



**Government**  
Association

# Resources Board

Agenda

Thursday, 5 April 2018  
11.00 am

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

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Resources Board  
5 April 2018

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There will be a meeting of the Resources Board at **11.00 am on Thursday, 5 April 2018** Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available at 1.00 pm.

**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.

**Political Group meetings:**

The group meetings will take place in advance of the meeting. Please contact your political group as outlined below for further details.

**Apologies:**

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

<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:**

Benn Cain  
020 7072 7420 / [benn.cain@local.gov.uk](mailto:benn.cain@local.gov.uk)

**Carers' Allowance**

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## LGA Resources Board – Membership 2017/2018

Councillor	Authority
<b>Conservative ( 8)</b>	
Cllr John Fuller (Vice Chairman)	South Norfolk District Council
Cllr Philip Atkins OBE	Staffordshire County Council
Cllr Hilary Carrick	Cumbria County Council
Cllr Barry Macleod-Cullinane	Harrow Council
Cllr Roger Phillips	Herefordshire Council
Cllr Byron Rhodes	Leicestershire County Council
Cllr David Williams	Hertfordshire County Council
Cllr David Finch	Essex County Council
<b>Substitutes</b>	
Cllr James Gartside	Rochdale Metropolitan Borough Council
Cllr Andrew Leadbetter	Exeter City Council
Cllr Judith Oliver	North Norfolk District Council
<b>Labour ( 7)</b>	
Cllr Claire Kober OBE (Chair)	Haringey Council
Cllr Rishi Shori	Bury Metropolitan Borough Council
Cllr Sharon Taylor OBE	Stevenage Borough Council
Cllr Sian Timoney	Luton Borough Council
Cllr Tom Beattie	Corby Borough Council
Cllr Sarah Hayward	Camden Council
Cllr Peter Marland	Milton Keynes Council
<b>Substitutes</b>	
Cllr Amanda Serjeant	Chesterfield Borough Council
Cllr Christopher Massey	Redcar & Cleveland Borough Council
<b>Liberal Democrat ( 2)</b>	
Cllr Claire Hudson (Deputy Chair)	Mendip District Council
Cllr Adam Paynter	Cornwall Council
<b>Substitutes</b>	
Cllr Simon Shaw	Sefton Metropolitan Borough Council
<b>Independent ( 1)</b>	
Cllr Graham Whitham (Deputy Chair)	Sutton London Borough Council
<b>Substitutes</b>	
Cllr Gillian Corr	Stockton-on-Tees Borough Council

## LGA Resources Board - Attendance 2017-2018

	22/9/17	4/12/17	22/1/18
<b>Councillors</b>			
<b>Conservative Group</b>			
Cllr John Fuller	Yes	Yes	Yes
Cllr Philip Atkins OBE	Yes	Yes	Yes
Cllr Hilary Carrick	Yes	Yes	Yes
Cllr Barry Macleod-Cullinane	Yes	Yes	Yes
Cllr Roger Phillips	Yes	Yes	No
Cllr Byron Rhodes	Yes	Yes	Yes
Cllr David Williams	Yes	No	No
Cllr David Finch	Yes	No	Yes
<b>Labour Group</b>			
Cllr Claire Kober OBE	Yes	Yes	Yes
Cllr Rishi Shori	Yes	Yes	No
Cllr Sharon Taylor OBE	Yes	Yes	Yes
Cllr Sian Timoney	No	Yes	Yes
Cllr Tom Beattie	Yes	No	No
Cllr Sarah Hayward	Yes	No	No
Cllr Peter Marland	No	Yes	Yes
<b>Lib Dem Group</b>			
Cllr Claire Hudson	Yes	No	Yes
Cllr Adam Paynter	No	Yes	Yes
<b>Independent</b>			
Cllr Graham Whitham	No	Yes	Yes
<b>Substitutes</b>			
Cllr Amanda Serjeant	Yes	Yes	
Cllr Christopher Massey	Yes		
Cllr Simon Shaw	Yes		
Cllr Clarence Barrett	Yes		
Cllr James Gartside			Yes
Cllr Andrew Leadbetter		Yes	Yes

