

LGA Leadership Board

Agenda

Wednesday, 17 October 2018
1.00 pm

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

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

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

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LGA Leadership Board
17 October 2018

There will be a meeting of the LGA Leadership Board at **1.00 pm on Wednesday, 17 October 2018**
Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be served in advance of the meeting.

Attendance Sheet:

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

Apologies:

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

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3263	email: Lewis.addlington-lee@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk

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

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £7.83 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 2018/2019

Councillor	Authority
Conservative (6)	
Lord Porter of Spalding CBE (Chairman)	South Holland District Council
Cllr James Jamieson (Vice Chairman)	Central Bedfordshire Council
Cllr Izzi Seccombe OBE (Deputy Chairman)	Warwickshire County Council
Cllr Paul Carter CBE (Deputy Chairman)	Kent County Council
Cllr David Simmonds CBE (Deputy Chairman)	Hillingdon London Borough Council
Cllr Robert Alden (Deputy Chairman)	Birmingham City Council
Labour (5)	
Cllr Nick Forbes (Senior Vice-Chair)	Newcastle upon Tyne City Council
Cllr Lib Peck (Deputy Chair)	Lambeth London Borough Council
Cllr Michael Payne (Deputy Chair)	Gedling Borough Council
Cllr Anne Western CBE (Deputy Chair)	Derbyshire County Council
Cllr Peter Box CBE (Deputy Chair)	Wakefield Metropolitan District Council
Liberal Democrat (2)	
Cllr Howard Sykes MBE (Vice-Chair)	Oldham Metropolitan Borough Council
Cllr Ruth Dombey OBE (Deputy Chair)	Sutton London Borough Council
Independent (2)	
Cllr Marianne Overton MBE (Vice-Chair)	Lincolnshire County Council
Cllr Clive Woodbridge (Deputy Chair)	Epsom and Ewell Borough Council

LGA Leadership Board Attendance 2018-19

Councillors	18/7/18	12/9/18
Conservative		
Lord Porter of Spalding CBE	Yes	Yes
James Jamieson	Yes	Yes
Robert Alden	Yes	Yes
Paul Carter CBE	No	No
Izzi Seccombe OBE	Yes	Yes
David Simmonds CBE	Yes	Yes
Labour		
Nick Forbes	Yes	Yes
Peter Box CBE	Yes	Yes
Michael Payne	Yes	No
Lib Peck	Yes	Yes
Anne Western CBE	Yes	No
Liberal Democrat		
Howard Sykes MBE	Yes	No
Ruth Dombey OBE	Yes	Yes
Independent		
Marianne Overton MBE	Yes	Yes
Clive Woodbridge	Yes	Yes

LGA Leadership Board

Wednesday 17 October 2018

1.00 pm

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

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Date of Next Meeting: Thursday, 6 December 2018, 11.00 am, Smith Square
1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ



LGA Leadership Board

17 October 2018

Local Partnerships Annual Report

Purpose

For information

Summary

The LGA Leadership Board requested Local Partnerships submit a report to summarise the company's performance for the financial year from April 2017 to March 2018. A copy of the published Impact Report for 2017-18 report is attached. The report includes, as **Appendix 1**, the work that has been carried out by Local Partnerships using LGA grant.

Recommendation

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

Action

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

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

Local Partnerships Annual Report

Introduction

1. The Leadership Board last reviewed Local Partnerships' performance on 13 September 2017. In the attached Impact Report we present a breakdown of Local Partnerships' achievements in 2017-18, including how the LGA's grant-funding of £1 million was used.

Background

2. Established in 2009, Local Partnerships is a joint venture owned by the LGA (50 per cent) in partnership with HM Treasury (45 per cent) and Welsh Government (5 per cent). It provides commercial expertise in relation to projects and change programmes and acts solely for the benefit of the public sector.
3. Local Partnerships is tasked with covering its costs by its income and is expected to assist the delivery of key national and local priorities. In order to ensure the financial health of the organisation the Board has directed Local Partnerships to produce a surplus of between 5 per cent – 10 per cent pa. Further information on Local Partnerships' background and financial performance is included in the Impact Report 2017-18.

Representation and attendance

4. Local Partnerships' Executive Leadership Team reports to a supervisory board which monitors compliance with its public sector mission. Key decisions relating to the organisation are reserved for the LGA and HM Treasury.
5. Board membership includes representation from key figures in central and local government, with the LGA entitled to 4 representatives on the Board.
6. LGA attendance at the Board's 6 meetings (and the annual Board Strategy Day) in 2017-18 was as follows:

		Meetings	Strat Day
Edward Lord OBE JP	Liberal Democrat Group (to 31 July 2017)	2/2	(0/0)
Cllr Gerald Vernon-Jackson	Liberal Democrat Group (from 1 Aug 2017)	3/4	(1/1)
Cllr Kevin Bentley	Conservative Group	3/6	(0/1)
Cllr David Sprason	Independent Group (to 4 May 2017)	1/1	(0/0)
Cllr Chris Wells	Independent Group (from 1 Aug 2017)	2/4	(0/1)
Cllr Graham Chapman	LGA Labour Group	4/6	(1/1)

7. The Company Secretary for Local Partnerships is Claire Holloway, LGA Head of Corporate Services.



LOCAL PARTNERSHIPS

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IMPACT REPORT 2017 ▶ 2018

Foreword from the Chair and Chief Executive



Local Partnerships' main responsibility is to deliver expert support to the public sector that provides confidence, additional capacity and commercial capability, helping make best use of limited resources as demands for services continue to rise.

In 2017-18, Local Partnerships continued to deliver the well-regarded services that are familiar to our partners. Highlights in this year included very successful work with the Police National Commercial Board, Defra and WIDP waste programmes and the Green Growth Wales Programme. We also delivered new projects across DCMS and a wide range of support to councils to help tackle the housing crisis.

From a financial perspective Local Partnerships remains in a robust position. We have continued to reduce our reliance on grants and have

diversified further into new areas of work, with new partnerships developing with the LGA in the areas of adult social care and housing advice.

In 2017 Local Partnerships formalised its long-standing relationship with Welsh Government which now has co-ownership.

The internal teams were also restructured in 2017-18 to allow for more long-term thinking and planning, with the creation of new Strategic Director roles.

We hope this first Impact Report reflects well the activities and successes of Local Partnerships in 2017-18 and that it sets a good benchmark for the organisation as it heads into its tenth year.

Sir David Wootton and Sean Hanson
Chair (Independent) and Chief Executive

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Introduction to Local Partnerships

Local Partnerships is jointly owned by HM Treasury, the Local Government Association and Welsh Government. This ownership is critically important to the way we work and who we serve. It provides assurance to our clients that we address delivery in a way that is consistent with the direction of policy.

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Our work is driven by our owners' priorities and moves **in line with government policy**

We help central and local government **deliver projects and change** at the local level

Our vision is to **strengthen the public sector to deliver more efficiently and effectively**, achieve more swiftly, and give value for money to the taxpayer and client

We provide **trusted, professional support** to councils across England and Wales, helping the public sector meet the challenges it faces and achieve greater success

We **only work for public sector bodies** and related partners whose priorities are aligned with our owners (for example police forces)

We are a hands-on organisation and **work collaboratively for the benefit of our clients**, often sitting along-side project teams, rather than providing advice from afar

We only use highly qualified and experienced staff who bring **public and private sector experience that provides confidence, additional capacity and commercial capability**

Where there is an urgent need, **we can deploy very swiftly**

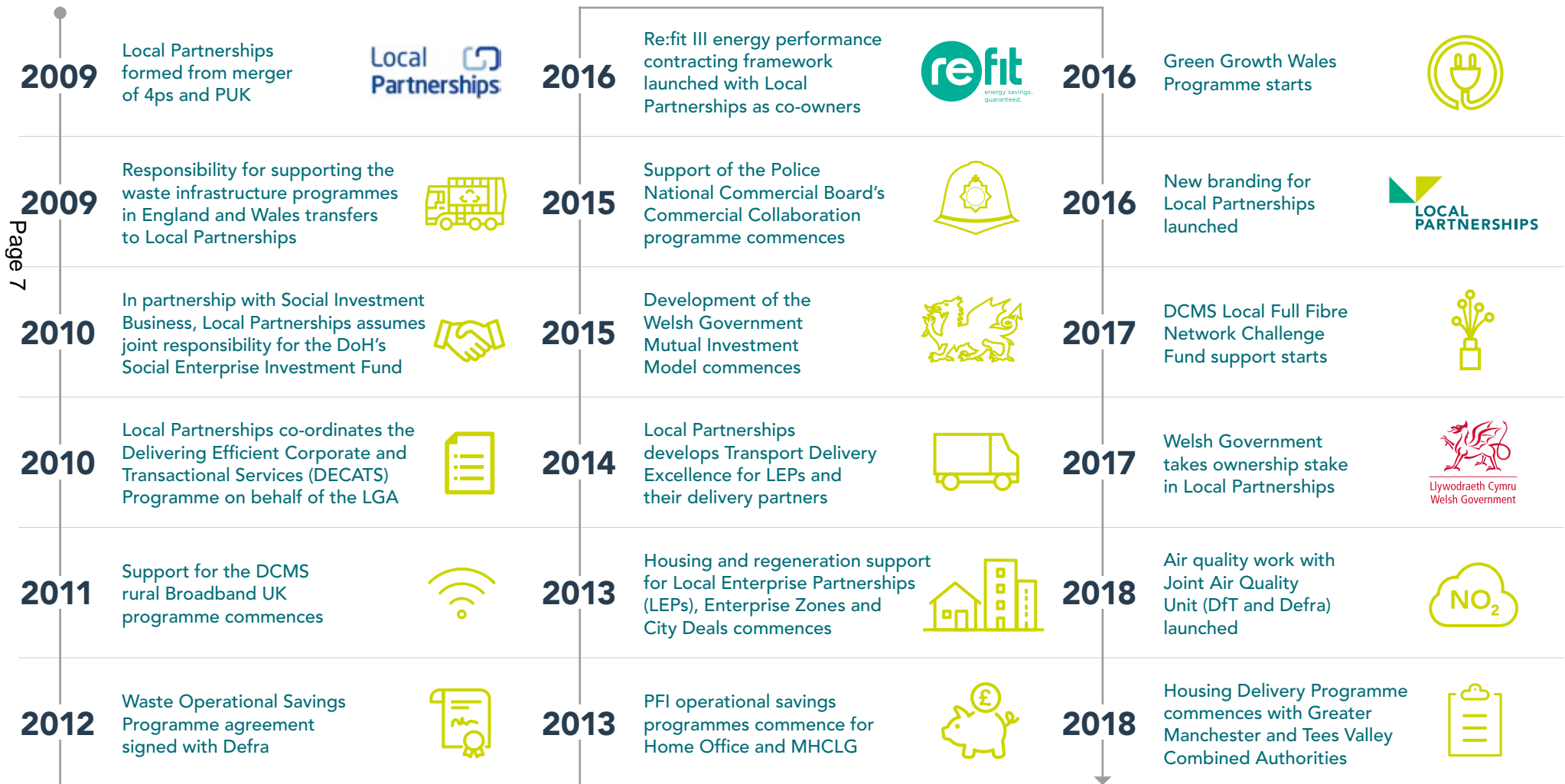
Our financial model is to **recover costs, not maximise surplus**. It provides comfort that public money spent on delivery is being retained within the public sector

We do not hoard our **intellectual capital**; instead we freely share (non-confidential) best practice and solutions to problems that may be new to a client, but familiar to us

We are a "**Regulation 12 Exempt**" organisation ("Teckal"). Therefore government departments, and local authorities in England and Wales do not have to procure us through the OJEU process to use our services

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Local Partnerships' timeline



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Business model and operating principles

The work we do is driven by our owners' priorities. With that in mind, we operate according to a set of key principles:

We only work for **public sector bodies**, the community-focused third sector, and related partners. We do not work directly for the private sector

We will **always support the public body** when partnership work is commissioned

Our financial imperative is to **make a modest and realistic surplus**, operating within principles of financial prudence. We do not maximise profit and we do not seek work outside our public service mission

We exist to **help delivery at the local level**

We only **employ expert staff** who are from a wide range of commercial disciplines and are **able to provide skilled resources** at a level it is often uneconomic for local public sector bodies to retain

We are able to **share learning between organisations**. We **offer solutions to problems** that may be new to a client, but familiar to us

We bring **added value to local public services**, avoiding assignments others can readily provide

We only **bid for competitively tendered work** if we are able to demonstrate that we will add value to public service delivery (rather than simply provide the cheapest price)

We **aim for flexibility and adaptability** by directly employing about two-thirds of the personnel required for our forecast workload, with the remainder being employed as associates

Typically, we use a **standard day rate for assignments**, regardless of the personnel or associates deployed on them

If a **surplus is made it is either retained in the business or distributed to our owners** (and thus retained within the public sector)

Our values

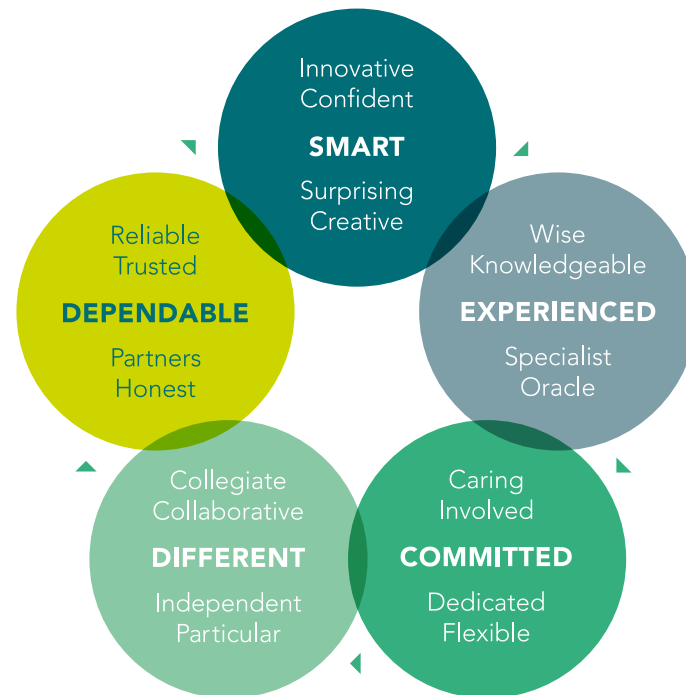
Our values are what we stand for and are entirely motivated by our public sector ownership and service objectives:

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Our culture

We strive to foster a culture that allows everyone to excel and have pride in public service excellence. In pursuit of our values, we seek to be:



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Our standards

At Local Partnerships, we believe we must set and achieve high standards of performance and behaviour:

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We provide a working environment where **our values, policies and code of conduct are actively supported**

We make sure everyone who works for us or with us **understands the values we live by, our policies and our codes of conduct and behaviour**

We conduct our business according to **our operating principles: legally, fairly and ethically**, making sure the decisions we make protect our partners' interests and avoid situations that create a conflict of interest

We **record and report information** about our business accurately, honestly and transparently

We **do not give or receive gifts or hospitality** that may improperly influence a decision or judgement

We only work with partners, third parties and customers who **share our ethical standards**

We **encourage everyone to seek help and advice** if they are unsure about what to do, or concerned that our values, policies or code are being compromised

We **provide confidential resources** for everyone to report improper behaviour and actions and make certain there is no retaliation of any kind

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Governance

Local Partnerships is a limited liability partnership owned by the LGA, HM Treasury and Welsh Government. It has been set up as a joint venture with a unique mandate, embedded in our Members' Agreement and associated governance framework, to strengthen public sector commercial capability.

Board

Local Partnerships reports to a supervisory board that monitors compliance with its public sector mission. Board membership includes representation from key figures in central and local government.

The Board Members for 2017-18 were:

Sir David Wootton	Chair (Independent)
Susan Johnson	Chair of Audit Committee
Barry Quirk	(Independent)
Kevin Bentley	(LGA representative)
Graham Chapman	(LGA representative)
Gerald Vernon-Jackson	(LGA representative)
Chris Wells	(LGA representative)
Stephen Dance	(HMT nominee)
Philip Duffy	(HMT nominee)
Fred Maroudas	(HMT nominee)
Simon Ridley	(HMT nominee)
Steve Davies	(Welsh Government)
Sean Hanson	Chief Executive

Status

Local Partnerships operates as a Teckal (ECJ C-107/98) company, meaning that it is exempt from public procurement for the award of contracts – regulated by the Public Contracts Regulations 2015 (Regulation 12) – provided certain requirements are met.

Those requirements are:

- ▶ public authorities must exercise sufficient control over Local Partnerships
- ▶ Local Partnerships must carry out the essential part of its activities for its owners

The Chief Executive of Local Partnerships, on behalf of the Board, ensures that the Regulation 12 exemption is monitored closely so that more than **80%** of Local Partnerships' business is carried out for the LGA and its member authorities, central government departments and Welsh Government.

Maintaining the quality of our work

Our clients have high regard for the quality of our work by our success in consistently meeting, or exceeding client requirements ”

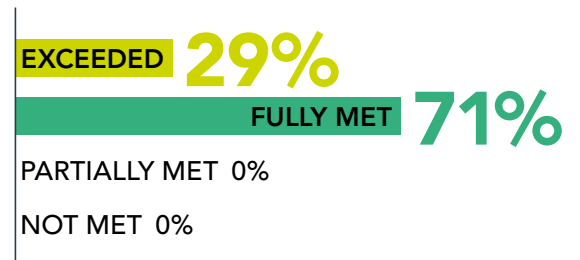
Local Partnerships' client surveys

The quality of our work and resulting customer advocacy remains our most powerful marketing tool. During the course of the year we reinforced our quality assurance processes both in terms of proposals and assignment deliverables and changed our method of requesting feedback so that it was more dynamic and current.

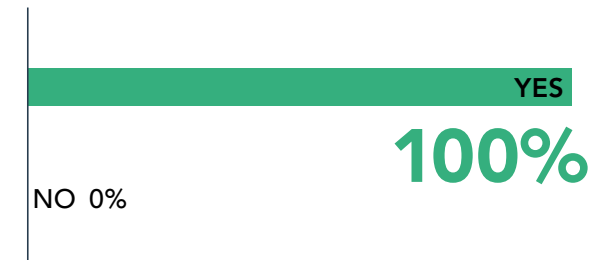
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The responses to the client survey demonstrate the continued high regard that our clients have for the quality of our work and illustrates our success in consistently meeting, or exceeding, client requirements.

To what extent has Local Partnerships met your requirement for the engagement?



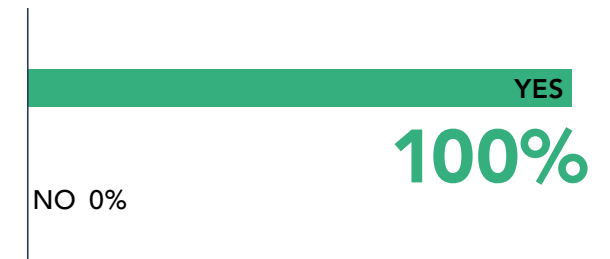
Would you ask for Local Partnerships support again?



How would you rate the quality of support you have received from Local Partnerships?



Would you recommend Local Partnerships to other public or third sector organisations?



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Client feedback

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Local Partnerships consolidated the whole picture to the team, introducing elements and approaches to managing the contractor which we hadn't considered.

The alternative to using Local Partnerships would have been to use a large accountancy firm which would have cost a lot more and where personal attention to detail would have been difficult to match.

Local Partnerships has helped us make some really significant progress on a number of projects and we simply would not have been able to have done that without their generous and patient guidance and support.

Local Partnerships demonstrated a very clear understanding of what was required, anticipated our needs and was a constant source of advice and support.

Local Partnerships' strategic, commercial and procurement support gave us the confidence to accelerate the delivery of our project.

The quality of advice provided by Local Partnerships has always cut straight to the core of key strategic issues whilst being technical and commercially sound.

Local Partnerships' support and advice has been invaluable as you fully appreciate the sector we are working in.

Very efficient and worthwhile, providing confidence and identifying issues for improvement.

Your team was extremely knowledgeable and efficient and very supportive.

Raising our profile

The consistency and quality of our brand across online and offline channels has enhanced recognition of the support our experts provide ”



Marketing and communications Caroline Hampden-White

In 2017-18 we demonstrated across a wide range of platforms the top-quality range of expertise offered by the Local Partnerships team. As ever, the function of our marketing and communications work is to share the best practice we see across England and Wales and thereby the range of things we can do to support and nurture the public sector. To this end, we pursued the following activities in 2017-18.

We worked in partnership with complementary organisations to strengthen existing alliances and form new strategic relationships. These included CCN, DCN, ADASS, CIWM and ADEPT. Our experts engaged with members across these organisations, and others, better to inform them about how we support their activities and the local government agenda.

Our increased presence on conference platforms, at roundtable and other external events helped us share our knowledge with a wider audience of public sector colleagues. These included the National Infrastructure Forum, Public Policy Exchange and InsideGov. Celebrating the

successes of the sector, we committed to the sponsorship of a new category for the 2018 MJ Awards: Best Commercial Council.

We maintained and nurtured the close relationship with our owners. For example, we were delighted to be invited to collaborate with the EELGA. We helped to design and support their summit focusing on what an effective sub-national transport body could do for the East of England and its economy, and how to achieve that goal.

Coordinated activity over a range of social media platforms has powerfully illustrated how we support clients to transform their services. We have doubled the number of promotional newsletters distributed in comparison to the previous year, resulting in increased traffic to our website.

Following current digital trends, we established a series of webinars and developed online tools to offer practical, free, help to staff at all levels within councils.

The consistency and quality of our brand across online and offline channels has enhanced recognition of the support our experts provide. This has been demonstrated by the increased depth and breadth of discussions at conferences, events etc. throughout the period.

Requests for thought pieces across a range of publications has increased, with particular demand from specialist journals, for example across procurement and recycling press. In addition, we sought opportunities to write in leading journals such as the MJ and LGC on topics where we had a valuable contribution to make.

Our impact in 2017-18

In this section we highlight the activities and successes of each of our programme areas over the last year.



Commercialisation David Crowe

We supported the Police National Commercial Board across a range of commercial activities pursuant to delivering a savings target of £350 million. These included collaborative procurement, shared services, development of new commercial operating models, development of a commercial profession and revenue generation. Some of the learning derived from working collaboratively with all 43 police forces and Police and Crime Commissioners across England and Wales can be exported to the local government sector, and we will seek to build on this in the future.

Throughout 2017-18, Local Partnerships continued to support a number of authorities as they contemplated commercialisation projects including the development of alternative delivery models, solidifying our position as a trusted resource. Our support has included:

- ▶ a parking enforcement options appraisal for London Borough of Brent

- ▶ development of a business case for a new energy company for Birmingham City Council
- ▶ commencing a shared services options appraisal for Breckland, South Holland and King's Lynn and West Norfolk councils
- ▶ a strategic review of the North East Lincolnshire Regeneration Partnership
- ▶ a joint review with the LGA of Manchester City Council's capital programme with a view to developing a more commercial approach

During 2017-18 we also developed a set of modules to support commercialisation capacity building across councils. We anticipate rolling this out to councils in 2018-19 through training and development events.



Working collaboratively with

All **43** police forces and PCCs



across England and Wales

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Our impact in 2017-18



Energy Mike Williams, Vicky Kingston, Rachel Toresen-Owuor

During 2017-18 our work under the Welsh Government's Green Growth Wales programme, shifted its focus to concentrate on large-scale wind and solar energy facilities, each with a capital value typically in the range of £3 million to £12 million. We put together a programme that involved a wide-ranging review of Welsh public sector land-holdings to assess their likely suitability to accommodate renewable energy facilities. Suitable sites were screened further to test their deliverability, and economic modelling was undertaken to assess the required investment, the likely income generation potential for the site owner over the life of the project, and the potential financial returns.

We identified over 250 sites across Wales, and by the end of 2017-18 had developed a viable renewable energy project pipeline of 31 projects, with an estimated capital value of £123 million and a generation capacity of 140MW.

Six Re:fit mini-competitions were launched in 2017-18 across Local Government, Universities and Central Government. These covered a wide range of projects in terms of the scale of investment (£0.7 million-£20 million) and the various solutions which included buildings energy efficiency on schools and council buildings, large sporting and leisure facilities, rooftop solar PV, smart grid projects including electric vehicle charging, and battery storage.

By the end of 2017-18, Local Partnerships had support agreements in place with 34 contracting organisations and the Re:fit programme supported the delivery of annual CO₂ savings of over 11,000 tonnes.



Concentrating on large-scale
wind and solar energy
facilities, each with a capital
value of between



£3 – £12 million

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Our impact in 2017-18



Air quality Mike Williams

Poor air quality is a significant problem in the UK, reportedly contributing to an estimated 40,000 premature deaths each year as well as a wide range of chronic physical and mental health issues. The primary pollutant of concern is nitrogen dioxide (NO₂), the main source of which is diesel vehicles. Defra has identified 18 areas across England that exceed the statutory concentration limits and the government is providing significant technical and financial support to local authorities to help them to reduce the pollution levels to within statutory levels in the shortest possible time. In 2017-18 Local Partnerships was asked to assist with the delivery of the programme.

We commenced work on the 18-month air quality programme in January 2018 working for Defra and DfT's Joint Air Quality Unit (JAQU) to support the 15 most polluted urban areas

across England to reduce their vehicle-derived levels of NO₂ to within legal standards. Councils will use a range of measures primarily aimed at reducing the number of polluting vehicles from entering the affected areas. This includes such measures as charging in clean air zones (similar to London's congestion charge), scrappage schemes, improved public transport, better cycle lanes, and new road layouts. We are helping local authorities to plan the delivery of their air quality improvement measures; specifically with the commercial, financial and management aspects of their business cases.



Supporting the

15 most polluted urban areas



We are helping local authorities to plan the delivery of their air quality improvement measures

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Our impact in 2017-18



PFI/PPP Rosie Pearson

We continued to support councils to identify and realise savings on their operational PFI contracts through periodic events such as benchmarking and market testing, and on key contractual issues across sectors including education, leisure, housing, police, fire and health. Our work in 2017-18 included:

- ▶ advising six councils to refinance their PFI projects, generating gains in excess of £11.5 million for the public sector
- ▶ supporting four councils to resolve PFI insurance disputes, realising additional returns in excess of £2.1 million for the public sector

We supported a number of councils directly impacted by the collapse of Carillion, ensuring continuity of service while establishing longer-term sustainable service delivery solutions.

We continued to develop the commercial skillset of the public sector through sector and industry specific PFI training, providing training to over 80 PFI contract managers and key stakeholders from over 20 central and local government organisations.

During 2017-18, we increased the extent of our support to the Welsh Government on its Mutual Investment Model (MIM) programme, leading and providing specialist financial advice to the 21st Century Schools Programme and providing commercial support to the A465 roads PPP project, both being delivered under the MIM programme.



Advising six councils to refinance their PFI projects, generating gains in excess of

£11.5 million
for the public sector



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Our impact in 2017-18



Housing Judith Atkinson, Martin Walker, Simon Bandy

During 2017-18, we provided capacity support to 27 local authorities across all tiers and in a wider variety of market settings.

We supported six local authorities in securing Housing and Infrastructure Fund (HIF) awards from central government, including the country's largest residential regeneration scheme. In total, we assisted councils to bid for capital awards that could support the delivery of around 40,000 homes and investment for supporting infrastructure to a value of around £500 million.

We provided direct support to five local authorities with business cases for the development of new local housing companies. We conducted five Housing Zone healthchecks to review progress made in delivery of Housing Zone proposals by councils and help them to accelerate their delivery.

We supported several councils in developing their pipelines for future housing growth. At Bradford, for example, we identified

an estimated saving on the Council's current direct development pipeline of six sites, turning loss-making proposed developments into profit-making developments. We also identified a pipeline of sites for housing development with the potential for the direct delivery of additional affordable homes.

