

# LGA Leadership Board

## Agenda

Wednesday, 11 April 2018  
1.00 pm

Smith Square 1&2, Ground Floor, 18 Smith  
Square, London, SW1P 3HZ

The LGA Leadership Board is the Board of Directors of the Local Government Association,  
Company Number 11177145

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

## **Guidance notes for members and visitors** **18 Smith Square, London SW1P 3HZ**

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

### **Welcome!**

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18 Smith Square has a swipe card access system meaning that security passes will be required to access all floors. Most LGA governance structure meetings will take place on the **ground floor, 7<sup>th</sup> floor and 8<sup>th</sup> floor** of 18 Smith Square.

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Wi-Fi is available in 18 Smith Square for visitors. It can be accessed by enabling “Wireless Network Connection” on your computer and connecting to LGA-Free-Wi-Fi. 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.

The LGA also offers the Govroam network, a Wi-Fi network which gives Members seamless roaming internet access across multiple public-sector locations if you have also signed up for this service. This network is enabled throughout our Westminster building and allows Members and staff from other authorities who are part of the Govroam network to seamlessly connect to our Wi-Fi.

### **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](http://www.local.gov.uk)

## **LGA Leadership Board**

11 April 2018

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There will be a meeting of the LGA Leadership Board at **1.00 pm on Wednesday, 11 April 2018** Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available from 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.

|                          |                             |   |
|--------------------------|-----------------------------|---|
| <b>Conservative:</b>     | Group Office: 020 7664 3223 | email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>         |
| <b>Labour:</b>           | Group Office: 020 7664 3334 | email: <a href="mailto:Labour.GroupLGA@local.gov.uk">Labour.GroupLGA@local.gov.uk</a>           |
| <b>Independent:</b>      | Group Office: 020 7664 3224 | email: <a href="mailto:independent.grouplga@local.gov.uk">independent.grouplga@local.gov.uk</a> |
| <b>Liberal Democrat:</b> | Group Office: 020 7664 3235 | email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>                             |

### **Location:**

A map showing the location of 18 Smith Square is printed on the back cover.

### **LGA Contact:**

Paul Goodchild  
0207 664 3005 / [paul.goodchild@local.gov.uk](mailto: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                               |
|--|---|
| <b>Conservative (6)</b>                  |   |
| 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             |
| <b>Labour (5)</b>                        |   |
| 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          |
| <b>Liberal Democrat (2)</b>              |   |
| Cllr Howard Sykes MBE (Vice-Chair)       | Oldham Metropolitan Borough Council     |
| Cllr Ruth Dombey OBE (Deputy Chair)      | Sutton London Borough Council           |
| <b>Independent (2)</b>                   |   |
| 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   | 18/10/17  | 7/12/17 | 24/1/18   | 7/3/18    |
|---------------------------------|---------|-----------|-----------|---------|-----------|-----------|
| <b>Conservative</b>             |         |           |           |         |           |           |
| Lord Porter of Spalding CBE     | Yes     | Yes       | Yes       | No      | Yes       | Yes       |
| David Simmonds CBE              | Yes     | Yes       | Yes       | Yes     | Yes       | Yes       |
| Peter Fleming OBE               | Yes     | Yes       | Yes       | Yes     | Yes       | Yes       |
| Sean Anstee                     | No      | Yes       | Yes       | No      | No        | Yes       |
| Paul Carter CBE                 | Yes     | Yes       | Yes       | No      | Yes       | Yes       |
| Izzi Seccombe OBE               | Yes     | Yes       | No        | No      | Yes       | No        |
|                                 |         |           |           |         |           |           |
| <b>Labour</b>                   |         |           |           |         |           |           |
| Nick Forbes                     | Yes     | Yes       | Yes       | Yes     | Yes       | Via phone |
| Sue Murphy CBE                  | Yes     | Via video | Via video | No      | Via phone | Via phone |
| Peter Box CBE                   | Yes     | Yes       | Yes       | Yes     | Yes       | Yes       |
| Michael Payne                   | Yes     | Yes       | Yes       | Yes     | Yes       | Yes       |
| Lib Peck                        | No      | Yes       | Yes       | No      | Yes       | Yes       |
|                                 |         |           |           |         |           |           |
| <b>Liberal Democrat</b>         |         |           |           |         |           |           |
| Howard Sykes MBE                | Yes     | Via video | Yes       | Yes     | Yes       | Yes       |
| Ruth Dombey OBE                 | Yes     | Yes       | Yes       | Yes     | Yes       | Yes       |
|                                 |         |           |           |         |           |           |
| <b>Independent</b>              |         |           |           |         |           |           |
| Marianne Overton MBE            | Yes     | Yes       | Yes       | Yes     | Yes       | Yes       |
| Peter Reeve MBE                 | Yes     | Yes       | Yes       | Yes     | Yes       | Yes       |
|                                 |         |           |           |         |           |           |
| <b>Observer / In attendance</b> |         |           |           |         |           |           |
| Kevin Bentley                   |         |           | Via video |         |           | Yes       |
|                                 |         |           |           |         |           |           |

## Agenda

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### LGA Leadership Board

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The LGA Leadership Board is the Board of Directors of the Local Government Association, Company Number 11177145

Wednesday 11 April 2018

1.00 pm

Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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**Date of Next Meeting:** Wednesday, 6 June 2018, 1.00 pm, Smith Square  
1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ - 18 Smith Square





## **General Assembly 3 July 2018: Outline Programme**

### **Purpose of report**

For endorsement.

### **Summary**

This year's General Assembly will take place on Tuesday 3 July 2018 in Birmingham. This report sets out for the LGA Leadership Board's endorsement the draft agenda for the meeting.

### **Recommendation**

That the LGA Leadership Board endorse the proposed agenda for this year's General Assembly.

### **Action**

Officers to take forward as set out in the report.

**Contact Officer:** Claire Holloway

**Position:** Head of Corporate Services

**Phone No:** 020 7664 3156

**Email:** [claire.holloway@local.gov.uk](mailto:claire.holloway@local.gov.uk)



## **General Assembly 3 July 2018: Outline Programme**

### **Background**

1. The Annual Meeting of General Assembly will be held on Tuesday 3 July 2018 at the International Convention Centre Birmingham, immediately prior to the official opening of the LGA Annual Conference & Exhibition.
2. It is proposed for 2018 that we follow a similar format to 2017. The meeting will commence with the formal business of the General Assembly, required by the LGA Constitution, including elections to the formal positions of office.
3. As last year, it is proposed that the Chairman's main address is made to all delegates at the start of LGA Annual Conference, rather than to the General Assembly. The proposed agenda is attached at **Appendix A**.

### **General Assembly Motions**

4. In accordance with the LGA's Constitution, all member authorities have been invited to submit motions to this year's General Assembly to the Chief Executive by Wednesday 2 May 2018. A list of any motions received will be presented to the LGA Executive on Thursday 7 June to decide which will be debated in full at the General Assembly.

### **Voting at General Assembly**

5. Voting slips are included on the back of the agenda for the General Assembly meeting and will be available on the day if required. In accordance with the LGA Constitution, in the event of a vote, the Chairman will call for a show of hands. Should not less than one third of local authorities present at the meeting demand a ballot, voting members will detach and complete their voting slip and hand to the Hall Staff. The actual votes cast will be determined retrospectively and all member authorities will be notified of the result of the ballot as soon as possible.

### **Financial Implications**

6. There are no unbudgeted financial implications for the LGA in this report.

## **Appendix A: General Assembly Programme 2018**

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The Annual Meeting of the General Assembly will take place in the International Convention Centre, Birmingham.

### **TIME**

|               |   |
|---------------|---|
| 9.00 - 10.00  | <b>Registration and Refreshments</b>  |
| 10.00 - 11.30 | <b>Political Group meetings</b>   |
| 11.45 - 12.30 | <b>General Assembly meeting</b>   |
| 11.45         | Welcome from the Chief Executive  |
|               | Item 1 Election of President<br><i>President's Address</i>  |
|               | Item 2 Election of Chairman<br><i>Chairman's short Address</i>  |
|               | Item 3 Election of Vice-Chairs/Deputy Chairs  |
|               | Item 4 Appointment of Vice-Presidents   |
|               | Item 5 Future structure of the LGA  |
|               | Item 6 LGA Consolidated Financial Statements for year ending 31<br>March 2018   |
|               | Item 7 Annual Report of the LGA's Audit Committee   |
|               | Item 8 Minutes of General Assembly held on 4 July 2017 and of the first<br>General Meeting of the LGA company held on 7 March 2018. |
|               | Item 9 General Assembly Debates   |
| 12.45         | <b>Close of General Assembly</b>  |
| 12.45 - 2.00  | <b>LUNCH AND EXHIBITION VIEWING</b>   |
| 2.00          | <b>OPENING OF ANNUAL CONFERENCE</b>   |





## **LGA Proportionality for 2018-19**

### **Purpose of report**

For decision.

### **Summary**

This report sets out the proposed timetable for confirming changes to LGA proportionality, and agreeing the allocation of seats and distribution of Chairs and Vice-Chairs, following the 2018 local government elections on 3 May 2018.

### **Recommendation**

That the LGA Leadership Board agree the proposed process and timetable set out in **Appendix A** to the report.

### **Action**

Officers and LGA Leadership Board to take forward the timetable as set out in the report.

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



## LGA Proportionality for 2018-19

### Background

1. The 2018 local government elections will take place on Thursday 3 May 2018.
2. Local government elections will be held in 151 English Councils:
  - 2.1. 32 London boroughs. *Whole council elections.*
  - 2.2. 34 metropolitan boroughs. *4 whole council elections, 30 one-third council elections.*
  - 2.3. 68 district / borough councils. *7 whole council elections, 6 half council elections, and 55 one-third council elections.*
  - 2.4. 17 unitary authorities. *2 whole council elections, 15 one-third council elections.*
3. On the same day, the following elections will also be held:
  - 3.1. A Combined Authority Mayoral election in South Yorkshire (Sheffield City Region); and
  - 3.2. 5 local authority mayoral elections in Hackney, Lewisham, Newham, Tower Hamlets and Watford.
4. This report sets out the process and timetable for confirming changes to LGA proportionality for 2018-19 and for agreeing the allocation of seats and distribution of chairs and vice-chairs.

### Process and timetable

5. The proportionality process and full timetable, including key General Assembly dates, is set out at **Appendix A**.

### Financial implications

6. There are no unbudgeted financial implications for the LGA.



## Appendix A: General Assembly, Political Balance and Appointments to Member Structures 2018-19

- Wednesday 17 January** Alert circulated to member councils giving preliminary notice and timetable for the General Assembly Annual Meeting. The notice also includes the deadline for receipt of motions by **Wednesday 2 May 2018**.
- Wednesday 21 March** Alert circulated inviting member councils to appoint their representatives to the General Assembly for 2017/18 and those attending the Annual Meeting by **Wednesday 6 June 2018**.
- Wednesday 2 May** Deadline for submitting motions to General Assembly (5pm).
- Thursday 3 May** **LOCAL ELECTIONS**
- Deadline for authorities to be in LGA membership for their election data to be included in the LGA's political balance calculation for 2018/19 political cycle. Only councils in full membership of the Association before the polls open on the day of the principal local elections shall be included in the political balance calculations. To be included in the political balance calculations, councils joining the Association on or after 1 April of the membership year must have paid their subscriptions in full prior to the opening of the polls on the day of the principal local elections.
- Monday 7 May** Estimated political balance figures from LGA Research and Information team (dependent on speed of councils' declarations of results). Email to Group Leaders and Heads of Group Office (HGOs).
- Wednesday 9 May** Elections results data available from Professors Colin Rallings and Michael Thrasher which then needs checking and analysis by the LGA Research and Information team to calculate political balance.
- Meeting of HGOs/Head of Corporate Services to discuss the estimated changed percentages and their implications for changes to the distribution of seats amongst the parties and the distribution of Chair and Vice-Chair places.
- HGOs will discuss possible implications with their respective Group Leaders and consider whether Group Leaders need to meet together.
- Thursday 10 May** Final political balance calculation available from the LGA Research and Information team. HGOs to brief Group Leaders.



|                                    |   |
|------------------------------------|---|
| <b>Thursday 10 May</b>             | Chairman/Group Leaders meet to discuss political balance.   |
| <b>Wednesday 6 June</b>            | Deadline for member authorities to inform LGA of their representatives for 2018/19 General Assembly.  |
| <b>Wednesday 6 June<br/>1.00pm</b> | Report to LGA Leadership Board with formal proposals for places on boards and distribution of Chair / Vice-Chair places for 2018/19.  |
| <b>Thursday 7 June<br/>1.45pm</b>  | Report to LGA Executive requesting their endorsement of the proportionality figures as the basis for negotiating the allocation of Chairs/Vice-Chairs and populating member structures. |
| <b>Friday 8 June onwards</b>       | Political Groups to use their respective methods to populate the seats allocated to them – to take effect from <b>Thursday 1 September 2018</b> .                                       |
| <b>Monday 18 June</b>              | Despatch of Agenda and papers for the Annual Meeting to General Assembly members.   |
| <b>Tuesday 3 July</b>              | Political Groups to report their nominations for LGA Office Holders to General Assembly Annual Meeting <u>as early as possible on Tuesday 3 July</u> or before.                         |
|                                    | LGA General Assembly appoints the LGA Office Holders of the Association for the 2018/19 political cycle with immediate effect.  |
| <b>Friday 6 July</b>               | Member Services to send appointment letters to the LGA Chairman, Vice-Chairmen and Deputy Chairmen appointed at General Assembly.   |
| <b>Wednesday 1 August</b>          | HGOs to inform Member Services of nominations to LGA member Structures for 2018/19.   |
| <b>From Thursday 2 August</b>      | Member Services to send appointment letters to all members and invitations to Members' Briefing on Thursday 13 September 2018.  |
| <b>1 September 2018</b>            | 2018/19 meeting cycle commences.  |
| <b>Thursday 13 September</b>       | LGA Members' Briefing (new and continuing members invited).   |



## Pay Policy Statement

### Purpose

For decision.

### Summary

The LGA's Pay Policy Statement is a dynamic document that, alongside an annual review by Leadership Board, is regularly updated to reflect new legislation and process. The statement was last reviewed by Leadership Board in April 2017.

The policy has been reviewed against the LGA's guide "Pay policy and practice in local authorities" to ensure that, where appropriate, the LGA policy mirrors the recommendations made to local authorities. In line with best practice, pension contribution rates were included in the policy and these have been updated to reflect 2018 figures.

Other amendments for 2018/19 comprise:

1. Non-standard grades and spot salaries - clarification of policy.
2. Publication of senior salaries – amended to reflect the requirements of the Transparency Code for local authorities and MoU for government improvement grant.
3. Clarification of the process for temporary appointments.

### Recommendations

That the LGA Leadership Board:

- i. approve the LGA Pay Policy statement (**Appendix A**) and note the inclusion of the updated pension contribution rates;
- ii. commission any further amendments; and
- iii. note that the next annual review is scheduled for April 2019.

### Action

Pay Policy Statement to be updated in line with the Leadership Board's decision.

**Contact officer:** Chris Harding  
**Position:** HR and Payroll Manager  
**Phone no:** 020 7664 3156  
**Email:** [chris.harding@local.gov.uk](mailto:chris.harding@local.gov.uk)



**Appendix A****Pay Policy Statement**

Date created: March 2007  
Responsible Officer: HR & Payroll Manager

| <b>Date of review/revision</b> | <b>Amendments made</b>  |
|--------------------------------|---|
| April 2016                     | Section 5 - Inclusion of living wage commitment   |
| June 2017                      | Section 14 – Inclusion of pension contribution rates  |
| April 2018                     | Section 14 – Pension contribution rates updated<br>Section 4 – Clarification of posts outside grading structure<br>Section 5 – Clarification of spot salaries and amendment of publication of senior salaries to reflect Transparency Code<br>Sections 8 – Delegation of responsibility for approving honoraria from CX to SMT<br>Section 15 – Clarification of process for agreeing temporary appointments outside establishment |

**Date for next review: April 2019**

This policy applies to all employees of the Local Government Association and Improvement & Development Agency for Local Government.

## **Pay Policy Statement**

### **1. Purpose**

The LGA's pay model seeks to:

- Attract talented people with the right skills and abilities in competition with the marketplace
- Fit with organisational culture and support business strategy
- Recognise the demands of the job and reward individuals fairly and equitably
- Retain staff to keep turnover to acceptable levels
- Motivate employees
- Keep employer costs reasonable to achieve the above
- Avoid abuses of the UK taxation system by restricting off payroll arrangements

### **2. Why has it been developed?**

Our mission to support, promote and improve local government means that the LGA has a major role in upholding the sector's reputation. As such the LGA seeks to ensure it has clear and transparent policies which demonstrate accountability and value for money.

The LGA's pay arrangements reflect the need to recruit, retain and motivate skilled employees to ensure high levels of performance balanced with accountability. The arrangements recognise that flexibility is essential in ensuring the organisation has the most effective workforce to deliver services for the sector. They are underpinned by the principles of fairness and transparency.

### **3. Who does it apply to?**

This statement applies to all employees and, where shown, agency workers and those who are engaged on a consultancy contract.

### **4. Job evaluation**

In 2009 the LGA undertook a wholesale review of the pay and grading structures of its employees, bringing together disparate practices and pay arrangements into one cohesive pay and grading structure which was agreed with our recognised trade union, Unison.

The job evaluation (JE) process is applied to all jobs in the LGA with the exception of the Chief Executive and Deputy Chief Executive roles, which fall outside the grading structure, along with specified posts externally funded by government grant. JE is the process by which organisations evaluate job size from the largest and most highly paid job to the smallest, lowest paid. The LGA is committed to fairly determining pay in accordance with the equal pay legislation (now contained in the Equality Act 2010).

The LGA uses the Hay Job Evaluation Scheme.

### **5. Grades and salary bands**

The LGA established its grading structure around total Hay point scores. The evaluation scores determine the pay grade that will apply to each post.

For those roles specified in section 4 above, the LGA determines spot salaries. External advice is sought to ensure that salaries at this level reflect market levels and recommendations are made to the Chairman and Group Leaders who are responsible for the final decision. A spot salary is also paid to Brussels Office staff on a Belgian contract. Spot salaries are reviewed periodically, including consideration of market factors.

Updated April 2018

Senior staff salaries are published in line with the government's Transparency Code, which all local authorities are required to follow, and which is reflected in the Memorandum of Understanding governing the annual Improvement Grant. Published salary bands are updated annually to reflect the national pay award.

The LGA is committed to paying the UK Living Wage (for roles based outside of London) and the London Living Wage (for roles based in London). These are voluntary minimum hourly rate of pay set by the Living Wage Foundation.

## **6. Remuneration on recruitment**

The same recruitment policies apply to all employees regardless of grade, including both the most senior officers and the lower paid, who take up a new appointment with the LGA.

Candidates are normally appointed on the minimum salary point of the grade for the post. If a candidate is already being paid above the minimum point of the post they are applying for, the appointment will usually be on the next highest increment above their current salary, subject to the maximum of the grade.

The LGA does not have a scheme for the reimbursement of relocation expenses.

## **7. Increases in Pay and Pay Progression**

Where applicable, pay increases are in line with the annual pay award for the National Joint Council for Local Government Services.

The LGA does not operate a performance related pay scheme. Following agreement with Unison, the LGA has established a closer link between pay and performance and incremental increases are subject to the annual appraisal and performance management cycle.

## **8. The use of bonuses**

The LGA does not have a bonus scheme. The Chief Executive and members of the Senior Management Team have the ability to make discretionary honoraria payments in line with the LGA's Special Rewards Policy.

## **9. Re-engagement**

The LGA does not re-engage ex-employees who have left with a redundancy or enhanced pension payment, for at least two years, unless in exceptional circumstances e.g. where an employee may have retrained in an area of skills shortage. A business case is required before a final decision is made and is subject to approval by the Chief Executive.

## **10. Payment for acting up or additional duties**

When an employee is required to complete work of a higher graded post or undertake duties outside the scope of their role, the LGA may consider a payment in line with the JE scheme and grading structure. Payments are subject to review and for defined periods.

## **11. Unsocial hours payments or overtime**

In general the LGA does not make unsocial hours or overtime payments. However in certain agreed circumstances additional payments may be made for participation in out of hours activity (such as the Media and Facilities Management Teams).

## 12. Car and motor cycle allowances

Although the expectation is that employees will use public transport wherever possible, the LGA operates a car and motorcycle allowance scheme for the purpose of reimbursing employees for the cost of travel incurred in the course of their duties. The same policy applies to all employees and is outlined in the Expenses and Subsistence Policy. The LGA does not operate any leased car or car loan arrangements. Reimbursement for mileage is paid at the HMRC rate.

## 13. Payment on ceasing to be employed by the LGA

The LGA operates the same redundancy policy for all staff. These arrangements are detailed in the LGA's Management of Change Policy and subject to consultation with Unison.

The LGA will seek to ensure that termination costs are included in any bids for external funding that includes staff to ensure that the LGA budget is not liable for costs, unless there is an explicit joint funding agreement.

Payment in respect of pensions must in line with the LGA's Pensions Discretions Policy.