## Agenda

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### Resources Board

Thursday 5 April 2018

11.00 am

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

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<b>Item</b>	<b>Page</b>
<b>1. Welcome, Apologies and Declarations of Interest</b>	
<b>2. Great People for Growing Places - consultation on workforce priorities</b>	1 - 4
<b>3. Recruitment and retention update for Adult Social Care in England including the scoping of a National Recruitment Campaign for the sector</b>	5 - 8
a) Social Care Vacancy and Turnover Rates	9 - 10
<b>4. Local Government Finance Update</b>	11 - 16
<b>PART TWO - CONFIDENTIAL</b>	
<b>5. Work of the City Regions Board</b>	17 - 20
<b>6. Local Government Mutual Update</b>	21 - 24
<b>7. EU Funding and Successor Arrangements</b>	25 - 28
<b>8. Unions Consultation on the Pay Offer and AoB - verbal update</b>	
<b>9. Capita Update - verbal update</b>	
<b>10. Notes from the previous Resources Board</b>	29 - 35

**Date of Next Board Meeting:** Thursday, 28 June 2018, 11.00 am, Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ







## Great People for Growing Places - consultation on workforce priorities

### Purpose of report

For information.

### Summary

This paper provides a brief update on the development of a refreshed workforce strategy. The project now takes the form of an online consultation, and we will publish a statement of vision and priorities based on the consultation outcomes by September 2018. The Ministry of Housing Communities and Local Government (MHCLG) see useful links to the MoU process. In addition to this, we have established links to parallel consultations on health and care workforce strategies.

### Recommendation

That the Members of the Resources Board note the report.

### Action

Members are asked to encourage their contacts to take part in the consultation.

**Contact officer:** Marj Keddy  
**Position:** Interim Head of Workforce  
**Phone no:** 0207 664 3299  
**Email:** marj.keddy@local.gov.uk

## **Great People for Growing Places - consultation on workforce priorities**

### **Background**

1. In April last year, the workforce team began some work on a refreshed local government workforce strategy. It was noted that the strategy had not been updated for ten years, and given the challenges facing local government such as austerity measures, service integration, along with Brexit dominating the political agenda, it is evident that a new assessment of priorities would be beneficial.
2. The initial intention was to produce an outline draft and consult with key partners such as SOLACE and the PPMA before publishing a final document in a standard way. The revised strategy would inform and underpin the workforce offer set out in the MoU with MHCLG.
3. The draft vision for the workforce set out in our consultation draft is that it should be:
  - 3.1. **Productive** - affordable, efficient, motivated and technologically literate and flexible;
  - 3.2. **joined up** – properly integrated across all the different organizations' providing services, especially in health and social care;
  - 3.3. **involved in co-designing and co-creating services** –so that the ideas and experience of the people most involved in services day to day can be fully utilized;
  - 3.4. **truly valued and respected** – supported throughout the stages of life and career and able to enjoy good quality benefits as well as fair pay; and
  - 3.5. **diverse** – reflecting the communities we serve and making use of all the talent.
4. To achieve that vision we suggest that the sector needs to focus on:
  - 4.1. **great leadership** - visionary, ambitious and effective senior leadership, leadership in partnership context and the development of leadership skills at all levels;
  - 4.2. **organisational change and development** that is focused on people, their wellbeing and resilience;
  - 4.3. **skills development** that is truly innovative and focused on combining organisational and individual needs;

- 4.4. improved **recruitment and retention** outcomes based on proper planning and use of best practice techniques; and
- 4.5. **pay and reward** systems that attracts and retains talent, motivating and helping people throughout their careers.

### Issues

5. As discussions progressed it became clear that various key constituencies had different views on exactly what our priorities should be. For example, in conversation with the LGA's CEX Sounding Board, there was a great stress on productivity but divergent views on the key approaches to adopt with the workforce. Additionally, the individuals involved in discussions had distinct takes on the specific areas of detail that we should provide support on - from job design and job evaluation to more effective use of apprenticeships.
6. Of course, in a broad national support programme, it is inevitable that we need to have something to say on a wide range of topics but the aim of the revised strategy is to help us focus on some priorities. This is important in terms of working with the staffing and budget we expect to have in place. The decision was therefore taken that we should engage in much wider consultation across the sector using the work generated so far as a discussion document.
7. We have now prepared an online consultation hub with our "take" on the issues and priorities set out in summary chunks, alongside an overall draft vision for the future workforce. Readers are invited to answer a series of questions on the draft vision and to identify what they think the key priorities are. The consultation is under the banner "*Great People for Growing Places*" to help unify campaigns.
8. The responses to the consultation will help us prepare a brief statement of intent which will outline a consensus vision for the workforce, and set out the priorities which the sector as a whole wants us to focus on. The statement will be published as soon as coherently possible, but by September at the latest.
9. The development of this approach has been reported to the Resources Board throughout the process and has also been noted for the Improvement and Innovation Board.
10. The intentions in the consultation were tested at a roundtable on 20 February which included SOLACE and PPMA representation as well as MHCLG, trade unions, Skills for Care and others. The roundtable endorsed the approach and resulted in considerable discussion on the appropriate language to use in the vision statement. One important issue that emerged is the need to have a coordinated campaign to show people how interesting and attractive it is to work in the sector.
11. Coincidentally, though perhaps unsurprisingly, both NHS England and the Department of Health and Social Care, along with Skills for Care, have adopted a similar consultative

