government
'Devolution deadlock' putting economic growth across England at risk (BBC Online, Sky News Online, i paper, Mirror)
Councils count cost as walkers rush to record rights of way (Sunday Telegraph)
How cash-strapped councils turn to crowdfunding (Guardian)
How will councils survive the funding abyss? (Guardian)
Ministers must admit that the health service can't cope (Guardian)
NHS winter fears (Guardian Online, Sun Online)
One in 7 will have to sell up to retire (Express)
Welfare reforms – mention (BBC Newspaper review, Sky Newspaper review, Independent Online, LBC, Sky News Radio, BBC Radio 5 Live, TalkRadio, TalkSport, BBC Radio 4, BBC News)
One in four care workers say cuts are leaving vulnerable patients bereft of dignity (Mail)
Inclusive growth, jobs, housing
£1 billion of taxpayers' money is subsidising planning applications, councils claim (Independent Online, Telegraph, Talk Radio, Talk Sport, Sky News Radio, LBC)
Existing taxi legislation leaves authorities unable to properly regulate the industry (Times)
Better off areas asked to build up to 40% more homes (BBC Online)
Councils to be allowed to charge for road closures (BBC Breakfast, BBC Radio 2, BBC Radio 4 Today, BBC News, Telegraph, Times, Mail Online, ITV Online, Independent Online)
Cllr Martin Tett on homelessness (BBC News, ITV Online, Channel 5 News)
Cllr Martin Tett on councils being allowed to charge for road closures (LBC, Sky News Radio, TalkRadio)
Cllr Martin Tett on need for more specialist homes for elderly (BBC Radio 4 You and Yours)
Cllr Nick Forbes on housing crisis (BBC Radio 4 Today programme)
Homelessness (Guardian, BBC Online, Mail Online, Independent Online, BBC Radio 5 Live)
Cllr Peter Fleming on need for more specialist homes for the elderly (LBC)
Home ownership by 25-year-olds halve in 20 years (BBC Online)
Children, education, schools
LGA concerns about 30 hours free childcare scheme (Observer)
£2 billion funding crisis facing children's services (BBC Online, Talk Radio)
Cllr David Simmonds on 30 hours' childcare (BBC Newsnight)
Cllr David Simmonds on school places shortage (BBC Radio 4 Today)
Cllr Peter Fleming on youth offender safety (LBC)
Cllr Richard Watts on school places shortage (Good Morning Britain, BBC News channel, Sky News Radio)

Cllr Richard Watts on youth offender safety (TalkRadio)
Cost to councils of funding refugee child care (Mail)
Councils call for urgent action to improve youth offender safety (Sky News, ITV Online, Independent, Times)
Secondary school places crisis – almost half of councils areas face shortfall in five years (Times, Times Online, BBC Online, Mail, Sun, Mirror, Express Independent Online, Mail Online, TalkSport, TalkRadio, LBC, BBC Radio 5 Live)
Details about young refugees not adequate (Sky News Online)
Government orders review of school transport services (BBC Online, BBC Radio 5 Live)
National Funding Formula for Schools –LGA response (BBC Online)
Adult social care and health
Amazon Echoes will help elderly take medication (Telegraph)
Sexual health services at “tipping point “ (i paper)
Social care system for elderly not fit for purpose, say MPs (Express)
Cllr Izzi Secombe on homecare (BBC Radio 4 You and Yours)
Drop in suicide rate (Guardian, Mail Online)
Government accused of cutting £43 m from drug and alcohol services (Independent Online)
Community Care survey on social care cuts –LGA response (Independent Online)
Elderly patients face becoming sicker if they are rushed out of hospital in NHS drive to empty beds (Times)
Local pharmacies could do more (Guardian)
Dementia patients not receiving specialist care -£2.3 bn social funding gap (Independent Online)
Senior doctors warn of hospital closures in NHS shake up –STP survey by LGA (Observer)
Supporting councils
Back to work helps tackle pay gap (BBC Online, Express)
Councils call for restrictions on gambling advertising (Mail, Telegraph, i paper, TalkSport)
Councils call for display of food hygiene ratings to be mandatory (Telegraph, Mail, BBC Online, i paper, Express Online, Guardian Online, ITV Online, BBC Radio 4, BBC Breakfast, BBC Radio 4 Today, BBC Radio 1, BBC News)
Cllr Marianne Overton on gambling advertising (LBC)
Cllr Peter Fleming on gambling advertising (Sky News Radio)
Cllr Peter Fleming on call for display of food hygiene ratings to be mandatory (BBC Radio 5 Live)
Food safety testing (BBC Radio 4 You and Yours)
LGA calls on cladding fire testing process (Sky News Online)

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
Position: Member Services Manager
Phone no: 020 7664 3005
E-mail: paul.goodchild@local.gov.uk



LGA Leadership Board

18 October 2017

LGA Forward Plan

**LGA Leadership Board
LGA Executive
Councillors' Forum**

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.
Venues for LGA Annual Conference and Exhibition	To consider options for the location of the LGA Annual Conference and Exhibition in future years.
LGA Members' Allowances	To seek Members' view on whether to convene an Independent Remuneration Panel to review the LGA's Scheme Members' of Allowances.
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.
Incorporation of the LGA	To receive an update on the LGA's work to become an incorporated organisation.
18 Smith Square & 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	
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.
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.
LGA Members' Allowances	To seek Members' view on whether to convene an Independent Remuneration Panel to review the LGA's Scheme Members' of Allowances.
Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Note of the last LGA Executive	To agree the minutes 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.
18 Smith Square & 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.