We supported councils to address the delivery challenges of inner urban area brownfield housing sites, waterfronts and estates renewal programmes. We advised on the optimal packaging of multiple council-owned development sites in order to accelerate routes to market.

We acted as an LGA-appointed Housing Adviser for four projects, on housing issues including the development of modular housing, the establishment of housing delivery vehicles and active interventions to address stalled consented housing projects.



We assisted councils to bid for **capital awards** that could support the delivery of around

40k homes

and investment for supporting infrastructure to **a value** of around

£500 million

Our impact in 2017-18



Waste Howel Jones, Duncan Powell, Martin Pollard

Our continuing work for Defra ensures that the department retains appropriate control of the grant payments supporting its Waste Infrastructure Delivery Programme whilst also supporting 26 authorities to manage their operational waste PFI contracts. During 2017-18, we provided training and contract management reviews; undertook a regional study on waste collection; continued our leading edge operational savings work; and provided forward-looking strategic whole-system waste management reviews for combined authorities. In England in 2017-18 we:

- ▶ assisted in the identification of £6.5 million per year of savings from ongoing operational waste contracts
- ▶ assisted in the identification of £28 million per year of savings from an operational waste contract prior to its termination
- ▶ worked with Defra to explore the potential for recycling improvements and reduced costs for combined authorities
- ▶ supported Defra to a successful outcome on a major Judicial Review

- ▶ completed a regional review of efficiencies in waste collection for the East Midlands region which identified savings in excess of £8 million per year

The Welsh Government's current Waste Infrastructure Procurement Programme (WIPP) reached its successful conclusion in March 2018, with the final project achieving financial close.

We delivered seven food waste treatment contracts, involving 17 of the 22 Welsh unitary authorities. By the end of 2017-18, all of the food waste treatment contracts were fully operational, recycling over 100,000 tonnes of food waste per annum at five anaerobic digestion facilities.

We also delivered three residual waste treatment contracts, involving 14 of the 22 Welsh unitary authorities. By the end of 2017-18, two of these contracts were fully operational, diverting 375,000 tonnes per annum of residual waste from landfill, generating 30MW of renewable energy.

Our work on the WIPP has produced estimated cost savings of over £500 million for the public sector in Wales over a twenty-five year period.



Our work on the WIPP has produced **estimated cost savings** of over

£500 million

for the public sector in Wales over a twenty-five year period



Our impact in 2017-18



Health and social care integration Anne Jarrett

In 2017-18 we carried out a number of direct assignments with councils and their partners. We also developed collaborative relationships with the LGA's Care and Health Improvement Programme (CHIP) and the Association of Directors of Adult Social Care (ADASS).

As a provider to the Better Care Fund (BCF) National Support Programme we supported five local areas, including Southend Borough Council, where we supported the Health and Wellbeing Board in establishing the case for accelerating the pace of integration, and identifying where the potential greatest benefits of health and care integration might be found. This *Sizing the Prize* assignment will serve as a pilot for a potential new offer of support within the CHIP.

We supported the London Borough of Croydon to undertake a local assessment of the current position and future potential of its local micro-market for wellbeing, health and care. This was in the context of the Councils' ambitions to develop a diverse local market to support greater personal choice and to utilise community resources.

We undertook a second *Stepping Up to the Place* assignment for North Lincolnshire Council, in collaboration with CHIP, focused on mental health provision. A number of key lines of enquiry for the Council and its NHS partners were identified which demonstrated where a shift or reallocation of resources within the local system held the potential to provide better outcomes for service users and a more effective use of resources.



As a provider to the Better Care Fund (BCF) National Support Programme we supported

5 local areas



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Our impact in 2017-18



Devolution and local government reorganisation Martin Forbes

We produced a business case for Torbay Council that assessed various local authority partnership options that could potentially increase the Council's resilience and assist with future budgetary challenges.

We helped Breckland, West Norfolk and South Holland Councils explore the viability of re-shaped partnership arrangements between the three authorities.

We provided early stage advice to Broadland and South Norfolk Councils as they set about investigating the merits of closer working and shared arrangements.

We provided expert commercial advice and support to a number of combined authorities as they exercise new devolved powers and responsibilities in key infrastructure areas such as housing and waste.

Working closely with the Home Office, we supported the Police and Crime Commissioners and police forces in Dorset, Devon and Cornwall as they have proceeded through the outline and final business case stages of their proposed merger.



Producing **business cases** and providing **expert commercial advice** and **support** to a number of combined authorities



Agenda Item 2a

Our impact in 2017-18



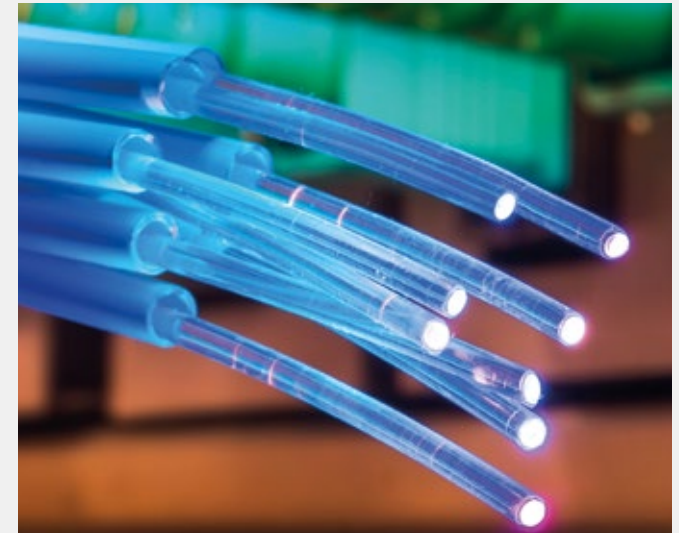
Digital Julie McEver

In 2017-18, we supported DCMS with its Local Full Fibre Networks (LFFN) Programme including its Challenge Fund. The LFFN Programme aims to stimulate commercial investment in full fibre networks across rural and urban areas in the UK by demonstrating approaches that encourage additional private investment and by making sustainable commercial deployments viable. The LFFN Challenge Fund is a government capital grant programme of up to £200 million, to help deliver the fastest and most reliable digital communications network available. Local bodies that can harness public sector connectivity and aggregate private sector demand to stimulate the market to build new and extend existing fibre networks in their local areas can apply to the Challenge Fund.

Local Partnerships supported DCMS to:

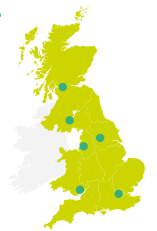
- ▶ design the Challenge Fund award process including the prospectus and application templates and the evaluation framework
- ▶ promote the Challenge Fund including design and joint facilitation of seven workshops (over 300 attendees) around the UK (Belfast, Cardiff, Glasgow, Leeds, Liverpool, and London)
- ▶ evaluate 36 applications received including an operational and financial evaluation of each application, facilitation of the moderation panel and presentations to the decision panel

The Chancellor announced the successful bidders in the Spring Statement 2018, providing over £95 million for 13 areas across the UK.



Supporting the DCMS to promote the Challenge Fund including design and joint facilitation of

7 **300**
workshops attendees around UK



Our impact in 2017-18



Assurance Paul Monaghan

In 2017-8 Local Partnerships completed over 30 external assurance reviews to local authorities and other public bodies, including police authorities, a fire authority, a local enterprise partnership (LEP), a NHS Trust, a housing association, a transport authority and the Welsh Government.

We carried out two reviews for the National Police Chiefs' Council on plans for the implementation of the Home Office Emergency Services Mobile Communication Programme (ESMCP) by all 44 police forces in England, Wales and Scotland and then undertook a similar review of implementation plans by all the fire services. The Police Gateway review was one of the largest reviews we have undertaken and included interviews of over 45 people over several weeks. This review was a significant part of the evidence which led to decision by the Home Office to revisit its ESMCP delivery programme and revise the business case due to be completed this autumn.

We launched two new interactive tools on our website, the Delivery Capability Status (DCS) and Assurance Risk Assessment (ARA). The DCS tool enables authorities to assess their resources and capability to take on major programmes, whilst the ARA allows them to assess the level of complexity and risk pertaining to a specific project or programme.

We devised and piloted new training modules to help authorities and LEPs produce and assess better business cases and programme management techniques and delivered these to over 100 people from LEPs, councils and their public sector partner organisations.



Local Partnerships completed over

30 external assurance reviews



to local authorities and other public bodies

Our impact in 2017-18



Infrastructure Kevin Jones

The principal focus for general infrastructure activities over 2017-18 was in supporting councils to define and develop infrastructure investment in support of their housing ambitions. This was best demonstrated in a LGA grant-funded project undertaken for the Greater Manchester Combined Authority (GMCA).

GMCA separately commissioned the development of an infrastructure strategy for the region, setting out the infrastructure necessary to support the development of 235,000 new homes between now and 2030, as set out in the Greater Manchester Spatial Framework. To support this work, we engaged with all ten GMCA councils to establish the status of their Local Area Plans; their ability to define their infrastructure needs; and what key obstacles would be required to be address at combined authority level if a regional strategy were to be adopted.

We have assisted many local authorities to consider new capital investment and review ongoing operations and maintenance of highways and transportation. We supported a London Borough in developing a new strategy for Parking Services, building on its ambitions for developing a more area-based approach for delivering environmental services.

The challenge posed to Local Government by the Flood and Water Management Act (2013) continues to provide an area of support Local Partnerships can offer. Over the last year we have undertaken a review of the National Flood Programme for the Welsh Government, engaging all relevant Welsh authorities involved in its delivery. In addition, we supported a number of individual English councils in their definition and delivery of local flood risk management investment.



Supporting and engaging with

all **10** GMCA councils

to establish the status of their Local Area Plans



Our financial performance

Turnover increased to £10.3 million, up by £1.1 million, between 2016-17 and 2017-18 ”

In 2017-18 we generated actual turnover of £10.3 million including £1 million of LGA Grant (2016-17: £9.2 million including £1.2 million of LGA grant), on which we made a net surplus of £0.9 million (2016-17: £0.7 million).

Turnover increased by £1.1 million between 2016-17 and 2017-18 despite a £0.2 million reduction in LGA grant income. £0.6 million of the additional revenue was a recognised long-term debtor.

The net surplus for the year has increased by £0.2 million between 2016-17 and 2017-18, due to the £0.6 million long term debtor. Without this figure, the surplus for the year was £0.3 million.

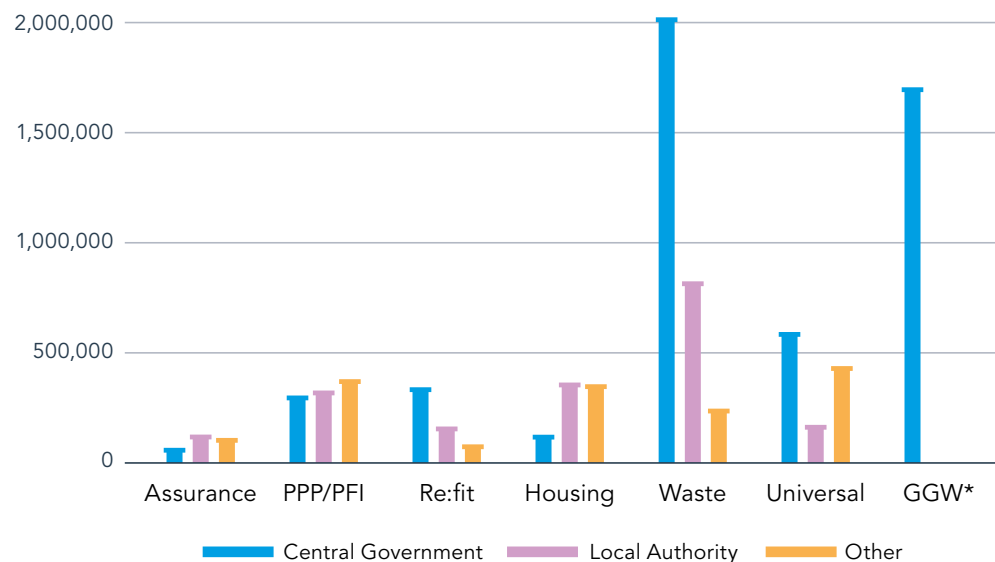
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Financial performance 2017-18 (without 2017-18 long-term debtor)

Revenue Category	2017-18 Actual £'000	2016-17 Actual £'000
Grant	1,000	1,200
External Income	8,805	8,038
Total Income	9,805	9,238
Total Cost	9,494	8,544
Net Surplus	322	694

Analysis of income

Programme income by sector (£)



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* Green Growth Wales

Our financial performance

Balance sheet

Net assets at year-end were £7.6 million (2016-17: £7.1 million) of which cash and equivalents represented £5.5 million at year end (2016-17: £5.5 million). The increase is due to the additional long-term debtor.

Loan stock and distributions

In line with policy, repayment of loan stock of £70,000 to each owner was made in September 2017, meaning our £2.3 million loan stock of 2011 has now been fully re-paid.

In addition to this, a dividend of £105,000 was paid to each owner, making the total distribution at the year-end £350,000.

For the 2017-18 financial year a total dividend of £162,000 has been agreed. This will be split evenly between the Local Government Association and HM Treasury and paid in Q2 of 2018-19.

Audit

At the end of the financial year 2017-18 our external auditors PKF Littlejohn LLP issued an unqualified audit opinion in relation to our financial statements and accounts.

Internal audit

For the first time, in the year 2017-18, Local Partnerships sought a head of internal audit opinion on the overall adequacy and effectiveness of its risk management, control and governance processes.

A schedule of four reviews across different key areas of risk was put together with our internal auditors, RSM Risk Assurance Services.

The organisation has an adequate and effective framework for risk management, governance and internal control.

However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.

Adapting to changing priorities

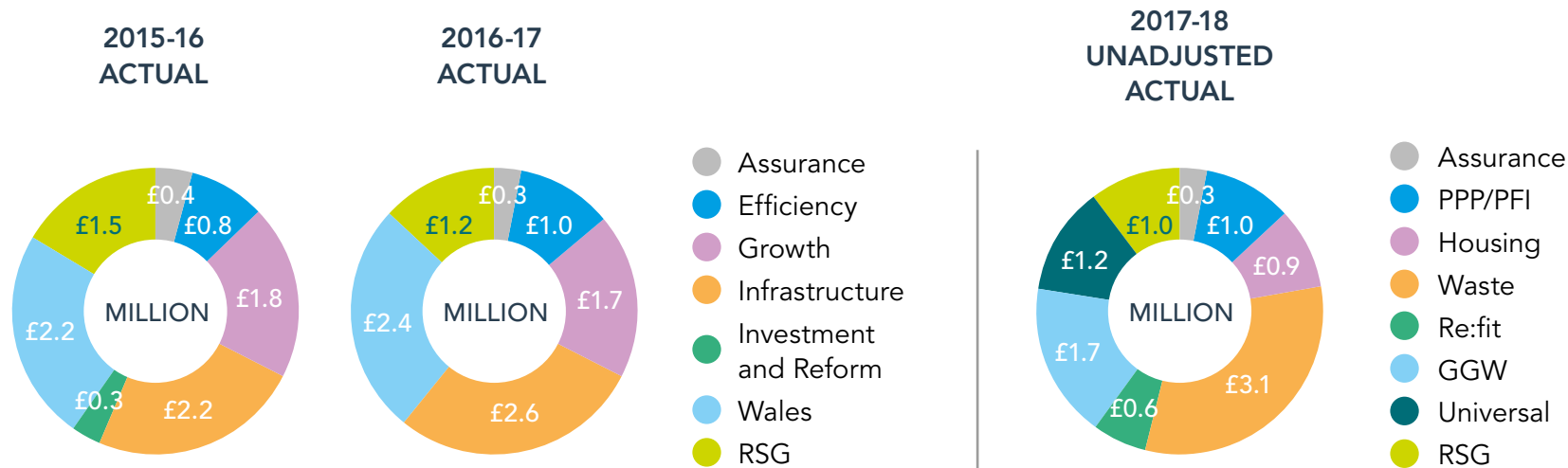
Our work at Local Partnerships continues to follow the priorities of our owners. This has experienced some changes over time but the pattern of the last three years does show the dominance of waste and infrastructure/waste work and the Green Growth Wales programme.

We have continued to reduce our reliance on the revenue grant from the LGA and have diversified further into new areas of work.

Universal includes income from the NCB contract (approximately £350,000) and DCMS (approximately £380,000).

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The changing balance of activities over the period 2015-2018



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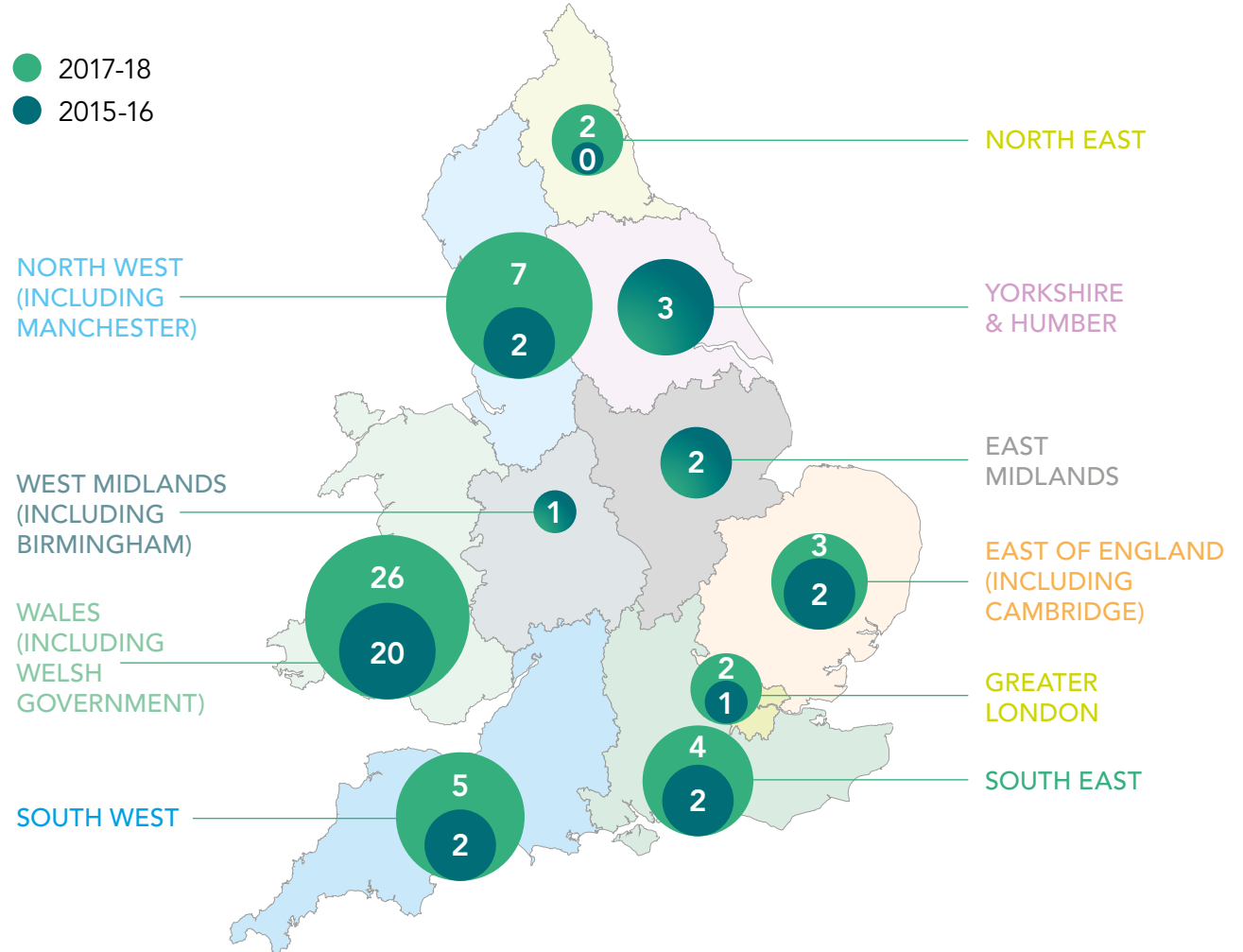
Adapting to changing priorities

Between financial year 2015-16 and 2017-18 the percentage of income received from central government contracts has reduced from 61% to 44%.

The map shows the geographical spread of local authority income and its changes between the two years.

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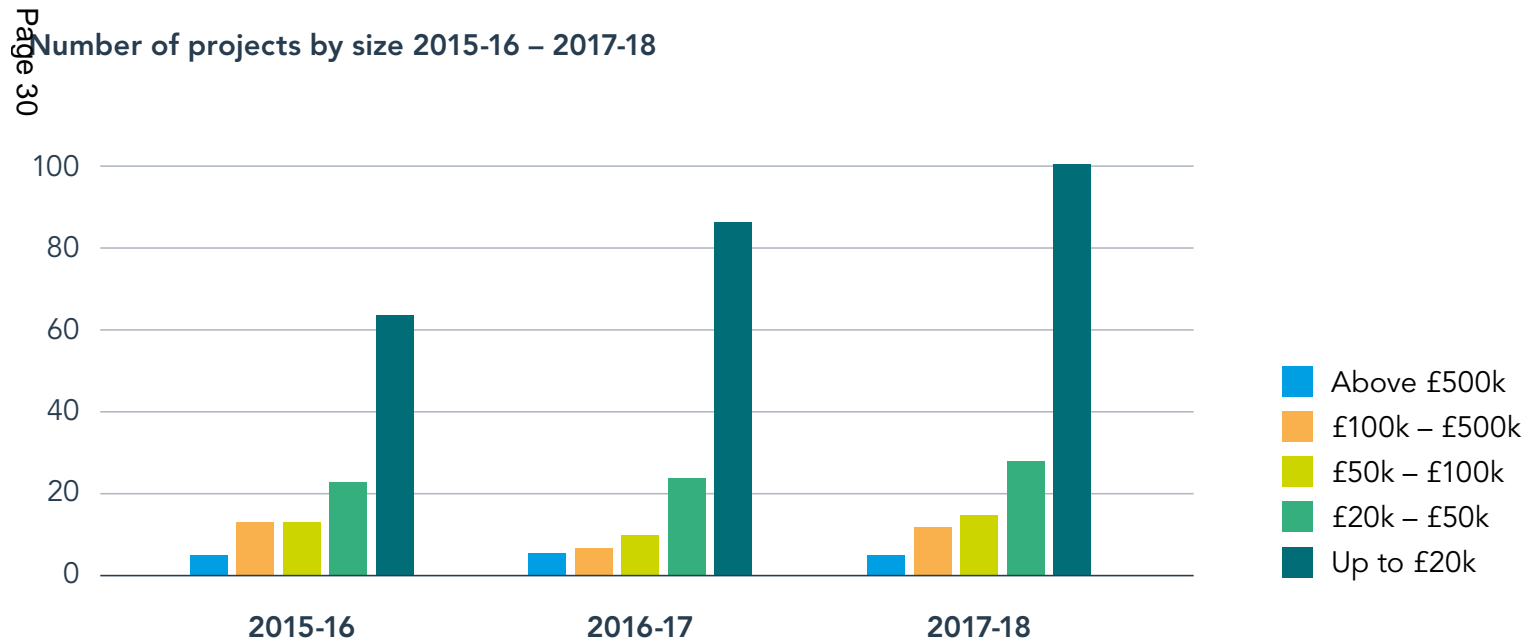
Geographical income expressed in hundreds of thousands (£)



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Adapting to changing priorities

The total number of projects undertaken within the year has also increased from 118 in 2015-16 to 161 in 2017-18. The below graph shows the relative size of these projects and the percentage split across these three years.



Corporate social responsibility

In 2017 we sought to increase the impact of our volunteering activities through “skills matching” – offering our professional expertise – alongside “extra hands” practical support ”

Local Partnerships has been supporting charitable organisations through volunteering events and fundraising since we were established and we continue to demonstrate our commitment to corporate social responsibility.

In 2017 we sought to increase the impact of our volunteering activities through “skills matching” offering our professional expertise – alongside “extra hands” practical support. Access to business planning, financial and marketing advice, for example, is often very difficult for charities with limited capacity and resource.

We worked with two charities this year:

- ▶ The Doddington and Rollo Community Garden in Wandsworth, London
- ▶ Coed Cadw (Woodland Trust) in Cardiff

The Doddington & Rollo Community Garden is a large urban roof garden in community ownership. It has been transformed into a green space for the local community to enjoy and grow flowers, vegetables and fruit. It also runs healthy eating projects and community events.

Coed Cadw is the Welsh branch of The Woodland Trust. The Trust is the country’s largest woodland conservation charity. It describes its mission as “standing up for woods and trees” and it “protects, campaigns, plants trees and restores ancient woodland for the benefit of wildlife and people”.

Through our new approach we have been able to provide a much wider range of support than in the past. This has included:

- ▶ identifying and sharing best practice for managing volunteers
- ▶ reviewing financial processes
- ▶ making a compelling business case
- ▶ running sessions on marketing and social media
- ▶ planning for a community fun day

We also continued our commitment to help with outdoor tasks such as planting and pruning, clearing and coppicing which gardens and woodlands regularly need throughout the year.

More than half of our staff has been involved in these volunteering activities. We continue to provide opportunities for team-building and working together in different ways than more usually determined by our work. There has also been opportunity for personal development, employing skills in what is a new area for some, and helping to advance the significant ways that the Third Sector contributes to and enhance our communities and environment.

The value of our support has been endorsed by the two organisations who have each provided very positive feedback to us.

Appendix A – Our use of LGA grant

Introduction

Since its creation, Local Partnerships has received a grant from the LGA, drawn from the grant the LGA receives from MHCLG.

Principles and value

The principles agreed with the LGA are such that grant should be utilised to deliver:

- ▶ activities that are predominately free at the point of delivery to English councils
- ▶ activities that are aligned with LGA priorities
- ▶ the development of new programmes and services with the potential to add significant value to local government

We also apply an underlying principle that for every £1 spent using the grant, £12 should be saved by councils.

The value of the grant has been steadily declining from £2.5 million in 2010-11 to £1 million in 2017-18. For 2018-19 we are budgeting on a further reduction to £900,000.