approach to the development of a revised Health and Care workforce strategy and a related Adult Social Care strategy. We have taken the opportunity to improve links to the organisations responsible for the health and care strategies which is critical given that actual care roles and the responsibilities of local government were not emphasised in the consultation documents. The workforce team will be represented in the governance structures for the strategies and there are links to the health/care consultations on our consultation hub.

### **Implications for Wales**

12. There are no unusual implications for Wales in this work. The intentions behind the consultation have been discussed with the WLGA in the same context as discussions with the English Regions and the Northern Irish LGA. Welsh councils are free to take part in the consultation.

12.1. Although national pay negotiations are a non-devolved issue, the WLGA does of course have its own programme covering workforce development issues in Wales.

### **Financial Implications**

13. It is assumed that any projects that develop from the strategy will be staffed and funded from grant funding agreed under the Memorandum of Understanding with MHCLG.

## **Recruitment and retention update for Adult Social Care in England, including the scoping of a National Recruitment Campaign for the sector**

### **Purpose of report**

For information.

### **Summary**

This report provides Members with information on the recruitment and retention challenges faced by the adult social care sector in England and includes a brief overview of the work undertaken by Skills for Care, in partnership with sector stakeholders to scope and report on the sector views for a National Recruitment Campaign.

#### **Recommendation**

The Members of the Resources Board note the report.

#### **Action**

Officers to proceed in line with Members Steer.

**Contact officer:** Jon Sutcliffe  
**Position:** Senior Adviser  
**Phone no:** 0207 187 7320  
**Email:** jon.sutcliffe@local.gov.uk

## Background

1. The purpose of this paper is to provide members with an update on the recruitment and retention challenges for the adult social care sector in England and to provide a brief overview of the work undertaken by Skills for Care, in partnership with sector stakeholders to scope and report on the sector views for a National Recruitment Campaign linked to local activities to support their recruitment and retention challenges.

## Supply and Demand

2. The state of the adult social care sector and workforce in England, September, 2017 provides a comprehensive overview of the workforce in terms of its size and shape, employment information, recruitment and retention issues, workforce demographics, pay, qualification rates and future workforce forecasts.
3. An overview of the workforce 2016/2017 from the Skills for Care data set shows that:
  - 3.1. There were approximately 350,000 directly employed leavers from the sector during the year. A large proportion of people leaving their job roles did so soon after joining (within the first few months) – This means on average the sector loses around 900 people each day and carries around 90,000 vacancies on any given day.
  - 3.2. Despite interventions over the years many employers report continued rises in vacancy and turnover rates.
  - 3.3. For some employers, the inability to recruit the right people in sufficient numbers has meant that their businesses have closed thus reducing the availability of local social care provisions to provide services to vulnerable adults.
  - 3.4. However there were also approximately 425,000 new directly employed starters in the same year.
  - 3.5. Around two thirds of new starters come from within the sector.
  - 3.6. Turnover rates have increased steadily since 2012/13 and 2016/17 (27.8 per cent).
  - 3.7. The national vacancy rate stood at 6.6 per cent which means that on any given day there are around 90,000 vacancies within the sector.
  - 3.8. 83 per cent of the workforce defined as British with approximately 220,000 jobs being carried out by those with an EU or non-EU nationality.
  - 3.9. 145,000 Personal Assistant jobs carried out by around 115,000 people.
  - 3.10. The sector will need between a further 350,000 to 700,000 jobs by 2030.
  - 3.11. The figures used are national average figures and there are significant regional and local variations which are further outlined in **Appendix A**.
4. In the social work profession some key figures show:

- 4.1. 10.8 per cent vacancy rate for social workers in adult services;
  - 4.2. 21 per cent social workers over the age of 55; and
  - 4.3. 15.5 per cent turnover rate of social workers in adult services
5. Wide variations apply across the sector in terms of recruitment and retention practices with some parts of the sector struggling to attract, retain or both. There are high dropout rates within the first twelve months with high levels of churn and loss. There are also uncertainties around the full implications of the Brexit negotiations and a need to focus on the recruitment in the domestic labour market. In order to meet future workforce projections, particularly with the current high levels of employment within the economy, employers will need to develop and implement different ways of working to recruit and retain the workforce.