In rare circumstances, it may be prudent for the LGA to reach agreement with an individual on ending their employment and to make payment in recognition of loss of office. In such circumstances, individuals compromise their ability to raise any legal challenge and are subject to confidentiality clauses in return for a payment. Payments must be proportionate to the specific circumstances and agreed by the Chief Executive and managed on behalf of the LGA by a member of the HR & Payroll team.

## 14. Pensions

Members agree the LGA's Pensions Discretions Policy which sets out the current arrangements by which the LGA will exercise its decisions in line with The Discretions under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

The current employee contribution rates for pensions (from April 2018) are as follows –

| Pensionable Pay for Employment | Main Scheme contribution rate | 50/50 contribution rate |
|--------------------------------|-------------------------------|-------------------------|
|                                | Gross Contribution            | Gross Contribution      |
| £0 - £14,100                   | 5.50%                         | 2.75%                   |
| £14,100 - £22,000              | 5.80%                         | 2.90%                   |
| £22,001 - £35,700              | 6.50%                         | 3.25%                   |
| £35,701 - £45,200              | 6.80%                         | 3.40%                   |
| £45,201 - £63,100              | 8.50%                         | 4.25%                   |
| £63,101 - £89,400              | 9.90%                         | 4.95%                   |
| £89,401 - £105,200             | 10.50%                        | 5.25%                   |
| £105,201 - £157,800            | 11.40%                        | 5.70%                   |
| Over £157,801                  | 12.50%                        | 6.25%                   |

The employers' contribution rates are currently 11.4% (LGA) and 19.2% (IDeA)

## **15. Use of consultants, associates, temporary and agency workers**

It is the LGA's practice only to appoint to posts within our agreed organisational establishment. However in certain circumstances temporary appointments may be made outside the establishment in order to undertake a specific fixed term piece of work for which the skills or capacity do not exist within the core establishment. These appointments may take the form of

- Temporary or agency staff
- Consultants or associates

Temporary appointments outside of core budgeted activity are subject to a funded business case approved by the relevant senior manager. Appointment of consultants and associates are subject to our normal procurement processes.

The LGA is mindful of the need to secure value for money from all appointments, and to ensure that no individual is able inappropriately to achieve a more favourable position in respect of their tax arrangements. The LGA will have proper regard to this principle in determining the form of contract most appropriate to the particular circumstances of the engagement.

Temporary employees not appointed on LGA contracts of employment will not be used for longer than 140 days in any financial year and will only be used to cover additional and specified activity outside the organisation's core establishment.





## Fair Funding Review and Business Rates Retention Update

### Purpose

For information and discussion.

### Summary

This report updates members on progress of the LGA's work related to the Fair Funding Review and business rates retention reform. In particular, it provides a more detailed update on the delivery of the LGA's additional work programme on the Fair Funding Review and seeks member approval for the use of LGA reserves to commission modelling on business rates retention.

### Recommendation

That the LGA Leadership Board:

- a) Note the update on the LGA's Fair Funding Review business rates retention work programme.
- b) Comment on and approve the proposed template for evaluating future Fair Funding Review proposals made by the Government or other stakeholders as set out in paragraphs 5 - 8 and **Appendix B**.
- c) Endorse the view of the Task and Finish Group to support the use of population projections in the relative needs formulae as set out in paragraphs 14 and 15.
- d) Delegate to the LGA Chairman and Group Leaders sign-off of the final versions of relative needs and relative council tax models as set out in paragraphs 18 – 22.
- e) Approve the use of LGA reserves for the commissioning of a business rates retention model as set out in paragraphs 27 - 31.
- f) Note the forward plan of the meetings of the LGA Fair Funding Review and Business Rates Retention Task and Finish Group as set out in **Appendix C**.

### Action

Officers to proceed as directed.

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## Fair Funding Review and Business Rates Retention Update

### Introduction

1. This report updates members on progress of the LGA's work related to the Fair Funding Review and business rates retention reform.
2. In particular, it provides a more detailed update on the delivery of the LGA's additional work programme on the Fair Funding Review and seeks member approval for the use of LGA reserves to commission modelling on business rates retention.

### Fair Funding Review

#### Delivery of the LGA's additional Fair Funding Review work programme

3. At the November meeting, LGA Leadership Board agreed an additional work programme on the Fair Funding Review.
4. A quick summary of the programme deliverables, and the progress against those deliverables, is set out in **Appendix A**. The following paragraphs expand on the summary table.
5. **Criteria for evaluating emerging proposals.** Following discussions at the LGA's Leadership Board and Executive, members agreed to the production of a set of criteria against which the LGA could evaluate proposals emerging from the Fair funding Review.
6. Officers worked with the LGA Fair Funding Review and Business Rates Retention Task and Finish Group to agree the criteria against which models should be assessed and to turn these into an evaluation template to be used as part of the assessment process. The criteria include:
  - 6.1. Simplicity, transparency and accuracy;
  - 6.2. Principles of good formula design, such as future-proofing, minimal use of judgement, completeness and robustness of data; and
  - 6.3. Distributional consequences, including the maximum shifts in funding levels for any one local authority covered by the Fair Funding Review.
7. If agreed by LGA Leadership Board, this template could be used by officers and the LGA's Task and Finish Group to evaluate future proposals and provide recommendations to members of Leadership Board and Executive on whether the model, or aspects of it, could be supported by the LGA.
8. The template is attached as **Appendix B**. Officers are seeking comments on and approval of this template by Leadership Board.
9. **Assessment of how far relative needs change over time.** One of the key questions for the fair funding review is how often the needs assessment should be reset, and to

what extent can population projections (as opposed to static population figures) be used in the assessment. In particular, the Government's most recent consultation document asked for views on whether population projections should be used.

10. There is a balance to be struck between reflecting needs and rewarding growth and efficiency, and in order to set an appropriate balance it is important to understand potential implications of these design choices. The primary purpose of this particular part of the work programme was to estimate how much relative needs of local authorities can change over a period of time.
11. With input from the LGA, the University of Essex reviewed the data that was used in the funding formula system in 2013/14. This is the point at which the needs baseline was set and was used to fix tariffs and top ups (other than being updated by inflation each year) until the point of a reset. Colleagues from the University examined the potential to update the underlying data without changing the weightings in the formulae.
12. There were significant constraints on availability of data. In particular, much of the information in the 2013 formulae came from sources that no longer exist, or were based on one-off modelled datasets which had not been refreshed by the Government since. One example would be the welfare statistics which are no longer collected due to the introduction of Universal Credit. As a result, the main focus was on refreshing population data.
13. Within this context, the results of the University of Essex analysis suggest that updating the population indicators in the old formulae would have delivered a change in relative needs shares (prior to adjusting for council tax/transition/damping) for individual councils within a range of an increase of 19 per cent, and a drop of up to 17 per cent. For 56 per cent of authorities, the change would have been within plus or minus 4 per cent. For 35 per cent of authorities the change is greater than 5 per cent in either direction.
14. The Fair Funding Review and Business Rates Task and Finish Group noted the caveats to this analysis due to data availability. However, it expressed a preference for using population projections in the formula to try and account for future divergence of needs. This would in effect mean that tariffs and top ups are different each year but this is known at the start of the reset period.
15. One alternative would be to change the formula and tariffs and top ups every year, which members of the Group thought would create too much uncertainty. Alternatively, the data could be fixed at a certain point in time as in the current system. The Task and Finish Group felt this would mean the system is not sufficiently responsive to expected future demand changes.
16. Members of Leadership Board are asked to endorse the view of the Task and Finish Group as set out in paragraphs 14 and 15 above.
17. The University of Essex will publish a working paper setting out detailed analysis and recommendations. Rather than being a report produced on behalf of the LGA, it is a product of the University of Essex. LGA officers provided advice on the methodological approach and suggested points of focus and will share the final report with members when published. This work was carried out at no cost to the LGA.

18. **Relative needs assessment and relative resources assessment models.** As agreed at Leadership Board the LGA has commissioned two separate models:
  - 18.1. A needs distribution model to allow local authorities to see the impact of different key cost drivers and differential weightings within a needs formulae;
  - 18.2. A council tax equalisation model to identify the impact of adjustments for council tax and council tax support on individual authorities.
19. These models will provide member authorities with a set of tools to evaluate the impact of future proposals or to enable them to build proposals of their own. The LGA will also use these tools to see if we can reach agreement on some of these issues.
20. The LGA has appointed TRL Insight to deliver both of these models. Most of the work is being delivered in the 2017/18 financial year and is being funded from within existing budgets. Any cost falling in 2018/19 will require the use of reserves which has previously been agreed by Leadership Board and Executive. The total cost of delivering both models is £14,000 plus expenses although any revisions to the models as a result of suggestions my members would be on top of this. We would not expect these costs to be significant.
21. Officers are looking into the possibility of hosting a webinar for members of the LGA Fair Funding Review and Business Rates Retention Task and Finish Group and would take the recommendations of members into account when finalising the models.
22. Member authorities are keen to see these models. To that end it is recommended that Leadership Board delegate the final sign-off of the models to the LGA Chairman and Group Leaders.
23. **Modelling of damping / transition options.** This piece of work will explore different ways in which local authorities could move from their current funding baseline to the new one resulting from the outcome of the Fair Funding Review. This work will be commissioned shortly and, as agreed by Leadership Board in November, will be funded from LGA reserves.

#### Other Fair Funding Review updates

24. The LGA has submitted [its response](#) to the [Government's consultation on the Fair Funding Review](#). The response was cleared by LGA Leadership Board and Executive, under advice from the LGA Fair Funding Review and Business Rates Retention Task and Finish Group.
25. As part of the consultation process, LGA officers organised a series of regional events in partnership with MHCLG officials. Over 200 delegates attended the six events and their views have been fed into the consultation process directly.
26. The officer-led Fair Funding Review Technical Working Group met on 28 March. It discussed the treatment of council tax income, progress on a specific adult social care relative needs formula and the progress of the DfE/MHCLG research into a children's services formula. Papers and a short summary of the meeting are available on [the LGA business rates hub](#). The LGA Task and Finish Group will discuss the treatment of council

tax in more detail in an upcoming meeting (see below for a full work plan). This will also be discussed at a future meeting of the MHCLG / LGA Steering Group.

### **Business rates retention**

#### Commissioning a business rates retention model

27. Over the coming months, the Government is planning to publish a number of technical discussion papers on the design of the 75 per cent business rates retention system. Comments on these will feed into a full technical consultation in late 2018.
28. This would involve the Government asking for stakeholder input on issues such as:
  - 28.1. The setting and measurement of business rates baselines;
  - 28.2. The extent and frequency of business rates resets;
  - 28.3. Dealing with losses due to appeals;
  - 28.4. The level of the safety net and how it is funded; and
  - 28.5. The split of business rates income in two-tier areas.
29. In order to be able to evaluate the impact of decisions in each of the individual areas set out above, and how they interact with one another, a complex business rates retention model is required.
30. Such a model would allow LGA officers to quickly evaluate emerging proposals on the design of further business rates retention as well as provide more informed analysis to members when considering the LGA's own position. It could also be shared with member authorities, in a similar fashion as the relative needs and relative council tax models described above.
31. Due to constraints on the LGA's own staff resource, officers are seeking LGA Leadership Board approval to use LGA reserves to finance the commissioning of this piece of work. The cost of this work would fall within the delegated authority limit. In addition, due to savings made in the Fair Funding work outlined above this work is mostly being covered by underspends in 2017/18 budgets. We would expect the business rates retention research (and the transition modelling work) to come within the budget envelope originally assumed for the Fair Funding work.

#### Other business rates retention updates

32. The Secretary of State for Housing, Communities and Local Government published a [Written Ministerial Statement](#) setting out an error made in calculating the size of the allocations of the specific grant to compensate local authorities for caps of the business rates multiplier. This affects 2017/18 and 2018/19 business rate retention pilot authorities.
33. The 2017/18 pilot authorities received £36 million more in compensation in 2017/18 than they should have under the correct methodology. The Government has confirmed it will not be seeking to claw back the extra funding for 2017/18. However, adjustments will be made to funding for pilot areas for 2018/19. We are in contact with pilot authorities and the Government to better understand the implications of this for councils' 2018/19 budgets.

34. As previously reported, the Business Rates Retention Steering Group continues to meet regularly to oversee the programme of further business rates retention, including the introduction of 75 per cent business rates retention in April 2020, longer term issues for the introduction of 100 per cent retention which will require primary legislation, and the Fair Funding Review work. Working under the Steering Group, the Systems Design Working Group has begun detailed consideration of the issues.
35. The most recent meeting of the Systems Design Working Group on the 21<sup>st</sup> March considered a DCLG paper on reform of the safety net, the future of the levy and the split of business rates between tiers. Officers will discuss this topic with the Task and Finish Group in its July meeting (see below for a full forward plan of meetings).
36. MHCLG will work directly with the County Councils Network, the District Councils Network and county and district treasurer associations, on developing a proposal for a future tier split for consideration by the Working Group and Steering Group.
37. Further discussions at the Systems Design Working Group leading up to a consultation paper later in 2018 will concern appeals and loss payments, resets, measuring growth and revaluation, transitional arrangements and pooling, data and accounting and operationalisation.
38. During its March meeting, the Steering Group considered proposals on the central and local list which will culminate in a separate consultation paper early next year, and retained growth in business rates for 2018/19, which the Government estimated as £1.3 billion above the baseline at a national level. MHCLG were asked to provide further information on trends in retained business rates, the effect of the levy and pools on retained rates. This more complete work will be published on the LGA website when it is available.

#### **Fair Funding Review and Business Rates Task and Finish Group forward plan**

39. The Fair Funding Review and Business Rates Task and Finish Group met on 8 March.
40. In addition to the matters covered in paragraphs 9 – 17 above, it discussed the forward plan for its own meetings. It has been prepared on the basis of the officers' estimation of publication dates of various Government discussion documents and consultations. The meeting dates in the 2018/19 political cycle would continue to be linked to the dates of meetings of the LGA Executive.
41. The forward plan is attached as **Appendix C** for information. It is subject to change depending on any shifts in the officers' assessment of the timescales of the work of the Government.

#### **Recommendations and next steps**

42. Members of Leadership Board are asked to:
  - 42.1. Note the update on the LGA's Fair Funding Review business rates retention work programme.

- 42.2. Comment on and agree the proposed template for evaluating future Fair Funding Review proposals made by the Government or other stakeholders as set out in paragraphs 5 - 8 and **Appendix B**.
  - 42.3. Endorse the view of the Task and Finish Group to support the use of population projections in the relative needs formulae as set out in paragraphs 14 and 15.
  - 42.4. Delegate to the LGA Chairman and Group Leaders the sign-off of the final version of relative needs and relative council tax measurement models, prior to sharing with councils, as set out in paragraphs 18 – 22.
  - 42.5. Approve the use of LGA reserves for the commissioning of a business rates retention model as set out in paragraphs 27 - 31.
  - 42.6. Note the forward plan of the meetings of the LGA Fair Funding Review and Business Rates Task and Finish Group as set out in **Appendix C**.
43. Officers will proceed on the basis of the discussions at Leadership Board.
44. 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.

### **Implications for Wales**

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

### **Financial implications**

46. Members of Leadership Board have previously approved spending of LGA reserves on the additional LGA work programme on the Fair Funding Review if required. So far, most of the work has been delivered within the agreed LGA budget for 2017/18 by using underspends.
47. The recommendation set out in paragraph 42.5 asks the LGA Leadership Board to approve the use of LGA reserves to finance the commissioning of a business rates retention model. We would expect the business rates retention research (and the transition modelling work) to come within the cost envelope originally assumed for the Fair Funding Review work.
48. Other work outlined in the paper above is part of the LGA's core programme of work and as such has been budgeted for in 2017/18 and 2018/19 budgets.

## Appendix A

### High-level progress update on the additional LGA Fair Funding Review work programme

| Project   | Purpose and description  | Quick update   |
|---|--|--|
| Key criteria for assessing proposed distribution models and methodologies | To give the LGA a structured and consistent way to assess new distribution models.   | Final version in <b>Appendix B</b> for LGA Leadership Board comment and approval   |
| Formula grant: update the data  | <p>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.</p> <p>To help the LGA and member authorities form policy on the data used in the formulae and the frequency of distribution resets, or other ways to 'future proof' the mechanism.</p> | <p>Key findings of the work of the University of Essex are covered in paragraphs 9-17.</p> <p>Rather than being a report produced on behalf of the LGA, it is a product of the University of Essex. LGA officers provided advice on the methodological approach and suggested points of focus. Officers will share the final report with members when published.</p> <p>This has been delivered at no cost to the LGA.</p> |
| 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  | Supplier appointed; expect this to be delivered in the middle of April, with a potential webinar for the LGA Fair Funding Review and Business Rates Retention Task and Finish Group in April or May. Total cost together with the council tax model is below £14,000 plus expenses, with the majority of the cost included within the 2017/18 LGA core programme budget.   |
| Council tax equalisation: develop an equalisation model                   | 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 Government proposals.  | Supplier appointed; expect this to be delivered in the middle of April, with a potential webinar for LGA Fair Funding Review and Business Rates Retention Task and Finish Group in April or May. Total cost together with the council tax model is below £14,000 plus expenses, with the majority of the cost included within the 2017/18 LGA core programme budget.   |
| 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.   | To be commissioned.  |



## Appendix B

### Revised Fair Funding Review proposal evaluation form

| <b>Fair Funding Review<br/>Proposal Evaluation Form</b>   |  |
|---|--|
| Name of proposal  |  |
| Proposed by   |  |
| Proposal produced on  |  |
| Any useful links  |  |
| <b>General description</b>  |  |
| <i>To include commentary on how needs and resources are reflected.</i>  |  |
| <b>Key strengths</b>  |  |
|   |  |
| <b>Key weaknesses</b>   |  |
|   |  |
| <b>Simplicity and transparency</b>  |  |
| Number of formulae  |  |
| Services covered by the formulae  |  |
| Number of cost drivers used in total  |  |
| Does the model calculate final allocations transparently? (1 – strongly disagree, 5 – strongly agree)                                     |  |
| <i>Comments</i>   |  |
| <b>Completeness</b>   |  |
| Does the needs assessment account for all relevant types of authority? (y/n)  |  |
| Is there a resources adjustment calculation for each authority or a deliberate exclusion of a resources adjustment? (y/n/ not applicable) |  |
| Are there exemplifications available for all local authorities covered by the Fair Funding Review? (y/n)                                  |  |
| <i>Comments</i>   |  |
| <b>Credibility and future proofing</b>  |  |
| Data used is up-to-date (1 - strongly disagree, 5 - strongly agree)   |  |
| <i>Comments</i>   |  |
| Data used is easy to update in the future (1 - strongly disagree, 5   |  |

|   |                           |                          |                           |
|---|---------------------------|--------------------------|---------------------------|
| - strongly agree)   |                           |                          |                           |
| <i>Comments</i>   |                           |                          |                           |
| It is clear if and where judgement has been used and the reasons for doing so (1 - strongly disagree, 5 - strongly agree) |                           |                          |                           |
| <i>Comments</i>   |                           |                          |                           |
| There is little judgement in the system(1 - strongly disagree, 5 - strongly agree)  |                           |                          |                           |
| <i>Comments</i>   |                           |                          |                           |
| Data is not subject to historic fluctuations (1 - strongly disagree, 5 – strongly agree)                                  |                           |                          |                           |
| <i>Comments</i>   |                           |                          |                           |
| Model considers ways to future-proof the system (1 - strongly disagree, 5 - strongly agree)                               |                           |                          |                           |
| <i>Comments</i>   |                           |                          |                           |
| Data used in the model cannot be affected by council policy decisions (1 – strongly disagree, 5 – strongly agree)         |                           |                          |                           |
| <i>Comments</i>   |                           |                          |                           |
| Number of positive answers on completeness (out of 3)   |                           |                          |                           |
| Average score   |                           |                          |                           |
| Criteria scoring '2'  |                           |                          |                           |
| Criteria scoring '1'  |                           |                          |                           |
| <i>Comments on potential incentives that the model will provide (positive and perverse)</i>                               |                           |                          |                           |
| <i>Any further comments</i>   |                           |                          |                           |
| <b>Distributional impact</b>  |                           |                          |                           |
| Maximum percentage reduction for any one authority  |                           |                          |                           |
| Maximum percentage increase for any one authority   |                           |                          |                           |
| Authority type  | Highest percentage change | Lowest percentage change | Average percentage change |
| Shire counties  |                           |                          |                           |
| Shire districts   |                           |                          |                           |
| English unitaries   |                           |                          |                           |

|   |                           |                          |                           |
|---|---------------------------|--------------------------|---------------------------|
| Metropolitan districts<br>London boroughs<br>Fire and rescue authorities<br>Greater London Authority<br>Combined authorities                    |                           |                          |                           |
| Authority region  | Highest percentage change | Lowest percentage change | Average percentage change |
| London<br>South East<br>South West<br>North East<br>North West<br>East Midlands<br>West Midlands<br>Yorkshire and Humberside<br>East of England |                           |                          |                           |
| <b>Conclusion</b>   |                           |                          |                           |
| <i>Final general comments</i>   |                           |                          |                           |
| Suitable for discussion at Leadership Board and Executive?<br>(Yes/No)  |                           |                          |                           |
| <i>If no, comments on what could be improved</i>  |                           |                          |                           |
| Reviewed by   |                           |                          |                           |

## Appendix C

### Draft forward plan for the Task and Finish Group

At all meetings a general progress update will be given on business rates retention and the Fair Funding Review where this is not covered by the papers below.

| Date (subject to change) | Business rates retention  | Fair Funding Review   |
|--------------------------|---|---|
| Late April (webinar)     |   | <b>Update on LGA commissioned work</b> on the relative needs distribution model and council tax equalisation model.   |
| 7 June 2018              | <b>Central and local rating lists</b><br>To provide an update on the Government's work and next steps, and to get a steer from the Group on the LGA's position on how properties are allocated  | <b>Further discussion on council tax adjustments</b><br>To review the Government's discussion paper if published, with a view to inform an LGA policy response in the light of the LGA's commissioned resources adjustment scenario model |
| 19 July 2018             | <b>Tier splits, safety net and levy payment</b><br>To review MHCLG research on how different tier splits impact on safety net and levy payments.<br><br><b>Appeals provision</b><br>To revisit MHCLG work and LGA policy on how business rates appeals costs should be funded in the 75% system.                                | <b>Area Cost Adjustments.</b> To review the Government's discussion paper if published, with a view to inform an LGA response   |
| September 2018           | <b>Business rates retention to date and resets</b><br>To share analysis of how much individual local authorities have retained/lost in business rates above baseline since the introduction of 50% retention; and<br><br>To revisit LGA policy covering business rates and fair funding review resets after 2020 implementation | <b>Transition between funding baselines.</b> To review the Government's discussion paper if published, with a view to inform an LGA policy response on the basis of the commissioned transition scenario model                            |
| October 2018             | <b>The Government's consultation on System Design issues in 75 per cent retention</b><br>To discuss the consultation and inform the LGA's response.   |   |

*NB. This plan is based on the current assessment of the likelihood and timing of various Government consultation documents, discussion papers, and likely topics of the meetings of technical working groups. As such this is subject to change.*

## **Communications Report (October 2017 to March 2018)**

### **Purpose of report**

To update Leadership Board on the LGA's communications activity and the progress with our corporate campaigns for the second 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.