The remainder of this report:

- ▶ provides detail of how Local Partnerships has used its 2017-18 grant
- ▶ outlines the broad areas of activity that we will undertake in 2018-19

Local Partnerships' LGA grant activities in 2017-18

The tables on the following nine pages summarise the scope and range of activities we have undertaken in 2017-18. As in previous years, we have sought to achieve a blend of activity that:

Helps councils save money and meets our overall £12 million savings target. Our work on PFI programmes, regional waste studies and Re:fit have helped us meet this target

Meets our owners' priorities. Our work on local government shared services and housing are good examples of this

Assists in the development of new services and programmes with the aim of creating a pipeline of future revenue streams. Our projects on local energy and social housing fall in this category

Assurance

Activity	Description	Number of councils	Savings achieved
IAT Improvement	We updated and expanded the Local Partnerships Internal Assurance Toolkit (IAT) library of documents and our Assurance training material. We have also updated and added further data on new and existing reviewers to our database.	20	n/a
New Assurance interactive products	We have designed, successfully piloted and rolled out two new Assurance products; the Delivery Capability Status (DCS) tool and the Assurance Risk Assessment (ARA) tool. Both have interactive versions which have been loaded onto the Local Partnerships website free for use by all authorities. Feedback on their use in workshops has been positive.	10	n/a
Reviewer training	We have delivered five Assurance training workshops and trained 72 people.	15	n/a
Capability training	New modules on Programme Management, Business Cases, Risk and Stakeholder Management as well as a range of new Project Sponsor training materials for workshops. Initial feedback has been very positive from Birmingham CC and the 40+ people trained.	5	n/a

Re:fit

Activity	Description	Number of councils	Savings achieved
Re:fit Programme Delivery	Support to deliver the National Re:fit Programme.	11 councils actively participating in the programme. 6 new clients this year.	Aggregated savings for these organisations is estimated at £2.67 million per annum. Annual carbon savings of 11,888 tonnes CO ₂ per annum. Annual energy savings of 27,544,553 kWh/per annum.
Local Energy	Development of the Energy Assessment & Strategy Tool (EAST) to help councils look across their full range of services and functions and identify climate and energy considerations.	3 councils involved with EAST development and delivery. 2 councils have been involved with workshops.	n/a

Local government shared services

Activity	Description	Number of councils	Savings achieved
Breckland, South Holland and Kings Lynn & West Norfolk Councils	Assisting the councils undertake an appraisal of various options for closer working.	3	Work in progress
West Somerset/ Taunton Deane	We undertook an Assurance Review of the Councils' proposal to transform their services including full merger.	2	Circa £1 million per annum
Torbay Council	We delivered a Business Case for strategic partnerships with neighbouring councils.	5	Circa £2.5 million per annum

Waste

Activity	Description	Number of councils	Savings achieved
Regional case study	Publication of the 7th regional case study, focused on the East Midlands, to identify efficiencies and innovations made by authorities in waste services.	16	Circa £7.5 million per annum
Development of support networks	We are developing a support network for councils that currently do not receive access to Defra WIDP Network Group.	30 – 50	Work in progress
South West Devon Waste Partnership	We are working with councils in the South West Devon Waste Partnership on the feasibility and impact of introducing a food waste collection service where a high efficiency Energy from Waste Facility currently receives some of the partners' food waste.	3	n/a
Support to the NIC	We have provided support to the National Infrastructure Commission to assist their exploration of future waste infrastructure needs.	n/a	n/a

Housing

Activity	Description	Number of councils	Savings achieved
Sheffield	We provided options for the council to engage with the Teaching Hospital NHS Trust and the two universities on the provision of key worker housing to support their current for future workforce needs.	1	n/a
Lincolnshire	We provided a methodology for generating a Growth Board led Housing Deal, together with early consensus building between councils on shared objectives.	8	n/a
Greater Manchester	We provided capacity and capability to enable the delivery of housing development schemes, together with detailing mapping of capacity deficits.	10	n/a
Kirklees	We defined a blended package of 10 council-owned brownfield sites, undertook soft market engagement, and advised on routes to market.	1	n/a

Housing

Activity	Description	Number of councils	Savings achieved
Bradford	We provided capacity and technical expertise to support the Council currently undertaking direct development of housing. This includes the definition of commercial house types for use by the in-house architect team with associated costings; financial appraisals of six sites based on the above house types and costs; preparation of a house-type booklet; a methodology for undertaking site appraisal of the Council's land; and the subsequent application of that methodology to identify six sites with the potential to form the next pipeline of housing sites for the continued direct development of housing.	1	n/a
Social housing	We developed an updated offer for social housing, taking into account issues in the sector such as the large numbers of local housing companies now looking to scale up with confidence and the statutory duty to prevent homelessness.	n/a	n/a
Housing Delivery Toolkit	We have updated the Housing Delivery Toolkit launched at the LGA conference 2017.	175	n/a

Health and social care

Activity	Description	Number of councils	Savings achieved
Southend	Developed a data modelling approach using national and local health and social care data sets to support the local case for greater integration of services. This is being developed into a potential new module for the LGA Care and Health Improvement Programme.	1	n/a
CHIP team collaboration	Collaboration with the LGA CHIP team to identify the evidence base and metrics to support evaluation of local BCF schemes.	n/a	n/a
Croydon	Work undertaken with Croydon Council to support a high level assessment of the 'micro-market' for wellbeing, health and care.	1	n/a

PPP/PFI

Activity	Description	Number of councils	Savings achieved
PFI Refinancing	We have advised on the re-financing of five projects.	6	£11.5 million
PFI Insurance risk share negotiation	We have supported councils through negotiation with the SPC and relevant insurance broker.	4	£2.1 million
PFI training	We are preparing an additional training course focusing on lifecycle and hand back/contract expiry issues.	n/a	n/a

Procurement

Activity	Description	Number of councils	Savings achieved
LGA's National Advisory Group (NAG) for Local Government	<p>Delivering two workshops jointly with the LGA on aspects of its "Energising Procurement: Energy Procurement Strategy" at the LGA's procurement showcase event where the strategy was launched.</p> <p>Developing a know-how piece on the steps local authorities can take to protect themselves in the tender process following the collapse of Carillion.</p> <p>Reviewing and feeding back comment on NAG strategy papers.</p>	n/a	n/a

Proposed activity in 2018-19

This section sets our proposed broad areas of activity in 2018-19. As in previous years it will focus on activities which help councils save money and to develop new service offerings.

Devolution/unitary support

We will support those councils who wish to explore unitary or merged council or shared service options.

Housing

We will support councils in the early development of housing deals.

We will support councils to establish/scale up the development of local housing companies.

We will support combined authorities in the co-ordination and delivery of their housing deal programmes.

We will develop our social housing offer through:

- ▶ housing vehicle options appraisals
- ▶ an assurance offer to existing housing companies
- ▶ support in estate regeneration projects
- ▶ new council housing and energy programmes

Infrastructure

We will support at least one combined authority in the development of an infrastructure strategy.

Commercialisation

We will develop and undertake corporate reviews of commercialisation programmes.

Digitalisation

We will support at least three councils to develop their local full fibre applications.

Waste

We will conduct further regional waste efficient case studies.

We will work with Combined Authorities to identify waste efficiency opportunities.

We will develop a new waste network group to help identify best practise and savings opportunities.

PFI

We will continue to provide support to councils on PFI efficiency savings.

Re:fit

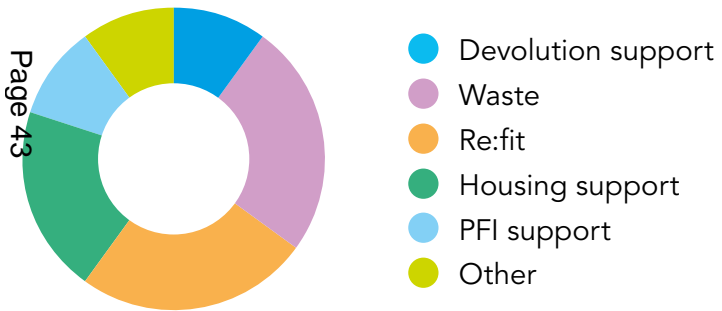
We will continue to invest in the Re:fit programme enabling councils to make significant savings on their energy spend.

Health and social care

We will, through pilot programmes, develop our offer to councils in this area.

Proposed activity in 2018-19 – balance of spend

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





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Centre for Public Scrutiny: Annual Report to LGA for 2017/18

Purpose of report

For information.

Summary

The Centre for Public Scrutiny (CfPS) is commissioned by the LGA to support sector-led improvement by providing advice, guidance and support to local authorities on governance – with a focus on the operation of councils' overview and scrutiny arrangements.

The purpose of this report is to provide the LGA Leadership Board with an overview of the CfPS delivery of the LGA funding contract 2017/18. This also provides the Board with an update on broader CfPS developments and the focus for 2018/19. The summary below is supported by a copy of the CfPS Annual Report (**Appendix 1**) which is submitted to Companies House and the Charities Commission.

Recommendations

The LGA Leadership Board is asked to note and provide any feedback on the performance of CfPS.

Actions

As directed by Members.

Contact officer: Jacqui McKinlay
Position: Chief Executive, Centre for Public Scrutiny
Phone no: 020 3866 5102
Email: jacqui.mckinlay@cfps.org.uk



Centre for Public Scrutiny: Annual Report to LGA for 2017/18

Introduction

1. The purpose of this report is to provide the LGA Leadership Board with an overview of the CfPS delivery of the LGA funding contract 2017/18.
2. This paper also provides the Board with an update on broader CfPS developments and the focus for 2018/19. The summary below is supported by a copy of the CfPS Annual Report (**Appendix 1**) which is submitted to Companies House and the Charities Commission.

Background

3. CfPS was founded in 2003 by the LGA, the Chartered Institute of Public Finance and Accounting (CIPFA) and the Local Government Information Unit (LGIU). The aim at the time was for the Centre for be a national centre of excellence to support local government in delivering its scrutiny obligations. Since then it has established itself as the leading national voice on scrutiny within local government, and on a range of other issues relating to governance and decision-making across public services. Throughout that time CfPS has maintained a positive and close working relationship with the LGA.
4. Lord Bob Kerslake is Chair of CfPS and Cllr John Riley currently represents the LGA on CfPS's Trustee Board. The LGA Contract Manager for CfPS is Dennis Skinner, who also sits on the CfPS Advisory Board.
5. The grant award from the LGA to CfPS in 2017/18 was £180k. Finance and HR services are procured from the LGA (present annual cost of £36.4k) and three of the CfPS staff team are LGA secondees. Recruits after August 2016 are employees of CfPS, the CfPS team (both secondees and employees) team totals 6.5 FTEs. The business model for delivery is to create project teams which draw on a network of partners and experienced associates to meet the client's need.

CfPS Strategic Direction

6. Over the last three years, following the appointment of a new Chair and Chief Executive, the focus of CfPS has been to continue to proactively support local government, alongside diversifying into new sectors in order to create a financially sustainable organisation.
7. In relation to the LGA contract, there has been a transition towards a more improvement-focused role. Following a focus on major change and transformation, and latterly on the devolution agenda, there has been a significant shift towards closer working with the LGA on targeted improvement support to councils. Whilst this is working well overall, particularly for those councils who require significant support, there is still potential for closer working in some areas.

8. LGA funding also supports CfPS in its policy development and research role in relation to scrutiny and governance. This work resulted in a review of Combined Authority Scrutiny, guidance on legislation, allowed us to contribute to the CLG Select Committee review of local government scrutiny and to continue to develop our Local Public Accounts Committee proposal.
9. During 2017/18, CfPS was contracted to provide Sustainability and Transformation Plan support in local areas funded by NHS England. Consultancy and training provided to councillors and council officers continues to increase in value, in addition conferences are also arranged. This broader work, in both the public and private sector, is clearly of benefit to local government particularly as boundaries between the sectors diminish through collaboration and changing service delivery.
10. CfPS' continues to move in the right direction in terms of attracting new clients, increasing income and controlling expenditure. After a period of using reserves to invest in building a new team, moving office and marketing and communications, in 2017/18 we were close to balancing the books in real-terms. The reserves position means that it is crucial to breakeven this year. The half-year outturn is positive, but the next six months will be challenging.

2017/18 LGA Performance Summary

Improvement support

11. Quarterly updates have been provided to the LGA on our performance in 2017/18;
 - 11.1. support on improvement: 50 days of CfPS time are set aside, to be used on a "call off" basis by Principal Advisers to support improvement in councils. This is complemented by additional payment through grant outside of the core contract for support to councils in priority need; and
 - 11.2. helpdesk support: CfPS provides support to those working in governance and scrutiny (including councillors) in local government, on demand, by phone or e-mail.
12. Crucial to the successful delivery of CfPS support is the need to engage with the LGA's sector-led improvement offer, being directly involved in the work of Principal Advisers and the Peer Review process.

Other support delivered as part of the core contract

13. The LGA grant also supported the delivery of the following in 2017/18;
 - 13.1. research on the first six months of combined authority scrutiny;
 - 13.2. a guide to legislation relating to scrutiny and governance in local authorities;
 - 13.3. research on the governance of complexity;

- 13.4. an update to our proposals relating to local Public Accounts Committees (based in part on a roundtable meeting);
 - 13.5. our 2017 scrutiny perceptions survey; and
 - 13.6. a range of shorter research outputs, usually in the form of blogposts. This included, for example, research on the gender balance of combined authority scrutiny committees:
14. CfPS also engaged fully in the CLG Select Committee's inquiry into the effectiveness of local overview and scrutiny, providing a detailed and comprehensive written response to the call for evidence and following this up with oral evidence in the autumn.

Other support delivered separately to the core contract

15. In 2017/18 we delivered several pieces of paid work outside of our core contract. These were:
- 15.1. Research on the scrutiny of councils' work on countering extremism, and the Prevent duty. There were delays to the publication of this work, mainly owing to uncertainty around the Government's plans around extremism, but also relating to our being able to produce research on the subject of a quality that met the LGA's standards and expectations. We have developed a new approach to research commissioning, design, oversight and delivery to mitigate these potential issues in future.
 - 15.2. Research on alternative delivery vehicles in children's services. This work was published in late 2017; an evaluation of its work is planned as part of our work during early 18/19. It feeds into our plans for 18/19 on the governance of complexity.
 - 15.3. An independent governance review of the Royal Borough of Kensington and Chelsea Council. The review was commissioned by the council as part of their response to Grenfell Tower. It focused on all aspects of democratic decision-making and how the public are involved in decision-making. The evidence gathering took the form of interviews, focus groups, resident and council surveys and attendance at community meetings. The final report was submitted to the council in March 2018.
 - 15.4. A follow-up event for those involved in Combined Authority scrutiny took place on 31 January in Birmingham. It was well-attended and received. It has led to the LGA commissioning CfPS further, in 18/19, to support a Combined Authorities Governance Network.
 - 15.5. A piece of work on housing scrutiny, which was commissioned in 2017/18 but delivered in 2018/19.

Our approach to evaluating our work

16. CfPS constantly keeps under review how the impact of its work is evaluated. In previous years we have used our annual survey as the primary source of evidence for this evaluation but in an attempt to keep the length of this survey down we tend now not to. Instead, we use a variety of different techniques to evaluate, including:
 - 16.1. Evaluation forms following meetings and events. These show a consistently excellent level of satisfaction and engagement with our training offer, and events funded by the LGA.
 - 16.2. Follow-ups with councils where we have provided advice, guidance and support. Depending on the support we have provided we will generally follow up qualitatively with councils six months or a year following that support. In most instances we can demonstrate that our support has a direct, positive impact on the quality of scrutiny in those authorities. Because of the lead times involved this can involve a lag in our reporting and analysis of this data.
 - 16.3. Download figures for our publications. Although a blunt tool in itself, download figures can give us a useful sense of the reach of our publications, particularly when seen alongside other quantitative data, such as the number of people signed up to our mailing list and survey response figures.
17. Feedback received at regional scrutiny meetings and other networking events. Although informal and qualitative in nature, these face-to-face opportunities for feedback are important for us in understanding the needs of the core audience of scrutiny practitioners who we serve. Regional scrutiny networks exist in most English regions and we commit to attending each at least once (and usually twice) annually.
18. Through our Helpdesk support during the year we provided guidance and information to 54 councils. 20 of the approaches were dealt with substantively at the time, as they were queries requiring mainly signposting and technical advice. The remaining 34 were on more complex issues, mainly requiring advice on the intersection between scrutiny, governance, party politics, organisational development etc.
19. Direct support of 50 days was used across 10 councils; Ashford, Cambs & Peterborough, Dacorum, Dorset, Harrow, Kensington & Chelsea (work in addition to governance review), Milton Keynes, North Kesteven, Thurrock & Uttlesford, ranging from 1 days' support to over 12. Feedback from them on our assistance was universally positive. We have fed back directly to Principal Advisers on the specific outcomes of this support council-by-council.
20. Detailed figures relating to the above are reported regularly to our Board, and to individual Board members. The LGA also has a Trustee representative on the CfPS Board and a place at the Advisory Board. Some are also included in the Annual Report attached.



2018/ 2019 – LGA Work Programme

21. CfPS's work in 2018/19 is focusing on three areas;

- 19.1 Improvement support (accounting for 50 days of CfPS time expended on supporting councils across England). This is occasionally supplemented to separate payment through grant, as described above;
- 19.2 National improvement support – this includes bolstering our approach to gathering and sharing good practice. It also includes sustained work on the scrutiny of issues relating to finance (including budget scrutiny, and financial resilience more generally);
- 19.3 Additional work as required – so far this year this has included: support for Northamptonshire County Council, support for Kingston Council, further support for Royal Borough of Kensington & Chelsea, revised guidance on the operation of Police and Crime Panels and funding to create a Combined Authority Governance Network.

Next steps

22. The Leadership Board's feedback on CfPS' performance and areas of focus is welcomed.



**Centre for Public Scrutiny
Trustees' Annual Report
2017/18**

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CHAIR'S FOREWORD



The Centre for Public Scrutiny (CfPS) has progressed well again this year in meeting and anticipating the challenging demands in existing and new sectors, as well as continuing to transform as a business.

Core to the Centre's business continues to be supporting local government and championing the vital role of democratic overview and scrutiny. We were therefore pleased to have the opportunity to give evidence to the Communities and Local Government Select Committee review of local government scrutiny. Many of our recommendations were taken up by the Committee and we look forward to continuing to support the sector as new guidance is launched later this year.

I was particularly proud of the way the team led a governance review at the Royal Borough of Kensington and Chelsea Council as part of their response to the Grenfell tragedy. The forward-looking report and recommendations placed citizens and communities at the heart of rebuilding trust in the council and ensuring the voice of the citizens is at the centre of policy and decision-making. There is learning here for councils and public services everywhere. It has also been positive to see new positive working relations and partnerships with national and local housing organisations being developed.

CfPS's independence and cross-sector expertise was demonstrated in the support we provided to NHS England facilitating events for NHS and local government colleagues to consider the governance of Sustainability and Transformation Partnerships.

The scrutiny of private sector providers of public services came into sharp focus this year with the collapse of Carillion. CfPS has provided Skanska UK with expert support to inform their successful Quality of Scrutiny programme in recent years. There is more potential here to share the benefits of public scrutiny to more private sector organisations, particularly as the commercialisation of public services continues at pace.

Lord Bob Kerslake

REPORT OF THE TRUSTEES

The Trustees present their annual report and audited financial statements. The trustees have adopted the provisions of the Statement of Recommended Practice “Accounting and Reporting by Charities” (“FRS 102 SORP”) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity’s governing document, the Charities Act 2011 and relevant Accounting Standards. In accordance with the Charities’ SORP, the Statement of Financial Activities reflects income when it is probable which can be in advance of the cash being received and associated expenditure being incurred. This means that income may be recognised in the Statement of Financial Activities for projects where the expenditure is in subsequent years. Unrestricted income of £97,200 was included in the accounts for 2016/17, but the associated expenditure was incurred in this year 2017/18. There were no similar timing differences between income and expenditure at the year end.

The Centre for Public Scrutiny (CfPS) is a charitable company that promotes the value of scrutiny, accountability and good governance, both in the public sector and amongst other people and organisations who deliver publicly funded services.

In shaping the objectives of the charity and planning the activities undertaken, the trustees have considered the Charity Commissions guidance on public benefit.

The Centre supports individuals, organisations and communities by:

- Supporting scrutiny practitioners.
- Facilitating shared learning and innovation.
- Providing training, governance support and leadership development.
- Sharing research and best practice and influencing policy.

REVIEW OF THE YEAR IN SUMMARY

At the beginning of the year we set out what we wanted to achieve and how:

- We would make a positive difference in the organisations, places and with the people that we work with through: -
 - Ensuring delivery of agreed client objectives and outcomes.
 - Undertaking our own to assess impact on outcomes.
 - Seeking to achieve at least 85% excellent and good satisfaction ratings from delegates attending our training and events.

- Increase our influence by getting our voice heard on key issues relating to public scrutiny and governance through: -
 - Delivering against agreed individual campaign objectives and outcomes.

- Staff feel that CfPS is a great place to work through: -
 - Undertaking regular performance and development reviews with team members.

- Growing and diversifying our funding through: -
 - Seeking to reduce the annual deficit to £50k or less.
 - Seeking to continue to increase and diversify income outside grants.
 - Maintaining a healthy reserves position.

What happened that impacted on our work this year:

- General Election – Unexpectedly called in June leading to delay in, and changes to, national priorities and policies.
- Brexit – Continued uncertainty over how and when this will be implemented.
- Continued impact of funding reductions in public services.
- Reorganisation of our staff – Due to take effect from April 2017, but Business Manager not in post until August 2017 and Administrative Support Officer changed in June 2017.
- The diversification into new areas of work is taking longer to establish relations and attract income.
- As a result of several of the above issues, local authorities and other organisations put back commissioning arrangements for a number of workstreams.

Work areas in our Delivery Plan

There are a number of areas that form our delivery plan as follows: -

1. Delivering Programmes of work for major funders in the public sector
2. Delivering Commercial Programmes for companies in the private sector
3. Delivering Consultancy work for local authorities and other organisations
4. Running Training Events & Conferences
5. Back office Organisation
6. Business Development
7. Research
8. Campaigns and Influence

Programmes

A major focus in this area continues to be supporting local authorities identified by the Local Government Association (LGA), to achieve sustainable, measurable change and improvement. Support was provided in various forms to 23 authorities through the Local Accountability Programme, in addition we undertook a substantial piece of work separately funded by the LGA on a governance review of the Royal Borough of Kensington and Chelsea, following the Grenfell Tower tragedy. The LGA also provided funding to run a follow-up event on scrutiny in respect of Devolution and to produce a Scrutiny Guide to Housing.

Other major programmes of work were undertaken for the Department of Health, we continued to support work on health and adult social care scrutiny, and for NHS England, we ran a number of workshops around the country to support the roll out of Sustainability and Transformation Partnerships (STP) (7 in 17/18 with a further 5 to be held in 18/19).

Commercial

The vast majority of work in this area continues to be with the construction company Skanska UK, providing expert partner assistance with the development and delivery of their Quality of Scrutiny programme. The programme consisted of a number of working streams including training and development and internal process improvement. To date over 250 individuals has been trained and further roll-out is planned.

Consultancy

We provided consultancy services to 46 local authorities and 11 other organisations. During the year development work was undertaken to clarify the products and services available – these now include a scrutiny health-check, coaching and mentoring, chairing skills, political awareness and commercialisation and financial scrutiny support. A review has also taken place with CfPS associates and a successful session with consultants held in January 2018.

The appointment of the Business Manager has also allowed us to significantly improve our customer service, monitoring, reporting and quality of delivery. This, combined with more focused marketing and an investment in marketing databases, is

showing signs of leading to an increased amount of consultancy work at a higher value.

During the year several substantial pieces of work were undertaken for Tower Hamlets (in support with Grant Thornton), Worcester & Charnwood councils.

Training Events & Conferences

We continued to run a variety of training events and conferences in the local authority sphere. As well as generating income for the organisation all the events have been well received with good feedback both in terms of overall rating and the extent to which the event met expectations.

Type of event	Rating good or excellent	Recommendation rate to others
Training days (12 in total)	90%	86%
NHS seminars	92%	91%
Local government scrutiny conference	94%	92%
Devolution governance	100%	90%
Totals/Average	94%	90%

We attracted 165 delegates to our various training events from 103 organisations and generated a profit of almost £20k on fee income of over £36k. Our Annual conference attracted 117 delegates and generated over £4.5k profit on an income of £18.7k. A health scrutiny and conference was also held in July 2017 with support from NHS England.

Organisation

Our priority has been to maintain a sound core infrastructure and back office from which CfPS functions efficiently and enable it to develop and grow.

A new independent Trustee, Dr Catherine Howe, joined the Trustee Board at the beginning of the year, whilst the LGA Trustee representative changed. Cllr Tony Jackson stepping down in April 2017, being replaced by Cllr Nick Chard. He then was replaced by Cllr John Riley in August. The Board has seen further changes after the end of the financial year with Alex Lawrence becoming Company Secretary and independent Trustee, Vicki Lawson-Brown, stepping down at the end of her third term as a trustee in May 2018.

The staffing at CfPS also saw changes with a new Administrative Officer joining in June 2018 replacing the Programme Support Officer, meaning one fewer seconded employee from LGA/IDeA. The Business Manager commenced duties in August 2017, this completed the staff reorganisation.

The expenditure on organisation during the year was £635k of which staffing costs accounted for £493.5k. The salary spend increased by £37k over the previous year, including an extra £41.5k paid in pension loadings in respect of those staff seconded from LGA/IDeA.

Business Development

A key priority for CfPS is to increase its influence and income by working with and for a wide variety of organisations in improving scrutiny and governance, both in the public and private sectors.

Discussions are ongoing with a number of organisations in the public sector including; CIPFA, Institute of Directors, National Housing Federation, Housing Associations, Care Quality Commission, NHS England, Local Government and Social Care Ombudsman, APSE and NHS organisations. Some of these have already resulted in funded and partnering pieces of work. In addition, ideas and products are being discussed with several commercial companies in respect of improving their governance and public scrutiny.

Research

Our priority has been to lead and oversee the delivery of existing and agreed research programmes, projects and consultancy to an excellent quality and meeting client needs.

During the year CfPS has: -

- Launched an APSE-funded publication on the effectiveness of Scrutiny
- Guidance on the scrutiny of Public Service Boards for the Welsh Government
- Delivered a research discussion paper for the National Housing Federation on transparency
- Published a guide to legislation on scrutiny
- Organised and published the findings of the annual local government scrutiny survey
- Published a guide to the use of evidence by councils' scrutiny functions
- Published a guide on the scrutiny of alternative delivery models for children's services
- Published a framework for self-evaluation of local overview and scrutiny, which has since been used to develop CfPS's "scrutiny healthcheck" product
- Published a review on Combined Authority scrutiny after six months in operation of the new scrutiny arrangements for Mayoral combined authorities.
- Launched a practical guide for treasury and asset scrutiny
- Contributed by way of detailed evidence to the Communities and Local Government Select Committee inquiry into overview and scrutiny
- Published a range of blogs on issues relevant to scrutiny practitioners, including on the challenges of amateurs scrutinising experts, on gender balance on combined authority scrutiny committees and on the outcomes of the 2017 General Election and the implications for local scrutiny.
- Published a guide to multi-agency governance and scrutiny (with the Good Governance Institute)
- Published a national report on STP governance – the verdict so far
- Worked with the Health Select Committee of the House of Commons to invite Health Overview and Scrutiny Committees to inquire into suicide prevention measures in place in local areas.

Campaigns and influence

CfPS has continued to raise the profile of the importance of good governance and scrutiny and has worked hard to get our voice heard in the right places, be consistent in our messages and challenging in our approach.

Examples of our work in this area are: -

- Sponsoring the MJ award for Excellence in Governance and Scrutiny. The City of Wolverhampton won the award for their work on the governance of the West Midlands Combined Authority.
- Giving verbal evidence at CLG Committee inquiry into local government scrutiny and a written response to their Committee report.
- Being invited to provide a regular 'expert' column to the Local Government Chronicle.
- Invited to join the Advisory Boards for national projects including an Accountability Project being led by the Institute for Government.
- Invited to join the Administrative Justice Council at the Ministry of Justice

In addition, we have provided speakers at a number of events, including those run by LGA, CIPFA, SOLACE, NHS England, Lawyers in Local Government, Police and Crime Panel Chairs, Association of Democratic Services Offices, National Tenants Conference, Institute of Directors, National Housing Federation, as well as publishing on our website and via social media regular opinion pieces and blog posts (see above).

Increasing the profile of CfPS will increasingly become a priority, particularly to support the diversification of our business interests.

Financial Overview

Income in the year to 31 March 2018 was £837k compared to £963k in the previous year. Included within the previous year was an income amount of £97k relating to services actually delivered in 2017/18. Total expenditure in the year to 31 March 2018 was £984k as compared to £1,052k in the previous year, due to a greater focus being applied to cost control across all areas of the work, and on our infrastructure costs.

The reported deficit for the year to 31 March 2018 (£147k) would have decreased to £8k due to the increase in the Pension loading in respect of LGA/IDeA staff and the timing difference of expenditure incurred in 2017/18 with the associated funding recognised as income in 2016/17 and brought forward in reserves (the reported deficit for the previous year would increase to £186k).