#### **Scoping a National Recruitment Campaign, linked to local delivery activities**

6. The need for a national recruitment campaign to raise the profile, image and professionalism of the sector is a re-occurring and enduring theme particularly at a time when the sector is advised to focus on the recruitment of its domestic workforce. Skills for Care has been asked by the Department of Health and Social Care to work with key stakeholders to undertake a scoping exercise to determine the strength of this interest, the scope of a national campaign, delivered locally, the infrastructure needed, ambitions and anticipated targets, costs and delivery profile.
7. The initial aims of the recruitment campaign would be to:
- 7.1. **Inspire people** with the right values, behaviours and attitudes to take the first steps towards a career in adult social care, including applying for a job, apprenticeship, college or university course, work experience, work placement, sector-based work academy or other pre-employment support.
  - 7.2. **Raise awareness and improve public perceptions** of the adult social care sector particularly those at the start of their career, job seekers or those considering a career change, including highlighting the career progression opportunities, and the different roles and types of employers, settings and people who use care and support services.
  - 7.3. **Help people understand** whether a job in adult social care would be right for them
8. In the medium-term, it's expected this activity will provide an **increased stream of appropriate applications** to employers and education/ training providers; and in the long-term **reduce vacancy, and potentially also turnover, rates**.

#### **Scoping study**

9. As the cost of a national recruitment campaign is expected to be considerable, Skills for Care has carried a multi-faceted scoping study with the aim of:

- 9.1. gauging support and demand for a national recruitment campaign from employers and other key stakeholders in the sector, including the LGA;
  - 9.2. describing what a successful recruitment campaign might look like, its characteristics and key success factors;
  - 9.3. understanding what a 'national recruitment campaign – delivered locally' might mean, how this might work in practice, and the likely challenges and key success factors;
  - 9.4. learning and applying lessons from successful and unsuccessful recruitment campaigns run in other sectors or at other times;
  - 9.5. exploring the scope and parameters of the recruitment campaign - its aims and objectives, output targets, intended outcomes and impacts, stakeholders, audiences, segmentation, content, channels, methods, messages and delivery model (including procurement); and
  - 9.6. estimating the cost of the preferred model and exploring options for funding and sustainability (including employer contributions).
10. Skills for Care is currently analysing the consultation responses which has been overwhelming and will produce a written report for the Department of Health and Social Care in March 2018 and with their agreement provide a summary of the report and further information as applicable.
  11. The LGA are working alongside Skills for Care and DH on the Recruitment and Retention Working group, which also includes BASW, Think Ahead and other senior professionals. As part of this work, a podcast (sponsored by LGA) is to be launched during Social work week in March 2018 in order to begin raising awareness of the social care profession and its many roles and opportunities.

### **Implications for Wales**

12. Policy and programmes on adult social care are devolved matters and separate arrangements will be made by Welsh organisations as appropriate.

### **Financial Implications**

13. There are no known financial implications.

### **Next steps**

14. The Skills for Care report on their consultation is awaited and LGA actions will be determined when the outcomes are known.