### **Recommendation**

The LGA Leadership Board is asked to note the communications activity for the period October 2017 to March 2018.

### **Action**

Officers to take any action as agreed by the Leadership Board.

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**Position:**

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## **Communications Report (October 2017 to March 2018)**

1. To support our organisational priorities, between October 2017 and March 2018 we:
  - 1.1 achieved 27,597 episodes of media coverage in national, regional, trade, broadcast and online publications;
  - 1.2 submitted 38 pieces of written and oral evidence to Parliamentary inquiries including inquiries on business rates, Brexit, adult social care funding, housing and children's mental health;
  - 1.3 briefed for 53 Parliamentary debates in both the House of Commons and House of Lords;
  - 1.4 drove 732,390 visitors to the LGA website and 1,908,500 page views; sent 589 bulletins to 2,808,900 recipients;
  - 1.5 produced 195 marketing documents, including major publications, posters, workbooks, summaries and social media content;
  - 1.6 reached more than 22,500 followers on our Twitter channel @LGAComms; and
  - 1.7 organised and delivered 54 events attended by 4,637 delegates, generating over £2 million gross income over the 2017-18 financial year.

### **Funding for local government and fair funding**

2. During this report period, our campaign has continued to make our calls to address the overall funding gap faced by local government that will exceed £5 billion by 2020 and to allow local government to keep all of the £26 billion in business rates it collects each year.

3. We had some success in the Autumn Budget including key wins on housing that included lifting the housing borrowing cap for some councils, an additional £20 million for the Private Rented Sector (PRS) access scheme, £25 million planning development capacity fund and an additional £2.7 billion for the Housing Infrastructure Fund. The partial lifting of the Housing Revenue Account (HRA) borrowing cap, worth £1 billion from 2019/20, was significant. Funding for affordable housing including social rented homes was confirmed resulting in the Affordable Homes Programme budget increasing by £2 billion to £9.1 billion, providing at least 25,000 new affordable homes. Other key announcements included a period of engagement and consultation ahead of a Green Paper on the future of social care by summer 2018, £42 million for the Disabled Facilities Grant, a £1.5 billion package for Universal Credit, and the creation of the £2 million Cultural Development Fund and £220 million Clean Air Fund.
4. We continued to highlight the need for councils to be made financially sustainable in the run up to the Provisional Local Government Finance Settlement (LGFS), resulting in Government announcing the introduction of 10 further 100 per cent business rates retention pilots. The Government also stated that it will introduce 75 per cent business rates retention from April 2020.
5. Our campaigning contributed to the announcement of an increase in the general council tax referendum limit from 1.99 per cent to 2.99 per cent for 2018/19 and

2019/20 worth up to £540 million, was welcomed and confirmation that the Fair Funding Review will be completed in time for implementation in April 2020.

**We supported this work by:**

- 5.1 generating 75 per cent supportive media coverage on council funding through proactive media work;
- 5.2 continuing to promote and create awareness of our Autumn Budget key asks;
- 5.3 our Autumn Budget submission was downloaded more than 2,640 times and 200 printed copies distributed;
- 5.4 producing three briefings for the provisional LGFS, final LGFS and Autumn Budget, addressing the overall excess of £5 billion funding gap, which achieved more than 6,160 summary page views;
- 5.5 working with colleagues, delivering six local business rates retention events, reaching 215 people; and
- 5.6 driving 9,618 unique page views (14,110 total views) to the finance and business rates hub; **the unique page views were up by 49 per cent** compared to the previous six months.

**Media**

6. We issued a total of 22 media releases related to fair funding throughout this period achieving 142 episodes of national coverage. In the last six months our most popular story was 'Councils respond to Local Government Finance Settlement' (19 December 2017), generating 22 episodes of national coverage including interviews with Lord Porter on Sky News and BBC Radio 5 Live. The story was also covered by BBC Radio 4 and BBC local bulletins, BBC Radio 4's Today in Parliament, BBC News at Ten, ITV News, Sky News bulletins, Telegraph and the Times.
7. **76 per cent of our coverage was proactive** for this area in the past six months and **75 per cent of our coverage was positive**.
8. There have been 40 articles in First magazine highlighting our work on this issue.

**Campaigns and digital**

9. Over the last six months we planned, designed and produced promotional content, videos and social media content to create awareness of the funding crisis councils face.
10. Key outputs:
  - 10.1 25,680 video views of our funding calls promoted through our digital channels;
  - 10.2 over 3,728 views of our Autumn Budget submission webpage;
  - 10.3 over 614 views of our LGFS summary webpage; and
  - 10.4 143 tweets published promoting our key asks, reaching 547,100 people.

## **Public affairs**

11. We provided a comprehensive programme of parliamentary engagement to make our case ahead of the announcement of the Autumn Budget and the LGFS. Key highlights included:
  - 11.1 during the Budget statement debate Baroness Eaton (Vice-President and former Chairman of the LGA) called on the Government to give councils greater freedom to borrow to build new homes;
  - 11.2 our analysis was quoted extensively during a parliamentary debate on the Final LGFS; the briefing for the debate was downloaded 146 times with 365 summary page views;
  - 11.3 Our Vice-Chair Cllr David Simmonds gave evidence to the MHCLG Committee inquiry on business rates retention and the Fair Funding Review. Cllr Simmonds was joined by a panel of local government representatives and during the discussions, witnesses set out the increasing financial pressures facing councils; and
  - 11.4 86 per cent of MPs and 89 per cent of Peers agreed with us that councils should have more financial powers and freedoms

## **Events**

12. We held seven events related to funding in the last six months, attended by 339 people. These included:
  - 12.1 LGA Annual Local Government Finance Conference 2018, exploring the current state of play for business rates retention and the fair funding review, attracting more than 100 delegates. The Secretary of State for Communities and Local Government, Sajid Javid MP, attended.
  - 12.2 Six regional Fair Funding Review consultation workshops covering the content of the Government's consultation on the relative needs assessment.

## **Adult social care**

13. Our work on social care has seen us work together with councils and partners to call for the Government to commit to addressing the £2.3 billion funding gap facing social care by 2020 and for an urgent injection of £1.3 billion now to bring much needed stability to the social care provider market.
14. As part of our wider campaigning around health and care services, our Autumn Budget Submission called on the Government to cancel future reductions to the public health grant and return funding cut by £531 million since April 2015; we continued these calls in the run up to the LGFS and beyond.



15. The new £150 million funding announced in the final LGFS is recognition of our calls raising the urgent need for the Government to further try and help councils tackle some of the immediate social care pressures they face.

We urged the Government to intervene and assure councils that they will be given genuinely new money to cover the cost of extending the National Living Wage to sleep-ins. As a result of our work and that of representatives of the social care sector, employers won't have to settle any back-payment for sleep-in costs until March 2019.

16. We welcomed the Government's intention to publish a Green Paper 'by summer recess 2018' setting out its proposals for reforming care and support for older people and a period of consultation allowing us to engage actively with Government to inform the Green Paper.

**17. We helped deliver this by:**

- 17.1 issuing 60 proactive media releases, achieving a total of 91 per cent positive coverage;
- 17.2 driving 8,670 downloads of 20 health and social care publications;
- 17.3 launching our social care flagship publication 'Adult social care funding: State of the nation' at NCAS conference 2017 downloaded 1,210 times and 200 printed copies shared; and
- 17.4 producing six social care briefings for parliamentary debates, read more than 1,187 times.

**Media**

18. We achieved 106 episodes of national coverage for this area. Our most popular story was '170 operations a day to remove rotten teeth in children' (13 January 2018) which achieved 20 episodes of national coverage, including Sky News, ITV News, BBC Breakfast, Telegraph, Guardian and Councillor Fleming on BBC News channel.

19. There have been 16 items in First magazine highlighting our work on this issue.

**Campaigns and digital**

20. 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 5,380 times. These included 'Making obesity everybody's business: A whole systems approach to obesity' and 'Public health transformation five years on'.

**21. Key outputs:**

- 21.1 our social care and health pages have been viewed more than 21,220 times;

- 21.2 3,182 views of three videos;
- 21.3 three health publications launched at LGA/ADPH conference achieved 1,422 downloads and 600 copies printed; and
- 21.4 20 health and social care publications published, achieving in total 8,670 total downloads.

### **Public affairs**

- 22. Ensuring social care has a high profile in Parliament continues to be a key priority for us and we have continued to make the case for sustainable funding and bringing the Green Paper forward. Key highlights from the period include:
  - 22.1 briefing debates including 'Impact of NHS winter pressures on social care' – where our key points were raised during the debate– and the NHS winter crisis. We also provided MPs with an update on local authority efforts to improve delayed transfers of care attributable to social care;
  - 22.2 during a debate on human rights for older people and their comprehensive care, reference was made to the LGA's work on the underfunding of councils and our statistics cited;
  - 22.3 briefing for the a high profile 'Opposition Day' debate in the House of Commons; our briefing was downloaded 50 times and MPs raised the LGA's concerns about the adult social care funding gap;
  - 22.4 the House of Commons Library produced a briefing highlighting a number of our key messages;
  - 22.5 our Chairman Lord Porter spoke on the financial challenges facing social care and tabled a series of parliamentary questions on key issues such as the financial sustainability of services and reducing Delayed Transfers of Care; and
  - 22.6 84 per cent of MPs and 81 per cent of Peers agreed with the statement that additional funding should go to councils' social care budgets to tackle the funding crisis.

### **Events**

- 23. We held four events relating to health and social care in the last six months, attend by 1,518 people. These were:
  - 23.1 National Children and Adult Services Conference and Exhibition 2017;
  - 23.2 National Strategic Summit - Delivering Health and Care in a Digital Age;
  - 23.3 LGA/ADPH Annual Public Health Conference 2017; and
  - 23.4 New Care Models: what we can learn and the journey to accountable care

## Housing

24. During this report period we have continued to highlight how councils can do more if given further powers to borrow to invest in new council housing, the right to keep 100 per cent of Right to Buy receipts to replace sold homes, certainty over future rents, powers to make sure developers build approved homes in a timely fashion, and adequately funded planning departments so councils can cover the cost of processing applications. To achieve our ambitions to end homelessness, we are calling for councils to be given powers and funding to adapt welfare reforms and increase the supply of genuinely affordable housing.

25. In response to our campaigning the Autumn Budget announced a number of very positive measures, including that the housing borrowing cap would be lifted for some councils worth £1 billion from 2019/20. This was an important recognition of our argument about the vital role that councils must play to boost homes for local families in need and solve our housing crisis. The Treasury Committee backed our call to lift the housing borrowing cap following evidence given to the Committee by LGA Senior Vice-Chair, Councillor Nick Forbes.

26. Other Autumn Budget achievements included an additional £20 million for the PRS (Private Rented Sector) access scheme, £25 million planning development capacity fund and an additional £2.7 billion for the Housing Infrastructure Fund. Funding for affordable housing including social rented homes was confirmed resulting in the Affordable Homes Programme budget increased by £2 billion to £9.1 billion, providing at least 25,000 new affordable homes.

27. The Government listened to our call for the Local Housing Allowance rate not to apply to social housing, including supported housing, providing some crucial certainty for councils and their partners to provide housing for some of the most vulnerable people in our society, and to invest in improving and building 300,000 new homes a year.

28. We welcomed the Government's response to our calls to extend the Local Housing Allowance (LHA) rate cap in the private rented sector. The 3 per cent increase in the Targeted Affordability Fund (TAF) to help private tenants is very positive.

29. The Government accepted our calls to avoid further New Homes Bonus changes and avoid further increase to the threshold, announced in the Final LGFS.

30. Important planning regulations, bringing into force the legal right for local authority planning departments to raise their fees by 20 per cent, have been brought forward in response to our calls to better resource planning teams. We are pushing to increase this by a further 20 per cent.

31. In response to our collective efforts the Prime Minister confirmed in October 2017 that the government will not proceed with plans to apply the local housing allowance to supported housing or the wider social rented sector

**32. We helped deliver this by:**

- 32.1 generating 37 proactive media releases resulting in 91 per cent positive media coverage;
- 32.2 producing 11 Parliamentary briefings on housing key asks to Government;
- 32.3 publishing 80 tweets reaching over 275,000 people;
- 32.4 producing four publications downloaded 2,208 times in total; and
- 32.5 delivering two housing events attended by 148 delegates.

**Media**

33. We achieved 213 episodes of national coverage. In the last six months, our most popular story was 'LGA responds to new planning laws for councils' (4 and 5 March 2018), generating 28 episodes of national coverage including Councillor Forbes speaking on BBC News, Sky News, BBC Radio 5 Live, and LBC News. Councillor Tett was interviewed on BBC Radio 5 Live and Councillor Fleming on Channel 5 News.

34. There have been 36 housing related items in First magazine highlighting our work on this issue.

**Campaigns and digital**

35. We promoted an LGA consultation on homelessness and our planning calls by producing two publications 'LGA Consultation on procedures for referrals of homeless applicants to another local authority', and 'Planning positively through partnership'. During this period we regularly promoted our key asks on housing, planning and homelessness on social media.

36. Our Housing Advisers Programme prospectus has been downloaded of a total of 1,220 times.

37. Key outputs:

- 37.1 our housing webpages have been viewed 19,030 times;
- 37.2 monthly housing bulletin sent to more than 7,000 recipients;
- 37.3 19 videos produced, attracting 9,553 views; and
- 37.4 126 followers on new LinkedIn showcase page for all housing updates.

## **Public affairs**

38. To support our housing campaign we provided a range of briefings and submissions to parliamentary inquiries. Highlights include:

- 38.1 Councillor Nick Forbes appeared before the House of Commons Treasury Select Committee as part of their post-Budget inquiry, arguing for the Government to go further by lifting the borrowing cap across the board; the influential Committee supported our calls by recommending that “the Housing Revenue Account borrowing cap should be removed”;
- 38.2 briefing for a range of parliamentary debates, including a debate on the spending to tackle homelessness. Several MPs highlighted our concerns that the Local Housing Allowance (LHA) freeze in the private rented sector is causing homelessness and our briefing was downloaded 23 times;
- 38.3 Lord Porter raised our housing and planning priorities in Parliament through interventions in parliamentary debates and written questions; and
- 38.4 Lord Porter and Chief Executive Mark Lloyd attended the Prime Minister’s housing summit in No.10 alongside representatives from housing associations, housebuilders and the development industry.

## **Events**

39. We held two events related to housing in the last six months attended by 148 people in total:

- 39.1 LGA national housing, planning and infrastructure conference;
- 39.2 Fifth national construction conference – construction category 2018

## **Employment and skills**

40. Work Local has now been developed into an integrated campaign calling for changes that put local areas at the heart of addressing skills and employment locally. To help local areas close their skills gap, we are calling on the Government to ensure the ambitions set out in the 2019 Local Industrial Strategies can be fulfilled with devolved powers and funding, and that Work Local is promoted as a framework for their development. We are also calling for changes to how apprenticeships are managed to ensure they work for local government and their residents and for local areas to be treated as true partners to increase employment.

41. We have worked to help councils find solutions to skills gaps they face, particularly around difficulties they face in recruiting social workers, further developing our Return to Social Work Campaign. Fifty-eight social workers have been retrained free of charge to return to practice in London, the West Midlands and East of England

42. 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 Return to Social Work. Fifty-eight candidates have now almost completed their training to return to practice. It costs £27,000 to retrain a social worker, so this programme has saved more than £1.5 million for councils.
43. The Industrial Strategy White Paper announced a new competitive £115m Strength in Places Fund to support areas to build on their science and innovation strengths and develop stronger local networks, in line with our calls in our submission in the Autumn Budget. The fund will support collaborative programmes which can demonstrate a strong impact on local productivity and enhance collaboration between universities, research organisations, businesses, local government and Local Enterprise Partnerships.
44. Cllr Mark Hawthorne and Cllr Peter John (in place of Cllr Sir Richard Leese) met the Rt. Hon Anne Milton MP, Minister for Skills and Apprenticeships. The Minister recognised the importance of engaging with councils. Key skills issues raised which we hope to work with the Government on include skills advisory panels, SME engagement, post 16 routes and apprenticeships. A follow up letter has been sent to the Minister to outline suggested next steps.
45. We helped support this by:
  - 45.1 generating 15 proactive media releases resulting in 90 per cent positive media coverage;
  - 45.2 publishing 109 tweets promoting our Work Local activity read by over 254,230 people;
  - 45.3 securing positive promotion of our Work Local proposals in the House of Commons; and
  - 45.4 delivering eight events attended by 468 delegates.

## **Media**

46. Throughout this period we achieved 29 episodes of national coverage. In the last six months our most popular story in this policy area was 'LGA responds to NAO report on adult social care workforce' (7 February 2018) generating four episodes of national coverage in the Express, BBC Online, Mail Online and iOnline.

## **Campaigns and digital**

47. We launched a major campaign promoting Work Local, starting with the apprenticeship-related element of our calls. We worked with five local areas to produce case studies and collateral, along with video content.

48. Following the successful Come Back to Social Work pilot last year, the Department of Health and Social Care (DHSC), Department for Education (DfE) and Local Government Association (LGA) have partnered once more for the Return to Social Work programme, to retrain 58 former social workers, free of charge, to qualify them to re-enter the profession.
49. The scheme has been running in three key regions – London, the East of England and West Midlands.
50. Key outputs:
  - 50.1 2,180 views of our Work Local campaign webhub;
  - 50.2 Return to Social Work achieved 15,560 webpage views;
  - 50.3 109 tweets reaching more than 254,230 people promoting Work Local and Return to Social Work;
  - 50.4 18 videos attracting 8,840 views through our digital channels.

#### **Public affairs**

51. To support our Work Local campaign we have been engaging with Parliament, including:
  - 51.1 briefing MPs and Peers on our Work Local proposals throughout this period, including briefing for a debate on skills devolution in England led by LGA Vice-President Catherine West MP; and
  - 51.2 providing a briefing response to the Industrial Strategy White Paper, urging Government to work with us and councils on implementing our Work Local proposals

#### **Events**

52. We held eight events focused on employment and skills in the last six months, attended by 468 people:
  - 52.1 Meeting GDPR and the Pension Regulator's data requirements;
  - 52.2 Reducing the Gender Pay Gap;
  - 52.3 What it takes to be a 21st Century Public Servant Employer;
  - 52.4 Employment law training;
  - 52.5 Two events on apprenticeships; and
  - 52.6 Two Annual Teachers Pension events.

## Leaving the European union

53. Our key ask is for Government to give 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. We particularly want to highlight issues around workforce, funding and procurement. Our calls include the need new legislative freedoms and flexibilities for councils to run local services closer to where people live to improve services and save money
54. 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.

55. While Government goes through the process of preparing to leave the EU, there have been a number of positive signs that the concerns of local government and our key asks are being taken into account.
56. Following our lobbying, the Government has made a commitment in Parliament to update formally through a written statement on how the Government will give local government a clear assurance as to how it will be consulted following the repatriation of powers from the EU. This is to ensure that the consultation with local government that is carried out through the EU's Committee of the Regions continues after Brexit, without creating new bureaucraices.
57. The House of Lords *Brexit: Competition and State Aid* report quoted our concerns and policy positions extensively in their report, including a recommendation that: 'In developing this framework {a replacement for structural funding}, the Government should take into account calls from local authorities for a less complex and burdensome approval process than under the current EU regime'.
58. We welcomed the continued participation in the Multi-Annual Financial Framework 2014-20 as a short-term solution but reiterated our calls in our second reading briefing to the House of Lords EU (Withdrawl) Bill debate that funding to local areas is fully replaced from 2021. A locally-led successor to EU regional aid is needed to stop an £8.4 billion UK-wide funding gap for local communities opening up at this point.
59. We helped support this by:
- 59.1 generating five proactive media releases;
  - 59.2 publishing 71 tweets highlighting our key asks;
  - 59.3 engaging with a range of committees; and
  - 59.4 delivering two events attended by 91 delegates.