Overall this has resulted in our Reserves (all unrestricted) falling to £195k at 31 March 2018.

STRUCTURE, GOVERNANCE & MANAGEMENT

Governing document

CfPS is a company limited by guarantee. Its Memorandum and Articles of Association were amended in 2009-10 and CfPS was registered by the Charity Commission as a charity on 8 June 2010. In 2011-12 members of the charity amended the memorandum and articles to remove the requirement to have an annual meeting.

Appointment of Trustees

As provided for in the Memorandum and Articles and of Association, which require a majority of independent Trustees, CfPS currently has six independent Trustees and three Trustees nominated by its founder members (the LGA, CIPFA and LGIU). Independent Trustees are recruited through open advertisement and appointed by the Board, following interview by a sub-committee consisting of the Chair and a member Trustee and with the advice of the Chief Executive. The Board of Trustees also has power to seek additional independent Trustees to fill any identified skills gaps that may result from open recruitment exercises, ensuring the Board retains the right mix of skills, experience and expertise.

Trustees' induction and training

CfPS provides an induction pack for new Trustees, which contains key Charity Commission guidance on the role of Trustees, CfPS governing documents and key policies (equalities and diversity, whistle-blowing, interests and hospitality, data protection and information policies) as well as background information on the work of CfPS, the business plan, risk assessment, most recent audited accounts and annual budget and a selection of recent research and other publications as an introduction to what CfPS does.

Organisational structure

The Board of Trustees, made up of nine members, meets four times a year to agree the business plan and annual budget, monitor performance and financial information, agree staff pay and the executive director's targets and appraisal, as well as key policies, the risk assessment and other matters as it may determine. There is no formally constituted audit committee and audit matters are reported and taken at ordinary meetings of the Board. During 2017/18 attendance at Board meetings was:

Lord Bob Kerslake (Chair)	3/4 meetings
Cllr Anthony Jackson (resigned 26/04/17)	0/0 meetings
Cllr Nick Chard (appointed 26/04/17, resigned 07/08/17)	1/1 meeting
Cllr John Riley (appointed 07/08/17)	2/3 meetings
Brian Roberts	3/4 meetings
Jonathan Carr-West	4/4 meetings
Jim Clifford	3/4 meetings
Vicki Lawson-Brown	2/4 meetings
Amanda Phillips	3/4 meetings
Diana Stirbu	2/4 meetings
Catherine Howe	3/4 meetings

A Chief Executive is appointed by the Board with delegated authority to manage the day to day running of the charity and delivery of its objectives in accordance with the agreed business plan and budget and has delegated responsibilities for the operational management of the Centre, including finance, employment matters and continued staff development.

Related parties

Trustees verbally declare any potential conflict of interest at the beginning of each board meeting. In addition, a register of interests is completed by Trustees every year. In order to be fully transparent about its work in 2017/18, the Centre declares the following financial connections with the Local Government Association, which is a major funder of the Centre:

- The Local Government Association (LGA) is a founding member of CfPS and has a nominated Trustee on CfPS's Board. Cllr Anthony Jackson, Cllr Nick Chard and Cllr John Riley all held this responsibility independently as the Trustee during the year. CfPS paid a service charge of £47,602 in 2017/18 (£45,026 2016/17) for a range of services, including management accounting, finance system, payroll and other HR support.
- Some staff members, 3 in 2017/18, are formally employees of Improvement and Development Agency for Local Government, a member of the LGA group of organisations, and are seconded to CfPS. CfPS reimburses IDeA for all salary costs. All other staff members are directly employed by CfPS.

Risk management

The Trustees' risk management strategy includes:

- Annual review of risks to the Centre during business planning.
- Identifying the most likely risks and their impacts.
- Establishing procedures and systems to mitigate the identified risks in the business plan.
- Implementing these procedures and systems to minimise impact on the Centre.
- Reporting on the impact of planned mitigations on identified risks to the Board, including quarterly reporting on financial risk.

During 2017/18 our actions to mitigate identified risks and their impact were as set out below.

Strategic Risks

Risk that CfPS is unable to adapt to changing environmental circumstances.

Mitigations implemented: Close monitoring of political and policy developments including close liaison with members of both Trustee and Advisory Boards.

Impact: Assists organisation in being flexible and responsive.

Operational Risks

Risk that the organisation is not set up to successfully deliver objectives.

Mitigations implemented: Ongoing organisational reviews as personnel change to ensure there is sufficient capacity and skills.

Impact: The implementation of a revised organisational structure is delivering more business opportunities, which are being converted into more profitable work.

Financial Risks

Exposure to price, credit, liquidity and cash flow risk.

Mitigations implemented: Close working relationships with LGA and CIPFA, targeting other sectors for new and increased income including from Commercial sector. Greater concentration on development of business opportunities across the organisation and conversion of them.

Impact: LGA and CIPFA relationships secure, increasing business opportunities in both the public and private sectors being identified. Conversion rate of these is improving but needs to increase further.

Reputational Risks

Risk that CfPS is not able to gain new business or that any work undertaken is adversely viewed.

Mitigations implemented: Careful selection of private sector partners, use of consultants to assist with capacity, heightened awareness when undertaking work in sensitive areas.

Impact: Repeat and new business being won in Commercial Sector, caution exercised in undertaking sensitive work.

Investment powers and policy

Under the Memorandum and Articles of Association, the Trustees have the power to:

- Invest the Charity's money not immediately required for its objects in or upon any investments, securities, or property; and
- Delegate the management of investments to a financial expert provided that the financial expert is an individual who is an authorised person within the meaning of the Financial Services and Markets Act 2000 or a company or firm of repute which is an authorised or exempt person within the meaning of that Act except persons exempt solely by virtue of Article 44 and/or Article 45 of the Financial Services and Markets Act 2000 (Exemption) Order 2001.

The income and property of the Charity is required to be applied solely towards the promotion of its objects.

Reserves

- During 2017/18 CfPS has continued to utilise its reserves to support its charitable activities.
- It can no longer rely on direct grant support - instead each initiative and activity area needs to secure specific funding, including from traditional public sector areas and attracting new support from the private sector.
- The reserve policy requires the retention of adequate unrestricted funds to support 6 months of core costs to enable CfPS to continue to operate. Taking account of current costs, the retention should be in the order of £200,000 to cover costs of accommodation, including facilities and IT.
- The Board monitors the overall financial position of CfPS at each Board Meeting, this includes the estimated unrestricted reserve funds position, and also requests interim reports in between when deemed necessary.
- Current free reserves are £195,000, below an ideal level, and the Board have agreed plans for 2018-19 that build reserves up to a more resilient position.

STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEES' ANNUAL REPORT AND THE FINANCIAL STATEMENTS

The Trustees (who are also directors of the Centre for Public Scrutiny for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 The Financial Reporting Standard Applicable in the United Kingdom and Republic of Ireland (FRS 102).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- make judgements and estimates that are reasonable and prudent;
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' SORP;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Provision of information to Auditors

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all reasonable steps to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This confirmation is given and should be interpreted in accordance with the provisions of section 414 of the Companies Act 2006.

Auditors

A tendering process is in progress in relation to the appointment of the role of Statutory Auditor. A resolution for the appointment of the auditors of the Company is to be proposed at a forthcoming Board Meeting

Approved by the Board of Trustees on 17 July 2018 and signed on their behalf by

Lord Bob Kerslake

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE CENTRE FOR PUBLIC SCRUTINY LIMITED

Opinion

We have audited the financial statements of The Centre for Public Scrutiny Limited (the 'charitable company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is

to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take the small companies' exemption from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities on pages 17 and 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone, other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Alastair Duke (Senior Statutory Auditor)
For and on behalf of PKF Littlejohn LLP
Statutory Auditor

1 Westferry Circus
Canary Wharf
London E14 4HD

Date:

STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an INCOME AND EXPENDITURE ACCOUNT)
for the year ended 31 March 2018

Notes	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
Incoming from:				
Income from donations and grants				
Grants receivable	329,200	-	329,200	268,498
Income from charitable activities				
Conference Income	77,781	-	77,781	52,332
Project and Services	429,857	-	429,857	638,578
Sponsorship	-	-	-	2,000
Investment income	393	-	393	1,558
2				
Total income	837,231	-	837,231	962,966
Expenditure on:				
Charitable activities	984,334	-	984,334	1,052,296
7				
Total Expenditure	984,334	-	984,334	1,052,296
Net (expenditure) / income	(147,103)	-	(147,103)	(89,330)
Net Movement in Funds	(147,103)	-	(147,103)	(89,330)
Reconciliation of Funds:				
Total funds brought forward at 1 April	341,949	-	341,949	431,279
Total funds carried forward at 31 March	194,846	-	194,846	341,949
14				

There are no recognised gains or losses other than those disclosed above.

All of the above results derive from continuing activities and there were no acquisitions in the period.

The accounting policies and notes on pages 22 to 26 form part of these financial statements.

BALANCE SHEET

Company Number 5133443

As at 31 March 2018

	Notes	2018 £	2017 £
Current assets			
Debtors	10	258,462	252,973
Short Term Investments	2	22,618	255,708
Cash at bank and in hand		9,919	10,000
		290,999	518,681
Creditors: amounts falling due within one year			
Creditors falling due within one year	11	96,153	176,732
		96,153	176,732
Net current assets		194,846	341,949
Total assets less current liabilities		194,846	341,949
Charity Funds			
Unrestricted Funds	14	194,846	341,949
Restricted Funds	14	-	-
		194,846	341,949

These financial statements were approved by the Trustees on 17 July 2018 and are signed and authorised for issue on their behalf by:

LORD BOB KERSLAKE

The notes on pages 22 to 26 form part of these financial statements.

STATEMENT OF CASH FLOWS

As at 31 March 2018

	Note	2018 £	2017 £
Cash flow from operating activities	12	<u>(233,171)</u>	<u>(154,418)</u>
Net cash flow used in operating activities	12	<u>(233,171)</u>	<u>(154,418)</u>
Change in cash and cash equivalents in the year / period		(233,171)	(154,418)
Cash and cash equivalents at 1 April		265,708	420,126
Cash and cash equivalents at 31 March		<u>32,537</u>	<u>265,708</u>
 Cash and cash equivalents consists of:			
Cash at bank and in hand		9,919	10,000
Short term deposits		22,618	255,708
Cash and cash equivalents at 31 March		<u>32,537</u>	<u>265,708</u>

The notes on pages 22 to 26 form part of these financial statements.

1. ACCOUNTING POLICIES

BASIS OF ACCOUNTING

The Centre for Public Scrutiny is a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and United Kingdom Generally Accepted Practice as it applies from 1 January 2015.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

GOING CONCERN

The Trustees (who are also the directors of The Centre for Public Scrutiny Ltd ('the Centre') for the purposes of company law) have prepared the accounts on a going concern basis. As described in the Report of the Trustees, during 2017/18 the Centre worked closely with the Local Government Association and the bodies under the Local Government Association's control. Although long term funding has not been agreed beyond 31 March 2019, the Trustees consider that the current level of the Centre's unrestricted funds and the likelihood of securing funding for periods beyond April 2018, the Centre has sufficient resources to continue as a going concern.

FUNDS

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

INCOME POLICY

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income, after any performance conditions have been met, when the amount can be measured reliably and when it is probable that the income will be received.

Income from donations is recognised on receipt, unless there are conditions attached to the donation that require a level of performance before entitlement can be obtained. In this case income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Centre and it is probable that they will be fulfilled.

Government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income comprising only bank interest on short term deposits is recognised on a receivable basis.

RESOURCES EXPENDED

Expenditure is recognised on an accruals basis. This occurs when a legal or constructive obligation commits the Centre to the expenditure.

Irrecoverable VAT is charged against the category of resources expended from which it is incurred.

Any costs of generating funds comprise the costs associated with attracting voluntary income.

Charitable expenditure comprises those costs incurred by the Centre in the delivery of its activities and services for its beneficiaries. It includes both the costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Grants payable to third parties are included in expenditure on charitable activities. Where unconditional grants are made, these amounts are recognised when a constructive obligation is created, typically when the recipient is notified that a grant will be made to them. Where grants are conditional on performance, then the grant is only recognised once any unfulfilled conditions are outside of the control of the charity.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly: others are apportioned on an appropriate basis.

ALLOCATION OF SUPPORT COSTS

Support costs are those that assist the work of the Centre but do not directly represent charitable activities and include office costs, governance costs, and project management costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to those activities on a consistent basis related to time spent in furtherance of the Centre's objects.

The analysis of these costs is included in note 8.

CORPORATION TAX

The Centre is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. INVESTMENT INCOME

All of the investment income arises from interest bearing deposits. The Centre participates in arrangements in which surplus cash balances are deposited with borrowers on the Local Government Association (LGA) Group's approved list. The Centre's investments are pooled with those of other entities that have adopted the LGA Group Investment Strategy. Group Investments are typically for periods of up to six months and as such the loan amount is a reasonable assessment of fair value. Lending of up to £3m of the total funds held for up to one year is permitted. The counterparty list is currently restricted to major UK financial institutions, the larger UK building societies, and AAA-rated money market funds. The LGA Group Investment Strategy strictly applies credit limits for all of the above financial institutions to ensure that deposits are spread across a number of its approved counterparties. No credit limits were exceeded during the year and the Centre does not expect any losses on short term investments.

3. INCOME

	2018	2017
	£	£
Income from donations and grants		
Voluntary Income and Grants	329,200	268,498
Income from charitable activities		
Services recharged	429,857	638,578
Sponsorship and Conferences	77,781	54,332
	<u>836,838</u>	<u>961,408</u>

Voluntary income and grants mainly relate to funding from other related sector bodies. It is allocated to the main activities of the charity. Services recharged include publications, consultancy and project delivery. All of the above income was attributable to unrestricted funds in both 2018 and 2017.

4. AUDITORS REMUNERATION

The auditor's remuneration amounts to an audit fee of

	2018	2017
	£	£
Audit fees	<u>3,500</u>	<u>3,500</u>

No non-audit fees were paid in the year to the auditor (2017 nil).

5. EMOLUMENTS

During 2018 no Trustee received any emoluments in respect of services to the Centre (2017 – nil). Reimbursement of expenses to two (2017 – three) Trustees for travel and accommodation totalled £318 (2017 – £970).

6. EMPLOYEES

	2018	2017
	£	£
Agency staff fees	-	6,491
Secondments	314,613	403,159
Staff	131,848	46,309
Total staffing costs	<u>446,461</u>	<u>455,959</u>

The Chief Executive of The Centre for Public Scrutiny is the only member of Key Management Personnel and was paid total benefits of £134,875 (2017 £131,849).

Staff are either on the Centre's payroll and have access to contributory pension arrangements or have been seconded to the Centre by entities under the control of the Local Government Association - in which case they have access to the Local Government Pension Scheme. Secondment costs include, where appropriate, reimbursement of employer pension contributions borne by the relevant employer. The number of staff earning more than £60k of benefits during the year was 3 (2017 2 persons), excluding employer pension costs, in the ranges below.

Range £k	2018	2017
100-110	1	1
60-70	2	1

Number of staff

The average number of staff (FTE) analysed by function was:

	<u>2018</u>	<u>2017</u>
Direct work	6.5	6.2
	6.5	6.2

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	2018 Activities undertaken directly £	2018 Support Costs £	2018 Total £	2017 Total £
Events	19,633	10,586	30,219	30,129
Health Scrutiny Support	-	-	-	24,708
Commercial Programme	111,622	60,187	171,809	189,270
London Patient Voice	-	-	-	8,116
Other Programmes	473,692	255,418	729,110	718,065
Care Quality Commission	-	-	-	4,746
Children and Young People Programme	-	-	-	5,344
Consultancy	34,561	18,635	53,196	71,918
Total	639,508	344,826	984,334	1,052,296

£nil (2017 £24,708) of the above costs were attributable to restricted funds. £984,334 (2017 £1,027,588) of the above costs were attributable to unrestricted funds.

8. BREAKDOWN OF SUPPORT COSTS

	2018 £	2017 £
Direction and management	194,496	194,990
Office Costs	132,930	123,596
IT	17,400	22,053
	344,826	340,639

Support costs are based on direct costs and staff time spent on different corporate activities.

9. EXPENDITURE ON OTHER COSTS

	2018 £	2017 £
Meeting Costs	1,375	691
Legal and advertising costs	1,982	1,304
Support costs	70,273	50,943
Audit Fees	3,500	3,500
Total	77,130	56,438

Governance costs are included as part of Direction and Office costs in Support costs.

10. DEBTORS

	2018 £	2017 £
Trade debtors	253,637	124,053
Other debtors	-	3,567
Accrued Income	4,825	125,353
Total	258,462	252,973

11. CREDITORS

	2018 £	2017 £
Trade creditors	8,526	42,349
Accruals	15,977	100,704
Earned Leave Liability	3,236	4,051
Other creditors & income in advance	54,815	5,935
VAT Payable	13,599	23,693
Total	96,153	176,732

12. RECONCILIATION OF (EXPENDITURE) / INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2018 £	2017 £
Net expenditure for year	(147,103)	(89,330)
(Increase) / decrease in debtors	(5,489)	(87,180)
(Decrease) / increase in creditors	(80,579)	22,092
Net cash flow from operating activities	(233,171)	(154,418)

13. MEMBERS' LIABILITY

The company is a registered charity and is limited by guarantee with no share capital. The liability of each member in the event of winding up is limited to £1.

14. FUNDS

	As at 1 April 2017 £	Income £	Expenditure £	As at 31 March 2018 £
Unrestricted Funds	341,949	837,231	984,334	194,846
Total	341,949	837,231	984,334	194,846

15. RELATED PARTY TRANSACTIONS

Reimbursed travel expenses of £318 (2017: £970) were paid to two (2017: three) Trustees in the year.

16. POST BALANCE SHEET EVENTS

The directors are not aware of any material post balance sheet events other than those already stated.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered name: The Centre for Public Scrutiny Limited
 Charity number: 1136243
 Company number: 5133443
 Registered address: 77 Mansell Street, London E1 8AN
 Website: www.cfps.org.uk
 Contact details: info@cfps.org.uk 020 3866 5100

Trustees and directors

Lord Bob Kerslake	Chair and Independent Trustee
Brian Roberts	Chartered Institute of Public Finance and Accountancy (CIPFA) - Nominated Trustee
Jonathan Carr-West	Local Government Information Unit (LGIU) - Nominated Trustee
Cllr Anthony Jackson (resigned 26/04/17)	Local Government Association (LGA) - Nominated Trustee
Cllr John Riley (appointed 07/08/17)	Local Government Association (LGA) - Nominated Trustee
Cllr Nick Chard (appointed 26/04/17, resigned 07/08/17)	Local Government Association (LGA) - Nominated Trustee
Jim Clifford	Independent Trustee
Vicki Lawson-Brown (term ended 31/05/18)	Independent Trustee
Amanda Phillips	Independent Trustee
Dr Diana Stirbu	Independent Trustee
Dr Catherine Howe (appointed 26/04/17)	Independent Trustee

Company Secretary

Alex Lawrence	Company Secretary
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Senior Staff

Jacqui McKinlay	Chief Executive
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Advisers

Banker:	Barclays, UK Banking, 1 Churchill Place, London, E14 5HP
Solicitor:	Local Government Group's Legal Services Panel, which includes: Bevan Brittan, Pinsent Masons, Wragge & Co and Sharpe Pritchard
Statutory Auditor:	PKF Littlejohn LLP, 1 Westferry Circus, Canary Wharf, London E14 4HD

Brexit

Purpose of report

For discussion.

Summary

This report updates members on the work that the LGA is undertaking to address the opportunities and risks of Brexit for councils.

This report examines, in summary, the issues that we have raised with Government since the referendum to ensure that such opportunities and risks are on the public record and being addressed through national decisions as our exit from the EU is negotiated. The report sets out where there is clarity and where clarity is still being sought.

Recommendation

Members are requested to consider where further LGA action is needed and the focus of future Brexit work.

Action

Officers to take forward in-line with members steer.

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

Brexit

Background

1. Since the referendum of June 2016, the LGA has developed a detailed Brexit work programme, through working with councils across England and with the associations of Wales, Scotland and Northern Ireland.
2. We have identified opportunities and risks to councils of Brexit and worked hard to ensure that negotiators were considering these views as a deal with the EU was developed.
3. We are still working in an extremely fluid political environment. The nature of the deal with the EU is still to be defined, with a special European summit being called in November to see if a deal can be agreed. Government is also working proactively to prepare for a “no deal” scenario (though this is not a favoured option). Should a deal be agreed with the EU in November, it will still require a “meaningful vote” in Parliament.
4. Within this uncertain context, this report summarises the opportunities and risks that we have identified and discussed with Government, where assurance has been given and where we are still seeking clarity.

Longer Term Opportunities and Risks

5. It was clear from immediately after the referendum that the onus was on the LGA and councils to illustrate a way forward which strengthened local communities.
6. Through press work, conference events with partners, publications and formal meetings with Government, we have established ideas for a debate about England post-Brexit. In many areas, we have set out tangible work plans and timelines for Government.
7. Big issues which are on-the-record through reports, submissions and evidence to Parliament include:
 - 7.1 Devolution to English communities: the opportunities of devolving powers post-Brexit to communities through local government and ensuring that Brexit does not result in a concentration of power in Whitehall.
 - 7.2 The English Question: the need to address the issue of devolution in England, as the current UK constitutional settlement only covers Holyrood, Cardiff Bay and Stormont.
 - 7.3 A major review of EU legal powers to support local service delivery (for example, procurement and food hygiene).
 - 7.4 Taking the opportunity to create a better local regeneration funding stream to succeed EU Structural Funds.

- 7.5 Ensuring that any “Brexit dividend” extends beyond the NHS to local services such as social care.
- 7.6 Utilising local government expertise in economic development to support future trade deals.
8. We have made progress and have started work with Whitehall on a number of issues. For example:
- 8.1 We have secured a Government agreement to bring local government’s role in EU law making across to the UK post-Brexit and we are awaiting a Parliamentary Statement on detail.
- 8.2 We are meeting Department of International Trade to start to scope the council role in future trading relationships.
- 8.3 Though much depends on the nature of the future trade deal with the EU, Government has taken on board our call for a review of returning EU laws, focusing in the first instance on public procurement and food hygiene laws.
9. LGA Boards have also been scoping out the opportunities and addressing the risks. For example:
- 9.1 The People and Places Board has established the Post Brexit England Commission to examine the devolved powers needed to help non-metropolitan authorities thrive.
- 9.2 The City Regions Board is developing work to bring together a number of representative urban organisations to promote a future urban devolution agenda.
- 9.3 EEHT Board is working with DEFRA on its post-Brexit policies (including a future waste policy).
10. In all these areas, the onus has been on the LGA and councils to create the public debate on the longer-term, localist agenda and to initiate the discussion in Whitehall. Parliament and Whitehall at the moment are concentrating heavily upon the immediate work of preparing for March 2019. Thus it has been difficult to gain much traction on detail when minds are concentrated on the much shorter timescales. However, our successful work on the housing shows that we need to pursue a long-term agenda to initiate changes to national debate.
11. Brexit will change the way that the UK is governed and our work has ensured that we are prepared to promote new powers and responsibilities reaching local communities. There remains a risk that without continued evidence and ideas from the LGA, partners and councils, the centralisation of powers in Whitehall post-Brexit will occur without challenge.

12. Members may wish to consider our current work in this area and any gaps. There will be a point in time when this work will be a staple of our discussion with Whitehall. It is unlikely that this will occur before a deal is agreed. However, the onus remains with the LGA to prepare for and provide the evidence for the longer-term devolution of powers.

Preparing for the Immediacy of Brexit

13. Whilst the detail of the UK's exit deal with the EU remains to be clarified, the LGA has been identifying the issues where councils needed clarity in the immediacy of exit (either in March 2019 or after a transition period in 2021).
14. Working with councils, the big issues identified have included:
 - 14.1 Providing legal certainty for councils as many councils services are underpinned by EU law (e.g. procurement and environmental services).
 - 14.2 Securing regeneration projects currently funded by EU Structural Fund, funding initiatives and the European Investment Bank.
 - 14.3 Securing the continuity of public services and local businesses that depend heavily on non-UK EU residents (for example, seven per cent of social care staff in England).
 - 14.4 Identifying the capacity needed to undertake any increased responsibilities at ports (including port health, emergency planning and transport issue) and in regulatory services (such as trading standards).
 - 14.5 Clarity on voting and standing rights in 2019 local elections.
 - 14.6 Clarity on how new council costs from any new tariff on EU goods would be funded by Government.
 - 14.7 Mitigating the risk of the unintended local consequences of national deals and ensuring enough local flex to ensure that local opportunities were ceased.
15. In these areas, we have proactively offered solutions from the local government perspective. For example, we identified all EU laws impacting on councils and provided detail to ministers of where legal certainty was needed. In addition, where we have identified those parts of the local government workforce or other sectors important to the local economy most vulnerable to change and offered a longer term solution through our Work Local proposals

16. We have been given clarity in some areas:

16.1 There is legal certainty as all local government laws based on EU regulations will be transferred into UK law through the Withdrawal Act. However, many statutory instruments are required to be put in place by March 2019 to provide full assurance to the sector.

16.2 Our lobbying has achieved a guarantee that HMT will cover the costs of projects funded by EU Structural Funds and associated initiatives, until 2021 (even under no deal).

16.3 Settled status provides assurance in the short-medium term for non-UK EU residents and provides legal certainty for employees in public and other local services. Under a no deal scenario, we are still awaiting advice from Government.

17. We are still seeking clarity in the following areas:

17.1 We are awaiting the detail of many Statutory Instruments which convert EU law into UK law, some of which will be vital to service delivery. These technical changes may require councils to make administrative / constitutional amendments, the full scale of which has not yet been mapped out (for example, we have been made aware that Food Standards Agency guidance on officer authorisations expects councils to list each piece of legislation they are authorised under; the majority of which are about to change).

17.2 The detail of the UK successor to EU regeneration funding has yet to be developed.

17.3 We need further details on how more vulnerable groups will be supporting in attaining settled status and we need assurance about the residency and rights of non-UK EU citizens under a “no deal” scenario.

17.4 We await clarity on voting and standing rights in May 2019 elections.

17.5 There has been no response to our concerns about new council costs from any new tariffs on EU goods.

17.6 The “no deal” technical papers, in general, deal with how ports and trading standards adjust its processes and systems when EU goods are treated as third party goods. However, they do not consider the detail of delivery and capacity issues for local councils. Through pressure from the LGA, a cross-departmental working group has been established in Whitehall to work through these issues with port towns. We are closely monitoring progress.

17.7 We have advised that Government “no deal” technical papers are needed to address the impact across all services at a local level. These are unlikely to be delivered.

18. One issue of concern that we raised immediately after the referendum in 2016 was that Government preparation for exit was based on departmental plans. As most Government departments dealt with local government’s issues, the sector was likely to have to deal with and coordinate the work of all departments in order to understand the scale of the work needed by councils. This continues to be a concern.
19. The new MHCLG Brexit Delivery Board, established by the Secretary of State, is dealing with this issue more effectively. Other Government Departments are being invited to attend. However, there is still an onus on the sector itself to join up the action plans of Whitehall. The LGA is pressing MHCLG to fill this important gap in Brexit preparedness and to provide a central hub of information for councils on Whitehall planning. This would be a vital tool to allow councils to prepare for Brexit.