March

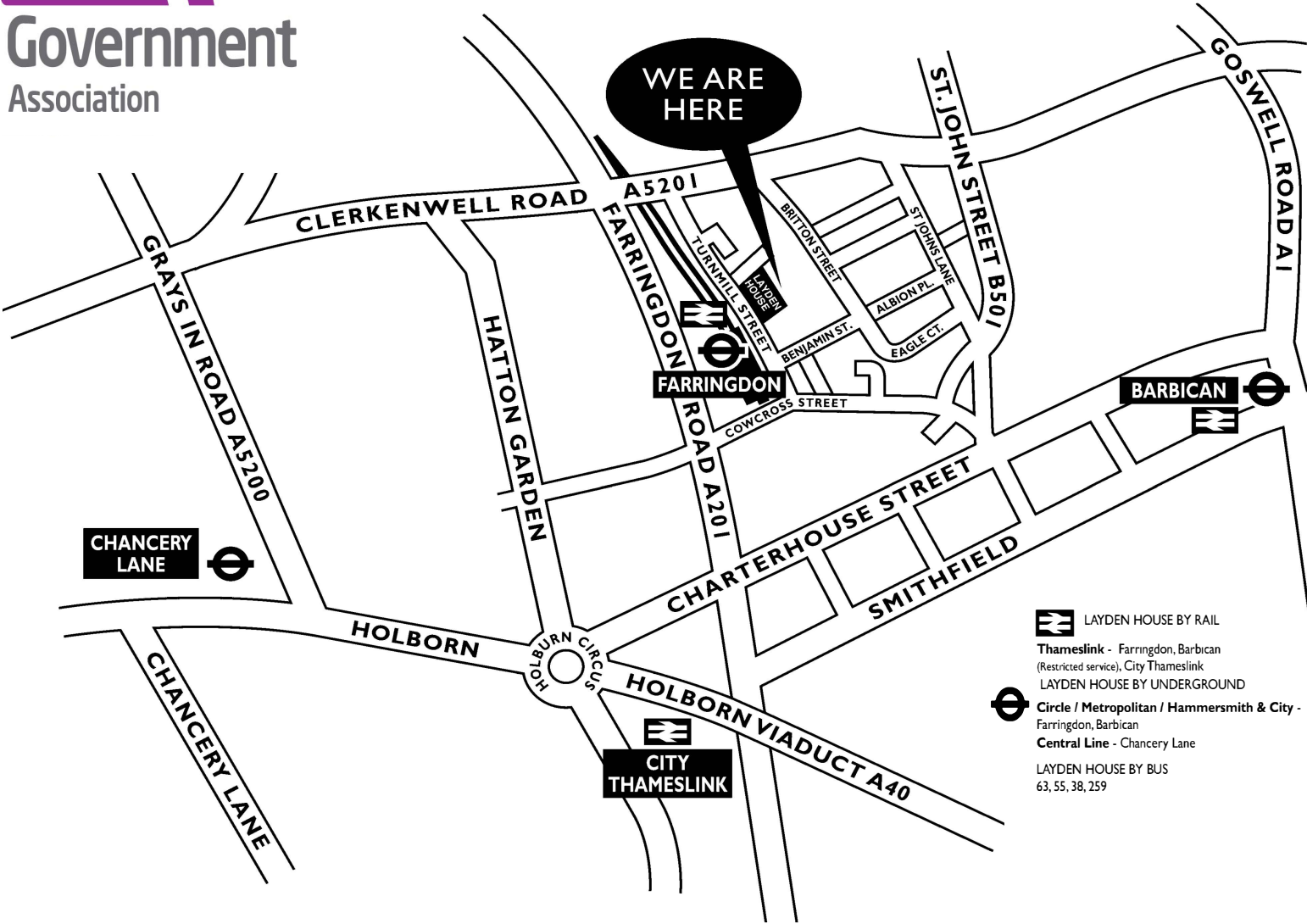
LGA LEADERSHIP BOARD 07.03.18	
Item	Summary / Purpose
LGA Business	
LGA Budget	To agree the LGA's Budget for recommendation to the Executive.
Annual Conference & Exhibition	To provide a first progress update on arrangements for Annual Conference.
Brexit	To update on and steer the LGA's Work Programme on Brexit.
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	
Note of the last Commercial Advisory Board meeting	To note the minutes of the CAB last meeting.
Layden House Update	To update on the Layden House refurbishment project.

COUNCILLORS' FORUM 08.03.18	
Item	Summary / Purpose
TBC	TBC
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 08.03.18	
Summary / Purpose	
LGA Budget	To agree the Budget 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.

Document is Restricted

Document is Restricted



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