## Media

60. We issued five media releases related to Brexit throughout this period, achieving 13 episodes of national coverage. In the last six months, our top story was 'LGA: use Brexit to make traffic light food and drink labelling mandatory' (10 February 2017),



which achieved nine episodes of national coverage including interviews with LGA Vice Chairman Councillor Marianne Overton featured on BBC Radio 5 Live, Sky News Radio and BBC regional radio news bulletins.

61. 100 per cent of our coverage was proactive and 100 per cent of our coverage was positive.
62. There have been nine items in First magazine highlighting our work on this issue.

### **Campaigns and digital**

63. Over the last six months, we have promoted our messages on Brexit through the website, social media channels and in our ebulletins.
64. Key outputs:
  - 64.1 1,433 visits to the Brexit website pages (1,924 total page views);
  - 64.2 10 videos attracting 6,032 views;
  - 64.3 Brexit bulletin sent to 4,700 subscribers; and
  - 64.4 discussion document 'Beyond Brexit: Future of funding currently sourced from the EU' downloaded 946 times and achieving 2,430 summary page views.

### **Public affairs**

65. Since 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 different stages of the EU (Withdrawal) Bill as it passes through Parliament and briefing for a range of other debates that were opportunities to push our lines on Brexit and devolution. Key highlights include:
  - 65.1 Following our lobbying, the Government has made a commitment in Parliament to update formally through a written statement on how the Government will give local government a clear assurance as to how it will be consulted following the repatriation of powers from the European Union. This is to ensure that the consultative function that is carried out through the Committee of the Regions continues;
  - 65.2 Our Chairman Lord Porter has through parliamentary debates and questions raised a number of key issues on Brexit, including ensuring councils continue to be consulted on new laws and regulations;
  - 65.3 We engaged with a range of parliamentary committees. Councillor Kevin Bentley, Chair of the Brexit Task and Finish Group, has given evidence to the All-Party-Parliamentary group on Devolution Reform and Decentralisation, the MHCLG Committee and the Public Administration and Constitution Committee;

- 65.4 The House of Lords *Brexit: Competition and State Aid* report quoted our concerns and policy positions extensively in their report, including a recommendation that: ‘In developing this framework *{a replacement for structural funding}*, the Government should take into account calls from local authorities for a less complex and burdensome approval process than under the current EU regime’; and
- 65.5 Our parliamentary briefings were downloaded 488 times and received 1,384 summary page views.

## Events

66. We held two events related to Brexit in the last six months, attended by 91 people. These were:
- 66.1 Smith Square Debate on Brexit and local government, held in December 2017.;
- 66.2 Devolution Network.
67. The Smith Square debate explored which repatriated powers should be devolved to local government; how the £5.3 billion investment that was supposed to be received from the EU until 2020 will be replaced; and the impact on the workforce and skills. Speakers included Cllr Kevin Bentley, the Rt Hon Hilary Benn MP, Wera Hobhouse MP and the former UKIP Leader, Henry Bolton. – There were 69 attendees and it was the most popular topic on Twitter that night in London.

## Children’s social care

68. 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. The pressures facing children’s services are rapidly becoming unsustainable, with a £2 billion funding gap expected by 2020. We therefore launched our Bright Futures campaign calling for properly funded children’s services and for children and adolescent mental health services to be prioritised.

69. Through our collective lobbying efforts an additional £7.6 million a year has been awarded to councils, to extend virtual school head support for looked- after children, including adopted children. Councils will also receive £2 million in funding to improve leadership in children’s social care services.

70. During a debate on the provision for children’s services focusing on the concerns the LGA has raised regarding the £2 billion funding gap, the then Minister for Children and Families, Robert Goodwill MP, said DfE, DCLG and the sector on the Fair Funding Review are “determined to get this right for children’s social care services”.

71. Following our calls for an urgent injection of funding into early intervention initiatives that provide support for children experiencing domestic violence, the Government has allocated an £8 million fund towards support for children who

witness domestic abuse and help with their recovery through locally commissioned projects.

72. We helped support this work and the wider campaigning by:

72.1 generating 107 episodes of national media coverage;

72.2 our Early Day Motion (EDM) on children's mental health has been signed 28 times so far;

72.3 seeking agreement for our asks in Parliamentary debates on children's services funding and children's mental health;

72.4 publishing eight Bright Futures campaign publications downloaded a total of 6,700 times;

72.5 producing extremely popular video content (25,315 views) explaining the current pressures faced by children's services, along with our asks.

## **Media**

73. We issued 21 media release related to children and young people throughout this period.

74. In the last six months our most popular story was 'A child is referred to children's services every 49 seconds, councils warn' (12 January 2018) which achieved 19 episodes of national coverage, including Councillor Watts on BBC Radio 5 Live, Councillor Simmonds on Good Morning Britain, coverage reported on Sky News, Channel 4 News and the Times.

75. 89 per cent of our coverage was proactive for children's social care in the past six months and 89 per cent of the coverage was positive.

76. There have been 24 children's social care related items in First magazine.

## **Campaigns and digital**

77. We launched our high-profile campaign Bright Futures with a web hub, publications and a variety of digital content; this was followed up with the launch of a campaign thread specifically focusing on children's mental health during Children's Mental Health week.

78. Over the period, we have published three particularly successful publications: 'Bright Futures - getting the best for children, young people and families', which sets out seven clear priorities we believe will help drive improvement for children and families, downloaded 1,354 times; short Children's and Young People's Mental Health Services (CAMHS) explainer 'Don't be left in the dark: children and young people's mental health', downloaded 506 times; and Bright Futures: our vision for youth

services publication, our first online-first publication which received 2,013 page views.

79. Key outputs

79.1 10 children's publications published, achieving in total 7,360 total downloads;

79.2 More than 18,900 total webpage views of children's social care pages;

79.3 published 133 tweets reaching over 447,680 people;

79.4 500 copies of a one-page flyer sent to all MPs;

79.5 joint letter issued to Government, with the Children's Society, Barnardo's, Action for Children and the National Children's Bureau, viewed 821 times;

79.6 Our EDM motion has been supported online by a range of MPs and partners, including The British Association for Counselling and Psychotherapy and the Children's Society; and

79.7 25,315 video views of 30 videos.

**Public affairs**

80. Throughout this period we continued our work promoting the role of councils in improving children's life chances. Key highlights include:

80.1 writing to all MPs to highlight our Bright Futures campaign;

80.2 briefing for debates on the provision of children's services and the Children's Commissioner's report; social workers and the rising demand facing services and foster care;

80.3 Councillor Richard Watts gave evidence to the Early Years All-Party Parliamentary Group (APPG) and discussed the £2 billion funding gap. He also gave evidence to the Children APPG on the variation in children's services funding;

80.4 launching a cross-party EDM on children's mental health and school counselling, which has so far been signed 28 times;

80.5 Lord Porter tabled written parliamentary questions on in-school counselling and the Government's assessment of Bright Futures;

80.6 writing to all LGA vice-presidents during children's mental health week to raise awareness of the campaign launch;

80.7 writing to approximately 150 parliamentarians (from Cllr Seccombe and Cllr Watts) including relevant ministers, opposition spokespeople, committee

members and APPG officers to promote the key recommendations of the campaign, including a copy of the Don't be left in the Dark publication;

80.8 Cllr Watts met with the new Children's Minister Nadhim Zahawi MP to discuss our key priorities.

81. Our briefings on this campaign have been downloaded over 260 times and received over 740 summary page views.

### **Events**

82. We held five events across the country related to children and young people in the last six months, attended by 1,369 people in total. In the last six months these have included:

82.1 National Children and Adult Services Conference and Exhibition 2017;

82.2 Understanding spend in children's services;

82.3 Improving Children's Lives: supporting councils to reach out to families with multiple adversities;

82.4 A new vision for youth services; and

82.5 Sport and Physical Activity Conference.

### **Supporting and engaging with our member councils**

83. 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.

84. 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.

#### **We helped support and engage our member councils by:**

84.1 issuing 28 proactive media releases, achieving a total of 83 per cent positive coverage;

84.2 publishing 119 tweets celebrating #InnovateTuesday, reaching 260,140 people, engaging over 6,000 more people compared to the previous six months;

84.3 82 per cent of heads of communication said they were satisfied with the LGA communications and improvement and support service provided to them;

84.4 developing 16 best practice case studies, 65 in total to date; and

84.5 publishing 125 communications support and improvement recommendations for councils in receipt of a health check, three day communications review or corporate peer challenge.

## **Media**

85. Our media work achieved 145 episodes of national coverage. In the last six months our most popular story was 'LGA responds to RAC Foundation report on parking' (27 November 2017), which achieved 12 episodes of national coverage including BBC Radio 4's Today, You and Yours programme, BBC Breakfast, Times and Independent Online.

## **Campaigns and digital**

86. We produced 16 documents to support councils in the last six months, as well as planning and producing a range of online and print materials to promote our support offer to members. The most popular publication 'Modern slavery: a council guide' achieved 1,277 total downloads.

87. Key outputs:

87.1 31,814 visits to the improvement webpage and subpages (43,649 total page views);

87.2 visitors spent an average of two minutes 20 seconds on the page (in the top 10 for LGA web pages); and

87.3 16 publications produced, including 'Modern slavery: a council guide', downloaded a total of 4,960 times.

## **Public affairs**

88. In this period we held one Communications and Parliamentary Network briefing. 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.

89. In Parliament we continue to promote our calls that will help councils keep their communities safe. This includes:

89.1 supporting a proposed Taxi and PHV Licensing Reform Bill; we briefed MPs on our key concerns and whilst it was disappointing the Bill was not passed, we have already started work to establish a voluntary register with the same ambitions; and

89.2 briefing for a debate on the challenges facing problem gamblers; crossbench peer Lord Alton of Liverpool quoted our briefing and the Gambling Commission has now recommended Fixed Odds Betting Terminals go down to the £2 maximum stake.

## **Events**

90. We hosted eleven events related to sector-led improvement in the last six months, attended by 630 people:
- 90.1 five Modern Slavery Workshops;
  - 90.2 two Apprenticeships: How to get the most out of your council's apprenticeship;
  - 90.3 Using behavioural insights in local government;
  - 90.4 Annual licensing conference;
  - 90.5 Violent Crime Conference (London); and
  - 90.6 PACE workshop: How to align your vision, resources and people

## **Communications improvement and support team**

91. We have continued to develop our sector-led improvement offer over the most recent quarter, providing a range of three day reviews, one day health checks, bespoke support activities, events and training and development opportunities. We have continued to develop our online support services by expanding our communications case study library and by continuing to run surveys to support the sector with benchmarking resident satisfaction and their communications activity.

### *Communications reviews and health checks*

92. The communications support and improvement team delivered four one day health checks during this period. The councils in receipt of these were Stroud (South West), Salford City Council (North West), Broxtowe (East of England) and Northampton Borough Council (East of England).
93. The team delivered four in-depth, three day communication reviews for Stevenage (East of England), Blackpool (North West), Swindon (South West) and the West Midlands Combined Authority (West Midlands). This support for the West Midlands Combined Authority was the very first communications review delivered for a combined authority and the first to include a communications practitioner from the private sector. The team was assembled in this way at the request of the combined authority who valued a wide range of expertise as they seek to make the new combined authority model a success.
94. The communications and improvement team also joined two corporate peer challenges as subject matter experts. These included Medway (South East) and Exeter (South West) where they provided expertise on issues including place branding and ensuring effective communications activity.

95. A total of 125 communications support and improvement recommendations were made for councils in receipt of a health check, three day communications review or corporate peer challenge during this period.

#### *Strategic support*

96. In addition to the core support offer, we also developed a number of bespoke packages for councils requiring more in depth strategic communications support. This included providing on-site strategic communications, support for crisis communications, running resident satisfaction surveys, providing bespoke social media and media training courses and facilitating visits for councils keen to learn from LGA best practice. Six local authorities have received some form of support.

#### *Resources*

97. In January 2018 we published the results of our annual Heads of Communication survey. 179 practitioners completed the survey providing a response rate of 49 per cent. 82 per cent of those surveyed said they were satisfied with the LGA communications and improvement and support service provided to them.
98. We also ran our national resident satisfaction polling in October 2017 and have redesigned the Comms Hub to ensure that communications practitioners are clear on the support offer provided by the LGA and can navigate the resources more efficiently.
99. We have continued to develop the communications best practice library available on the online Comms Hub. We have added a further 16 case studies to the resource during this reporting period, taking the total to 65.

#### *Events*

100. In February 2018 the team delivered a bespoke place branding event at Smith Square for more than 100 communications practitioners. The event included case studies from Hull, Luton, Essex and Hackney alongside panel discussions, Q&A opportunities and workshops. The team is now exploring opportunities to run a second event in the North of England to meet demand for this support.
101. In December 2017 the team sponsored and judged categories in the 2017 Unawards to celebrate best practice across local government. They also partnered with the LGA's public affairs team to deliver a communications and parliamentary network event for more than 30 communications experts.

#### *Professional development and training*

102. The communications support team has continued to support the development of communications practitioners both inside the LGA and across our wider membership. A team member is also currently undertaking the Future Leaders Programme for potential future heads of communication leaders. The team used 16 new peers as part of its health check and review teams during this period.



## Reputation of local government

103. With local authorities 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 we have continued to champion the priorities of our members through campaigns, parliamentary activity, awareness of the LGA's key asks through our media engagement, digital channels and events, and promoting the invaluable work councils do on a daily basis to improve the quality of life of residents.

In the last six months we have worked to promote and protect the reputation of local government by:

- 103.1 achieving 218 episodes of national coverage for issues impacting council reputation (outside of priority campaigns, activity for which is detailed in the rest of this report);
- 103.2 bringing council officers together at our Parliamentary Network event to share best practice and update members on our political priorities;
- 103.3 achieving over 5.4 million impressions (5,406,000) for 1,590 tweets relating to councils during this report period;
- 103.4 promoting the #OurDay campaign which reached close to 14,000 contributors, generating 45,083 tweets nationwide and reaching more than 31 million people making it the most successful #OurDay campaign to date;
- 103.5 sending our CommsNet bulletin to a total of 1,961 subscribers every week, an increase of 154 (8.5 per cent) new subscribers since the previous six months; and
- 103.6 driving traffic to the 'Be a Councillor' website, with 42,036 unique page views (53,203 total page views).

## Media

104. In this six month period we issued 30 press releases relating to council reputation. Our most popular story was 'Councils ready for winter with 1.5 million tonnes of salt stockpiled' (25 November 2017) generating 15 episodes of national coverage including an appearance by Councillor Tett on Sky News, and pieces in the Times Online, Independent Online, and the Telegraph.

## Campaigns and digital

105. #OurDay our 24 hour social media campaign took place on 21 November 2017, demonstrating the value local government provides to the public and highlighting innovative work. As a result #OurDay trended number one in the UK for most of the day, as well as first worldwide in the English language.

106. We also continued to promote the 'Be a Councillor' campaign. The campaign's website was well visited with 42,036 unique page views.
107. Almost a year since our website was launched (in April 2017) we're already seeing great improvements in audiences' unique page views, which have **increased by 13 per cent year on year. The average time spent on the site by users has improved by 27 per cent with a drop of 6.9 per cent in bounce rate from 58.61 per cent to 51.71 per cent.** Visitors directly going to specific pages, referrals from other websites and social media links in the same period has increased. The improved accessibility and responsiveness of the site to mobile devices has seen significant increases in visitors accessing the website using mobiles phones and tablets.
108. We further developed our video output during this period, creating custom content for campaigns including gifs and short videos.
109. Key outputs:
- 109.1 1,908,500 webpage views in total between October to March 2018;
  - 109.2 118 short explainer videos in total, supporting our calls to Government, new publications and media releases with 106,835 combined views across online digital channels including 11 videos viewed over 9,700 times through our linkedin page; and
  - 109.3 #Our Day achieved 16,088 video views, around 10,400 webpage views and a 48 per cent increase in the thunderclap social reach compared to the previous year.

### **Public affairs**

110. We regularly poll MPs and Peers to ask them whether they believe the LGA is an effective communicator and whether they would advocate on our behalf. To provide context, we rank ourselves against five similar lobbying organisations. Key highlights include:
- 110.1 52 per cent of MPs said they would advocate for us. This is an increase from 47 per cent in both 2016 and 2015. The organisational average (this is averaging the scores of all the organisations polled, not our organisational average over time) is 35 per cent;
  - 110.2 52 per cent of Peers said they would advocate for us. This has increased by 2 percentage points from 2016 (52 per cent in 2017 against 50 per cent in 2016);
  - 110.3 51 per cent of MPs think we are an effective organisation. The average net effective rating for the organisations we are compared to is 35 per cent;

110.4 58 per cent of Peers believe we are an effective organisation. This is stable (58 per cent in 2015, 59 per cent in 2016 and 58 per cent in 2017). We now lead against those organisations we track ourselves against; and

110.5 Responding to the MHCLG Committee inquiry into local government scrutiny, the Government backed our sector led approach. This follows the LGA giving evidence to the Committee and promoting our work supporting local government.

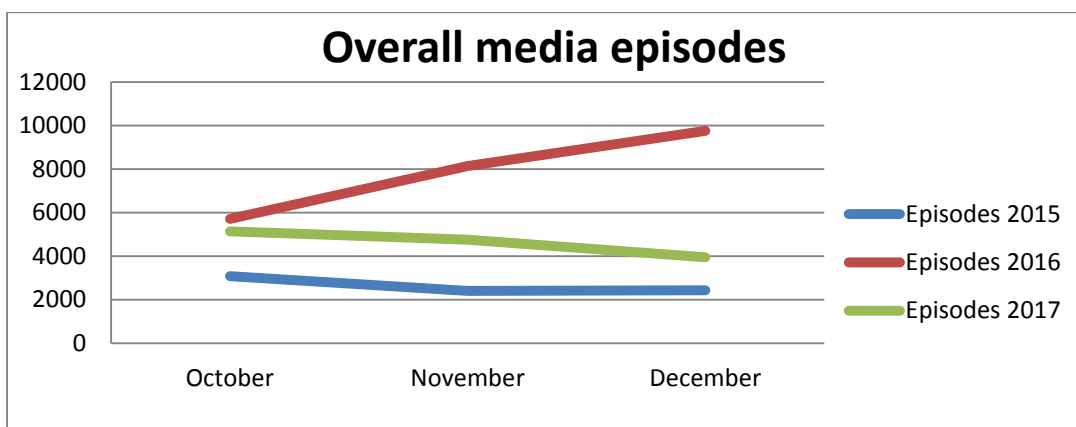
### **Events**

111. The team have organised and delivered 54 events, attended by 4,637 delegates, with 37 per cent in the regions in the last six months. Events and sponsorship have generated over £2 million gross income over the 2017-18 financial year.