No Deal Scenario

20. Whilst it has stated that “no deal” is not a preferred option, the Government is publishing a series of technical papers which help prepare citizens and businesses for leaving the EU with no deal. These have been communicated to all leaders and Chief Executives to ensure that expectations about councils’ preparedness is on their radar.
21. It should be stressed that Government expectations are that councils are making local plans for “no deal” as a result of its technical papers.
22. Some of the papers (such as changes to procurement rules) have direct impact on councils. Other papers have little impact on councils. There are other areas where no advice has been provided, including employment and residency rights and 2019 local election rules. . As such, there are still gaps where clarity can only be achieved by national advice. It should also be noted that the technical papers do not consider local capacity to deliver regulatory change.
23. The LGA has provided a detailed breakdown for all councils of the formal advice from Government to date and, importantly, has set out the expectations in other areas such as emergency planning. This should help councils prepare where advice is available.
24. This can be found [here](#).

Council Preparedness

25. The ‘No Deal’ technical papers do raise more general issues about councils’ preparedness which we should discuss with Government.

26. Under the no deal scenario, these issues are stark as preparedness is needed by March 2019 when a switch from EU rules to new UK rules becomes effective. The effective date for such change under a deal with a transition period is likely to be from Jan 2021, but these general issues are still of relevance.
27. Firstly, the technical changes advised in “no deal” papers are purely technical (for example, advising that port health databases will switching from an EU IT system to a new UK DEFRA system in March). They do not consider the training/change management needed locally nor do they consider any additional resource that might be needed. Though some detail of these issues are being addressed with councils across Whitehall, there is a more general issue that the LGA needs to make: Councils are capable to manage this change but they need new resources for new duties. Change requires training and an understanding of detail of front-line staff. Under a no deal scenario, the time and training needed for such additional capacity may not be available and “a period of grace” may be needed in which any confusion between the sudden shifts in regulatory systems will result in support rather than punishment.
28. Secondly, much of the Government’s preparations on Brexit is being undertaken through confidential meetings. While it is by no means the case that these confidential meetings will provide all the information and answers that councils need, it is clearly unhelpful that not all councils are able to access information and we are aware of a number of instances where councils have sought information but information remains confidential. This is hampering efforts by councils to prepare for Brexit and needs to be reviewed.

Local Impact

29. Since the referendum we have been aware that there would be studies analysing the economic impact of Brexit at a national level. The onus has been on the LGA to provide the evidence of local impact, where local opportunities can be supported and where risks need to be mitigated.
30. We have led this work with MHCLG through inviting councils and their partners to set out local opportunities and risk. Regional seminars have been held across the country. Regular submissions have been made to MHCLG with evidence.
31. One of the problems of collecting such evidence was the uncertainty of the detail of the Brexit, with councils working to many scenarios. It has been important to register these local issues to ensure that Government’s Brexit preparations were positively influenced by local evidence.
32. We have to work to a scenario where the detail of Brexit may not be known until the last minute and we may need to be prepared for local economic shocks or emerging local opportunities that need to be developed quickly. As such, we are raising with MHCLG the need for resources or capacity which deal with these local risks and opportunities.

For example, we have already put on record that the UK successor to EU funding needs to be a locally based fund which is not bound by national rules, but able to flexibly respond to the challenges and opportunities of local economies post-Brexit.

Going Forward over Next Few Months

33. The biggest unknown is of course the detail of any deal which could be agreed between the UK and the EU. The technical detail will impact on council services, possibly from April 2019. We will continue to monitor developments, analyse the impact on councils and provide briefings for the sector.
34. The timetable below does imply that any deal may not be finalised until the last month of our notice to leave the EU. Thus the Government's planning for "no deal" and the expectations of planning by the sector may continue until exit day.
35. These are the important milestones to consider:
 - 35.1 18 October - UK/EU Negotiations: This meeting of the European Council was expected to agree the UK/EU exit deal. This is now unlikely but more detail might emerge on the likelihood of a deal. A special European Council meeting is being planned for Nov at which it is hoped a deal will be finalised.
 - 35.2 13 November - UK/EU Negotiations: This is the anticipated date for the special meeting when it is hoped a deal will be agreed.
 - 35.3 13 December: There is scheduled meeting of the EU Councils in December. This is possibly the final meeting at which a deal can be agreed.
 - 35.4 From December: UK Parliament discussion on exit: If there is a deal, Parliament will vote on the Government's motion to approve the withdrawal agreement and future framework.
36. There are three "no deal" scenarios for Parliament.
 - 36.1 If Parliament has decided not to pass the Government's motion to approve the withdrawal agreement and future framework.
 - 36.2 If, before 21 January 2019, the Government tells Parliament that no agreement can be reached.
 - 36.3 If after 21 January 2019, no agreement has been reached.
37. Under these scenarios, the Government would have to make a statement to Parliament setting out what it intended to do next. Parliament would then have an opportunity to vote on those plans.



38. From Dec: The European Parliament needs to agree the deal.

Implications of Wales

39. Members and officers are working closely COSLA, the Northern Ireland LGA and the Welsh LGA. The other UK associations are members of the LGA Brexit Task Group where we coordinate our work.

Housing Revenue Account Caps

Purpose of report

For discussion.

Summary

On 3 October the Prime Minister Theresa May announced that the Housing Revenue Account (HRA) borrowing cap will be lifted.

This is a significant victory for the LGA. The removal of the borrowing cap has been an LGA priority and a focus of sustained lobbying since it was introduced as part of the self-financing agreements in 2012. The majority of councils are close to their cap and the decision to lift it will allow them to build more of the quality affordable homes that local communities need.

Ministry of Housing, Communities and Local Government officials have confirmed that the Ministry will look to lift the caps as soon as possible, so that councils can borrow prudentially to build more homes. The legislation requires it to consult with councils before it can revoke existing determinations specifying the current borrowing caps.

It is important that the Treasury listen to councils and partners and move quickly to fully implement the scrapping of the cap.

Recommendation

Members to note report and determine next steps.

Action

Officers to progress as directed.

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***The lives we want to lead*, the LGA green paper for adult social care and wellbeing: update**

Purpose

For noting.

Summary

This paper provides an update on the LGA's adult social care and wellbeing green paper, *The lives we want to lead*. A verbal update on the key findings from the public polling and focus groups that have accompanied our consultation will be given at the meeting.

Recommendation

That the Leadership Board notes the update and the progress that has been made with the LGA green paper.

Action

As directed by Members.

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Head of Policy

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***The lives we want to lead*, the LGA green paper for adult social care and wellbeing**

Background

1. In June, shortly after the announcement of new funding for the NHS rising to £20.5 billion per year by 2023/24, the Government announced that its green paper on adult social care would be further delayed to the autumn, “around the same time” as the NHS Plan.
2. In light of this further delay to the Government’s proposals for the future of care and support, the LGA’s Chairman and Group Leaders approved plans for the LGA to develop its own green paper on adult social care and wellbeing.
3. The LGA green paper, *The lives we want to lead*, was published on 31 July and was intended to stimulate a nationwide debate about how best to fund the care we want to see in all our communities for adults of all ages and how our wider care and health system can be better geared towards supporting and improving people’s wellbeing.
4. *The lives we want to lead* posed a series of 30 consultation questions across a range of topics and the deadline for responses ended on 26 September.

Publication coverage

5. As a priority campaign for the organisation, a detailed plan of launch activity was prepared to promote the green paper, raise awareness of the funding crisis facing adult social care and encourage as many people to take part in the consultation as possible. As a result, the green paper has been mentioned 78 times in total in national print, online and broadcast media.
6. This included a hugely successful launch with coverage in the Sun, Independent, Telegraph, Mail, Express, Mirror and Guardian and which saw LGA spokespeople interviewed on BBC Radio 4 Today, BBC Radio 5 Live, Sky News, BBC Victoria Derbyshire and BBC regional radio.
7. We have also targeted regional and trade coverage with spokespeople interviewed across BBC regional radio regularly and the green paper promoted in a range of regional media.
8. The LGA’s Conservative, Liberal Democrat and Labour group offices also placed comment pieces on the green paper on the Labour List, ConHome and Lib Dem Voice websites.

Further engagement

9. Cllr Izzi Seccombe wrote about the launch of our green paper in The Times Red Box and the Municipal Journal and Cllr Nick Forbes wrote a comment piece in The Daily Express. Carers World Radio broadcast a special programme dedicated to our green paper in September.

10. The Chairman wrote to the Prime Minister, the Chancellor and the Secretaries of State for both Housing, Communities and Local Government and Health and Social Care to highlight our green paper and the Political Group Offices engaged with MPs and Peers. Colleagues briefed LGA Vice Presidents and we presented on our green paper at a dedicated parliamentary event in September.
11. We engaged stakeholders about our green paper during LGA panel debates at the Conservative, Labour and Liberal Democrat party conferences. MPs and Peers also highlighted their priorities for social care through a series of short videos which we promoted on social media.
12. There have been more than 15,500 web page views of our green paper, the 'easy read' version has been downloaded more than 400 times and our facilitators and communications packs have been downloaded more than 360 and 430 times respectively. Videos we produced to accompany the green paper have been watched more than 72,500 times. The Twitter debate, through #FutureofASC, has reached more than 4 million people.
13. We have received more than 500 submissions to our consultation questions, which has exceeded our expectations. As part of engaging with key sector partners, we established a Sounding Board of more than 20 partners to help inform our thinking. This has met twice – once in August and once in September. And as part of our engagement process we have also commissioned public polling of 2,000 members of the public and a series of focus groups across the country. A verbal update on the key findings from these two processes will be given at the meeting.

Next steps

14. Colleagues from the LGA's Research Team are carefully analysing all responses to the consultation. The key findings, along with the outputs of the public polling, focus groups and other linked work, will be brought together in a further publication in November. This will be the LGA's formal response to our consultation along with – subject to political agreement – our asks of Government for its green paper, which we understand may now be delayed until December.
15. This report will launch at the annual National Children and Adult Services Conference (14-16 November). A further 'easy read' will be produced alongside the main report.

Financial Implications

16. Work will continue to be done within existing campaigns and policy budgets.

Implications for Wales

17. Our green paper, and the Government's forthcoming green paper, will cover adult social care and support in England only.



Fair Funding Review and Business Rates Retention Update

Purpose

For information and agreement.

Summary

This report updates members on progress on the Fair Funding Review and Business Rates Retention reform since the September meeting of the Leadership Board.

Recommendation

That members of the Leadership Board note this update.

Action

Officers to proceed with delivery of the LGA work programme on Business Rates Retention and the Fair Funding Review as directed by the LGA Leadership Board, Executive and the Business Rates Retention and Fair Funding Review Task and Finish Group.

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Fair Funding Review and Business Rates Retention Update

Introduction

1. This report updates members on progress on the Fair Funding Review and further Business Rates Retention, since the September 2018 meeting of the LGA Executive.
2. The work on further Business Rates Retention and the Fair Funding Review is being considered by the LGA's Task and Finish Group prior to, or alongside, consideration by Leadership Board and Executive.

Fair Funding Review

Delivery of the LGA Fair Funding Review work programme

3. In November 2017 the LGA's Executive and Leadership Board agreed a LGA work programme on the Fair Funding Review. A high level update on this work programme is attached as **Appendix A** and the following paragraphs provide more detail.
4. As per the previous updates, work on the [relative needs and resources models](#), [the evaluation criteria](#), and the [divergence of relative needs over time](#) is now complete.

Transition work

5. LG Futures was appointed to deliver a summary of potential mechanisms for transition from the current pattern of funding to one that will result from the Fair Funding Review. As the latter will not be clear until 2019 at the earliest, this work will allow the building of hypothetical scenarios to help with the review of potential transition options.
6. Members of the Business Rates Retention and Fair Funding Review Task and Finish Group discussed the progress of this work and the early draft of the underlying model in their September meeting. The final model will be signed off the Chairman and Group Leaders as agreed at their September meetings. The summary of the potential transition options will be discussed at a future meeting of the Task and Finish Group, Leadership Board and Executive. The work will be published as soon as possible after sign off has been completed.

The Government's next steps for the Fair Funding Review

7. The MHCLG/LGA co-led finance officer technical working group on the Fair Funding Review had a regular meeting on 21 September. The meeting focussed on four main topics – density, rural pressures, Concessionary Travel, and the use of ONS forward population projections. The first three papers were items from local authority groups. The population paper was a MHCLG item.
8. There was general agreement about the use of population projections in future formulae a position which was agreed by Leadership and Executive earlier this year. MHCLG will

reflect on the discussions on the four papers and take account of them in drafting a forthcoming consultation paper which is yet to be cleared by Ministers.

9. As reported at previous meetings, the Government's work is building towards a wider consultation on the Fair Funding Review, expected in autumn 2018. Government officials have elaborated on the issues the consultation might explore as part of papers to the July 2018 officer-led Steering Group.
10. The following is subject to Ministerial decision on the scope of the consultation, including the extent to which the Government would identify preferred options at this stage.
11. On the relative needs assessment, the consultation might cover;
 - 11.1. the structure of the assessment, including options for tier-specific foundation formulae and formulae to assess specific services. The Government might express a preferred option on this;
 - 11.2. the leading cost drivers for inclusion in the above, and a description of proposed analytical techniques to weight them against one another; and
 - 11.3. commentary on the area cost adjustment.
12. On the relative resources assessment, the consultation might cover high level approaches to;
 - 12.1. measuring the council tax base, in particular treatment of mandatory and discretionary council tax discounts. This includes local council tax support schemes;
 - 12.2. the choice of notional or actual council tax levels to be used when calculating the adjustment; and
 - 12.3. treatment of other income, such as sales, fees and charges.
13. On transition, the consultation might cover;
 - 13.1. high level principles that could underpin the choices of transition mechanism, such as stability, speed, transparency and time limits; and
 - 13.2. the definition and measurement of 'baseline' and 'target' between which the transition mechanism would be applied to.
14. This is in line with the LGA's work programme on the Fair Funding Review, with the core LGA work programme and meetings of the Business Rates Retention and Fair Funding Review Task and Finish Group all helping explore policy options ahead of the publication of the consultation document.

15. In particular, the Task and Finish Group has recently had a number of detailed discussions on the issues set out in paragraph 12. The report to the December meetings of Leadership Board and Executive will provide a summary of the emerging consensus proposed for adoption as LGA policy.

Business Rates Retention

Commissioning a Business Rates Retention model

16. In April 2018 Leadership Board agreed to the LGA commissioning a Business Rates Retention model to enable the effect of possible systems design changes to be estimated. Following a tendering exercise LGFutures were commissioned to produce the model. A working version was demonstrated at the meeting of the Business Rates Retention and Fair Funding Review Task and Finish Group on 12 September and their comments have been fed back to the suppliers.
17. Officers are now able to recommend that the Chairman and Group Leaders sign off the Business Rates Retention model this month. Following this, the model will be shared with member authorities and placed on the LGA Business Rates Retention Hub alongside the other models commissioned by the LGA. Further updates will be given to your Board at a future meeting.

2019/20 further Business Rates Retention pilots

18. As reported at your previous meeting, the prospectus inviting areas to bid to become a further business rates retention pilot in 2019/20 was published on 24 July 2018 and closed on 25 September 2018. The five 2017/18 devolution pilots will continue at 100 per cent and there will be separate discussions covering London. Non-London 2018/19 pilots needed to reapply if they wished to be a pilot in 2019/20. Unlike in 2017/18 and 2018/19 there is no no-detriment clause. The outcome of the 2019/20 round is expected to be known later in the year.

Other Business Rates Retention updates

19. The joint MHCLG / LGA Systems Design Working Group had a further joint meeting with the Implementation Working Group, a group which has been established to work on the most technical aspects of the system, on 13 September. At the previous meeting of the groups two authorities presented a paper on how to simplify Business Rates Retention. At the September meeting, MHCLG tabled a paper on how retaining growth could work under the proposal for a simplified system.
20. The Business Rates Retention Steering Group is due to consider a MHCLG paper summarising the simplified system at its meeting on 16 October. This will also be considered by the LGA's Task and Finish Group on Business Rates Retention and the Fair Funding Review on 18 October. Further updates will be brought to future meetings of Leadership Board and Executive.
21. Further discussions at the Systems Design Working Group will inform a consultation paper which is expected to consist of a proposed overall package on elements of the system such as resets, tier splits, safety nets and treatment of appeals, and also a

consideration of what long term reforms, requiring primary legislation, would be beneficial.

22. The Business Rates Retention Steering Group, at its meeting on 16 October, is due to consider papers on the work described in the previous paragraphs as well as papers on the Fair Funding Review and verbal updates on 2019/20 pilots and on the Spending Review. A verbal update will be given at this meeting.

Implications for Wales

23. There are no direct implications for Wales arising from this report as Business Rates Retention and the Fair Funding Review apply to England. The distribution of funding to Welsh local authorities is a devolved matter in Wales.

Financial implications

24. Members of Leadership Board have previously approved spending of LGA reserves on the LGA work programme on the Fair Funding Review and a Business Rates Retention model.
25. 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 the 2018/19 budget.

Appendix A. High-level progress update on the LGA Fair Funding Review and Business Rates Retention work programme

Project	Purpose and description	Quick update
Criteria for assessing proposed distribution models and methodologies	To give the LGA a structured and consistent way to assess new distribution models.	Complete
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>	Complete
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	Complete
Council tax equalisation: develop a model	<p>A model to identify the impact of adjustments for council tax and council tax support on individual authorities.</p> <p>To inform LGA policy and to help individual member councils evaluate Government proposals.</p>	Complete
Damping /transition mechanisms	A summary of historic damping / transition mechanisms and a model to inform discussions on the guiding principles of transition. To inform LGA and member authorities' policy.	<p>Model due to be signed off by the Chairman and Group Leaders, following which it will be placed on the LGA Business Rates Hub.</p> <p>Summary paper to be discussed and agreed at the Tanks and Finish Group before being discussed at Leadership board and Executive.</p>



Project	Purpose and description	Quick update
<p>Business Rates Retention model</p>	<p>A model to enable LGA and local authorities to assess the impact of system design choices in areas including:</p> <ul style="list-style-type: none"> • The setting of business rates baselines; • The extent and frequency of business rates resets; • Dealing with losses due to appeals; • The level of the safety net and how it is funded; and • The split of business rates income in two-tier areas. 	<p>Model due to be signed off by the Chairman and Group Leaders, following which it will be placed on the LGA Business Rates Hub.</p>

2018 Review of Members' Allowances

Purpose of report

For decision.

Summary

The Independent Remuneration Panel was last convened in 2012. Since then there have been some minor changes to the LGA's governance arrangements but the overall structure has remained broadly unchanged.

In 2017, the Constitution Review Task and Finish Group recommended that a review of Members' allowances should be undertaken every 4 years and following General Assembly agreement the Constitution was amended to reflect this.

In 2018, Lord Best was invited to reconvene the Independent Remuneration Panel that he has chaired since 2009. The Panel's report, its conclusions and recommendations are set out at **Appendix 1**. The current scheme for reimbursement of Workforce Employer Bodies, which is annexed at the LGA main Scheme of Members' Allowances, is attached at **Appendix 2**.

Recommendations

That Leadership Board

1. Thanks the Independent Review Panel for their work and accepts the conclusions set out in the report at **Appendix 1**.
2. Agrees the five recommendations of the Panel – that the LGA;
 - 2.1 Amends its Member role descriptions to show the anticipated weekly time commitment in hours rather than in days.
 - 2.2 Amends the role descriptions of vice chairs to specify that vice chairs are expected to “provide peer support and mentoring to individual councillors and groups of councillors” as part of their core responsibilities. Up to 10 further formal peer days may be paid at the standard day rate. (**Appendix 3**)
 - 2.3 Adds the chair of the Fire Services Management Committee to the list of positions for which travel expenses are reimbursed.
 - 2.4 Replaces the special responsibility allowance paid to members of the Workforce Employer Bodies with the Members' Day Rate and brings those appointments into the main LGA scheme of allowances.
 - 2.5 Replaces the current carers' allowance of £7.83 per hour (equivalent to the national minimum wage) with the Living Wage and London Living Wage.



Leadership Board

17 October 2018

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Appendix 1

Independent review of Members' Allowances 2018

Conclusion & Recommendations of the Independent Remuneration Panel

Introduction

Earlier this year I was pleased to accept the LGA's invitation to reconvene the Independent Remuneration Panel to undertake a further review of the LGA's current scheme of Members' allowances and expenses. This paper presents our findings.

I must begin with sincere thanks to my three fellow Panel members – Lord Filkin, Crossbencher and Chair of the Centre for Better Ageing, formerly a government minister and Chief Executive of the Association of Metropolitan Authorities; Katrine Sporle, the Property Ombudsman and former Chief Executive of Basingstoke and Deane and Chief Planning Officer at the Planning Inspectorate in Bristol; and Ted Cattle CBE, former Chief Executive of Nottingham City Council and the Association of Metropolitan Authorities, now Professor at the Institute of Community Cohesion - for their expertise and time, freely given; and to Claire Holloway and colleagues on the LGA staff for their invaluable help and support.

Background

The Independent Remuneration Panel was last convened in 2011 and again in 2012, when we had looked in depth at the various roles and remuneration of Members at the LGA. Our work led to the introduction of job descriptions for Members and clarification of the expectations on them.

In the intervening years some elements of the LGA's governance structure have changed, but the overall structure remains the same as that previously considered by the Panel. In 2017, as part of a review of the Constitution, the LGA agreed that a review of Members' allowances should be undertaken every 4 years and the Panel support and welcome this.

In preparation for our review, the Panel was provided with the current LGA Scheme of Members' Allowances, job descriptions of roles in receipt of a Special Responsibility Allowance (SRA), and our 2011 and 2012 reports for reference. In addition, the LGA highlighted a number of areas we might wish to consider as part of our review:

- The overall levels of remuneration for Members;
- The requirement for home authorities to pay travel expenses for Members attending LGA meetings, excluding those Members who were paid travel expenses as part of their role;
- The possibility of a parental pay policy for elected members;
- The levels of remuneration for the various Vice-Chairs / Political Group Leaders of the LGA;
- Provision of travel expenses for the Chair of the Fire Services Management Committee, and remuneration level of the role; and
- Whether the current Day Rate allowance was appropriate, and whether the roles which qualified for a Day Rate were appropriate.

The Panel met on two occasions – on 22 February 2018 and again virtually on 15 May 2018. As chair of the Panel, I also met with LGA chairman, Lord Porter, to review the chairman's

remuneration in line with one of the recommendations of the 2012 Review. The LGA Chairman and Group Leaders commented on the Panel's draft report and our response to those comments are included in our final recommendations.

Key Conclusions

Overall Remuneration

The current level of Member remuneration was considered appropriate, and the Panel concluded that levels were reasonable given the work and responsibilities involved. We felt that it was appropriate for any increase in Members' allowances to be in line with the nationally negotiated rate for staff pay.

Chairman of the LGA

The minimum time requirement for the role of LGA chairman is 3.5 days per week but individuals can opt to increase this to 4.5 days per week, with a corresponding increase in allowance, if the demands of the role support and their other commitments allow. The Panel felt this was appropriate but restated the recommendation of the 2012 review – that the chair of the Independent Review Panel should meet annually with the LGA chairman independently to review the appropriate level of remuneration.

I subsequently met with Lord Porter and was satisfied that he was able to devote the equivalent of 4.5 days per week to his LGA responsibilities and that his 2018/19 allowance should reflect that. The Panel supported his view that given the demands of the role, and in particular the many evening engagements, it was more appropriate to express the time commitment in hours than days. The Panel felt that increasingly this was true of all LGA roles and that members' job descriptions should be amended to reflect this.

Vice-Chairs of the LGA

The Panel considered the SRAs paid to the four vice-chairs/political group leaders to be appropriate given the relative sizes of the four groups, their levels of complex political interaction and the additional role of the Leader of the second largest group to deputise for the chairman in his/her absence.

We noted however that whilst vice chairs' core responsibilities included participating in peer challenges, with the option to undertake further paid peer work to a maximum of 10 days per year, the number of core peer days was not specified. The Panel felt that this required clarification and concluded that, as peer work covers a broad range of activities, it was reasonable to specify that vice chairs are expected to provide "peer support and mentoring to individual councillors and groups of councillors" within their core allowance, with the option to undertake further formal peer work to a maximum of 10 days.

Member Peers

The Panel concluded that current levels of remuneration for national, regional and other member peers was appropriate, as was the mechanism for formal review of member peers.

Members' Travel Expenses

The Panel considered that it was appropriate that home authorities should continue to pay travel expenses for Members attending LGA meetings given the potential benefits to those authorities of representation on national bodies. However for more senior LGA roles, which demanded higher levels of attendance in Westminster and at other engagements around the country, the Panel supported the current policy of reimbursing expenses, as set out in the Members' Scheme of Allowances.

Fire Services Management Committee

The Panel agreed that, as the workload of the Fire Services Management Committee is comparable with some Boards, the Chair of the Committee should receive travel expenses in line with the policy for chairs of LGA policy boards. However as FSMC is a sub-Committee of the Safer and Stronger Communities Board, and has a smaller remit than LGA policy Boards, we considered that the current level of remuneration for Members appointed to the FSMC is appropriate.

Members' Parental Pay Policy

The Panel considered the possibility of introducing a parental pay policy for Members but did not see evidence that it was common practice. We felt that given the demands of the LGA's roles, the current LGA carers' allowance, which covered costs of securing care for dependants, incurred as a result of attending meetings or other LGA engagements, provided adequate support to those with caring responsibilities.

Carers' allowance

The Panel acknowledged the Group Leaders' view that the current carers' allowance of £7.83 per hour (equivalent to the national minimum wage) was not sufficient to cover costs in many areas of the country. We see a case for using the Living Wage and the London Living Wage as an alternative. These are currently £8.75 and £10.20 per hour respectively and due to go up in November 2018.

Members' Day Rate

The Panel considered the current Day Rate level of £300 per day as appropriate and in line with other organisations. The Panel noted that the rate had remained the same for 15 years and felt that during a time of highly constrained budgets, the freeze had been an admirable display of restraint by the LGA Leadership. However if austerity is becoming less of an issue, an inflation-linked uplift might be appropriate at the next review.

Workforce Employer Bodies

The Panel noted that reimbursement of members on Workforce Employer Bodies currently falls outside the main LGA Scheme of Member Allowances. We understand that increasingly these bodies meet infrequently or irregularly – for example where multi-year pay deals have been negotiated - and that a concern has been raised by one member that this can mean SRAs are paid in a year where no meetings are held.

In view of this, we felt that a sensible and more equitable approach would be to reimburse members on those bodies through the Member day rate. This would bring them in line with other bodies that

met infrequently such as the Audit Committee and Commercial Advisory Board. We understand that this would be unlikely to impact adversely on the relevant budget.

In Conclusion

The Panel was pleased to undertake this review for the LGA and subject to our four detailed recommendations below, has concluded that current arrangements should give no grounds for public disquiet. Once again we take away a sense that the organisation is conducting its affairs sensibly and openly, with a willingness to make improvements. We commend the LGA's approach and hope our recommendations will be of some value.

Recommendations

Overall the Independent Remuneration Panel recommends that the LGA

1. Amends its Member role descriptions to show the anticipated weekly time commitment in hours rather than in days.
2. Amends the role descriptions of vice chairs to specify that vice chairs are expected to “provide peer support and mentoring to individual councillors and groups of councillors” as part of their core responsibilities. Up to 10 further formal peer days may be paid at the standard day rate.
3. Adds the chair of the Fire Services Management Committee to the list of positions for which travel expenses are reimbursed.
4. Replaces the special responsibility allowance paid to members of the Workforce Employer Bodies with the Members’ Day Rate and brings those appointments into the main LGA scheme of allowances.
5. Replaces the current carers’ allowance of £7.83 per hour (equivalent to the national minimum wage) with the Living Wage and London Living Wage.

Richard Best

Chair, LGA Independent Remuneration Panel

October 2018

Appendix 2: Employer Side Bodies

Role profiles

Role profiles for each of the employer side bodies are available from the LGA's Workforce team.