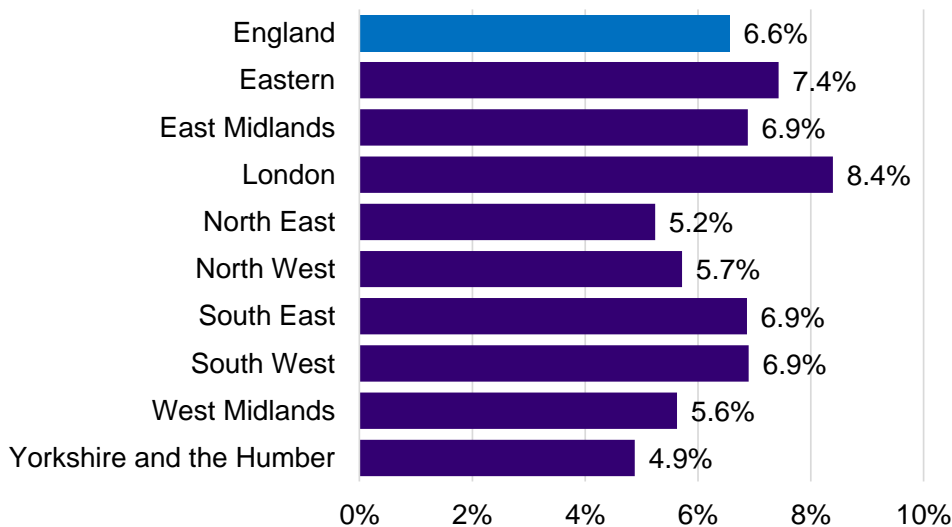




## Appendix A – Social Care Vacancy and Turnover Rates

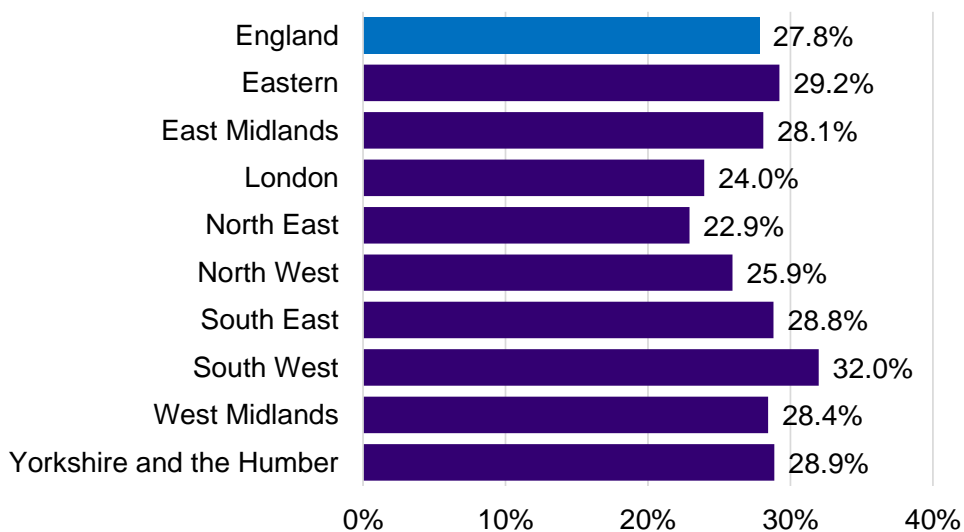
### 1. Chart 1: Estimated vacancy rates by region, all job roles

(Source. NMDS-SC workforce estimates 2016/17)



### 2. Chart 2: Estimated turnover rates by region, all job roles

(Source. NMDS-SC workforce estimates 2016/17)







## **Local Government Finance Update**

### **Purpose**

For information and discussion.

### **Summary**

This report updates members on progress of the LGA's work related to local government finance policy since the last meeting of the Board. It focusses on the Spring Statement, the Fair Funding Review, business rates retention reform and other matters.

### **Recommendation**

That Members of the Resources Board note the report.

### **Action**

Officers to proceed as directed.

**Contact officer:** Nicola Morton  
**Position:** Head of Local Government Finance  
**Phone no:** 020 7664 3197  
**Email:** [nicola.morton@local.gov.uk](mailto:nicola.morton@local.gov.uk)

## **Local Government Finance Update**

### **Introduction**

1. This report updates members on progress of the LGA's work related to local government finance policy since the last meeting of the Board, including the Spring Statement, the Fair Funding Review and business rates retention.
2. The LGA's Leadership Board and Executive set the policy direction on business rates retention reform and the Fair Funding Review, with the assistance of the LGA Fair Funding Review and Business Rates Retention Task and Finish Group.

### **Spring Statement**

3. The Chancellor delivered his 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.
4. 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.
5. Officers are starting work on influencing the Autumn Budget and the Spending Review, as the combination of both events is likely to set national funding totals for local government until the next General Election. As a starting point, the LGA is looking to produce estimates of the funding challenge facing local services by 2025. Officers expect the results of this work to be ready in the summer.
6. Member thoughts on the LGA's approach to the Autumn Budget and Spending Review, and any suggestions for content, are welcome. The LGA Leadership Board will discuss approaches to this work during the June meeting. Officers will continue to provide updates at future meetings of the Resources Board.