**Appendix 1: Analysis of media coverage**

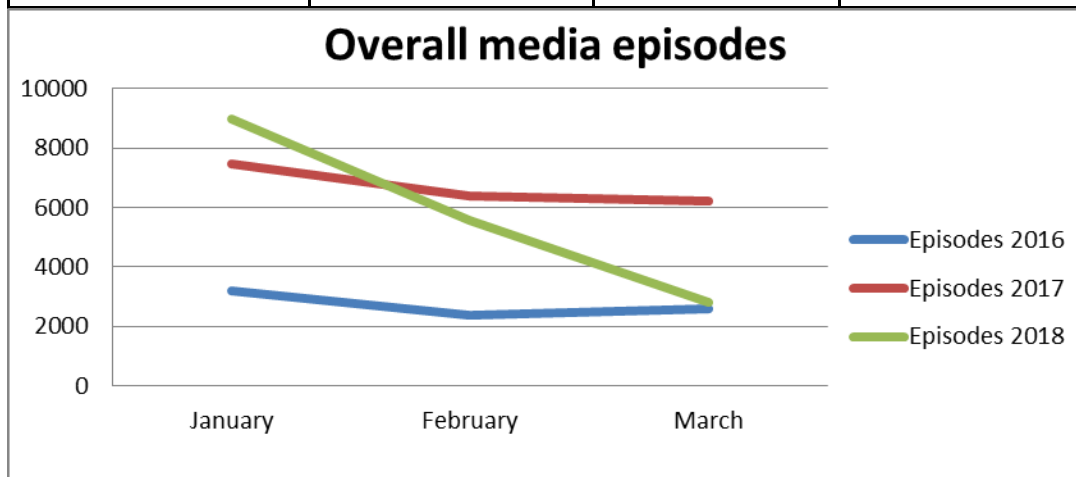
**Overall media coverage (October-December 2017)**

|                 | <b>Episodes 2015</b> | <b>Episodes 2016</b> | <b>Episodes 2017</b> |
|-----------------|----------------------|----------------------|----------------------|
| <b>October</b>  | 3086                 | 5714                 | 5142                 |
| <b>November</b> | 2396                 | 8143                 | 4752                 |
| <b>December</b> | 2430                 | 9762                 | 3950                 |



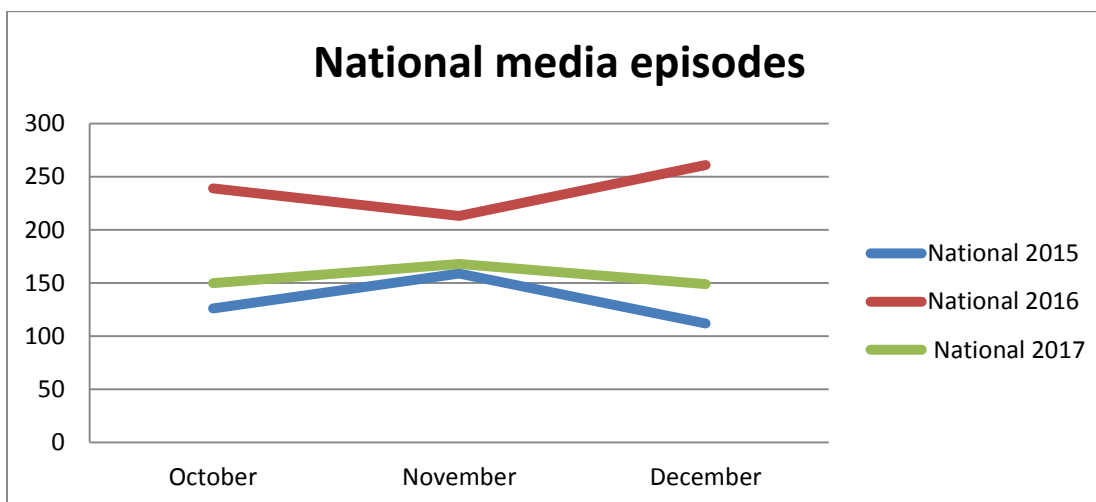
**Overall media coverage (January-16 March 2018)**

|                 | <b>Episodes 2016</b> | <b>Episodes 2017</b> | <b>Episodes 2018</b> |
|-----------------|----------------------|----------------------|----------------------|
| <b>January</b>  | 3196                 | 7449                 | 8979                 |
| <b>February</b> | 2372                 | 6376                 | 5552                 |
| <b>March</b>    | 2568                 | 6229                 | 2792 (to 16 March)   |



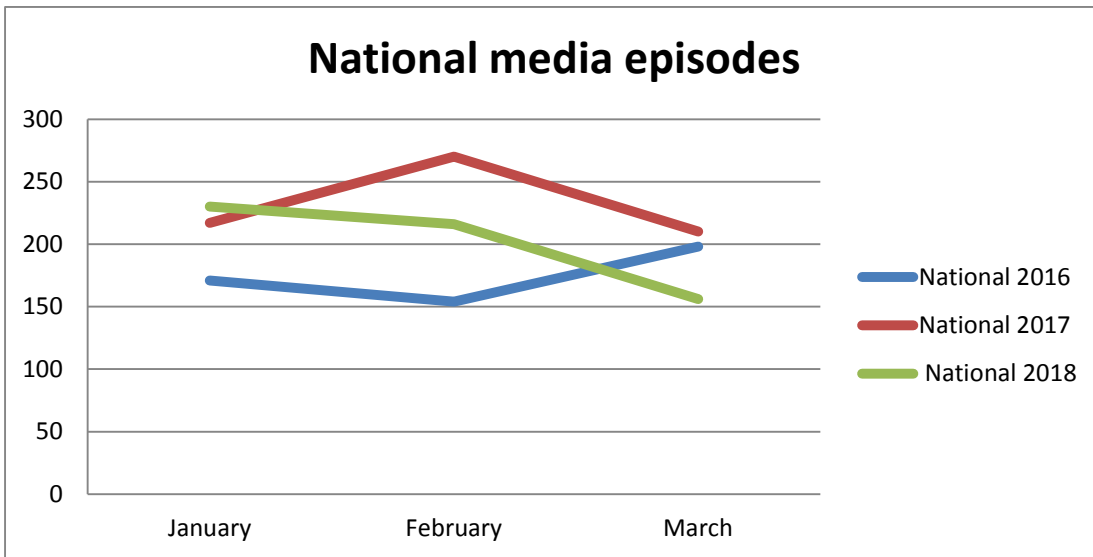
**National media coverage (October 2017-December 2017)**

|                 | National 2015 | National 2016 | National 2017 |
|-----------------|---------------|---------------|---------------|
| <b>October</b>  | 126           | 239           | 150           |
| <b>November</b> | 159           | 213           | 168           |
| <b>December</b> | 112           | 261           | 149           |

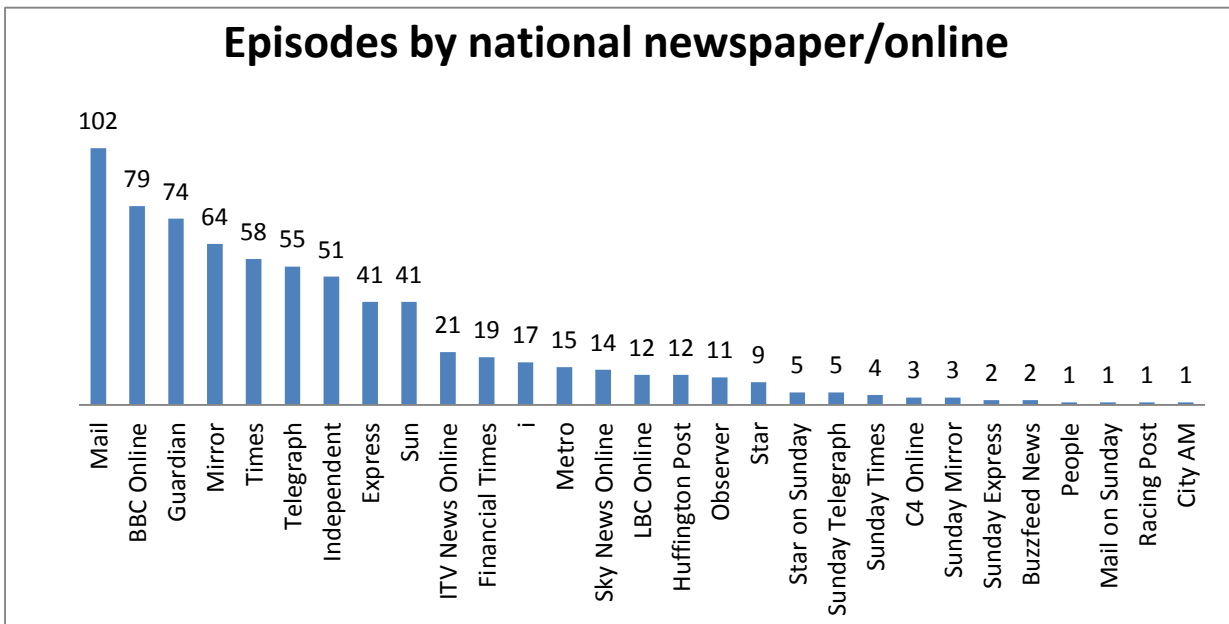


**National media coverage (January-16 March 2018)**

|                 | National 2016 | National 2017 | National 2018     |
|-----------------|---------------|---------------|-------------------|
| <b>January</b>  | 171           | 217           | 230               |
| <b>February</b> | 154           | 270           | 216               |
| <b>March</b>    | 198           | 210           | 156 (to 16 March) |



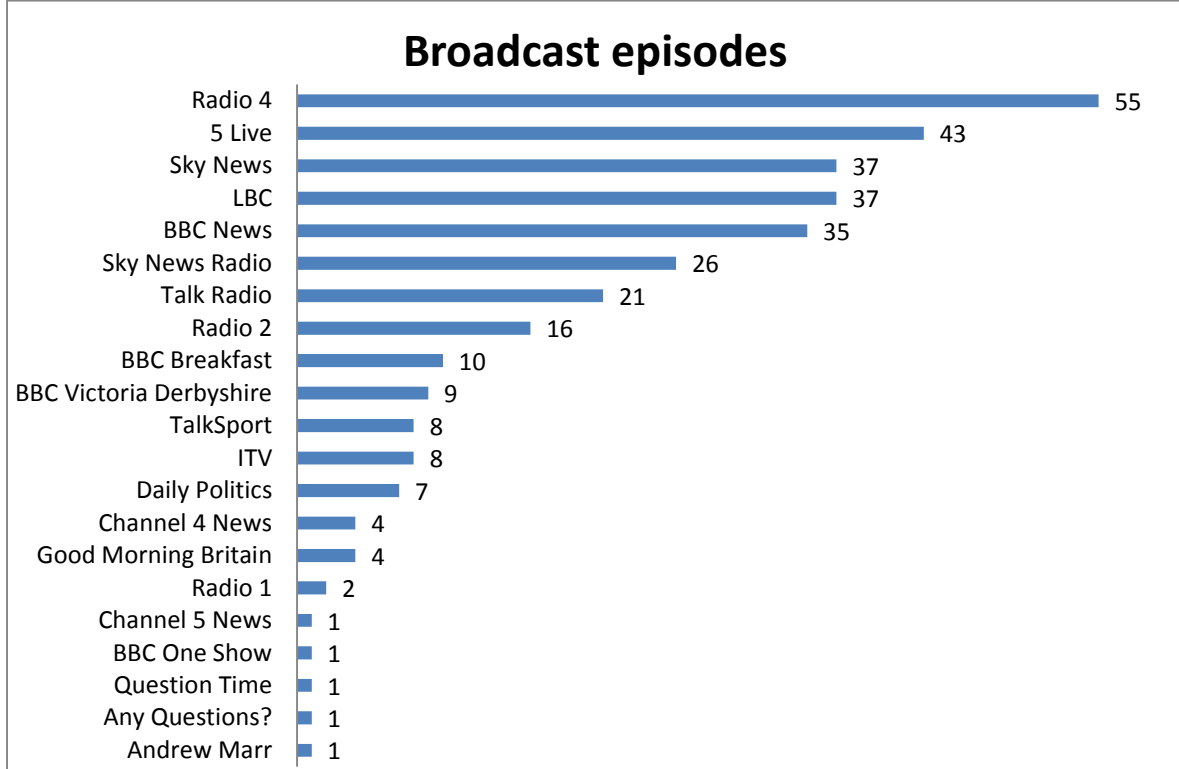
**October 2017-16 March 2017**



**National newspaper/online episodes**

The LGA appeared in 29 national newspaper or online outlets during this period, including 20 daily and Sunday newspaper titles. We featured in the **Mail** the most with **102** episodes, followed by **BBC Online** (79 episodes) and the **Guardian** (74 episodes).

**Broadcast episodes (October 2017-16 March 2018)**



Our media work saw **327** episodes of media coverage on national TV and radio during this period, with **55** mentions on **BBC Radio 4** followed by **BBC Radio 5 Live** with **43** mentions and then **Sky News** with **37** mentions.

## Appendix 2: Analysis of parliamentary activity and reputation

### ComRes polling

#### Methodology note

ComRes interviewed a number of MPs and Peers by online and self-completion paper survey 2015-17, as set out below.

#### MPs

| Wave | Fieldwork dates                                       | Sample size | Weighting  |
|------|---|-------------|--|
| 2015 | 12 <sup>th</sup> November – 16 <sup>th</sup> December | 150         | By party and region to be representative of the House of Commons |
| 2016 | 10 <sup>th</sup> November – 19 <sup>th</sup> December | 152         |  |
| 2017 | 14 <sup>th</sup> November – 11 <sup>th</sup> December | 155         |  |

#### Peers

| Wave | Fieldwork dates                                       | Sample size | Weighting   |
|------|---|-------------|---|
| 2015 | 13 <sup>th</sup> November -11 <sup>th</sup> December  | 100         | By party to be representative of the House of Lords |
| 2016 | 14 <sup>th</sup> November – 15 <sup>th</sup> December | 100         |   |
| 2017 | 14 <sup>th</sup> November – 11 <sup>th</sup> December | 103         |   |

### House of Commons/House of Lords mentions

| Source  | Type                    | Total for Session |
|---------|-------------------------|-------------------|
| Commons | Chamber debate          | 66                |
| Commons | Westminster Hall debate | 30                |
| Commons | Oral statement / debate | 9                 |
| Commons | Urgent Question         | 10                |
| Commons | Written answer          | 96                |
| Commons | Oral answer             | 14                |
| Commons | Written question tabled | 20                |
| Commons | Oral question tabled    | 0                 |

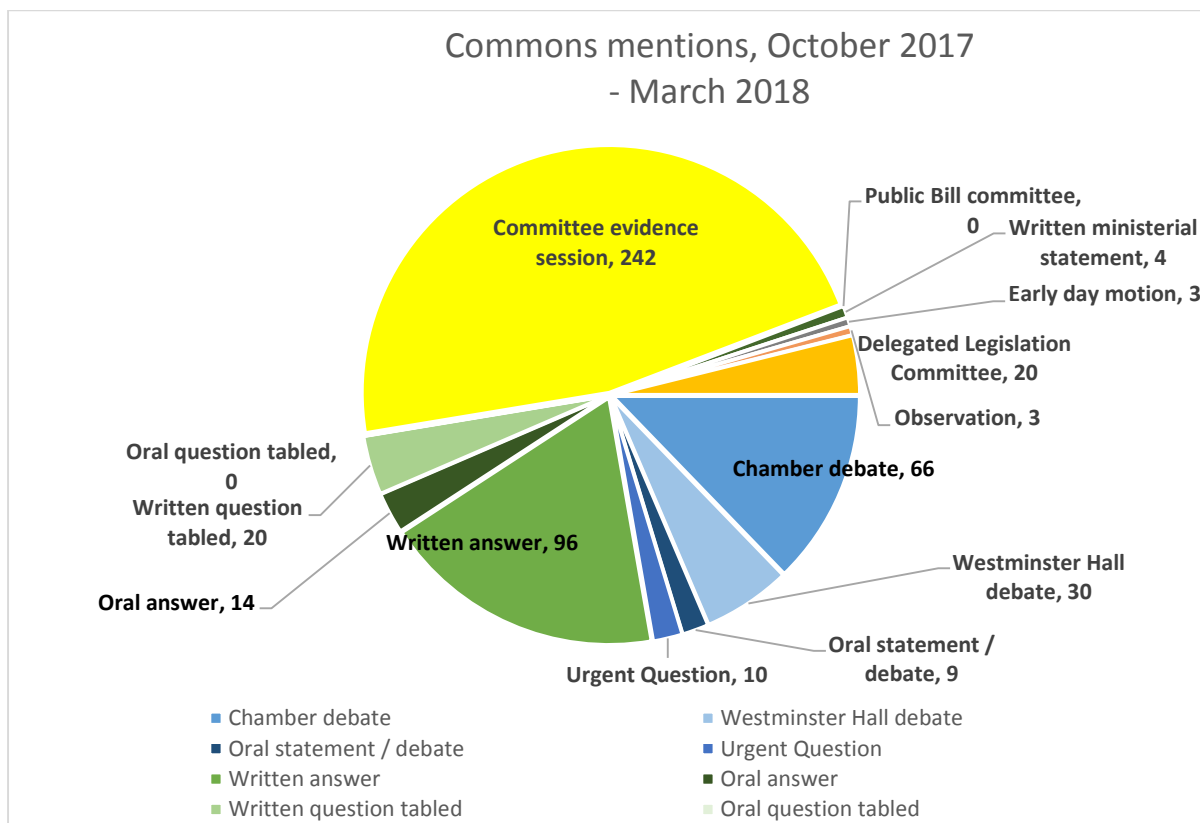


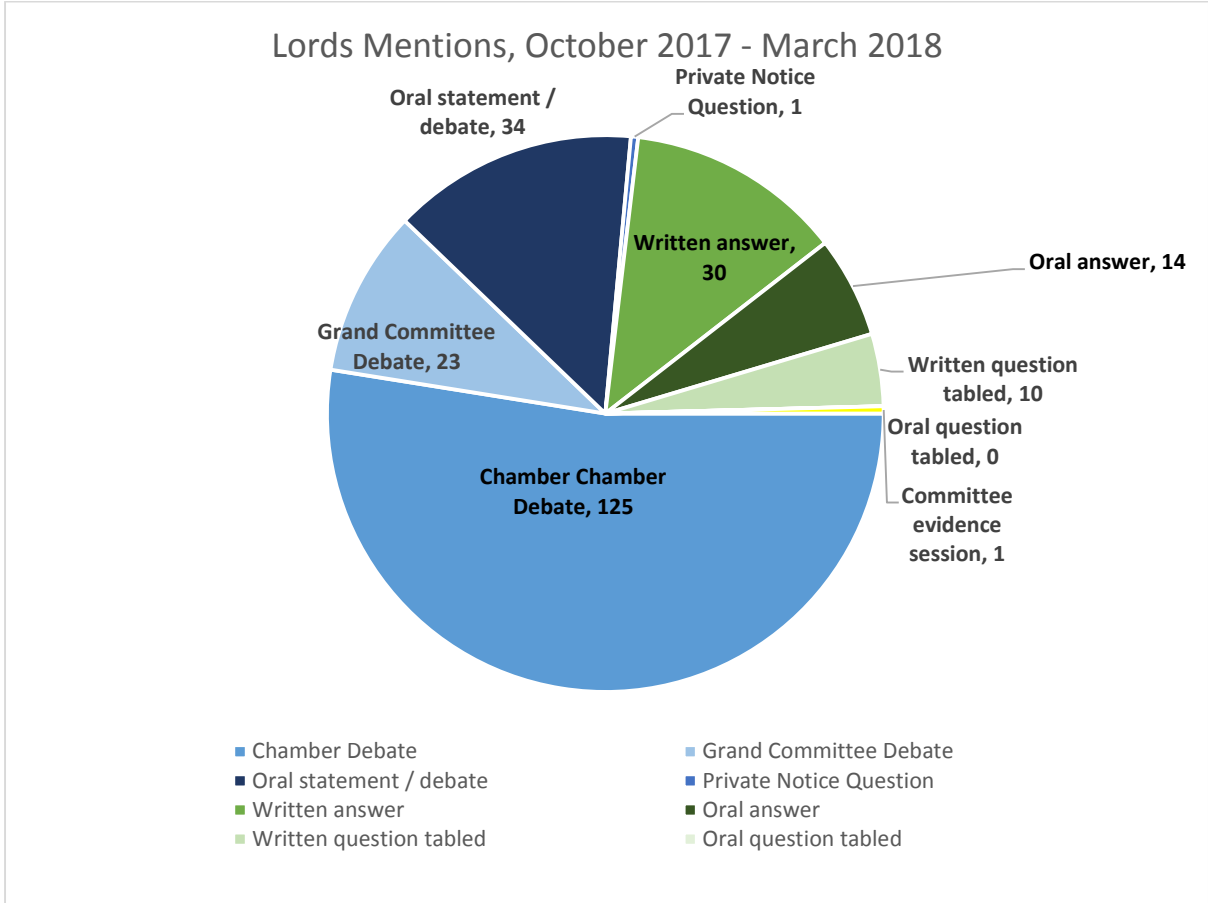
|         |                                 |     |
|---------|---------------------------------|-----|
| Commons | Committee evidence session      | 242 |
| Commons | Public Bill committee           | 0   |
| Commons | Written ministerial statement   | 4   |
| Commons | Early day motion                | 3   |
| Commons | Observation                     | 3   |
| Commons | Delegated Legislation Committee | 20  |
| Joint   | Committee evidence              | 0   |
| Commons | Total Commons mentions          | 517 |
| Lords   | Chamber Debate                  | 125 |
| Lords   | Grand Committee Debate          | 23  |
| Lords   | Oral statement / debate         | 34  |

**Mentions per sitting day:**

From October 2017 to March 2018 the Parliament has sat for 88 days.

The LGA was mentioned on average 8.5 times per sitting day from October 2017 to March 2018.





## **LGA Perceptions Survey 2017/18**

### **Purpose of report**

For direction.

### **Summary**

This report provides members of the Leadership Board with a summary of the findings from the annual perceptions survey of our membership.

A hyperlink to the full detailed report will be circulated to members once it has been published. In the interim, a copy is available upon request.

### **Recommendations**

That the LGA Leadership Board:

- i. notes the results of the 2017/10 perceptions survey
- ii. agrees the draft action plan at **Appendix A**.

### **Action**

As directed by Members

**Contact officer:** David Holdstock  
**Position:** Director of Communications  
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**Email:** david.holdstock@local.gov.uk

## **LGA Perceptions Survey 2017/18/18**

### **Background**

1. This is the sixth consecutive year we have undertaken a perceptions survey of our membership. This comprehensive, cross-cutting research provides us with a benchmark to inform future work and gives us a good understanding of the current views of member authorities. In addition, it helps us to better understand their views on the benefits of membership, their support needs, sector-led improvement, how well informed they feel about our work and areas for improvement.
2. Last year, based on the previous year's survey, members agreed an action plan to help support some of the key findings, in particular, work to help improve the overall awareness of the LGA, sector-led improvement and our work amongst frontline councillors.
3. The group offices have continued to support our overall membership offer through their work with members and improvement teams have further developed our offer to include, as well as corporate support, bespoke support on issues such as finance, children's services and communications.
4. Our programme of visits to councils, at both senior political and managerial levels has supported our work to raise awareness of the work we undertake with and on behalf of councils. We have also continued to support councils with our work on legal collective actions.
5. Last year we introduced new initiatives such as free places for frontline councillors at the LGA annual conference, allocated through the group offices and worked to encourage more input from them into first magazine, which remains the main way they receive information about the LGA and our work.
6. Based on this year's results, we have included an updated draft action plan at **Appendix A**.