Remuneration

Member remuneration for employer side duties will be determined according to the following provisions:

- ◆ Where members are paid an annual allowance, this reflects the expected time commitment, and the level of responsibility involved, as set out in the respective role profile.
- ◆ The lump sum is paid by way of twelve equal monthly payments.
- ◆ Councillors appointed to a role for which an annual allowance is paid, are expected to fulfil the role in line with the role profile including regular attendance at meetings either in person or via a telephone/video link.
- ◆ LGA will deduct any tax and National Insurance contributions which are due and will account for these to the Inland Revenue.
- ◆ Allowances are index-linked to the local government services pay settlement.

National Employers' Organisation for School Teachers Fire and Rescue Services National Joint Council Employers* Local Government Services National Joint Council Employers

Allowances (LGA and WLGA members only)

Chairmen and negotiating team **£5,564**

Core members nominated by the LGA to all three bodies **£5,564** in total.

Other members **£2,786**.

(members may have multiple appointments but no member will receive more than **£5,564** in allowances in this category)

Travel and subsistence (all members)

Travel and subsistence for National Joint Council, employer and similar regular meetings will be the responsibility of members' own authorities. Where a member is representing the Employers (including at negotiations taking place when the Employers are not meeting) they should claim from the LGA on the appropriate form.

Local Government Pensions Committee

Allowances (all members)

Chairman **£2,786**

Other Members **£1,393**

Travel and subsistence (all members)

Travel and subsistence for committee meetings is the responsibility of members' own authorities, Where a member is representing the committee they should claim from LGA on the appropriate form.

Europe Employer bodies:

CEEP

CEMR – Employers’ Platform

European Federation of Education Employers (EFEE)

Travel and subsistence (all LGA/WLGA members)

Travel and subsistence for authorised meetings will be paid by LG Employers.

Travel, subsistence and other expenses

Travel, subsistence and other expenses will be paid in accordance with the LGA scheme as set out in paragraphs 23 – 36 above.



ROLE DESCRIPTIONS FOR LGA VICE CHAIRS

2018/19 Meeting Year

Context

The Local Government Association (LGA) is a politically led cross-party organisation, representing local authorities across England and Wales. Its membership includes English councils, fire and rescue authorities, national parks authorities and the 22 Welsh councils in corporate membership through the Welsh LGA. The Association seeks where possible to work on the basis of consensus across all four groups.

Each year the LGA General Assembly elects a chairman, vice and deputy chairs. The chairman of the Association is elected from the largest group and the senior vice chair from the second largest group. The vice chairs are the group leaders of the LGA's four political groups – Conservative, Labour, Independent and Liberal Democrat – and the deputy chairs are nominated by the groups in order to achieve political proportionality. Together, the chairman, vice and deputy chairs make up the LGA Leadership Board and the Office Holders of the Association.

None of these roles has executive responsibilities but together they provide political leadership and direction to the LGA and, with and through the LGA Executive, to the wider LGA central bodies. Whilst one of the founding principles of the Association is the recognition of the right of each group to establish its own position, the role of its office holders is to seek to work to a consensus wherever possible.

The chairman and vice chairs have agreed to ensure their availability to enable the proper conduct of the Association's business, including responding promptly to reasonable requests for clearance and comment on draft positions and papers. They are responsible for appointments to the most senior positions and the chief executive is accountable to them.

Vice Chairs of the Association

Accountabilities

- As a member of the LGA Leadership Board and LGA Executive, to contribute to the development of the strategic direction of the LGA and the LGA central bodies in consultation with the other office holders, Executive members and the chief executive, taking into account the best use of resources.
- To work with, and if appropriate deputise for, the Chairman as principal representative of the LGA.

Appendix C

- As an office holder of the Association, to be active with the other office holders in advancing the interests and policies of the Association through public comment, debate and participation in meetings, conferences and other events.
- To clear and comment on draft positions, papers and media releases.
- To develop and maintain effective relations with the political party at national, regional and member authority level.
- To provide leadership to the political group and be responsible for progressing LGA policies within the group and for the activities of the political group office.
- To ensure positions on LGA structures and external bodies are filled in line with proportionality requirements and to liaise with the group’s appointments on those structures to ensure the proper conduct of the LGA’s affairs.
- To attend and contribute at meetings of the General Assembly, LGA Executive, LGA Leadership Board and the Councillors’ Forum.
- To undertake a range of activities, including regular visits to councils and groupings of councils, writing articles and making speeches on the work of the LGA, participating in peer challenges providing peer support and mentoring to individual councillors and groups of councillors and ensuring the role is visible and recognised in the group and in the sector as a whole.
- To lead political engagement with member councils under the control of the relevant group to ensure that they understand the benefits of, and remain in, membership.
- To encourage councils in membership to undertake a peer challenge.

Travel and expenses

The roles will require attendance at meetings in London and in other parts of the country. Reasonable travel and subsistence costs incurred by the Vice-Chairs of the Association in the discharge of their duties will be paid by the LGA.

Remuneration

Leader of the second largest group (Senior Vice-Chair):	£40,683
Leader of the largest group (Vice-Chair):	£35,109
Leader of the third largest group (Vice-Chair):	£35,109
Leader of the smallest Group (Vice-Chair)	£29,536

Expected time commitment: 2-3 days per week

LGA Vice-Chairs are permitted to carry out additional paid formal peer work, up to a maximum of 10 days per year. They are required to complete a Register of Interest form and to update it annually, or when an individual’s circumstances change.

Communications report (April 2018 to September 2018)

1. Purpose of report

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

2. 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.

To support our organisational priorities, between April 2018 and September 2018 we:

- Secured commitments from the Government to scrap the housing borrowing cap, provide £240 million in additional investment for adult social care, and ban combustible cladding.
- achieved 26,270 episodes of media coverage in national, regional, trade, broadcast and online publications, on track for the target of 46,000 for the year until March 2019
- submitted 30 pieces of written and oral evidence to Parliamentary inquiries including inquiries on council finances, Brexit, adult social care funding, housing and children's mental health
- briefed for 42 Parliamentary debates in both the House of Commons and House of Lords
- supported our councillors to promote the LGA's key priorities at over 50 party conference events
- drove 894,582 visitors to the LGA website (a 127 per cent increase compared to the same period last year) and 2,205,191 page views (a 79 per cent increase); sent 663 bulletins to 2,831,403 recipients
- produced 220 marketing documents, including major publications, posters, workbooks, summaries and social media content
- reached more than 24,190 followers on our Twitter channel @LGAComms
- organised and delivered 29 events – 10 per cent of which have been commercial – attended by 3,831 delegates, generating over £758,000 net income so far of the total target of £1.4 million for this financial year
- A total of 73 communications support and improvement recommendations were made for councils in receipt of a health check or three day communications review.

Recommendations

Leadership Board is asked to note the communications activity for the period April 2018 to September 2018.

Action:	None
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3. Funding for local government and fair funding

During this report period, our campaign has continued to address the overall funding gap faced by local government. Our latest analysis launched at our Annual conference estimates that local services face a funding gap of £7.8 billion by 2025 if no action is taken at the 2019 Spending Review. We have also continued our calls on Government to allow councils to keep all of the £26 billion in business rates it collects each year and stepped up our campaigning on behalf of councils as we engage with the Fair Funding Review, business rates retention, and the 2019 Spending Review.

In the period of this report, significant work preparing for the upcoming Spending Review has taken place. In the coming months the teams' focus will be on highlighting our calls for the Spending Review.

Our Autumn Budget submission focuses on the need to provide councils with the funding, powers and flexibility to secure future sustainability and enable local government to continue to make a positive difference.

The LGA has been awarded £1.5 million from the Cabinet Office to help improve and enhance councils' cyber security systems. This will help establish good practice and look at how this can be shared with other councils, as well as identifying those councils that could benefit from additional support.

The Public Accounts Committee (PAC) published a report into the financial sustainability of local authorities.. The report reiterated our funding gap analysis, and highlighted the the pressures and financial uncertainty councils face. It called on the Government to understand and tackle these challenges.

The Housing, Communities and Local Government Committee published a report into business rates retention. The positive recommendations included urging the Government to ensure the additional revenue available through further retention is used to meet the funding gap facing local government rather than transferring in grants, to provide additional funding to compensate authorities for significant losses due to appeals, and to devolve further fiscal powers to local government.

We launched a campaign in July 2018 to build the case for investment in local services. Our new report 'Local government funding: moving the conversation on' starts the new thinking around building the case for long term, sustained investment in local government, as well as laying out the positive outcomes this would deliver for the country.

Our campaigning contributed to the Government confirming that it has amended legislation in order to protect the free bus travel scheme for passengers over 65 or with a disability. We have called on the Government to commit to fully fund the concessionary schemes which are currently being subsidised by councils by £200 million a year.

We published two modelling tools which focus on the main parts of the Government's Fair Funding Review, providing member authorities with a set of tools to evaluate the impact of

future proposals arising from the Fair Funding Review, or to enable councils to develop their own proposals.

We supported this work by:

- generating 80 per cent supportive media coverage on council funding through proactive media work
- publishing our report 'Local government funding: Moving the conversation on', downloaded 963 times and 400 printed copies distributed
- Commissioning ComRes polling which found that 81 per cent of MPs agreed that councils should have more control over local taxes such as Council tax and business rates. 83 per cent of peers agreed with this statement.
- producing a series of parliamentary briefings, addressing funding issues including business rates, council tax, universal credit and concessionary bus passes, which achieved 802 summary page views
- delivering one event, reaching 37 people
- driving 8,959 unique page views (13,023 total views) to the finance and business rates hub.

Media

We issued 26 media releases related to fair funding throughout this period achieving 141 episodes of national coverage. In the last six months the story which received the most amount of coverage was 'Councils face almost £8 billion funding black hole by 2025' (3 July 2018), generating 11 episodes of national coverage including the Guardian, Mirror, Express Online and Guardian Online. Chairman Lord Porter's address to the LGA Annual Conference 2018 was reported in the Huffington Post and also in Paul Waugh's Huffington Post blog. Lord Porter's speech was also referenced on BBC Radio 5 Live, Guardian and BBC radio 4's World at One.

80 per cent of our coverage was proactive and 80 per cent of our coverage was positive.

There have been 31 articles in First magazine highlighting our work on council funding.

Campaigns and digital

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.

Key outputs:

- Almost 7,000 views of our Business Rates retention webpage; the unique page views were up by 26 per cent compared to the previous six months.
- Over 1,000 views of our fair funding review modelling tools webpage
- 16 updates across LinkedIn achieving over 76,620 impressions, 1,346 clicks and 584 engagements
- 41 tweets published promoting our key asks, reaching 116,440 people.

Public affairs

We provided a comprehensive programme of public affairs engagement to highlight the important work of local government and make our case for sustainably funding councils. Key highlights included:

- Across the 2018 conferences, our councillors spoke at a range of debates and roundtables at which our key policies on council finances were discussed. In particular, we hosted a debate on social mobility and the 2019 Spending Review at the Liberal Democrat Party Conference and debates on the importance of the 2019 Spending Review at the Labour and Conservative Party conferences. This was an opportunity to set out why we need to invest in local communities and to highlight our key priorities including fiscal devolution, social care, children services and housing.
- The Housing, Communities and Local Government Committee published a report into business rates retention, following evidence from our Deputy Chairman, Cllr Simmonds. Positive recommendations included urging the Government to ensure the additional revenue available through further retention is used to meet the funding gap facing local government rather than transferring in grants, to provide additional funding to compensate councils for significant losses due to appeals, and to devolve further fiscal powers to local government.
- In May, our Chief Executive, Mark Lloyd, provided evidence on the LGA's behalf to the Public Accounts Committee's (PAC) inquiry into the financial sustainability of local authorities. Following this, the PAC's report reiterated our funding gap analysis in recognising the pressures and financial uncertainty councils face, with MPs calling on the Government to understand and tackle these challenges. It also highlighted the importance of putting local government on a long-term sustainable financial footing.
- We briefed MPs ahead of a debate on the review of business rates, focussing on the responsiveness to local needs and the need to incentivise local growth.
- We briefed MPs and submitted evidence on the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Bill 2017-19, which includes measures on the "staircase tax" and empty homes. We made the case for any financial losses by councils resulting from the Bill to be fully funded by the Government.
- We briefed MPs ahead of the debate on concessionary bus passes, focussing on the funding pressures faced by local bus services.

Events

We held one event related to funding in the last six months. This was a joint event organised by the LGA and MHCLG where senior officers from councils considering applications had the opportunity to learn more about the business rates pilot programme, how pilots will be evaluated and how to make their application.

4. Adult social care

Our work on social care has seen us work together with councils and partners to call for the Government to commit to addressing the £3.5 billion funding gap by 2024/25 just to maintain existing standards of care. We continue to make the case for social care to be put on an equal footing with the health service, and for urgent funding to invest in prevention work.

Following the delay to the Government care and support green paper we published our own social care green paper 'The lives we want to lead'. This work is supported by all political parties within the LGA, covering issues surrounding the future of care and support for all adults and how we pay for it.

As part of our wider campaigning around health and care services, we have called on the Government to cancel further reductions to essential prevention work and early intervention services being hampered by a £600 million reduction in councils' public health budgets by central government between 2015/16 and 2019/20.

As part of plans to ease winter pressures, the Secretary of State for Health and Social Care, Matt Hancock, [announced](#) £240 million in additional funding for adult social care this winter. As we said in our [response](#), this injection of desperately-needed funding recognises the role of councils in achieving a sustainable health and care system. However, the pressures facing social care are year-round and continued short-term bailouts are not the answer. We continue to push for a sustainable funding solution through our own social care green paper.

Our social care green paper 'The lives we want to lead' sets out our vision for the future of social care and to health and wider wellbeing. We conducted our own process of engagement and consultation seeking as wide a selection of views as possible, building momentum and helped stimulate a truly nationwide debate. Overwhelming support has been received from key stakeholders, politicians, councils, charities, care providers and the wider community. We will reflect on our consultation findings in a further publication in time to influence the Government's plans; not just its Green Paper, but also the forthcoming Autumn Budget, the 10-year NHS Plan and the Spending Review.

Lord Porter, shared a copy of our green paper with the Chancellor of the Exchequer, Philip Hammond. The Chancellor also gave evidence to Peers, updating that Parliament that the Government's social care green paper would look at a range of funding options..

As part of our efforts, we also published a series of think piece reports to raise awareness setting out why adult social care matters.

Results from our recent surveys show 96 per cent of councils and lead members believe there is a major funding issue with adult social care; 89 per cent said taxation must be part of the long-term solution to fund it, and 87 per cent of the public support more funding.

The Public Accounts Committee backed our call for a long-term solution to the adult social care funding crisis.

The joint inquiry into long-term funding of social care led by the Health and Social Care Committee and the Housing, Communities and Local Government reflected a number of the points we raised in our evidence, including the need for more funding to help balance spending on all services alongside adult social care budgets and recognition of the central role housing and public health, alongside health and social care services.

Senior Vice-Chair, Cllr Nick Forbes, met with the then Secretary of State for Health and Social Care, Jeremy Hunt MP, to discuss Adult Social Care and Cllr Simon Blackburn provided oral evidence to the Home Affairs Committee emphasising the need for greater investment in early intervention and prevention services.

We helped deliver this by:

- issuing 87 proactive media releases, achieving a total of 98 per cent positive coverage
- launching our own green paper achieving 4,577 downloads, 9,670 page views, 9,333 summary green paper page views and a dedicated website including resources to support councils' conversations with local organisations and communities viewed over 64,000 times
- reaching 502 responses to the green paper, including 302 to the main paper, 129 to the simplified version, six to the 'easy read' and 65 through email and post
- organising two sounding boards and five focus groups for key stakeholders on our green paper priorities
- publishing our think piece series 'Towards a sustainable adult social care and support system' reaching more than 10,850 page views
- launching our social care report 'A sustainable adult social care and support system for the long term: moving the conversation on' at LGA Annual Conference 2018 downloaded 430 times
- producing nine social care briefings for parliamentary debates, read 1,948 times
- Polling MPs and peers which found that 84 per cent of MPs and 76 per cent of Peers, agree that funding for adult social care should increase.

Media

We achieved 329 episodes of national coverage for this area. Our most reported story was 'LGA launches own green paper as adult social care reaches breaking point' (31 July 2018) which achieved 26 episodes of national coverage, including Councillor Izzi Seccombe interviewed on BBC radio stations. LGA Vice Chairman Cllr Marianne Overton interviewed live on Sky News and Sky News Radio and LGA Deputy Chairman Cllr David Simmonds appeared on the BBC Victoria Derbyshire Show, and BBC Radio 5 Live. Community Wellbeing Board Vice Deputy Chair, Cllr Richard Kemp, was also interviewed on BBC radio stations. Coverage also included the Telegraph, Independent and Guardian Online.

Our Deputy Chairman, Cllr Izzi Seccombe, wrote about the launch of our green paper in the Times Red Box and the Municipal Journal in August 2018

Cllr Nick Forbes wrote a comment piece on the 'Predicted rise in care needs', published in the Daily Express.

Carers World Radio broadcast a special programme dedicated to our green paper on 26 September 2018

There have been 36 items in First magazine.

Campaigns and digital

The adult social care green paper has been our most successful campaign during this period when taking into account the number of downloads and page views.

Key outputs:

- top webpage on our website 'The Green Paper', received over 15,521 page views
- our Easy Read paper downloaded 418 times
- communication pack for councils downloaded 430 times
- facilitators pack downloaded 359 times
- 500 individual contributors to the online #FutureofASC debate reached more than 4 million people
- 139 tweets promoting the consultation reached over 597,180 people
- five promoted posts on Facebook reached 80,067 people
- over 72,562 total video views (including YouTube, LinkedIn, Twitter and Facebook)
- 34 updates across LinkedIn achieving 141,180 impressions, 1,984 clicks and 1,205 engagements
- fifteen LGA email bulletins published our green paper, reached over 42,108 recipients during launch week and almost 57,140 to date.

Public affairs

Key highlights from the period include:

- At the party conferences, we supported our councillors by briefing for a range of debates and roundtables on health and social care. Our social care green paper also featured heavily in our debates on the 2019 Spending Review. At the Conservative Party conference, the Secretary of State for Health and Social Care, Matt Hancock, [announced](#) £240 million in additional funding for adult social care this winter.
- We hosted a social care briefing event in Parliament, attended by MPs and Peers from across the House. We discussed the challenges facing social care and the possible solutions.
- Our Deputy Chief Executive, Sarah Pickup, provided oral evidence to the joint inquiry by the Health and Social Care Committee and the Housing, Communities and Local Government inquiry in to the long term funding for social care. This focused on calling on the Government to give adult social care with the same parity as the health service. The Committees published their report in June, reflecting a number of the points we raised, including the need for more funding to help balance spending on all services alongside adult social care budgets and recognition of the central role housing and public health, alongside health and social care services.
- Provided councils with a briefing on payment for sleep-in shifts in social care. We continue to highlight to Ministers the likely consequences across the system should there be no Government funding to deal with historic, current and future costs from sleep-in payments.
- Briefed peers ahead of Committee Stage of the Mental Capacity (Amendment) Bill in the House of Lords. The Bill seeks to reform the current deprivation of liberty safeguards (DoLS) system

5. Housing

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.

The Prime Minister has announced plans to scrap the cap on the amount councils can borrow against our Housing Revenue Account assets. This follows years of campaigning by councils and the LGA on the issue.

There are some positive signs in the Government's Social Housing Green Paper consultation, as a result of our campaigning. This includes the Government considering allowing local authorities to hold receipts they currently retain for five years instead of three and the Prime Minister's recent announcement of an additional £2 billion funding for social housing.

The Housing, Communities and Local Government's Committee's final report on land value capture, called for the Government to implement several of the recommendations we made in our evidence, including on reforms to land compensation and compulsory purchase laws, and on providing councils with extra support to ensure they have a stronger hand in negotiations with developers.

The Government's Rough Sleeping Strategy includes proposals that reflect the recommendations from the LGA-chaired Prevention Task and Finish Group, such as a renewed focus on the role of local homelessness strategies, and the piloting of 'Somewhere Safe to Stay' schemes, including £17 million funding for people at immediate risk of sleeping rough. We also argued for an integrated fund, which brings together health care funding with social care, housing and homelessness to end rough sleeping. The announcement of £30 million on health services for people sleeping rough goes some way towards achieving that. Following this the Government announced a £34 million fund to councils to provide support for those living on the street.

The strategy has taken forward our recommendations to move towards a cross-departmental effort to monitor the impact of actions on homelessness, and for NHS services to collect data on housing circumstances and homelessness.

In debates in Parliament on the Tenant Fees Bill, that Government has committed to allocating an initial £500,000 to councils to fund up front enforcement of the ban on letting agent fees. This reflects recommendations we made on the Bill.

The Government's announced an extra £76 million-a-year funding to build supported housing through the Care and Support Specialised Housing Fund (CASSH). This will

ensure we have the right infrastructure for older and disabled people and those with mental health conditions.

The Government listened to our concerns and dropped plans to force the sale of council homes. We have worked hard to demonstrate the need to scrap this policy which would have forced councils to sell off large numbers of the homes desperately needed by low-income families in our communities.

Under new regulations published by MHCLG in June 2018, councils will be able to seek the Government's approval to launch New Town Development Corporations to help them meet their housing needs. This is a positive step in response to the campaigning of councils and the LGA for local authorities to have oversight of these corporations.

In response to our campaigning in a written ministerial statement, MHCLG published the new National Planning Policy Framework and the Minister has restored "social rent" to the Government's definition of affordable housing.

We also launched the LGA's Housing Advisers programme 2018/19 which funds an independent expert for up to 20 days – and a smaller number of larger projects of up to 40 days. We promoted the programme through all LGA channels. This drove 109 applications and we are supporting 42 projects.

We helped deliver this by:

- generating 30 proactive media releases resulting in 97 per cent positive media coverage
- producing nine Parliamentary briefings on housing key asks to Government
- ComRes polling we commissioned found that 84 per cent of MPs polled agree that councils should have more financial freedoms and powers to build new homes. 91 per cent of peers supported this statement.
- launching our report 'Housing, planning and homelessness: Moving the conversation on', downloaded more than 593 times and 190 printed copies distributed at LGA Annual Conference 2018
- publishing 71 tweets reaching over 157,000 people
- producing eight publications downloaded 3,476 times in total
- delivering six housing events attended by 253 delegates.

Media

We achieved 144 episodes of national coverage. In the last six months, our most reported story was 'LGA responds to Social Housing Green Paper' (14 August 2018), generating 15 episodes of national coverage including BBC Radio 4's Today Programme, Financial Times, Telegraph, Guardian, i paper, Independent, BBC Online and the Huffington Post.

There have been 37 housing related items in First magazine highlighting our work on this issue.

Campaigns and digital

We promoted our Housing Advisors Programme and One Public Estate by producing two publications, 'One Public Estate: invitation to apply' and 'Housing Advisors Programme prospectus'. During this period we regularly promoted our key asks on housing, planning and homelessness on social media.

Our Housing Advisors Programme prospectus has been downloaded of a total of 1,463 times.

Key outputs:

- our housing webpages have been viewed 20,247 times
- monthly housing bulletin sent to more than 4,770 recipients
- 35 Housing Advisors Programme updates across LinkedIn viewed 50,400 times
- 209 followers on our LinkedIn showcase page for all housing updates.

Public affairs

To support our housing campaign, we provided a range of briefings and submissions to parliamentary inquiries and a range of other public affairs engagement. Highlights include:

- We supported our councillors in speaking at a range of debates and roundtables at the party conferences on housing and homelessness. Housing was also a key theme in our debates on the 2019 Spending review. At the Conservative Party conference, the Prime Minister announced plans to scrap the housing borrowing cap.
- As part of the Housing, Communities and Local Government Committee's inquiry into land value capture, we provided written evidence and the Chairman of our Environment, Economy, Housing and Transport Board, Cllr Tett, provided oral evidence. In its final report, the Committee supported a number of our recommendations, including enhancing councils' compulsory purchase powers to speed up development.
- The Housing, Communities and Local Government Committee published their report into the private rented sector. This included positive recommendations for local government, including giving councils greater flexibility to introduce selective landlord licensing.
- We have engaged with MPs during the passage of the Tenant Fees Bill through the House of Commons, including providing briefings for Second Reading and Committee Stage. As part of our engagement with the Bill, we gave oral evidence to the Tenant Fees Bill Committee. During the evidence, Cllr Simon Blackburn, Chair of our Safer and Stronger Communities Board, made the case for up-front funding for Trading Standards to enforce the Bill. In subsequent debates in Parliament on the Tenant Fees Bill, that Government has committed to allocating an initial £500,000 to councils to fund up front enforcement of the ban on letting agent fees.
- We briefed parliamentarians following the Government's Rough Sleeping Strategy. We welcomed the cross-departmental approach to ending rough sleeping but called for further action, giving councils the resources to support people at risk of becoming homeless.

- We briefed parliamentarians on the Social Housing Green Paper and our calls to scrap the borrowing cap to enable councils across the country to borrow and build more housing. The Government listened to our concerns and dropped plans to force the sale of council homes.
- We briefed MPs ahead of the debate on the role of local residents and developers in the planning system in the House of Commons. Focussing on the planning process, we called for developers, councils and local communities to work together.

Events

We held six events related to housing in the last six months:

- Councils building homes
- Increasing Housing Supply
- Housing an Ageing Population
- Tackling Homelessness and the Homelessness Duties
- What next for our town centres?
- LGA/DCN/CCN seminar on the National Planning Policy Framework reforms held in Leeds and London

6. Employment and skills

We are calling on the Government to signal a commitment to start the process to empower local partners, led by combined authorities and councils, to deliver Work Local. This includes agreeing to 'Work Local' pathfinders with local government by 2022. We are campaigning for Government to begin the transfer of funding and powers to local areas, including apprenticeships, adult skills (bring forward plans for hospitality T-levels), employment services, shared prosperity fund and growth hubs.

Through our campaigning the Government is reviewing the apprenticeship levy, and recognises the need to work in partnership to achieve the improvements needed to the policy.

The Government has [announced](#) a series of measures to reform the operation of the Apprenticeship Levy. This includes increasing the amount that employers can transfer of their Levy contribution, which is a positive sign that the Government is listening to council concerns around the need for flexibility to ensure the Levy is genuinely effective. In our [response](#) we encouraged the Government to go further and faster, particularly by enabling local areas to pool Levy contributions across local economies.

In partnership with representatives from the LEP Network we recently asked the Secretary of State confirmed that every area will be invited to develop a Local Industrial Strategy backed by government support.

As a result of our campaign work Councils will receive additional funding to support children with special educational needs and disabilities (SEND). The Government has also set out its plans for new school places and school capital funding.

School Standards Minister Nick Gibb announced nine schemes across the country to benefit from a £4 million fund to help transform the education and outcomes of children taught in alternative provision.

The Department for Education announced £8.5 million for a new Early Years Social Mobility Peer Review programme. This is part of the Government's plans to improve social mobility through education, and will see councils working together to improve outcomes for disadvantaged children. We are working with DfE to design this programme.

In a written ministerial statement, the Government confirmed details of school revenue funding for 2019/20 and planned updates to the national funding formula for schools and the continuation of the 'soft formula' which allows councils to continue to set local funding formulae with local schools for a further year, in 2020/21. This follows our campaigning for local authorities to be able to work with schools to set budgets that reflect local need, and will help schools adapt to the formula in the long term.

ComRes polling we commissioned found that 68 per cent of MPs polled agreed that councils should be given the funding and powers currently held by central government to enable them to integrate employment, skills, apprenticeship and business support services in their areas. 66 per cent of Peers agreed with this statement.

Our calls for councils to be given the powers to play their full part in educating children and young people were backed by a report by the Education Policy Institute.