### **Fair Funding Review**

7. The LGA submitted [its response](#) to the [Government's consultation on the Fair Funding Review](#). The response was cleared by the LGA Leadership Board and Executive, following feedback from the LGA Fair Funding Review and Business Rates Retention Task and Finish Group, Lead Members of Resources Board, and representatives from local government special interest groups and treasurer societies.
8. The response provides answers to technical questions and makes the following more general points:

- 8.1. In order for the outcome of the Review to be successful and sustainable it needs to be introduced alongside additional resources to meet the funding gap and to deal with transition from one formulae to another.
- 8.2. A single formula to estimate relative needs for the totality of local government is highly likely to be too crude to deliver an equitable result. It is welcome the Government has recognised this by proposing service-specific formulae as an element of the assessment.
- 8.3. In shortlisting cost drivers for the foundation formula, the Government should consider density, rurality, large student population and daytime populations. Inclusion of indicators in a formulae should be based on evidence rather than assumption.
- 8.4. We support an approach that focusses on the drivers of demand and cost that cannot be affected by local policy choices. This would preserve the incentive to invest in prevention and the system would not be seen as creating perverse incentives.
- 8.5. The Government must make it clear that public health will be a 'service specific formula' within the proposed structure, unless the cost drivers used in the formula match the 'foundation' formula.
- 8.6. The Government should explore non-HRA housing support as a service to be assessed under a specific formula.
- 8.7. Some highly localised cost pressures (such as the cost of maintaining flood defence, or persons with no recourse to public funds) should be dealt with outside of the Fair Funding Review, with the Government providing specific funding on a case-by-case basis.
- 8.8. We support using the expertise of a representative group of finance officers and service directors to 'sense check stage' the results of any statistical analysis.
9. 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.
10. The officer-led Fair Funding Review Technical Working Group met on 28 March. It discussed the potential treatment of council tax and a specific adult social care relative needs formula. Papers are available on [the LGA business rates hub](#).

### **Business rates retention**

11. 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.

12. 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.
13. Work on the introduction of 75 per cent business rates retention in April 2020 is now well underway in the officer level Steering Group and Systems Design Working Group. Two substantive issues have so far been considered:
  - 13.1. Which properties should be included on the central rating list which, due to their nature, are not suitable for being assessed on the local rating list. MHCLG will develop criteria which can be used to determine what properties should be on the central list and what should be on the local lists. There will be a consultation on the properties to be moved in spring 2019.
  - 13.2. Reform of the tier split, safety net and levy mechanisms. MCHLG will work directly with the County Council Network, District Council Network and county and district treasurer associations, on developing a proposal for tier splits for consideration by the Systems Design Working Group and the Steering Group.
14. Further discussions at the Systems Design Working Group leading up to a consultation paper in September 2018 will concern appeals and loss payments, resets, measuring growth and revaluation, transitional arrangements and pooling.
15. The Steering Group has also considered a tabled paper from Ministry for Housing, Communities and Local Government (MHCLG) on retained growth for 2018/19. MHCLG were asked to provide further information on the effect of pools and on previous years.
16. Following the approval of 10 new pilots for 2018/19, MHCLG is expected to invite applications for pilot status in 2019/20. At this stage it is not known what criteria will be used for assessment.

### **Guidance on Local Government Investments and Minimum Revenue Provision**

17. In February the Government published updated statutory guidance on capital finance (on [local government investments](#) and on [minimum revenue provision](#)). The Government also published its [response](#) to the consultation on the proposed changes to this guidance. Resources Board members will recall that we submitted a response to the consultation, and the revised guidance takes account of a number of the points made, particularly with regard to the implementation date of the minimum revenue provisions guidance. The LGA published a short [briefing](#) on the main features of the new guidance to help councils understand the implications.
18. Under the new guidance, councils should not borrow to fund any investments, including property investments, that it makes solely to make a financial return, although it should be noted that councils need to “have regard” to the statutory guidance, and to the other parts of the prudential framework for capital finance (the Cipfa Prudential code and Cipfa Treasury Management code). If councils then choose not to follow the guidance they will need to justify this.

### **National Audit Office Report on Financial Sustainability and Reserves**

19. 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.
20. 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.

### **Implications for Wales**

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

### **Next steps**

22. Officers will proceed on the basis of the discussions at Resources Board.
23. 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.

### **Financial implications**

24. This work is part of the LGA's core programme of work and as such has been budgeted for in 2017/18 and 2018/19 budgets.





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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)