### **Summary of results**

#### Views on the LGA and its services

7. Overall, the 2017/18 results are positive, and broadly consistent with last year. The results show that respondents have a high level of awareness of the LGA and the work we undertake on their behalf; there are high levels of advocacy (those who would speak positively about the LGA) and satisfaction with the work of the LGA remains high.

8. Table 1 and Figure 1 below show how key results have changed since 2012.<sup>1</sup> All of the categories in Table 1 have seen a significant increase since the first wave of the survey in 2012. Most notably, there has been a 19 percentage point increase in the proportion who think that sector-led improvement is the right approach in the current context, and a 16 percentage point increase in the proportion saying that the LGA demonstrates value for money.

**Table 1: Summary of positive responses given for key measures**

| Question  | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | Change from 2016 |
|---|------|------|------|------|------|------|------------------|
| How well do you know the LGA?                                       | 62%  | 72%  | 73%  | 73%  | 75%  | 73%  | -2               |
| I would speak positively about the LGA                              | 63%  | 73%  | 72%  | 74%  | 74%  | 73%  | -1               |
| Satisfied with the work of the LGA                                  | 63%  | 70%  | 75%  | 76%  | 73%  | 73%  | 0                |
| The LGA keeps you informed about its work                           | 69%  | 78%  | 79%  | 84%  | 83%  | 80%  | -3               |
| Sector-led improvement is the right approach in the current context | 59%  | 62%  | 63%  | 71%  | 70%  | 78%  | +8               |
| The LGA demonstrates value for money                                | 43%  | 53%  | 53%  | 57%  | N/A  | 59%  | +2*              |

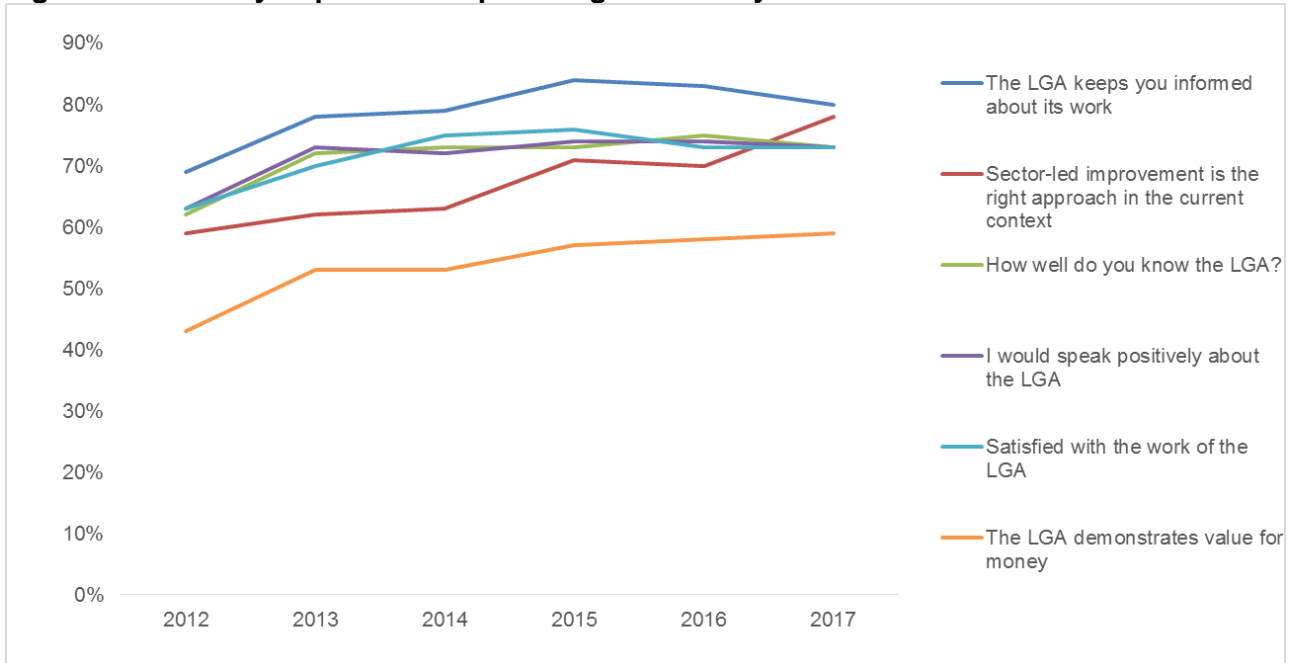
\*change from 2015

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<sup>1</sup> Changes from previous years are only mentioned in the text if they are statistically significant.



Figure 1: Summary of positive responses given for key measures



9. Overall, seven in ten feel that they know the LGA well (**73 per cent**). This ranges from **96 per cent of** chief executives and **94 per cent** of leaders to **53 per cent** of frontline councillors.<sup>2</sup>
10. Nearly three quarters of respondents (**73 per cent**) say that they would speak positively about the LGA to others. Just **three per cent** say they would speak negatively. Leaders (**89 per cent**) are the most likely group to speak positively about the LGA.
11. Nearly three quarters (**73 per cent**) say they are either fairly or very satisfied with the work of the LGA. This is in keeping with results since 2013. Leaders proved the most satisfied group (**88 per cent**) compared to the lowest, frontline councillors (**60 per cent**).
12. Despite a small reduction from 2016, the proportion of respondents who feel the LGA keeps them informed about its work remains high, at **80 per cent**.
13. There is an eight percentage point increase from last year in the proportion who think that a sector-led improvement approach is right in the current context (**78 per cent**).

<sup>2</sup> Only respondents who said that they know at least a little about LGA took part in the survey. If a respondent said that they have never heard of LGA or had heard of LGA but knew nothing about it the survey was terminated. This is because at least a little knowledge of LGA is needed to be able to answer the later questions in the survey. In total 14 respondents said that they have heard of LGA but know nothing about it and one said that they have never heard of LGA.

14. Three in five respondents agree that the LGA represents value for money (**59 per cent**). This varies substantially by type of respondent, with chief executives (**78 per cent**) and leaders (**76 per cent**) more inclined to agree, compared to frontline councillors (**49 per cent**) who are the least likely to.

Usefulness of activities

**Table 2: Proportion who find activities useful**

| Question <sup>3</sup>  | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | Change from 2016 |
|--|------|------|------|------|------|------|------------------|
| <b>How useful are the following LGA activities to your council or local government as a whole?</b> |      |      |      |      |      |      |                  |
| Providing a single voice for local government  | 90%* | 94%* | 91%* | 88%  | 89%  | 92%  | <b>+3</b>        |
| Providing up-to-date information about local government  | 92%  | 89%  | 88%  | 93%  | 91%  | 91%  | <b>0</b>         |
| Lobbying on behalf of local government   | 90%  | 92%  | 93%  | 92%  | 89%  | 90%  | <b>+1</b>        |
| Managing local government's reputation in the national media                                       | 89%* | 93%* | 90%* | 83%  | 83%  | 82%  | <b>-1</b>        |
| Providing conferences and events   | 71%  | 79%  | 77%  | 85%  | 83%  | 79%  | <b>-4</b>        |
| Providing advice and information through the political group offices                               | 72%  | 78%  | 78%  | 78%  | 76%  | 79%  | <b>+3</b>        |
| Negotiating national pay, terms and conditions and providing employment advice                     | 73%  | 78%  | 75%  | 74%  | 71%  | 65%  | <b>-6</b>        |
| Providing legal advice and co-ordination of legal action for councils                              | 67%  | 78%  | 73%  | 72%  | 64%  | 62%  | <b>-2</b>        |

\* Prior to 2015/16 respondents were asked whether or not these activities were important and are therefore not directly compatible.

15. Providing a single voice for local government is the activity found most useful by respondents, at **92 per cent**. Also scoring highly is providing up-to-date information about local government (**91 per cent**) and lobbying on behalf of local government (**90 per cent**).

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<sup>3</sup> Data have not been trended for 'providing improvement support for councils' due to changes in the way the activity has been asked about across the years, meaning that data are not directly comparable.

16. The results are mostly in line with 2016, although there are three changes to report: the proportion who say that providing a single voice for local government is useful has risen by three percentage points. Meanwhile, the proportion who say the activity of negotiating national pay, terms and conditions and providing employment advice is useful has fallen by six percentage points compared to 2016, while the proportion who say providing conferences and events is useful fell by four percentage points. Support
17. Respondents were asked whether they thought the LGA should continue to provide support in a number of areas. Ongoing support from the LGA is valued in all of the areas outlined in the survey:
- 17.1 **93 per cent** said the LGA should continue to provide practical support to help councils make efficiency savings, transform services and generate income;
  - 17.2 **93 per cent** said the LGA should continue to provide peer challenge and peer support (up from **90 per cent** in 2016);
  - 17.3 **91 per cent** said the LGA should continue to provide training for councillors;
  - 17.4 **87 per cent** said the LGA should continue to provide support for developing a flexible and productive workforce, including training for officers;
  - 17.5 **79 per cent** said the LGA should continue to provide support for economic growth and devolution;
  - 17.6 **75 per cent** said the LGA should continue to provide support for increasing housing supply.
18. When asked what new areas of support they would like to see provided by the LGA:
- 18.1 **70 per cent** agreed that they would like to see support provided for emergency planning and resilience;
  - 18.2 **62 per cent** agreed that they would like to see specific support for children's improvement.

### Communications

19. Four in five respondents (**80 per cent**) feel that the LGA keeps them informed about its work. Leaders (**92 per cent**), chief executives (**88 per cent**) and chairs of scrutiny (**84 per cent**) are the groups most likely to feel informed.
20. Although there has been a reduction this year, 'first' magazine remains the most popular method of finding out about the work of the LGA (**70 per cent**, down six percentage points from 2016). It is particularly popular with senior councillors and frontline councillors (both **84 per cent**). Meanwhile, officers are more likely to get LGA news from events and conferences (**80 per cent**), the LGA website (**80 per cent**) or media work/press releases (**78 per cent**).



21. Responding to LGA consultations is the most popular form of engagement with the LGA (**63 per cent**). This was also the most popular in 2016, however the proportion selecting this option in 2016 was significantly higher, at **72 per cent**. Around half of respondents indicated they engage by attending LGA events and conferences or through visits from LGA councillors and staff to their council (both **52 per cent**).

#### Sector-led improvement

22. There was an eight percentage point increase since 2016, in the proportion who said that a sector-led improvement approach is right in the current context (**78 per cent**). Directors (**90 per cent**), chief executives (**88 per cent**) and leaders (**86 per cent**) are strong drivers of this. Since 2012, there has been a 19 percentage point increase in the proportion saying that sector-led improvement is the right approach.
23. Access to good practice to help authorities learn from others was seen as the most useful aspect of the LGA's improvement support offer for councils (**87 per cent**), followed by peer challenges to provide an external view on performance (**83 per cent**) and training for councillors (**79 per cent**).
24. Overall **87 per cent** said that LGA improvement support has had a positive impact on their authority (an increase from **83 per cent** in 2016). This increases to **95 per cent** among chief executives and **96 per cent** among leaders.

#### **Differences by role**

25. As with previous years there are some variations by role. On the whole, chief executives, directors and leaders have a greater knowledge of and satisfaction with the LGA and more strongly positive views of sector-led Improvement compared to frontline councillors. The issue of engaging frontline councillors remains a challenge for us and continues to be addressed in our action plan for the year ahead.

#### **Methodology**

26. A total of 1,004 interviews were undertaken with a sample of representatives from councils across all the English regions (including chief executives, directors, leaders, chairs of scrutiny, portfolio holders, frontline councillors, and, for the first time in 2017, leaders of the opposition).
27. The majority of interviews were undertaken over the telephone, with six completed via Computer Aided Web Interview. This has given a strong, representative sample allowing detailed analysis by role and region. The sample size has a maximum standard error of  $\pm 3.0\%$  at the 95% level of confidence, giving these findings a high level of accuracy.
28. Prior to launching the survey a live pilot was conducted with 20 respondents to ensure the survey was fit for purpose and would last no longer than around 15 minutes. The survey explored:

- 28.1 overall views of the LGA;
- 28.2 its current role and offer and how these can be developed;
- 28.3 its communications and methods of engagement;
- 28.4 sector-led improvement within local government, the support offered by the LGA to assist its members in this and how this can be developed/improved.

### **Conclusions**

- 29. Overall, this year's results are positive, and broadly consistent with last year. Respondents have a high level of awareness of the LGA and the work we undertake on their behalf, and satisfaction with the work of the LGA remains high.
- 30. The issue of engaging frontline councillors remains a challenge for us and is addressed in our action plan for the year ahead.
- 31. Our sector-led improvement offer remains well regarded, with an increase in the proportion who think that a sector-led improvement approach is right in the current context, and in the proportion saying that LGA improvement support has had a positive impact on their authority.

### **Financial Implications**

- 32. None.

### **Next steps**

- 33. As set out in the draft action plan at **Appendix A**.

**Appendix A: Perceptions survey 2016/17 - Action plan**

| Recommendation   | Actions  | Timescale | Owner                                  |
|--|--|-----------|--|
| <b>A. Improve council understanding of the LGA, our work and our support offer</b>                 |  |           |  |
| <b>1. Visits to councils</b> – Face-to-face contact with councillors and officers is highly valued | Continue to develop our programme of visits to councils  | Ongoing   | SMT/Group Offices/ Principal Advisers  |
|  | Ensure during council visits front-line councillors are involved wherever possible                 | Ongoing   | SMT/Group Offices/ Principal Advisers  |
|  | Offer to provide feedback to full council/front-line councillors from peer review work in councils | Ongoing   | SMT/Group Offices/PAs/Improvement Team |
|  | Continue to offer regional induction events for new councillors                                    | Ongoing   | Principal Advisers/Group Offices       |
|  | More widely promote our collective action/legal work on behalf of member councils.                 | Ongoing   | Legal/Communications                   |
|  | Target communications to raised awareness of key areas of our work, as raised in the survey.       | Ongoing   | Policy/Finance/Communications          |

**B. Improve access to information for all councillors**

|   |  |                         |   |
|---|--|-------------------------|---|
| <p><b>2. First magazine</b> – Maximise First as this is the main channel front-line councillors prefer for receiving information from the LGA</p> | <p>Repeat last year’s initiative for a personal letter to go out to all councillors with July edition of First from the LGA Chairman. This will help encourage front-line councillors to contribute and will promote letters page.</p> | <p>July 2018</p>        | <p>Communications</p>   |
|   | <p>Undertake comprehensive review of first</p>   | <p>September 2018</p>   | <p>Communications</p>   |
|   | <p>Launch new First microsite and develop mobile device version</p>  | <p>October 2018</p>     | <p>Communications</p>   |
|   |  |                         |   |
| <p><b>4. Membership packs</b></p>   | <p>Continue to work to improve bespoke membership packs for all councillors</p>  | <p>By February 2018</p> | <p>Corporate Services/Executive Office/Group Offices/Communications</p> |
| <p><b>5. Member bulletins</b></p>   | <p>Keep all bulletins under review, including group bulletins to ensure they are relevant and useful to target audiences.</p>  | <p>October 2018</p>     | <p>Communications</p>   |
|   | <p>Undertake data cleaning of all distribution lists (ahead of GDPR legislation)</p>   | <p>May 2018</p>         | <p>Communications</p>   |
| <p><b>6. LGA website</b></p>  | <p>Continue promotion of new, improved tailored website</p>  | <p>Ongoing</p>          | <p>Communications</p>   |

|  |   |   |   |
|--|---|---|---|
|  |   |   |   |
| <b>7. Engagement</b> – Further develop opportunities for engagement with the LGA | More personal communication with front-line councillors to involve them more in initiatives such as #OurDay and Local Democracy Week.   | Ongoing   | Communications/Group Offices  |
| <b>C. Develop an events' programme that is relevant for all councillors</b>      |   |   |   |
| <b>8. Ensure events programme continues to reflect members' interests</b>        | <p>Ensure we deliver target of 60% free events for LGA members and promote as a member benefit.</p> <p>Further promote our annual conference offer to front-line councillors of five free places per group.</p> <p>Further develop our regional events programme and highlight to member councils.</p> <p>Ensure LGA attendance at external events such as party conferences promotes the work of the LGA and member benefits</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> | <p>Communications</p> <p>Communications</p> <p>Communications</p> <p>Communications/Group Offices</p> |

| <b>D. Demonstrate the value of the LGA's Parliamentary work</b>   |   |           |                                 |
|---|---|-----------|---------------------------------|
| <b>9. Highlight the LGA's influence, including 'wins' for local government through our Parliamentary work</b>                         | Send all councillors our annual 'LGA in Parliament' report.   | June 2018 | Communications                  |
|   | Further promote our parliamentary bulletin to a wider range of councillors and officers – explore costs of sending a copy to all Leaders, CEXs, and front-line councillors. | Ongoing   | Communications                  |
|   | Further promote and expand the LGA's local public services communications and public affairs network  | Ongoing   | Communications                  |
| <b>E. Demonstrate the value of the LGA's media work</b>   |   |           |                                 |
| <b>10. Highlight the LGA's media activity to demonstrate the importance of the LGA speaking with 'one voice' for local government</b> | Continue to promote our media and parliamentary work on behalf of councils.   | Ongoing   | Communications                  |
| <b>F. Clearly communicate the LGA's improvement offer to councils</b>   |   |           |                                 |
| <b>11. Communicate a clear menu of improvement support available</b>  | Continue our sector led improvement campaign to demonstrate the value of the programme to councils.   | Ongoing   | Improvement Team/Communications |
|   | Promote the newly created 'Our Support' and best practice case studies sections on the new LGA website  | Ongoing   | Communications                  |

## **Chief Executive's Report – April 2018**

### **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 April 2018.

### **Action**

As directed by members.

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## Chief Executive's Report – April 2018

### Achievements against our external priorities

#### Priority 1 – Britain's exit from the EU

- 1.1 **Cross-Whitehall working group on exiting the EU:** the Chief Executive addressed the group on the impact of Brexit at a local level, with a focus on trade, workforce and funding using local case-studies, whilst putting forward the case for local government involvement in creating solutions.
- 1.2 **EU Withdrawal Bill:** the LGA consulted with members to support an amendment on replicating consultative rights and responsibilities tabled and [debated in the House of Lords](#) on the 19 March. In the debate our Chairman Lord Porter and Vice-Presidents spoke about why this is important and this led to an assurance from the Minister Lord Bourne that local government could expect “to be consulted on certain matters, following their repatriation from Europe”. Further detail is due to be provided in a written ministerial statement.
- 1.3 **Public Administration & Constitutional Affairs Committee:** Cllr Kevin Bentley of the LGA Brexit Task & Finish Group [gave evidence to the committee on Brexit and devolution](#) - he reiterated the need for clarity around the future of funding available through EU schemes.
- 1.4 **Cavendish Coalition Research:** the LGA has co-funded a research report, as an associate member of the Coalition, on the social care market in the wake of Brexit which is being prepared by the National Institute of Economic and Social Research.
- 1.5 **Draft Withdrawal Agreement:** on 19 March 2018, the United Kingdom and European Union published a draft withdrawal agreement, which sets out the arrangements for a transition period of 21 months following the UK's departure from the EU. We have published a briefing focused on the issues in the agreement most important to local government, including the transition period, workforce, procurement, trade, funding and the European Investment Bank.

#### Priority 2 – Devolution and funding for Local Government

- 2.1 The Chancellor delivered his **2018 Spring Statement** on Tuesday 13 March. As previously expected, the Chancellor did not unveil new tax measures or extra spending. The LGA provided [a short on-the-day briefing](#) on the Statement as well as a [media statement](#) setting out its reaction.
- 2.2 The Chancellor used the Spring Statement to confirm that the 2018 Autumn Budget will set total public expenditure limits for 2020/21 and future financial years. In 2019, a **Spending Review** will then allocate the funds to Government departments. Funding for local government at a national level is normally covered by this exercise. No date for the Spending Review has yet been set.
- 2.3 Officers are starting work on influencing **the Autumn Budget and the Spending Review**. As a starting point, the LGA is looking to produce estimates of the funding challenge facing local services by 2025 in time for the annual LGA conference.
- 2.4 The Chief Executive attended a roundtable discussion on '**speaking with a single voice on public finances**', joined by officials of special interest groups (such as the County Councils' Network), CIPFA, the National Audit Office and other stakeholders as well as Cllr John Fuller in his capacity as Chairman of the District Councils' Network. The event, hosted by the LGA, CIPFA and the Municipal Journal, provided a useful forum to discuss points of consensus within the sector as we start mounting a campaign for additional resources in the Spending Review.