We helped support this by:

- generating 14 proactive media releases resulting in 100 per cent positive media coverage
- publishing 24 tweets promoting Work Local, Employment and skills activity read by 65,100 people
- securing positive promotion of our work in the House of Commons
- launching our report 'Improving schools: Moving the conversation on' at LGA Annual Conference 2018 downloaded 378 times and 162 printed copies distributed
- delivering eight events attended by 607 delegates.

Media

Throughout this period we achieved 45 episodes of national coverage. In the last six months our most reported story in this policy area was 'LGA responds to DfE announcement on school places' (11 May 2018) generating three episodes of national coverage on BBC Online, Mail Online and ITV Online.

There have been four items in First magazine.

Campaigns and digital

Over the past six months we have championed our work on employment and skills including promoting our Work Local campaign using digital and online channels, including further

engagement of our high profile publication 'Work Local - Our vision for Employment and Skills' summary and full report.

Key outputs:

- 2,590 views of our Work Local campaign webhub
- 2,155 total downloads of our Work Local - Our vision for Employment and Skills publications
- 24 tweets reaching more than 65,100 people promoting Work Local, Employment and skills
- 15 updates across LinkedIn achieving over 63,220 impressions, 1,160 clicks and 424 engagements.

Public affairs

We continue to press the Government for the national employment and skills systems to more joined up and localised, and for devolution to offer freedom and flexibility, so that councils can gear the system to works more effectively for people and places.

- At the party conferences, we supported our councillors in contributing to a range of debates and roundtables on the skills agenda.
- We submitted evidence to the House of Lords Rural Economy Committee on the rural economy. Our evidence highlighted the work of our Post-Brexit England Commission, the evidence it has gathered from councils across our regions, and the Commission's interim report into non-metropolitan England.
- We gave evidence to the Work and Pensions Committee as part of its inquiry into Universal Credit. Our evidence focussed on the role of councils in delivering Universal Support, which is designed to help people transition to Universal Credit. We called for councils to have a clearly-defined and fully-funded role in helping the Government roll-out Universal Credit.
- We wrote to the Chair of Work and Pensions Committee, following the reopening of the Benefit Cap inquiry, to which we previously provided evidence.

Events

We held eight events focused on employment and skills in the last six months:

- Fire Pensions Annual Conference
- Prioritising workforce wellbeing in schools
- Thriving and inclusive workplaces: the work, health and disability public sector summit
- Two Schools' workforce policy and employment law events
- Safeguarding good education: working with home educators and tackling illegal schools
- Fire and Police Local Pension Board Governance
- Special members of the 2006 scheme refresher workshop

7. Leaving the European union

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, devolution, food hygiene, trade and procurement. Our calls include the need for new legislative freedoms and flexibilities for councils to run local services closer to where people live to improve services and save money.

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.

We have made our calls through our campaigning work, Select Committee evidence and meetings with Ministers and departments across Whitehall highlighting the Brexit issues for councils and their communities.

As a result of our extensive work on Brexit, the Rt Hon James Brokenshire, MP announced at the LGA Conference in July 2018, a new Brexit Ministerial Local Government Delivery Board will be launched with local government, through which we continue to reiterate the opportunities and challenges facing councils.

Following extensive lobbying, the White Paper included acknowledgement from Government of the importance of replacing EU regional funding, currently worth £8.4 billion, with the UK Shared Prosperity Fund (USKPF).

The Public Administration and Constitutional Affairs Committee published its report on 'Devolution and exiting the EU', which includes positive recommendations following evidence from councils and the LGA. This includes recommending further devolution to city regions, devolution to more rural areas and better representation for the different parts of England. The Chairman of our Brexit Task and Finish Group, Councillor Kevin Bentley, gave evidence and is quoted throughout the report.

We have set out clear options to both mitigate risks and capitalise on opportunities which may arise from Brexit in our recent report 'Brexit: Moving the conversation on'

The LGA Post-Brexit England Commission published a report to broaden our understanding of the challenges and opportunities facing non-metropolitan areas, to help remake the case for devolution, 'The future of non-metropolitan England, Moving the conversation on',

We helped support this by:

- generating 13 proactive media releases
- engaging with a range of committees
- launching two 'Moving the conversation on' reports on Brexit and Non-metropolitan England at LGA Annual Conference 2018, downloaded almost 1,500 times and almost 500 printed copies distributed
- driving 5,over 750 visits (7,511 total page views) to the Brexit website pages; the total page

- views were up by 113 per cent compared to the previous six months
- delivering two events attended by 59 delegates.

Media

We issued 13 media releases related to Brexit throughout this period, achieving 21 episodes of national coverage. In the last six months, our top story was 'Rural communities face a post-Brexit 'perfect storm' councils warn' (4 July 2018), which achieved six episodes of national coverage including Councillor Mark Hawthorne featured in the Telegraph, Express, Times Online, Guardian Online and on Sky News Radio.

100 per cent of our coverage was proactive and 100 per cent of our coverage was positive.

There have been 11 items in First magazine.

Campaigns and digital

Over the last six months, we have promoted our messages on Brexit through the website, social media channels and in our e-bulletins.

Key outputs:

- publishing 23 tweets highlighting our key asks reaching 59,700 people
- 9 updates across LinkedIn achieving over 31,047 impressions, 428 clicks and 192 engagements
- Brexit bulletin sent to 4,012 subscribers
- Briefing document 'No Deal and Local Government' downloaded 1,557 times and achieving 1,602 summary page views.

Public affairs

We continue to engage with the Brexit Ministerial Local Government Delivery Board following the announcement by the Secretary of State, James Brokenshire MP, at our conference in July.

- We submitted written evidence to the APPG on Post-Brexit funding inquiry in to replacing EU funding. Our evidence highlighted the importance of retaining and enhancing the devolution agreements with local areas that currently exist under EU funding arrangements, and the need for a continuity of funding once the UK exits the EU.
- We continued to lobby on the EU (Withdrawal) Bill (now an Act), providing a briefing for MPs upon its return to the House of Commons for the 'ping pong' stage. As the Bill passed through Parliament, we secured a positive commitment from the Government on replicating the consultative arrangements for local government currently provided through the EU's Committee of the Regions.
- Following the Public Administration and Constitutional Affairs Committee inquiry into devolution and Exiting the European Union, which Cllr Kevin Bentley, Chair of the LGA Brexit Task and Finish Group, gave evidence to in March, the Committee published its report in July. Among the recommendations made by the Committee

was support for our call to ensure that the different parts of England are fairly and effectively represented. The Committee recommended that this should include extending the existing decentralisation of powers, funding to combined authorities and mayors to a greater number of areas, as well as drawing up plans for decentralisation to more rural areas.

- We briefed MPs and Peers on 'No Deal' scenario and advised Government on the key issues that would need to be addressed through national action.

Events

We held two events related to Brexit in the last six months, the Post-Brexit England Commission, East Midlands and South West Roadshows held in Nottingham and Somerset in May 2018.

8. Children's social care

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. With a £3 billion funding gap facing children's services by 2025.

We launched our Bright Futures campaign at the national Children and Adult Services (NCAS) Conference in October 2017 calling for properly funded children's services and for children and adolescent mental health services to be prioritised.

Through our collective lobbying efforts the Government announced £22 million to support communities in tackling serious violence by engaging in early intervention and prevention programmes with young people. Councils will also receive £13 million in funding to help support vulnerable young people, including those at risk of abuse.

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 £8 million towards support for children who witness domestic abuse and help with their recovery through locally commissioned projects.

Our campaign work contributed towards the Government announcement of £6 million funding to help children with alcoholic parents. Plans include fast access to mental health services for children and programmes to treat parents' addiction, and up to eight councils will be able to bid for a share of £4.5 million.

We promoted our priorities in Parliament with an exhibition highlighting the important role councils play in promoting good mental health. Hosted by LGA Vice-President, Wera Hobhouse MP (Liberal Democrat, Bath) our parliamentary exhibition was an important opportunity to showcase the work of councils on mental health MPs and Peers. Councils and external stakeholders visited throughout the week and speakers at the launch included our Chairman Lord Porter, Children and Families Minister Nadhim Zahawi MP, and mental health campaigner Hope Virgo.

In a report by the All-Party Parliamentary Group for Children (APPG), MPs backed our call for government to address the funding gap facing children's services, which will

reach £3 billion by 2025.

ComRes polling we commissioned found that 72 per cent of MPs polled agreed that additional funding should go to councils' children's services budgets to tackle the funding gap. 67 per cent of peers agreed with this statement.

The Government has now extended the remit of the Adoption Leadership Board to also cover special guardianship orders.

We helped support this work and the wider campaigning by:

- generating 75 episodes of national media coverage
- hosting a parliamentary exhibition on our Bright Futures campaign
- seeking agreement for our asks in Parliamentary debates on children's services funding and children's mental health
- achieving 3,670 downloads of six publications, including further engagement of our three leading publications and our online publication achieved 3,479 page views
- 39,040 visits to the Bright Futures web pages since campaign launch explaining the current pressures faced by children's services, along with our asks.

Media

We issued 22 media release related to children and young people throughout this period. In the last six months our most reported story was 'National Citizen Service funding should be devolved to local youth services' (2 August 2018) which achieved 15 episodes of national coverage, including Councillor Anntoinette Bramble interviewed on LBC, coverage reported on BBC Breakfast, Independent, Guardian and Telegraph.

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

There have been 18 children's services related items in First magazine.

Campaigns and digital

We launched our high-profile campaign Bright Futures with a web hub, conference branding, publications, and a variety of digital content in October 2017 at NCAS. This was followed up with the launch of a campaign thread specifically focusing on children's mental health during Children's Mental Health week; followed by our week long campaign in Parliament in May 2018.

During this report period we have continued to see an increase in awareness of our campaign, our three publications are attracting further engagement: '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 1,923 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 748 times; and Bright

Futures: our vision for youth services publication, our first online publication which received 3,479 page views.

Key outputs

- 15,045 visits to the Bright Futures webpages during this report period
- during the Parliamentary exhibition week, 930 total views of our Bright Futures webpages, an 80 per cent increase on the previous week
- more than 10,320 total webpage views of children's social care pages
- published 85 tweets reaching over 248,950 people
- joint letter issued to Government, with the Children's Society, Barnardo's, Action for Children and the National Children's Bureau, viewed over 1,100 times
- 362 downloads of our Green Paper submission on children's mental health services
- 7,300 views of Hope Virgo's video piece supporting the campaign and telling her story of recovery from anorexia
- 43,972 video views of 35 videos.

Public affairs

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

- As part of the Bright Futures campaign, LGA Vice-President Wera Hobhouse MP (Liberal Democrat, Bath) hosted a parliamentary exhibition to engage MPs and Peers. Council representatives and external stakeholders visited throughout the week. Speakers at the launch included our Chairman Lord Porter, Children and Families Minister Nadhim Zahawi MP, and mental health campaigner Hope Virgo.
- Lord Bassam (Labour) asked an oral question which focused on our analysis on children's social care funding.
- At the Party conferences we supported our councillors in speaking at a range of receptions, debates and roundtables on the children's agenda. The need to sustainability fund children services also featured in our debates on the Spending Review.
- We submitted written evidence to the APPG on Youth Affairs inquiry into youth work. Cllr Lucy Nethsingha, Deputy Chair of the Children and Young People's Board, later gave oral evidence to the same inquiry.
- We submitted written evidence to three inquiries from the Education Select Committee, on Life Chances, Funding for Schools and Colleges and Special Educational Needs and Disabilities.
- We submitted written evidence to the Health and Social Care Committee inquiry into the first 1000 days of life.
- The Deputy Chair of Community Wellbeing Board, Cllr Kemp, provided evidence to the Health and Social Care Committee's inquiry on childhood obesity. We also briefed Peers on the reforms that are needed to help local government tackle childhood obesity.

Events

We held one event related to children and young people in the last six month; County lines: tackling child criminal exploitation which was attended by almost 100 people

9. Supporting and engaging with our member councils

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.

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:

- issuing 18 proactive media releases, achieving a total of 96 per cent positive coverage
- publishing 47 tweets celebrating #InnovateTuesday, reaching 123,100 people
- achieving professional digital and events responsibility for LGComms – the official membership body for local government communications practitioners
- launching #FutureComms – a comprehensive guide to modern local government communications best practice for chief executives and leaders, viewed over 7,070 times
- delivering our place branding event in June, achieving 100 per cent of respondents saying they were either 'very' or 'fairly satisfied' with the event
- publishing 73 communications support and improvement recommendations for councils in receipt of a health check or three day communications review.

Media

Our media work achieved 114 episodes of national coverage. In the last six months our most reported story was 'Two-thirds of plastic in packaging pots and trays is unrecyclable' (4 August 2018), which achieved 34 episodes of national coverage including a feature on the front page of the Mail. Coverage also included the Times, Sun, Telegraph and Independent. Interviews with Councillor Peter Fleming also ran across BBC Breakfast, BBC News, Sky News and ITV News.

There have been 34 articles in First magazine.

Campaigns and digital

We produced 20 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 'Revitalising town centres: a handbook for council leadership' achieved 1,170 total downloads.

Key outputs:

- 54,103 visits to the improvement webpage and subpages (72,302 total page views)
- 55 per cent increase in total page views compared to the previous six months
- visitors spent an average of two minutes 19 seconds on the page (in the top 10 for LGA web pages)
- 20 publications produced, including 'One community: A guide to effective partnership working between principal and local councils', downloaded a total of 6,430 times.

Public affairs

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.

- We also hosted our annual Parliamentary reception in the House of Lords which brought together Peers, MPs, Council Leaders, Chief Executives and Councillors. The speakers on the evening were the Secretary of State for Housing, Communities and Local Government, James Brokenshire, the Deputy Leader of the House of Lords, Baroness Smith, Baroness Eaton, Cllr Nick Forbes and Cllr David Simmonds.

Party conferences

Across the 2018 conferences, we helped deliver a range of events, including debates, roundtables, and receptions. Our councillors debated topics such as the need to invest in local communities, economic growth, children's services, housing, and adult social care. This helped ensure councils have a strong voice in policy discussions. The conferences also saw some key announcements including:

- The Government announcing plans to scrap the housing borrowing cap, provide £240 million in additional investment for adult social care, and ban combustible cladding. There were also key announcements on the apprenticeship levy and a new £200 million youth endowment fund to help tackle serious violence.
- We hosted a debate on social mobility and the 2019 Spending Review at the Liberal Democrat Party Conference. We also hosted an evening reception to celebrate the achievements of Liberal Democrats in local government over the last twelve months. Sir Vince Cable MP spoke highly of the work the LGA continues to do on behalf of local government.
- We hosted a debate on the upcoming Spending Review and the need to invest in local services at the Labour Party Autumn Conference. Jeremy Corbyn MP, Leader of the Opposition attended our LGA evening reception which brought councillors, MPs and Peers together to celebrate Labour's successes in local government over the past twelve months.
- We hosted a debate on the upcoming Spending Review and the need to invest in local services at the Conservative Party Autumn Conference. We also hosted an evening reception which the Rt Hon James Brokenshire MP, Secretary of State for Housing, Communities and Local Government attended.

- Councillors from the LGA's Independent Group have also been speaking up for local government at the UKIP, Green and Plaid Cymru conferences. Following the national party conferences, our Independent Group then holds its signature event on 23 November at the LGA offices in London, giving another chance for politicians and stakeholders to discuss the challenges and opportunities ahead.

Safer Communities

Community safety is not just an issue for police and fire and rescue authorities. Councils contribute in a variety of ways and in Parliament, we continue to promote our calls that will help councils keep their communities safe.

- **Cladding ban:** The Secretary of State for Housing, Communities and Local Government, James Brokenshire, [announced](#) plans to reform building regulations to ban the use of combustible materials for all new high rise residential buildings, hospitals, registered care homes and student accommodation. He also pledged to “bring about a change in culture on building safety”. Our [response](#) welcomed the ban, which will provide clarity for building owners and help ensure the tragedy which unfolded at Grenfell never happens again. We will keep you up to date with next steps, but have been clear that it should be introduced as quickly as possible.
- **Serious violence funding:** The Home Secretary, Sajid Javid, Building on the Serious Violence Strategy, Government has [announced](#) a new £200 million youth endowment fund. This will focus on steering 10 to 14 year olds at most risk of youth violence away from being serious offenders. There will also be a consultation on a new legal duty on councils and public sector partners to take action to prevent violent crime, and an independent review of drug misuse. While this new funding and approach is positive, we [continue to push](#) the need to address the underfunding of children's services, for cuts to councils' public health budgets to be reversed and for any new statutory duties to be fully funded.
- LGA modern slavery spokesperson, Cllr Alan Rhodes, gave oral evidence to the Environmental Audit Committee as part of its inquiry into hand car washes. Cllr Rhodes spoke about councils' work to identify instances of modern slavery at car washes, and sought to clarify the role of the planning system in setting up roadside car washes.
- Cllr Simon Blackburn, Chair of the LGA Safer & Stronger Communities Board, gave evidence to the APPG on FOBTs regarding the impact of delaying the £2 maximum stake reduction on local communities.
- We submitted written evidence to the Home Affairs Committee inquiry into Domestic Abuse, highlighting the importance of funding preventative programmes and working with young people to help them establish and maintain healthy relationships. Cllr Simon Blackburn, Chair of the LGA Safer and Stronger Communities Board, subsequently gave oral evidence to the Committee.
- We submitted written evidence to the Home Affairs Committee inquiry into the Serious Violence Strategy.
- We submitted written evidence to the Home Affairs Committee inquiry into modern slavery.
- We submitted written evidence to the Environment, Food and Rural Affairs Committee inquiry into Dangerous Dogs.

- In June, Mark Norris, Principal Policy Adviser, gave oral evidence to the Housing, Communities and Local Government Committee on Building Safety Regulations. The Committee's report in July incorporated a number of our asks as recommendations, including to ban combustible cladding and for the Government to work with industry and fire safety experts to agree a new testing regime which would replace the BS 8414 test.

Events

We hosted seven events related to sector-led improvement in the last six months, attended by 387 people:

- Police and Crime Panels Workshop
- A whole council approach to tackling problem gambling
- two Hitting the ground running: A session for newly elected councillors (Newcastle and Leeds)
- There's no place like here - developing an authentic and effective place brand
- Action in parks
- Principal and local councils working in partnership

Communications improvement and support team

The communications and improvement team has continued to support councils on site while also significantly developing its best practice resources through the launch of #FutureComms - the LGA's first dedicated, comprehensive guide to modern communications best practice aimed at chief executives and leaders. The team has also taken a more active role in supporting communications practitioners through its work with LGComms.

Communications reviews and health checks

The communications support and improvement team delivered four one-day health checks and delivered one three day communications review. This in-depth review explored issues relating to capacity and capability, priority setting, the role of members, digital communication and internal communications. In addition to several experienced team members the review also featured three new peer reviewers (from member councils and the LGA) and included two recent graduates of the 2018 Future Leaders programme which the LGA supports on an annual basis.

A total of 73 communications support and improvement recommendations were made for councils in receipt of a health check or three day communications review.

Strategic support

We have provided bespoke support for five councils during this period.

Resources

We launched our #FutureComms resource at annual conference. The guide, developed in partnership with LGComms, Solace and the PRCA, sets out the need for local government to apply a strategic approach to communication in order to inform, engage and connect with

residents and offer best practice to help councils and councillors. It also sets out the disciplines and skills that modern local government communication teams need in 2018.

The guide features 35 contributors including chief executives, directors of communications and leading thinkers from both the public and private sector. The best practice is supported by more than 35 case study examples from member councils and organisations from across geographies and political groups.

To date, the guide has been viewed in excess of 7,070 times and has been promoted through the *MJ*; *Comms2point0*; the PRCA, Solace, LGA and LGComms social media accounts, and PRWeek. More than 25 people attended the launch event in Birmingham. The communications and improvement team will continue to develop the guide as new thinking emerges.

Events

In June the team held a second place branding event. More than 60 people attended the event in Manchester.

Professional development and training

In April we assumed professional digital and events responsibility for LGComms – the official membership body for local government communications practitioners. The LGA's head of communications improvement is also a member of the LGComms executive and acts as mentor for this year's LGComms Future Leaders cohort.

The communications and improvement team has also continued to grow its portfolio of peers by offering six new communicators the chance to participate in or shadow a review or health check.

10. Reputation of local government

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:

- achieving 172 episodes of national coverage for issues impacting council reputation (outside of priority campaigns, activity for which is detailed in the rest of this report)
- bringing 136 attendees including council leaders, chief executives and parliamentarians to our Parliamentary Reception event to celebrate the work of local government
- producing a suite of seven 'moving the conversation on' publications building the case for long term, sustained investment in local government - launched at Annual Conference, downloaded over 4,133 times and 1,441 printed copies distributed

- 1,529 attended Annual Conference; ninety three per cent would attend again
- ensuring 87 per cent of those attending conference were 'very' or 'fairly satisfied'
- publishing 220 Annual conference tweets reaching over 578,100 people
- achieving over 4 million impressions (4,181,000) for 1,180 tweets relating to councils during this report period
- sending our CommsNet bulletin to a total of 1,935 subscribers every week
- driving traffic to the 'Be a Councillor' website, with 45,602 unique page views (57,188 total page views).

Media

In this six month period we issued 13 press releases relating to council reputation. Our most reported story was 'Fly-tipping crisis: dumped waste across England could stretch from London to Moscow' (12 May 2018) generating 18 episodes of national coverage including an appearance by Councillor Tett interviewed live on the BBC News channel and ITV News, the release was also covered on Sky News, BBC Radio news bulletins, Telegraph, Express and the Independent.

There has been one article in First magazine.

Campaigns and digital

Over the last six months, we highlighted the wide range of work councils do through all LGA channels, including Twitter and CommsHub – our digital resource for local government communications teams. Our guidance for the pre-election period – Purdah – was particularly successful (3,035 downloads).

We have produced a total of 220 marketing documents over this period, intended to support and promote local government, including major publications, posters, workbooks, summaries and social media content. Whilst this is slightly up on last year, this includes a suite of publications produced for Annual Conference rather than one overarching publication.

We continued to promote the 'Be a Councillor' campaign. The campaign's website was well visited with 45,602 unique page views.

Our website performance continues to show improvements in comparison to last year. Overall, page views have increased by 27 per cent, unique page views by 35 per cent and the average time spent per page increased by 35.4 per cent. There has also been a significant increase in entrances to the website, up by 67 per cent, which shows the number of times visitors entered the site through a specified page or set of pages. Visitors are more specific about pages they choose to access on the website; there is however a slight increase in bounce rate (up 9.26 per cent compared to last year) which could be a statistical result of the greater number of general page views.

We further developed our video output during this period, creating custom content for campaigns including gifs and short videos.

Key outputs:

- 2,205,191 webpage views in total between April to September 2018
- our website received around 27,000 visits over Annual Conference, a 33 per cent increase on the previous year
- 75 short explainer videos in total, supporting our calls to Government, new publications and media releases with 114,040 combined views across online digital channels including four videos viewed over 43,006 times through our Facebook page
- 253 updates across LinkedIn achieving over 1,039,700 impressions, 16,750 clicks and 7,330 engagements.

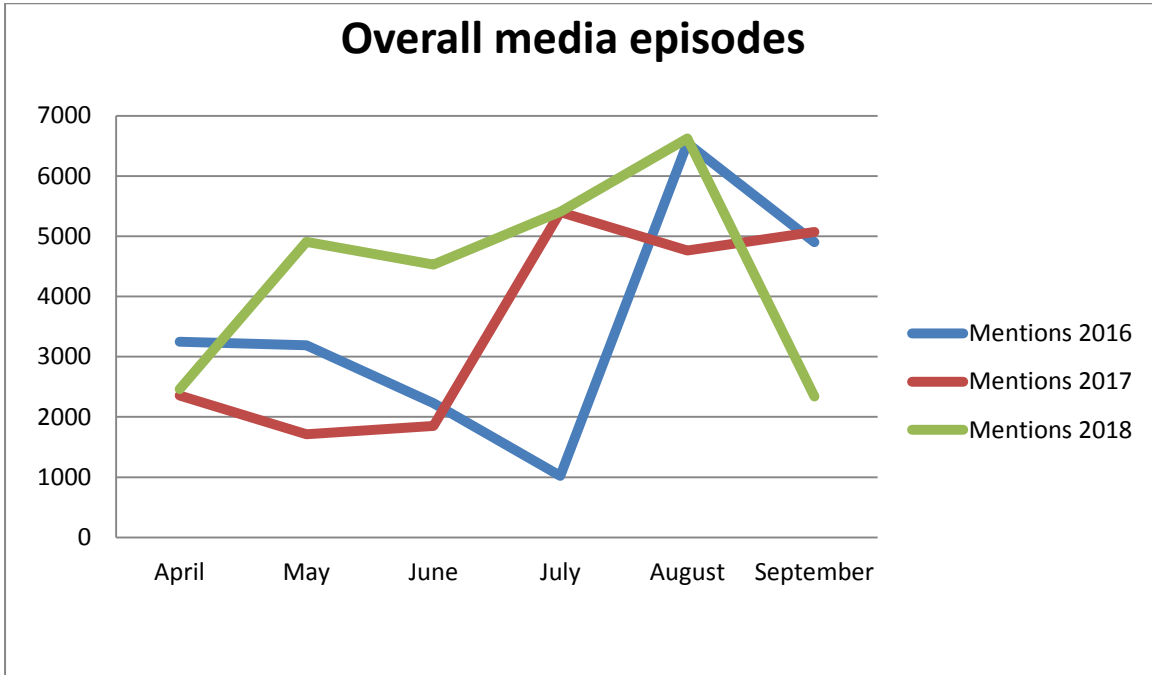
Events

The team have organised and delivered 29 events, attended by 3,831 delegates, with 36 per cent in the regions in the last six months. We have generated £758,000 net income so far this financial year. This includes 90 per cent of the events being free to attend as a benefit of membership of the LGA and 10 per cent have been commercial pay to attend events.