- 2.5 The **National Audit Office** recently published its [report into the Financial Sustainability of Councils](#), including some stark messages about the funding of local government. We provided evidence during this study and responded to the report with a [media statement](#) and [briefed MPs](#) for a debate in Parliament on this on 20 March.
- 2.6 We also produced a [briefing on council reserves](#) in response to comments made about these at Treasury questions in the House of Commons and in the media.
- 2.7 **Combined Authority Chief Executives' Network:** we hosted a network meeting on 27 March with items discussed including the follow-up to the Mayoral Forum and public service reform. Officers are currently arranging the next meetings of CA networks focused on: employment and skills, housing and planning, and finance.
- 2.8 **Devolution support:** we have continued to provide tailored capacity support to a number of established and aspiring combined authorities. This has included initial engagement with the North of Tyne authorities following the announcement of the North of Tyne devolution deal in the Autumn Budget.

### Priority 3 – Inclusive Growth, Jobs and Housing

- 3.1 **Leading Places:** the second phase of the programme is drawing to a close in the fifteen partnership areas. We hosted an event in partnership with HEFCE, Universities UK and the NHS Confederation on 28 March to mark the conclusion of this phase of the programme and this focused on the role of local anchor institutions in delivering the Industrial Strategy.
- 3.2 **Lane rental:** the Government has announced it will allow other authorities to access lane rental powers for roadworks after the successful pioneer schemes in Kent and London. Guidance will be written in the coming months for authorities who would like to propose a new scheme. This has been an LGA call for some time and we are pleased that the Government has listened to us.
- 3.3 **Planning Positively through Partnership:** this [publication](#) launched in partnership with the Planning Advisory Service, Home Builders' Federation and the British Property Federation showcases a number of case studies to illustrate a number of different ways that councils and developers are working together to bring new development forward.
- 3.4 **National Planning Policy Framework:** in a [speech](#) on 5 March 2018, the Prime Minister pledged to “rewrite the rules on planning”. In our [response](#), we highlighted that the planning system is not a barrier to building. Developers need to get on with building affordable homes, and councils need the borrowing powers to deliver our own. Following her address, MHCLG published its draft revisions to the National Planning Policy Framework (NPPF) for [consultation](#). The draft revised NPPF incorporates policy proposals previously consulted on, and seeks views on additional proposals to change planning policy and legislation announced at the Autumn Budget 2017.
- 3.5 **Developer contributions consultation:** alongside the NPPF consultation documents, additional documents have been published for reference – [draft planning practice guidance on viability](#) and the [housing delivery test measurement rulebook](#). A separate [consultation has also been published](#) seeking views on a series of reforms to the existing system of developer contributions in the short term. To help navigate the proposed reforms, we have prepared a short [briefing document](#). The changes, when implemented, will be significant and councils should consider the implications and to respond to the consultations.
- 3.6 **Building Safety Programme:** councils continue to survey the private high-rise buildings in their areas to identify those with aluminium composite material cladding. MHCLG have announced that an additional £1 million was being made available to help the most affected councils in identifying those buildings. While additional money for this work is welcome, it will not cover the costs councils have so far incurred, or the costs they are likely to incur going forward. This will especially be the case where

building owners are less than cooperative. We will therefore continue to make the case for councils to be fully funded for undertaking this work.

- 3.7 **Homelessness:** MHCLG have [published](#) quarterly homelessness statistics showing that councils are now housing 79,000 homeless families in temporary accommodation. This is unsustainable for councils and bad for families. We continue to make the case to the Government to adapt welfare reforms and to enable councils to build affordable homes for low-income families across the country. We're also working hard to support councils' implement of the [Homelessness Reduction Act](#) from 3 April.
- 3.8 **Rough sleeping:** the Government's have announced that a new £30 million fund to tackle rough sleeping will be made available to councils for the next year, with further money for the following year. In addition, a new expert Rough Sleeping Team will be established, tackling everything from affordable housing to addiction. An additional £100,000 funding to support frontline Rough Sleeping workers across the country to make sure they have the right knowledge and skills to work with vulnerable rough sleepers.
- 3.9 **Flexible Homelessness Support Grant:** the Homelessness Minister has [announced](#) a further £215 million of the Government's Flexible Homelessness Support Grant to support councils in 2019/20.
- 3.10 **Housing Infrastructure Fund:** MHCLG has [announced details](#) of a further [44 areas](#) it is working with to develop local projects. In a written ministerial statement the Secretary of State said the remaining £4.1 billion of the £5 billion HIF has the potential to deliver over 400,000 homes in areas of greatest housing need. Final successful bids for HIF funding will be announced in the autumn.
- 3.11 **Pothole funding:** the Government has announced an extra £100m for local authorities to repair potholes cause by the recent poor weather. The money will be allocated directly to authorities and will be an expansion of the existing pothole action fund. It is positive that the Government has listened to councils and made more funding available However, the funding announced will provide just over 1 per cent of what is needed to tackle our current £9.3 billion local roads repair backlog.
- 3.12 **Culture led regeneration:** we have commissioned research into how councils are using culture to lead regeneration in their areas, identify transferrable learning, and any unique benefits from a culture-led approach to regeneration. The research is part-funded by a grant from the Calouste Gulbenkian Foundation.
- 3.13 **In Parliament:** we provided written evidence to the Housing, Communities and Local Government Committee's inquiry into housing for older people, briefed MPs ahead the construction of council housing debate in the House of Commons and on our priorities for housebuilding and planning reform, ahead of Housing Communities and Local Government Questions. We also submitted written evidence to the Housing, Communities and Local Government Select Committee's inquiry into the planning guidance available for councils processing fracking applications and responded to the DDCMS select committee inquiry into the social impact of participation in sport and the arts, highlighting the work of councils to promote inclusive participation and affordable access to activities.

#### Priority 4 – Children, education and schools

- 4.1 **Children's Social Care improvement:** DfE has [announced](#) that we will receive £2 million in funding to improve leadership in children's social care services. We will be working with ADCS and Solace to deliver much greater hands-on peer support for councils, offering everything from regular 'health checks' to training for lead members and senior officers. The achievements of councils through the sector-led improvement approach demonstrate its success and show what councils can achieve by working together and supporting one another

- 4.2 **Virtual School Heads:** our collective lobbying efforts have successfully secured an additional £7.6 million a year for councils to help them to extend Virtual School Head support to previously looked-after children, including adopted children, as introduced by the Children and Social Work Act 2017.
- 4.3 **Personal Adviser Support:** another [positive announcement](#) came as the Government committed to improved new burdens funding for the extension of personal adviser support to care leavers aged 21-25. While the initial assessment estimated an annual cost of £7.8 million, councils will now receive £12.1 million a year. This is good news, and we will continue to lobby for a review and further uplifts in funding.
- 4.4 **Youth Justice Grants:** we are aware that councils had still not received their Youth Justice Grants by the middle of March, after council budgets had to be set, and of the difficulties this is causing with planning services for young people. We have raised concerns with the Youth Justice Board, and [warned](#) publicly that any further cuts to the grant risk years of progress and outstanding work by Youth Offending Teams.
- 4.5 **Bright Futures:** we worked with a cross-party group of MPs to table an Early Day Motion raising the profile of the LGA's Bright Futures campaign. This calls for the provision of school counselling in every secondary school or alternative education provision in England. We continue to promote this EDM to MPs. At the time of writing, it has signatures from 26 MPs
- 4.6 **In Parliament:** Cllr Richard Watts, Chair of our Children and Young People Board, gave evidence to the Children APPG on children's services funding and we briefed MPs ahead of a debate on foster care and on the contribution to society of social workers ahead of the debate in the House of Commons.

### Priority 5 – Adult Social Care and health

- 5.1 **Sleep ins:** we have successfully applied for permission to intervene in Royal Mencap Society's challenge of an Employment Appeal Tribunal decision on the law relating to payment of the national minimum wage for "sleep ins". Our application emphasised that we support fair pay for all care workers, but the financial consequences for councils could be significant if the court decides that the law requires sleep-in carers to be paid the National Minimum Wage for their entire shift. The judges hope to reach a decision as soon as possible.
- 5.2 **Social Care Green Paper:** on 28 March, Cllr Izzi Seccombe, Cllr Richard Kemp and Elected Mayor Kate Allsop attended a Ministerial roundtable on the forthcoming green paper on care and support for older people. Colleagues from ADASS were also in attendance and together the Minister heard a strong set of views from local government on what councils hope to see from the green paper. The conversation was wide-ranging and covered funding, quality, commissioning and providers, workforce, integration, and carers, communities and places.
- 5.3 **Transfers of care:** the Care and Health Improvement Programme are leading the coordination and delivery of partners' enhanced support programme on hospital to home transfers of care. Ten of the most challenged systems (identified collectively with DHSC/ADASS/NHSI/NHSE) are in receipt of tailored support packages over the next 3/4 months. Embedded evaluation will determine whether and how this might be rolled out as a national offer in future.
- 5.4 **Support for care providers:** we have secured Cabinet Office funding to develop support for social care providers with data sharing and security for care records, working in collaboration with the Department of Health and Social Care and the Care Provider Alliance. Expressions of interest sought from councils to identify three for on-site work with care providers.
- 5.5 **Social care market modelling:** work is underway to develop an in depth understanding of the local and regional adult social care markets and inform modelling of future demand. The project will develop

a national data set, building on work done already in some regions, and be accompanied by local and regional support to understand implications and develop action plans based on this.

- 5.6 **NHS Funding:** During a recent appearance giving [evidence](#) to the House of Commons Liaison Committee, the Prime Minister promised long-term funding arrangements for the NHS in response to calls by the Public Accounts Committee in its [report](#) into NHS sustainability and transformation. The LGA has [called](#) for it to be matched by same commitment to social care.
- 5.7 **In Parliament:** Cllr Jonathan McShane, a member of our Community Wellbeing Board, gave evidence to the Health Committee as part of their inquiry into integrated care, Cllr Izzi Seccombe, Chairman of our Community and Wellbeing Board, wrote to Meg Hillier MP, Chair of the Public Accounts Committee, to promote our key recommendations on adult social care, and highlight councils' progress on delayed transfers of care, ahead of the Committee's inquiry into reducing emergency admissions to hospitals. We provided written evidence to the Health and Social Care Committee inquiry on childhood obesity and published a briefing for Parliamentarians highlighting information on adult social care funding and delayed transfers of care.

### Priority 6 – Supporting Councils

- 6.1 **New Burdens Payments:** council's final new burdens payments relating to property searches were paid by the end of the financial year by MHCLG. The final payments total nearly £10 million and bring the total amount of new burdens funding into councils as a result of our legal work to £54 million.
- 6.2 **Sport Leadership Essentials:** we have piloted a Leadership Essentials Sport event aimed at officers, in partnership with Sport England. This explores the feasibility of using the existing councillor model to train senior officers who had sport added to their portfolio and needed an accelerated induction, as well as aspiring future leaders. Feedback was generally positive and Sport England are commissioning a rollout of the programme.
- 6.3 **Culture, Tourism and Sport Conference:** was held in Hull on 7/8 March, showcasing Hull's achievements as City of Culture and sharing learning on using culture, tourism and sport to transform places and communities. The conference included the presentation of the Hearts for the Arts awards to councils and officers championing the arts in their area – Plymouth Council and Lorna Lee of LB Waltham Forest were presented with awards for their work by Samuel West, actor and director, and chair of the National Campaign for the Arts.
- 6.4 **Local Government Pay:** GMB members voted 94% to accept the pay offer whilst Unite voted 75% to reject. Following UNISON's very close ballot result (50.44% voted to reject) it is conducting a further branch consultation (with a recommendation that the offer now be accepted) which will close on 5 April, shortly after which the three unions will be meeting in order to take stock and consider whether it will be possible for them to reach a consensus position. The National Employers are meeting on 10 April and are expected to respond to pay claims from Chief Executives and Chief Officers.
- 6.5 **Local Government Workforce Strategy:** the LGA has set out a suggested vision for the workforce over the next five to ten years, identifying key challenges we will need to address and how we can respond to a changing world. Your responses will help us shape our future work and support you in delivering your key workforce priorities. You can read our proposed strategy and comment on it at [www.local.gov.uk/workforcestrategy](http://www.local.gov.uk/workforcestrategy); please also share with colleagues.
- 6.6 **Corporate Peer Challenge (CPC) annual report:** CPC remains at the heart of our sector-led improvement support. Our annual report, available on our [website](#), shows that CPC is still highly regarded by councils who have received one, delivers many positive benefits and impacts, and provides value for money.

- 6.7 **Shared Service Map:** this [map's](#) annual refresh starts this month. Councils are being asked for their most up-to-date information and to provide any savings figures so we can continue to evidence councils' role at the forefront of efficient service delivery. Councils can [submit any new services here](#).
- 6.8 **Behavioural Insights event:** the Behavioural Insights Team, London Councils and eight councils spoke at our very successful '[Using Behavioural Insights in Local Government](#)' event on 15 March about how behavioural insights methodology has managed demand and changed resident behaviour.
- 6.9 **Supporting councils to improve revenue collection with behavioural insights:** our Behavioural Insights Team have developed a set of [practical recommendations](#) to assist local authorities with increasing their revenue collection.
- 6.10 **Productivity experts programme film:** we have launched a [film](#) to encourage councils to apply for support from one of the LGA's 'pool' of productivity experts.
- 6.11 **Modern slavery in the supply chain:** the London Universities Purchasing Consortium has opened its [modern slavery in the supply chain e-Learning tool](#) for procurement practitioners to the local government sector, with a standalone module for councils to develop Transparency in the Supply Chain reports.
- 6.12 **Cyber Security:** we have continued to encourage councils to review their cyber security arrangements drawing attention to a range of resources including the National Cyber Security Centre's work with councils and other public sector organisations to develop a free tool [Web Check](#) to help identify out of date certificates or systems that need patching, reducing the risk of a cyber-attack.
- 6.13 **Business continuity:** councils continue to respond well following the collapse of Carillion but the potential for market failure of some of local government's largest providers remains. We have encouraged councils to review the arrangements they have in place around construction and business support services and adult social care including home care providers. Our Vice-Chairman, Cllr David Simmonds, has also given evidence to the Public Administration and Constitutional Affairs Committee inquiry into Carillion and public sector outsourcing.

## **Internal Priority – A single voice for local government**

### **LGA Membership**

7. No councils left membership of the LGA at the close of the 2017/18 membership year.
8. The total number of councils on notice to leave the LGA on 31 March 2019 is six. These are:
  - East Staffordshire Borough Council
  - London Borough of Richmond
  - Leicestershire County Council
  - Lincolnshire County Council
  - Southend Borough Council
  - West Sussex County Council
9. Four councils remain out of membership – the London Boroughs of Bromley, Wandsworth and Barnet and Gosport Borough Council.
10. As a result of local government reorganisation, we have been informed by a further nine authorities that they wish to give notice to leave LGA membership on 31 March 2019 as these councils will cease to exist. These are;
  - Poole Borough Council
  - Bournemouth Borough Council
  - Christchurch Borough Council
  - North Dorset District Council
  - West Dorset District Council
  - Weymouth & Portland Borough Council
  - Purbeck District Council
  - East Dorset District Council
  - Dorset County Council
11. We have been informed that their successor authorities intend to take up LGA membership on 1 April 2019.
12. Due to further local government reorganisation, we expect more authorities to give notice to leave LGA membership over the next year and we will be working with those authorities to ensure that their successor authorities are LGA members.

### **New LGA Company**

13. Further to the meeting of the Board of Directors of the LGA company on 7 March 2018, and the Special Resolution passed by the first General Meeting of the company on the same day, the Articles of Association were lodged with Companies House, directors' details submitted and the accounting date changed to 31 March. The new LGA came into effect on 1 April 2018.
14. All member authorities have been sent an application for admission as a member authority to the new LGA. At the time of writing 169 completed applications have been

received. We continue to work with the remaining authorities to ensure full membership. A verbal update will be provided to Leadership Board.

### **Membership engagement by the Strategic Management Team**

8 March – 10 April 2018

| <b>Chief Executive</b>        |  |
|-------------------------------|--|
| 14 March                      | MJ/Solace/LGA/CIPFA 'Speaking with a single voice on public finance' |
| 16 March                      | London Borough of Southwark  |
| 20 March                      | Liverpool City Council   |
| 23 March                      | Society of Metropolitan Chief Executives                             |
| 27 March                      | Combined Authorities Network   |
| <i>Forward plan</i>           |  |
| 12 April                      | Cambridge City Council   |
| 17 April                      | Luton Council  |
| 26/27 April                   | MJ Spring Forum  |
| 3/4 May                       | Association of County Chief Executives Spring Seminar                |
| <b>Deputy Chief Executive</b> |  |
| 9 March                       | Greater Nottingham Transformation Partnership                        |
| <i>Forward plan</i>           |  |
| 12/13 April                   | ADASS Spring Seminar   |

**Media**

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| <b>Britain's Exit from the EU</b>  |
| Urgent clarity over how government intends to replace current EU structural funds (Guardian Online)  |
| Brexit could cut support for victims of abuse and minority groups, human rights charities warn (Independent Online)  |
| Opinion piece about Brexit dominating the Government's agenda and affecting its ability to address other important issues, including children's services (Guardian)  |
| <b>Devolution and funding for local government</b>   |
| Mention at Prime Minister's Questions on councils needing to cut back services or stop some altogether by 2020 due to funding reductions (BBC News, Sky News, BBC Daily Politics, BBC Radio 5 Live, LBC, Guardian Online, Express Online, Mirror Online)   |
| Council tax increases will not be enough to fill funding gaps and prevent reductions to services (Sunday Times, Guardian, Metro, Express, Telegraph Online, Mirror Online, Sky News, BBC Daily Politics, BBC Radio 5 Live, LBC)  |
| Response to NAO report on the sustainability of local authorities (TalkRadio, BBC Victoria Derbyshire Show, BBC News, FT, Mirror, Mail, Mail Online, Sun Online)   |
| Lord Porter on BBC News channel, BBC Radio 4's Six O'Clock News, BBC Radio 2, BBC Radio 4 news bulletins with Spring Statement response (Sky News' The Pledge debate programme)  |
| IFS report on social care set to account for half of council spending by 2035 (Independent Online, Mirror Online)  |
| LGA's warnings of a 77 per cent decrease in core central government funding between 2015-20 (BBC Daily Politics)   |
| More than £5 billion funding gap facing local government by 2020 (BBC Daily Politics)  |
| LGA Labour group leader Cllr Nick Forbes about how Labour councils will lobby for tax-raising powers if party wins General Election (Independent, Guardian Online, Express Online, Huffington Post)  |
| Funding disparity between national roads which receive 52 times more funding than local roads (Mail Online)  |
| Call for chewing gum tax to help pay for £60 million annual clean-up costs to remove gum from pavements (Telegraph)  |
| Bus services remain under threat without more funding (Mirror)   |
| <b>Inclusive growth, jobs and housing</b>  |
| Senior Vice Chair Cllr Nick Forbes on BBC News channel, Sky News, BBC Radio 5 Live and LBC, EEHT Chairman Cllr Martin Tett on BBC Radio 5 Live and LGA Deputy Chairman Cllr Peter Fleming on Channel 5 News with our response to the Prime Minister's speech on planning changes to build more homes (BBC Online, FT, Times Online, Guardian Online, Mail Online, Sky News Online, LBC Online, Independent, Mirror, Mirror Online, CityAM Online, Huffington Post, Sky News, BBC News channel, BBC Daily Politics, BBC Radio 4's Today, BBC Radio 2, BBC Radio 5 Live, Talk Radio, BBC local radio news bulletins) |
| Lord Porter: NPPF proposals response (Guardian, FT, Times, Telegraph, Independent, i paper, Sun, Mirror, Huffington Post, BBC Radio 4, Talk Radio, BBC local radio)  |
| EEHT Chairman Cllr Tett on BBC Radio 5 Live about annual ALARM survey on state of UK's roads, highlighting strategic road network funding is 52 times higher than for local roads (BBC Breakfast, BBC News, BBC News at One, Times, Sun, ITV Online, Express Online, Metro Online, Huffington Post)  |
| Cllr Tett on BBC Radio 5 Live about annual ALARM survey on state of UK's roads, highlighting strategic road network funding is 52 times higher than for local roads (BBC   |



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| Breakfast, BBC News, BBC News at One, Times, Sun, ITV Online, Express Online, Metro Online, Huffington Post)   |
| Cllr Tett on BBC Radio 2's Jeremy Vine Show about £100 million new funding to repair local roads (BBC News, BBC Radio 4, Times, Express, Mirror, Star, Huffington Post)  |
| LGA Deputy Chairman Cllr Peter Fleming on Sky News and ITV News and EEHT Chairman Cllr Tett on LBC about how on-street parking charges are reinvested into transport schemes (Mail, Sun, Express, Sunday Mirror, Express Online) |
| EEHT Chairman Cllr Tett on ITV 's Tonight programme about £12 billion roads repair backlog faced by councils (ITV Online, BBC Online, Telegraph, i paper online, Sun Online)   |
| Lift the borrowing cap to enable councils to borrow to build more homes (Huffington Post)  |
| Call for government to reform apprenticeship levy, after latest figures revealed 131,000 fewer apprenticeships in the last seven months since scheme was introduced (LBC, i paper)   |
| 9 out of every 10 planning applications are approved (Independent, i paper, Guardian)  |
| Temporary accommodation costing £1 billion a year, call councils to borrow to build more homes (Mirror)  |
| Cllr Tett on BBC News at One about claims manufacturers exaggerating amount of plastic they use (BBC Online)   |
| Call for government to implement powers for councils to crack down on empty homes (Guardian)   |
| LGA analysis that there were 423,544 unimplemented planning permissions last year (BBC Online, Telegraph Online)   |
| £800 million allocated for affordable homes returned to the Treasury (Observer)  |
| Councils co-locating with other public agencies to free up buildings to be sold to create affordable housing (BBC Radio 4 Today programme)   |
| Councils need maximum flexibility in accessing new funding to deliver affordable homes (FT, Express Online)  |
| Homelessness figures response, need for councils to borrow to build (Mail Online, Metro Online, Huffington Post)   |
| Impact of barn conversion developments on rural communities (Mail Online, Metro)   |
| Hackitt Review submission into Building Regulations (Independent)  |
| One in seven tenants spend half their private income on rent (Sun Online)  |
| <b>Children, education and schools</b>   |
| £2 billion funding gap facing children's services by 2020 and councils opening more than 500 child protection cases every day (Guardian Online, Independent Online)  |
| Call for government to provide additional and ongoing funding for children with high needs (BBC News, BBC Online)  |
| Government funding not reflecting the demands being placed on councils to provide suitable school transport for SEND children (BBC Breakfast, BBC News)  |
| Cuts to youth offending budgets could lead to increase in youth crime (Sky News Radio, Mirror)   |
| Response to Family and Childcare Trust's annual childcare survey, which found that spend on childcare could be reformed to create a simpler, more efficient system (Independent Online)  |
| LGA warning about how almost half of councils are at risk of being unable to meet demand for secondary school places within the next five years (Independent Online)   |
| Social workers' unmanageable workloads, call for children's services to be fully funded (Sunday Mirror)  |
| Response to government consultation on mandatory reporting of child abuse (Times)  |
| Determination to tackle the issue of CSE (ITV Online)  |

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| Secondary school pupil numbers will rise by more than 600,000 by 2023 (Mail)  |
| Response to NAO report on Sure Start funding halved over the last eight years (Guardian Online)   |
| Greater flexibility needed for schools on allowing parents to take children on holiday during term time (Mail Online)   |
| Unauthorised school absences (Mail Online, Huffington Post)   |
| <b>Adult social care and health</b>   |
| CWB Chairman Cllr Izzi Seccombe on LBC and BBC Radio 5 Live, LGA Vice Chairman Cllr David Simmonds on BBC Breakfast and Sky News on LGA release about how within two years nearly 1,000 people a day will be taken into hospital after a fall (Telegraph, Sunday Telegraph, Independent, Mirror, LBC, BBC Radio 2, BBC Radio 4) |
| Councils facing annual funding gap of £2.3 billion in social care by 2020 (Express, ITV Online)   |
| Individual care costs for social care to be scrapped, LGA call for additional resources (Guardian Online, Mirror Online)  |
| NICE guidance on helping people become more active (Times, Telegraph, Independent, i paper, Mail, Mail Online, Express Online, Huffington Post)   |
| LGA warning that only 25 per cent of the Government's additional funding for social care is being spent on care homes (Guardian)  |
| Government's target of 2040 for end of conventionally-fuelled vehicles is too long and action needed now to improve public health (Mail, BBC Online, Express Online)  |
| Adult social care facing a "tipping point" (Guardian)   |
| Response to Independent Age report on quality of care (Express)   |
| 'Sleep-in' back pay for care workers could lead to unfunded historic liabilities (ITV Online)   |
| Integrated Care Scheme launch for older people whose homes need improvement (Express)   |
| Call for calorie counts to be displayed on menus (Mail)   |
| Need to reduce the amount of salt in food (BBC Radio 5 Live)  |
| <b>Supporting councils</b>  |
| EEHT Chairman Cllr Martin Tett live on Talk Radio about the winter weather conditions and councils' efforts to tackle it (Express, Mirror, Telegraph Online, Mail Online, Mirror Online)  |
| Online shopping is increasing congestion across the country as more delivery drivers take to the roads (Times, Mirror, i paper, Sun on Sunday, Mail Online, Metro Online, ITV Online, BBC News, BBC Radio 2, BBC Radio 4 Today, BBC Radio 5 Live, Talk Radio, LBC, BBC local radio, Sky News Radio)                             |
| Recycling rates have quadrupled in the last decade and eight out of 10 people are happy with the way their council collects their rubbish (BBC Online, Express Online, Star)  |
| LGA Deputy Chairman Cllr David Simmonds on Channel 5 News about response to Gambling Commission report into lowering stakes for Fixed Odds Betting Terminals (BBC Radio 5 Live)   |
| Cleaning up used chewing gum costs councils £60 million a year (Times)  |

## **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](mailto:paul.goodchild@local.gov.uk)



**LGA Forward Plan**

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

**June**

| <b>LGA LEADERSHIP BOARD 06.06.18</b>          |   |
|---|---|
| <b>Item</b>                                   | <b>Summary / Purpose</b>  |
| <b>LGA Business</b>                           |   |
| Queen's Speech                                | To approve the suggested priority Bills for the LGA.  |
| Forward Planning for the Spending Review 2019 | To consider the LGA's plans for the Comprehensive Spending Review in 2019.  |
| LGA Political Balance                         | Endorse proportionality figures as the basis for negotiating the allocation of chairs/vice-chairs and populating member structures. |
| General Assembly Motions                      | Agree motions for recommendation to General Assembly.   |
| Vice-Presidents                               | To approve the nominations made by the political groups.  |
| Audit Committee Report to General Assembly    | To approve the Audit Committee report to General Assembly.  |
| LGA Constitution                              | To agree changes to the LGA Constitution for recommendation to the General Assembly.  |
| LGA Consolidated Accounts                     | To approve the financial statements for the year to 31 March for presentation to the General Assembly                               |
| Performance Report                            | To review the full year performance report.   |
| Communications Update                         | To consider communications activity over the past year (3 <sup>rd</sup> and 4 <sup>th</sup> quarters).                              |
| Annual Conference & Exhibition                | To consider progress on the Annual Conference & Exhibition  |
| Conference Publications                       | To consider proposed policy publications to be launched at the Annual Conference.   |
| 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.          |
| Brexit  | To update and take a steer on the LGA's Work Programme on Brexit  |
| Report of the Independent Remuneration Panel  | To receive a report and recommendations from the Independent Remuneration Panel on Members' allowances and expenses.                |
| 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.  |
| <b>Part 2: Confidential</b>                   |   |
| Audit Committee Minutes                       | To note the Minutes of the Audit Committee  |
| Commercial Advisory Board minutes             | To note the minutes of the previous Commercial Advisory Board   |
| 18 Smith Square and Layden House Update       | To update on the 18 Smith Square and Layden House refurbishment projects.   |

| <b>COUNCILLORS' FORUM 07.06.18</b> |  |
|------------------------------------|--|
| <b>Item</b>                        | <b>Summary / Purpose</b>   |
| Local Government Insurance Mutual  | To receive an update on progress with setting up a 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 07.06.18****Summary / Purpose**

|  |  |
|--|--|
| Queen's Speech                             | To approve the suggested priority Bills for the LGA.   |
| The Spring Statement                       | To receive a summary of the Chancellor's Spring Statement and the LGA activity on it.                            |
| Audit Committee Report to General Assembly | To approve the Audit Committee report to General Assembly  |
| General Assembly Motions                   | To agree motions for submission to General Assembly  |
| LGA Political Balance                      | To note the revised proportionality and the implications for the distributions of seats on governance structures |
| 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.   |

**July****LGA LEADERSHIP BOARD 18.07.18**

| <b>Item</b>  | <b>Summary / Purpose</b>   |
|--|--|
| <b>LGA Business</b>                                      |  |
| SIGs Annual Reports                                      | To note the Annual Reports of the LGA's Special Interest Groups  |
| Membership, Terms of Reference and future meeting dates. | To note the new membership, terms of reference and dates of future meetings.   |
| Leadership Board: Review of the Year                     | Summarises the work of the Board since 1 September and its key achievements  |
| Future Business Plan Priorities                          | To provide a steer on the high level priorities for business planning prior to full report in September.                   |
| 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                                     |  |
| Commercial Advisory Board minutes                        | To note the minutes of the previous Commercial Advisory Board  |
| Layden House Update                                      | To update on the Layden House refurbishment project.   |

**COUNCILLORS' FORUM 19.07.18**

| <b>Item</b>                | <b>Summary / Purpose</b>                          |
|----------------------------|---|
| Guest Speaker 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.           |

| <b>LGA EXECUTIVE 19.07.18</b>         |   |
|---------------------------------------|---|
| <b>Summary / Purpose</b>              |   |
| LGA Boards: Annual Review of the Year | To note achievements against the objectives and deliverables agreed for the year. |
| 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.  |

## September

| <b>LGA LEADERSHIP BOARD 12.09.18</b>      |  |
|---|--|
| <b>Item</b>                               | <b>Summary / Purpose</b>   |
| <b>LGA Business</b>                       |  |
| Centre for Public Scrutiny                | To submit an annual report on CfPS's activity.   |
| Local Partnerships                        | To submit an annual report on Local Partnership's activity.  |
| Review of Annual Conference               | To review feedback from the Annual Conference.   |
| Autumn Budget Submission                  | To comment on the Autumn Budget submission to Treasury and commend to Executive for approval the following day.            |
| LGA Business Plan                         | To agree and recommend the Business Plan to the LGA Executive.   |
| 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. |
| Brexit                                    | To update and take a steer on the LGA's Work Programme on Brexit   |
| 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.   |
| <b>Part 2: Confidential</b>               |  |
| Commercial Advisory Board minutes         | To note the minutes of the previous Commercial Advisory Board  |
| Layden House Update                       | To update on the Layden House refurbishment project.   |

**There is no Councillors' Forum in September as the LGA's annual Councillors' Briefing (induction) day takes place instead.**

| <b>LGA EXECUTIVE 13.09.18</b>  |  |
|--|--|
| <b>Summary / Purpose</b>   |  |
| Membership, Terms of Reference and Appointments to Governance Structures | To note membership, terms of reference and appointments              |
| LGA Business Plan  | To agree the Business Plan as recommended by the Leadership Board.   |
| Autumn Budget Submission   | To discuss and approve the Autumn Budget submission to the Treasury. |
| 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.                               |





## Note of last LGA Leadership Board meeting

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|               |   |
|---------------|---|
| <b>Title:</b> | LGA Leadership Board  |
| <b>Date:</b>  | Wednesday 7 March 2018  |
| <b>Venue:</b> | Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ - 18 Smith Square |

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### Attendance

An attendance list is attached as **Appendix A** to this note

| Item | Decisions and actions |
|------|-----------------------|
|------|-----------------------|

|          |   |
|----------|---|
| <b>1</b> | <b>Apologies and Declarations of Interest</b> |
|----------|---|

No declarations of interest were made.

Apologies for absence were received from Cllr Izzi Seccombe OBE.

|          |                              |
|----------|------------------------------|
| <b>2</b> | <b>Brexit: Update Report</b> |
|----------|------------------------------|

Cllr Kevin Bentley, Chairman of the LGA's Brexit Task and Finish Group, introduced the report which provided a detailed update on the LGA's work on Brexit to date. He highlighted that he had attended various conferences to discuss the LGA's work, as well as the MHCLG Select Committee where a large part of the Chair's response to the Secretary of State included issues raised by the LGA.

He highlighted that lobbying work, at a political level, should now be increased in order to ensure that local government was not forgotten about in the negotiation process, and to maintain regular liaison with the Government on all aspects including local governments rights and responsibilities in the EU which should be transferred back to the UK. Cllr Bentley informed members about his future engagement with Government.

In the discussion which followed Members raised the following points:

- Cllr Bentley and the Task and Finish Group were thanked for leading the LGA's work on Brexit. Members highlighted the vital need for cross party consensus on lobbying was maintained in order to get the best possible deal for local government.
- Regarding public procurement through the OJEU process, it would also be important to get clarity as we approach Brexit in order to reassure member councils who would considering new contracts.
- The EU negotiating position was that EU rules and procedures on contractual agreements would apply until the day the UK left the EU, but the UK negotiating position was unclear. The LGA had asked for the process to be streamlined. Currently, 1.7% of public contracts were awarded to companies based outside the UK.

- A delegation of representatives of Core Cities had recently met with Michel Barnier, the EU's chief Brexit negotiator. He was sympathetic to continued partnership, but was clear the local government should encourage the Government to adopt that view.

**Decision**

The LGA Leadership Board **noted** the updates in the report and **agreed** the need for continued lobbying at a political level.

**3 Fair Funding Review and Business Rates Retention**

Sarah Pickup, Deputy Chief Executive, introduced the report which updated Members on progress of the LGA's work related to business rates retention and the Fair Funding Review, and in particular included the LGA's draft response to the Government's consultation on assessment of relative needs as part of the Fair Funding Review.

Members noted the work and discussions which had recently taken place at the Business Rates Retention LGA / MHCLG steering group, the Fair Funding Review technical working group, and the LGA's Business Rates Task and Finish Group. There had also been a series of regional workshops to allow councils to have their say on the Fair Funding Review consultation.

Responses to the Fair Funding Review consultation were due by 12 March 2018, and a draft response had been prepared, subject to the views of the LGA Leadership Board and the LGA Executive. In particular it was highlighted that the draft responses to questions 8, 10, and 20 would potentially constitute new LGA policy: the response to question 8 called on the Government to consider population density (where effects were over and above deprivation, daytime and student populations; the response to question 10 suggested that cost pressures which were material for a small number of local authorities, but not a significant part of local government spending at a national level, should be dealt with outside of the Fair Funding Review; and the response to question 20 suggested that the results of any statistical analysis should be sense-checked by service delivery experts as well as a wider independent assurance process on the working of the model.

The response also highlighted that there was a need for a new Comprehensive Spending Review (CSR), as the current spending review period and four year settlement offer both expired from April 2020, so current financial planning beyond 2020 was uncertain. It also highlighted the need for transparency, as well as simplicity and accuracy.

In the discussion which followed Members made the following points:

- The report and the consultation response provided positive ways in which concerns of different types of council could be addressed, but the current level of funding was not commensurate with the level of demand for funding of front-line services. The LGA should collectively ensure that the new system was evidence based and would allow for sensible growth.
- Members discussed various methods of making the case to the Government, including the possibility of making the argument that the overall quantum of funding was insufficient before continuing discussions on Fair Funding. The comments on the quantum could be strengthened in the response, but the LGA

continued to lobby on the funding gap, and the importance of services which could be lost without full funding.

- The LGA should be lobbying on the next CSR as a priority to ensure there was an appropriate level of funding for the sector as a whole, alongside discussions on how to distribute money through the system. Work in particular service areas had already begun, and the LGA continued to work with partner organisations across the sector.
- The LGA could do some additional media work and work in Parliament on why valued front-line services need more funding. This would be a more relatable and engaging message to the Government and to the public.

**Decision**

The LGA Leadership Board:

- a) **Noted** the report;
- b) **Approved** the LGA's response to the Government's consultation on the Fair Funding Review, subject to comments above and the views of the LGA Executive; and
- c) **Agreed** the final sign-off procedure as set out in the report.

**Action**

Comments from the LGA Leadership Board and the LGA Executive to be taken into account in the final draft of the consultation response.

**4 Chief Executive's Report - March 2018**

Mark Lloyd, Chief Executive, introduced the report which set out the LGA's main achievements against the Business Plan priorities since the last meeting in January 2018. He drew particular attention to: the list of councils currently on notice to leave the LGA, and recent statements on housing by the Prime Minister and the Secretary of State for Housing, Communities and Local Government.

Members noted that the LGA had given a robust response to the Government's recent housing announcements, making the case that the Treasury should remove restrictions on borrowing to allow local authorities to build more homes. A further briefing on the issue would be provided to councils later in the week.

**Decision**

The LGA Leadership Board **noted** the Chief Executive's report for March 2018.

**5 LGA Forward Plan**

The Chairman introduced the Forward Plan, which set out the agendas for the LGA Leadership Board, LGA Executive and the Councillors' Forum for the next three months.

Members discussed how ongoing work through various meetings and through media activities could further improve the reputation of local government. It was agreed that the language used to explain what local government delivered should be changed to reflect the smaller scale impacts on residents should the funding gap continue to widen. This would be taken into account in future campaigns and work across all areas.

**Decision**

The LGA Leadership Board **agreed** the forward plan.

**6 Note of the last meeting**

**Decision**

The LGA Leadership Board **agreed** the minutes of the previous meeting held on 24 January 2018.

**7 Note of the last Commercial Advisory Board**

**Decision**

The LGA Leadership Board **noted** the minutes of the previous Commercial Advisory Board held on 15 January 2018.

**8 LG Group Budget 2018/19**

Jonathan Gratte, Strategic Finance Manager, introduced the report which included the detailed proposed Budget for 2018/19, which allocated resources to enable the delivery of the LG Group's priorities as set out in the latest Business Plan.

Members noted that the Budget would not be finalised until the level of grant funding from the Ministry of Housing, Communities and Local Government and the Department of Health had been confirmed. Following this it was recommended that the Chairman and Group Leaders receive delegated authority to make any necessary budgetary adjustments, in consultation with the Deputy Chief Executive.

There followed a confidential discussion.

**Decision**

The LGA Leadership Board:

- a) **Agreed** the LGA's budget for 2018/19 prior to recommendation to the LGA Executive;
- b) **Agreed** that the budget for 2018/19 should be published once the MHCLG and Department of Health funding was confirmed for the year, with the Three Year Financial Plan remaining an internal confidential document; and
- c) **Delegated** approval to make necessary budgetary adjustments to reflect the final grant notification from MHCLG to the LGA Chairman and Group Leaders, in consultation with the Deputy Chief Executive.

**9 Treasury Management Annual Report**

Jonathan Gratte, Strategic Finance Manager, introduced the report which set out the LGA's Treasury Management investment performance for the year to 31 December 2017. The report also proposed changes to the LGA Treasury Management policy, which would reduce the restrictions on the term and type of investments available to improve the potential investment yield whilst remaining low risk to the organisation.

There followed a confidential discussion.

**Decision**

The LGA Leadership Board:

- a) **Noted** the LGA's annual Treasury Management performance for the year to 31 December 2017; and
- b) **Approved** the proposed changes to the LGA Treasury Management policy.

**10 LGA Annual Conference and Exhibition 2018**

David Holdstock, Director of Communications, introduced the report which provided an update on progress made to date with the arrangements for the LGA Annual Conference and Exhibition taking place in Birmingham from Tuesday 3 July to Thursday 5 July 2018.

Members noted that a number of high profile guest speakers had been confirmed, and others had been invited and not yet confirmed. The current number of delegates who had signed up to attend and the current level of sponsorship was discussed.

The need for speakers across the programme to be balanced according to gender and political affiliation, as well as a greater level of BAME representation, was highlighted. Members also noted that more councillors would be invited to speak at sessions across the conference, as well as sharing best practice in the Innovation Zone.

**Decision**

The LGA Leadership Board **approved** the emerging programme and activities for the 2018 Annual Conference.

**Appendix A -Attendance**

| Position/Role     | Councillor                     | Authority                               |
|-------------------|--------------------------------|---|
| Chairman          | Lord Porter of Spalding<br>CBE | South Holland District Council          |
| Senior Vice-Chair | Cllr Nick Forbes               | Newcastle upon Tyne City Council        |
| Vice-Chairmen     | Cllr David Simmonds CBE        | Hillingdon London Borough Council       |
|                   | Cllr Howard Sykes MBE          | Oldham Metropolitan Borough Council     |
|                   | Cllr Marianne Overton<br>MBE   | Lincolnshire County Council             |
| Deputy-Chairmen   | Cllr Sue Murphy CBE            | Manchester City Council                 |
|                   | Cllr Peter Box CBE             | Wakefield Metropolitan District Council |
|                   | Cllr Michael Payne             | Gedling Borough Council                 |
|                   | Cllr Lib Peck                  | Lambeth London Borough Council          |
|                   | Cllr Ruth Dombey OBE           | Sutton London Borough Council           |
|                   | Cllr Peter Reeve MBE           | Huntingdonshire District Council        |
|                   | Cllr Sean Anstee               | Trafford Metropolitan Borough Council   |
|                   | Cllr Paul Carter CBE           | Kent County Council                     |
|                   | Cllr Peter Fleming OBE         | Sevenoaks District Council              |
| Apologies         | Cllr Izzi Seccombe OBE         | Warwickshire County Council             |

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# LGA location map

**Local Government Association**  
 18 Smith Square  
 London SW1P 3HZ

Tel: 020 7664 3131  
 Fax: 020 7664 3030  
 Email: [info@local.gov.uk](mailto:info@local.gov.uk)  
 Website: [www.local.gov.uk](http://www.local.gov.uk)

## Public transport

18 Smith Square is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are **St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

## Bus routes – Horseferry Road

- 507** Waterloo - Victoria
- C10** Canada Water - Pimlico - Victoria
- 88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

## Bus routes – Millbank

- 87** Wandsworth - Aldwych
- 3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at [www.tfl.gov.uk](http://www.tfl.gov.uk)

## Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 18 Smith Square. Please telephone the LGA on 020 7664 3131.

## Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at [www.cclondon.com](http://www.cclondon.com)

## Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park  
 Horseferry Road/Arneway Street. Visit the website at

[www.westminster.gov.uk/parking](http://www.westminster.gov.uk/parking)