Appendix 1: Analysis of media coverage Media

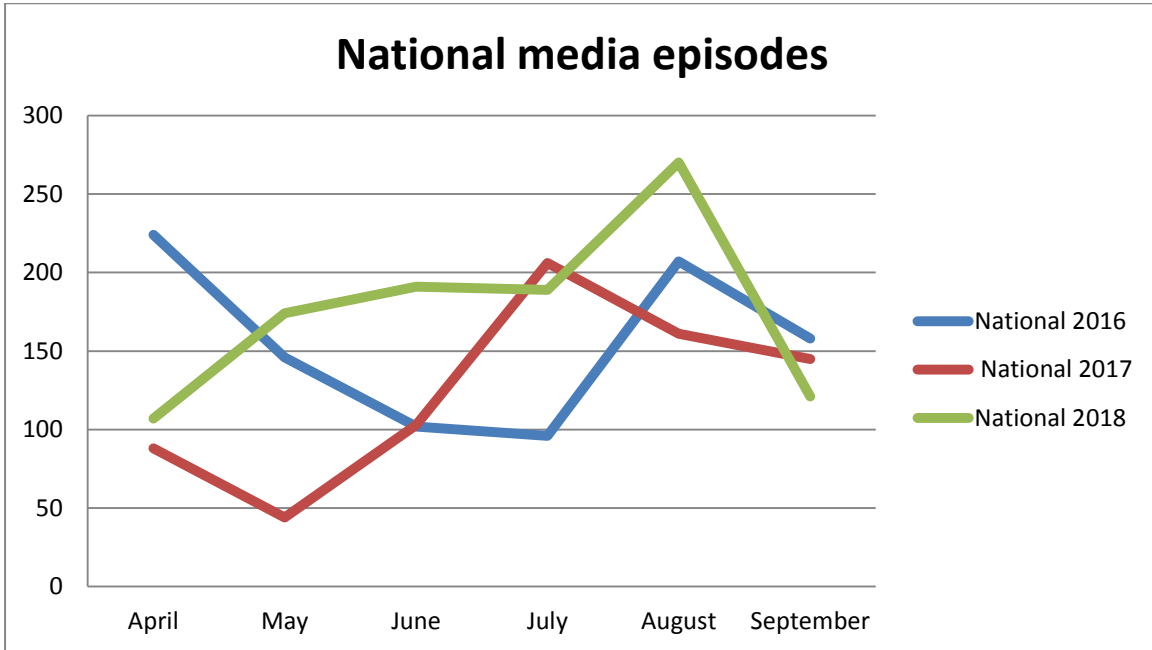
Overall media coverage (April-26 September 2018)

	Mentions 2016	Mentions 2017	Mentions 2018
April	3249	2358	2463
May	3191	1714	4906
June	2226	1849	4529
July	1020	5399	5407
August	6542	4766	6626
September	4900	5069	2339



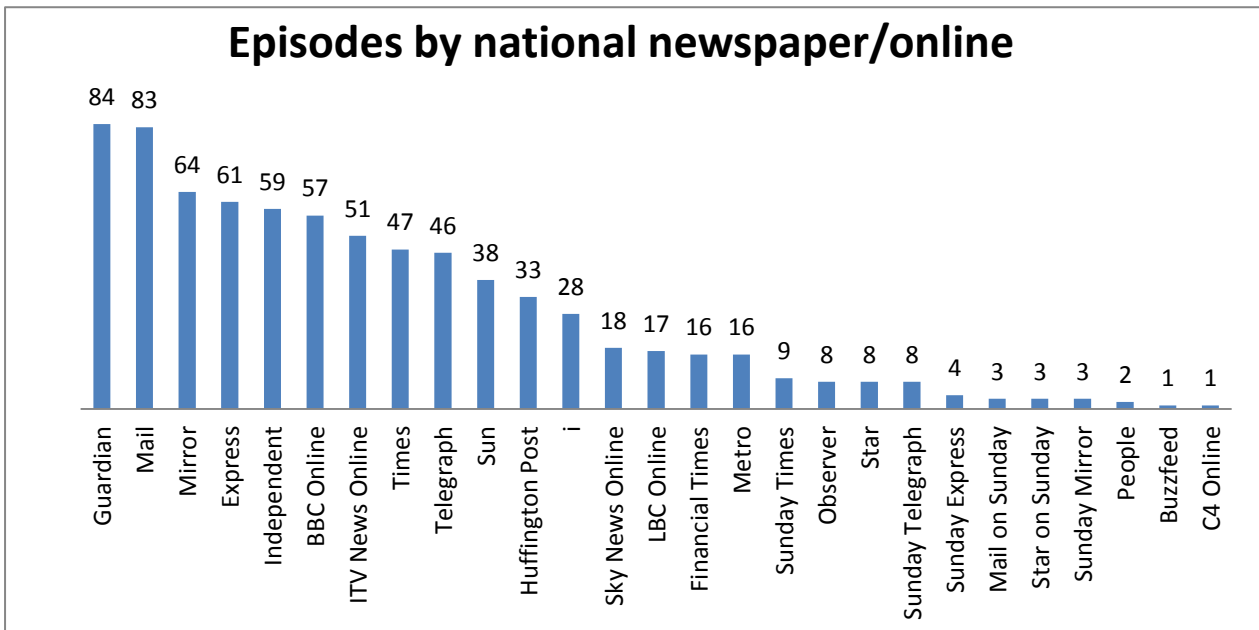
National media coverage (April- 26 September 2018)

	National 2016	National 2017	National 2018
April	224	88	107
May	146	44	174
June	102	103	191
July	96	206	189
August	207	161	270
September	158	145	121



April 2017-26 September 2018

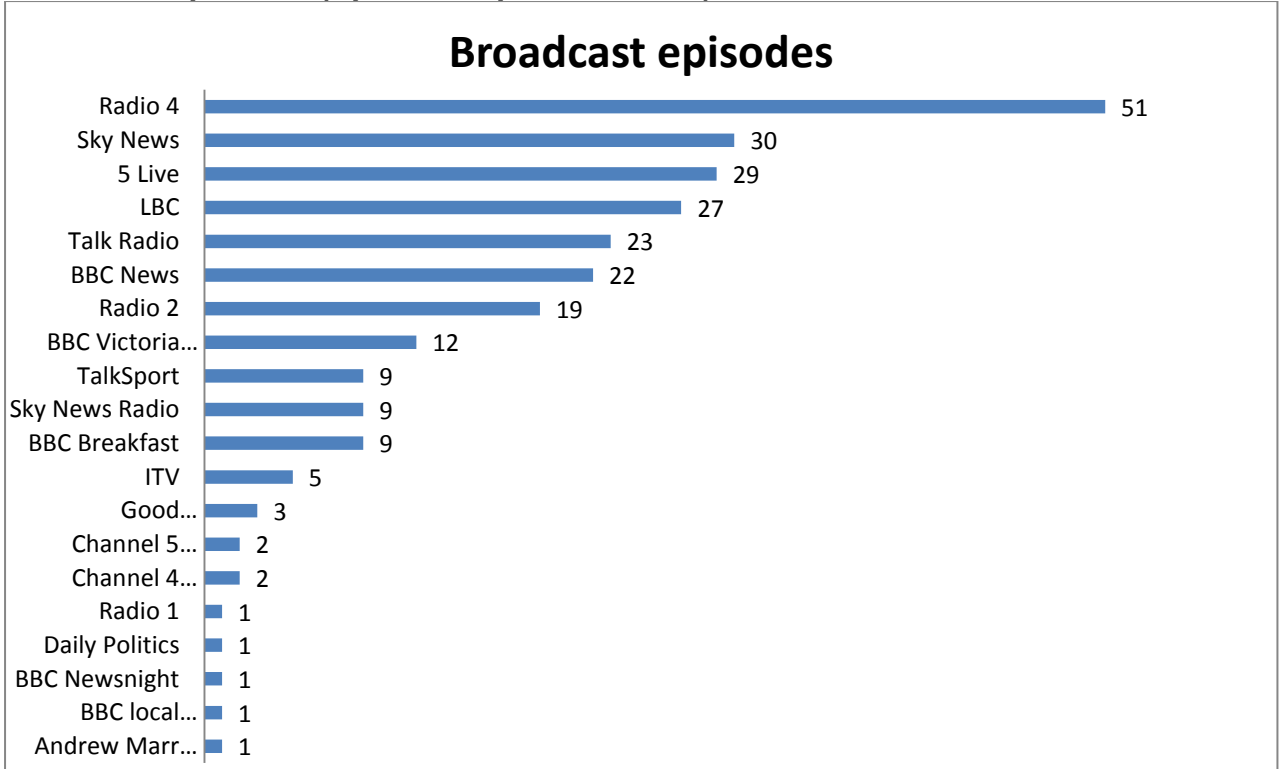
National newspaper/online mentions



The LGA appeared in **27** national newspaper or online outlets during this period, including **20** daily and Sunday newspaper titles. We featured in the **Guardian** the most with **84** episodes, followed by the **Mail** (83 episodes) and the **Mirror** (64 episodes).



Broadcast episodes (April-26 September 2018)



Our media work saw **257** episodes of media coverage on national TV and radio during this period, with **51** episodes on **BBC Radio 4** followed by **Sky News** with 30 episodes and then **BBC Radio 5 Live** with 29 episodes.

Appendix 2: Analysis of parliamentary activity and reputation

Parliamentary polling

The LGA commissions ComRes to poll MPs and Peers on our behalf. The key highlights from the latest round of polling undertaken in the summer (June and July) 2018 include:

- 84 per cent of MPs polled agree that additional funding should go to councils' adult social care budgets to tackle the funding gap. 76 per cent of peers supported this statement.
- 84 per cent of MPs polled agree that councils should have more financial freedoms and powers to build new homes. 91 per cent of peers supported this statement.
- 81 per cent of MPs polled agreed that councils should have more control over local taxes such as Council tax and business rates. 83 per cent of peers agreed with this statement.
- 72 per cent of MPs polled agreed that additional funding should go to councils' children's services budgets to tackle the funding gap. 67 per cent of peers agreed with this statement.
- 68 per cent of MPs polled agreed that councils should be given the funding and powers currently held by central government to enable them to integrate employment, skills, apprenticeship and business support services in their areas. 66 per cent of Peers agreed with this statement.

Methodological note: ComRes surveyed 150 MPs online or by self-completion paper survey between 4th June and 11th July 2018. Data were weighted by party and region to be representative of the House of Commons.

ComRes also surveyed 101 Peers online or by self-completion paper survey between 11th June and 9th July 2018. Data were weighted by party and region to be representative of the House of Lords.

ComRes is a member of the British Polling Council and abides by its rules.

Parliamentary mentions

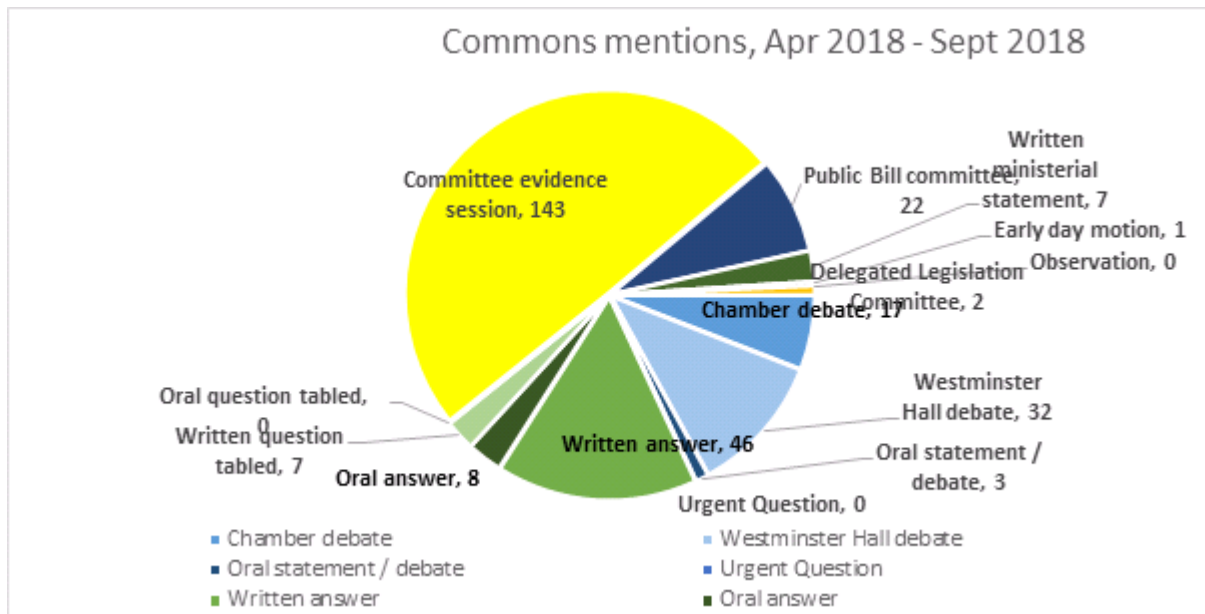
House of Commons/House of Lords mentions Source	Type	Total for Session
Commons	Chamber debate	17
Commons	Westminster Hall debate	32
Commons	Oral statement / debate	3
Commons	Urgent Question	0
Commons	Written answer	46
Commons	Oral answer	8
Commons	Written question tabled	7
Commons	Oral question tabled	0
Commons	Committee evidence session	143
Commons	Public Bill committee	22
Commons	Written ministerial statement	7
Commons	Early day motion	1
Commons	Observation	0
Commons	Delegated Legislation Committee	2
Joint	Committee evidence	0
Commons	Total Commons mentions	288
Lords	Chamber Debate	80
Lords	Grand Committee Debate	11
Lords	Oral statement / debate	7
Lords	Private Notice Question	0
Lords	Written answer	21
Lords	Oral answer	19

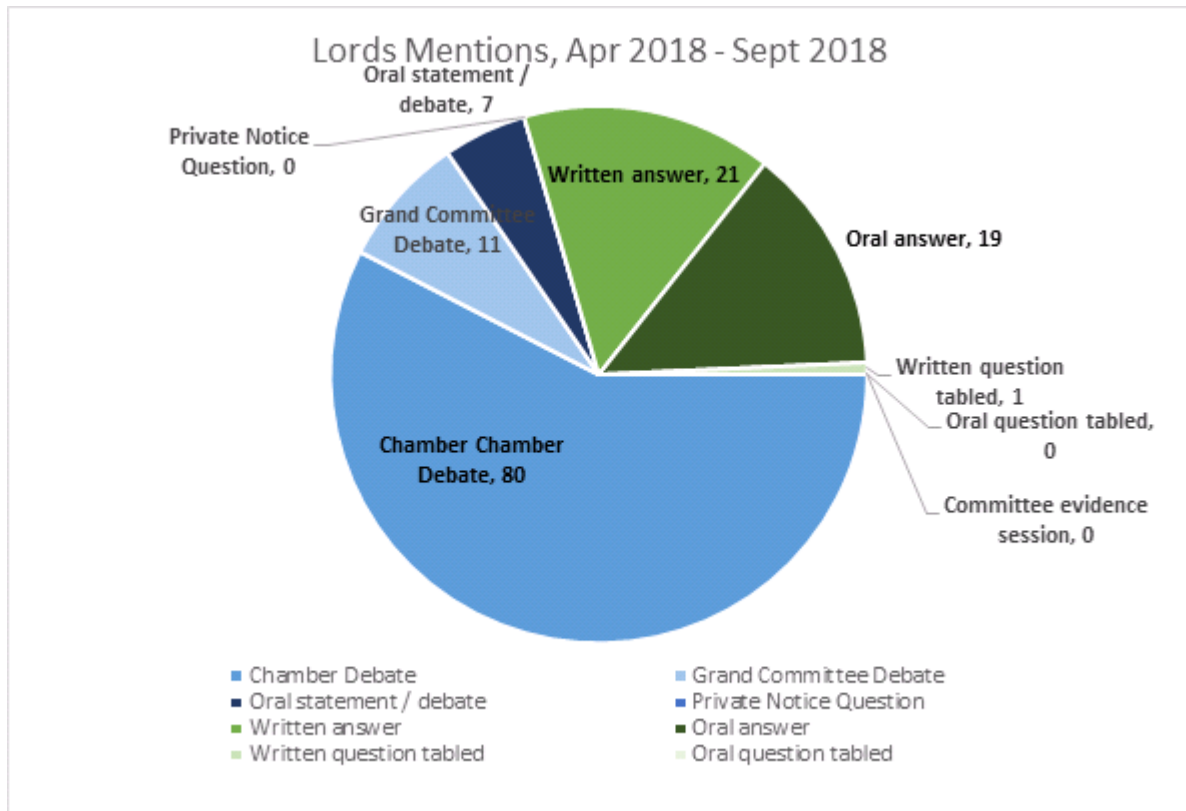
Lords	Written question tabled	1
Lords	Oral question tabled	0
Lords	Committee evidence session	0
Lords Total	Total mentions	139
		427

Mentions per sitting day:

From April 2018 to September 2018 Parliament sat for 65 days.

The LGA was mentioned on average 6.5 times per sitting day from April 2018 to September 2018.





Application from Northamptonshire PCC to join the LGA Associate Scheme

Purpose

For decision.

Summary

In July 2014, General Assembly agreed an Associate Membership scheme, open to organisations whose purpose and priorities align with those of the LGA, subject to the Leadership Board's approval of applications. Alongside the general Associate scheme, a tailored scheme was developed for Police and Crime Commissioners (PCCs) (**Appendix 1**).

Separately, the APCC already purchases services from the LGA's Workforce Team, which runs the Police Staff Council on behalf of 38 PCCs. This arrangement is subject to a separate Service Level Agreement.

So far Hertfordshire and Essex PCCs have joined the Associate scheme and an application has now been received from Northamptonshire. As a PCC, Northamptonshire's annual subscription would be £3,500, calculated on a pro-rata basis for the remainder of 2018/19.

In April 2018 the Home Office approved Northamptonshire PCC's application to take over responsibility for fire and rescue, although no date for this has yet been set. Once that is actioned, the subscription will become the current FRA subscription plus an additional £2000.

Recommendation

That Leadership Board accept the Northamptonshire Police and Crime Commissioner's application to join the LGA's Associate scheme.

Action

Officers to respond to Northamptonshire PCC and progress application in line with decision.

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

Associate Offer for Police and Crime Commissioners

LGA associate scheme

The LGA's associate scheme is open to organisations whose purpose and priorities align with those of the Association. The LGA's constitution provides for PCCs to become either corporate associates (through a regional or national grouping) or individual associates.

PCC associate scheme

The scheme includes the following services to member PCCs..

- Access to the members-only area on the LGA website, including research briefings and policy papers and Workforce support.
- Sign up to receive policy papers and on-the-day briefings on areas of shared interest, eg fire, community safety
- Access to a range of media, policy and parliamentary updates including our seven-days a week Daily News Headlines service and our policy and parliamentary updates/bulletins.
- Support via the LGA political group offices.
- Opportunity to participate in LGA collective legal actions relevant to PCCs at a fraction of the cost of individual action.
- Access to relevant contacts (subject to data protection)
- Attendance at General Assembly.
- Opportunity, subject to the LGA's rules on Special Interest Groups, to participate in relevant SIGs.
- Access to free LGA events (subject to availability) and to commercial LGA events at discounted membership rates (typically 30% discount)
- Access to discounted rate meeting space at 18 Smith Square, Westminster (subject to availability).
- Free subscription to the LGA newsletter and First magazine

Additional services subject to a minimum of 5 PCCs joining the scheme and a minimum of 10 PCCs to form a Special Interest Group.

- Two PCC-specific written briefings per year.
- One non-voting PCC place on the LGA Safer and Stronger Communities Board
- Opportunity, subject to numbers, to form a Special Interest Group (SIG)

Additional membership services available at cost

- Access to LG Inform Plus
- National Graduate Development Programme placements (subject to meeting scheme criteria)
- Designated LGA leadership programmes
- ¹One Peer Challenge every four years (subject to availability)

¹ Local Authority corporate peer challenges are funded by DCLG. Peer challenges may be made available to PCC's subject to resources, but these will need to be offered on a full cost recovery basis.



Subscriptions and charges

Individual subscriptions for PCCs at **£3500** per PCC

For PCCs with responsibility for fire and rescue, the existing FRA subscription plus an additional **£2000**.



Mark Lloyd
Chief Executive
Local Government Association
18 Smith Square
Westminster
London
SW1P 3HZ

17 September 2018

Dear Mr Lloyd

Membership of the Local Government Association (LGA)

In my role as Police and Crime Commissioner for Northamptonshire I work closely with local government colleagues within the County and recognise the significant benefits the LGA provides to these organisations. I was, therefore delighted with the LGA decision to offer associate memberships to Police and Crime Commissioners. I can see the benefits increase further as work is currently being finalised to transfer the responsibility for Fire Governance from the County Council to the PCC in Northamptonshire in early 2019.

I should like to take up this offer and should be grateful if you would consider awarding associate membership of the LGA to the Office of the Police and Crime Commissioner for Northamptonshire.

If you require any further information to assist in your considerations, please contact Helen King my Chief Finance Officer at: Helen.King@northantspcc.pnn.police.uk.

Yours sincerely

Stephen Mold
Police and Crime Commissioner

Northamptonshire Police and Crime Commissioner

Wootton Hall, Northampton, NN4 0JQ

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www.northantspcc.org.uk

Chief Executive's Report – October 2018

Purpose

For discussion and direction.

Summary

The LGA business plan for 2018/19 centres on six external priorities:

- Britain's exit from the EU;
- Devolution and funding for local government;
- Inclusive growth, jobs and housing;
- Children, education and schools;
- Adult social care and health; and
- Supporting councils.

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

Recommendation

That the LGA Leadership Board notes the Chief Executive's report for October 2018.

Action

As directed by members.

Contact officer: Mark Lloyd
Position: Chief Executive
Phone no: 020 7664 3213
Email: mark.lloyd@local.gov.uk

Chief Executive's Report – October 2018

Achievements against our external priorities

Priority 1 – Britain's exit from the EU

- 1.1 **'No deal' Brexit:** since the summer the Government has published a series of guidance notes on how to prepare for Brexit in a 'no deal' scenario. To help assess the implications for local government, we have produced an updated briefing which summarises both the "known" and "unknowns" under a 'no deal' scenario. It explores the issues that local government needs to address as a result of national advice from the Government, future announcements on regulatory and legislative change that could affect councils in the run-up to March 2019, and information on community cohesion and civil contingency.
- 1.2 **Post –Brexit Devolution:** in response to a letter from the Chair of the Housing, Communities and Local Government Committee, Clive Betts MP, Cllr Kevin Bentley has written to the Committee on devolving European powers to local government post-Brexit. This follows evidence we provided earlier in the year to the same inquiry.
- 1.3 A detailed update of all of our work in preparation for Brexit is covered by another item on the Agenda.

Priority 2 – Devolution and funding for Local Government

- 2.1 **Autumn Budget:** the Chancellor will announce his 2018 Autumn Budget on Monday 29 October. The LGA submission calls for the Government to meet the £3.9 billion funding gap facing local government in 2019/20 and commit to a full assessment of the overall funding needs of local government in the 2019 Spending Review and guarantee to fully fund them. It also outlines 20 other short term actions the Government needs to take to help local authorities provide the services their residents need.
- 2.2 **Technical Consultation on 2019-20 Local Government Finance Settlement:** our response to the technical consultation on the 2019/20 local government finance settlement which included the Government's proposal for dealing with 'negative Revenue Support Grant' (RSG), was submitted in September. In addition to highlighting the funding gap, we included calls for an end to council tax referenda, no increase in the new homes bonus threshold, and for the Shire District council precept limit to be increased from £5 to £10. We also identified that there is a case to examine a prevention precept relating to district council tax levels in two tier areas; how this 'prevention precept' is used should be agreed locally.
- 2.3 **Cipfa resilience index:** having submitted a response to the Cipfa consultation on its proposals for a resilience index we have had further discussions with Cipfa and we would like to work together with Cipfa on publishing data that is useful to councils without it be turned into a formal index or league table.
- 2.4 **IFRS 9 – "Movements on Fair value":** we responded to the Government's consultation on a statutory override to the IFRS 9 accounting code, a new standard that defines how organisations value investments in their annual accounts. While this is a technical topic, without the statutory override some councils might be forced to make real service reductions in response to the need to make a cash provision for annual fluctuations in value of long term pooled investments every year, rather than at the point that the loss or gain on the investment was actually realised. The override, which we called for, means councils should still be aware of the value changes but not have to make that cash provision for what is likely to be a temporary change. The Government's proposal is to make it temporary. Our response calls for it to be permanent.
- 2.5 Our work on Business rates Retention and the Fair Funding Review are covered by another item on the Agenda.

Priority 3 – Inclusive Growth, Jobs and Housing

- 3.1 **Housing borrowing cap:** in her speech to the Conservative Party Conference, the Prime Minister responded to the sustained campaigning of councils and the LGA by announcing plans to scrap the cap on the amount local authorities can borrow against their Housing Revenue Account assets. As many of you will know, this has been a personal priority of our Chairman, Lord Porter, and, in a response that was reported widely across the media, he praised the Government for ensuring councils can be part of the solution to tackling our chronic housing shortage. We are encouraging the Treasury to move quickly to ensure current borrowing caps are removed and to confirm that councils will be able to borrow at prudential levels. MHCLG has said that further details will be confirmed in the Budget. Of course, we will keep you up to date with any developments and continue our work in the background to ensure there are no strings attached.
- 3.2 **Cladding systems ban:** the Secretary of State for Housing, Communities and Local Government has announced plans to reform building regulations to ban the use of combustible materials for all new high rise residential buildings, hospitals, registered care homes and student accommodation. He also pledged to “bring about a change in culture on building safety”. Our response welcomed the ban, which will provide clarity for building owners and help ensure the tragedy which unfolded at Grenfell never happens again.
- 3.3 **Fire Safety Joint Inspection Team:** we are hosting a team, funded by MHCLG, to help councils ensure unsafe cladding is removed from private high-rise residential buildings. This Joint Inspection Team will be available at no cost to councils needing assistance. It will include environmental health officers, a fire engineer, and a building control officer who will work alongside an authority’s own staff to assess risk in private blocks under the Housing Act 2004.
- 3.4 **Apprenticeship levy reforms:** the Chancellor has announced a series of measures to reform the operation of the Apprenticeship Levy. This includes increasing the amount that employers can transfer of their Levy contribution, which is a positive sign that the Government is listening to council concerns around the need for flexibility to ensure the Levy is genuinely effective. In our response we encouraged the Government to go further and faster, particularly by enabling local areas to pool Levy contributions to invest in skills development relevant to local economies.
- 3.5 **Universal support:** the Department for Work and Pensions has announced that, from April 2019, Citizens Advice will take on the responsibility for delivering the Universal Support service currently being delivered by councils. We are in contact with DWP to relay the concerns of councils and question the decision, including the lack of notice and consultation. We are seeking urgent clarification around how the new arrangements will relate to existing structures and mechanisms, as well as the support councils provide to our more vulnerable residents during Managed Migration.
- 3.6 **Seaside regeneration:** we submitted evidence to the House of Lords Regenerating Seaside Towns and Communities Committee on regenerating seaside towns and communities. Our submission highlighted the crucial role that councils play in ensuring rural areas are healthy, prosperous and sustainable places to live and work and supplemented the Coastal Special Interest Group’s oral evidence to the Committee.
- 3.7 **Digital government:** we submitted evidence to the Science and Technology Committee on digital government. This was an opportunity to raise councils’ concerns about the need for more integrated digital platforms across central government departments.
- 3.8 **Benefit cap:** the Work and Pensions Committee has reopened its inquiry into the Benefit Cap after this was put on hold ahead of the 2017 General Election. We provided evidence to the inquiry previously, and wrote to the Committee with an update in light of the implementation of the cap.
- 3.9 **Local roads:** we submitted evidence on local roads funding and governance to the Transport Committee. Our submission highlighted the need for the Government to address the estimated £9.3 billion roads repair backlog, and to devolve responsibility for allocating funding to local authorities.
- 3.10 **Bus market:** we submitted written evidence to the House of Commons Transport Committee as part of its inquiry into the health of the bus market. In our evidence we called for the devolution of the Bus

Services Operators Grant, and for greater franchising powers for councils.

- 3.11 **Active travel:** We submitted evidence on active travel to the Transport Committee. Our submission was an opportunity to promote councils' work in encouraging cycling, walking and other forms of active travel.

Priority 4 – Children, Education and sschools

- 4.1 **Early Years Provision:** we have published a report looking at the quality and scale of early years provision. We are aware of concerns within the sector about the impact of recent changes to both funding and policy in the early years sector, and our survey explored how these changes have affected councils across the country. Eighty eight councils gave us feedback on issues including the cap on central spend, early years entitlements and provision for disadvantaged children.
- 4.2 **Childhood obesity funding:** at our recent Child Obesity Conference, the Public Health Minister, Steve Brine MP, launched a new trailblazer programme, in partnership with us. All councils will be invited to apply to the programme and set out their proposals. Up to 12 councils will be supported to develop practical plans, and in spring next year five will be selected. These councils will be on the programme for three years and, during that time, they will be given expert advice and funding.
- 4.3 **Serious violence funding:** the Home Secretary has announced a new £200 million youth endowment fund. This will focus on steering 10 to 14 year olds at most risk of youth violence away from being serious offenders. There will also be a consultation on a new legal duty on councils and public sector partners to take action to prevent violent crime, and an independent review of drug misuse. While this new funding and approach is positive, we continue to push the need to address the underfunding of children's services, for cuts to councils' public health budgets to be reversed and for any new statutory duties to be fully funded.
- 4.4 **SEND budgets:** we have commissioned the Isos Partnership to carry out a research project to understand and quantify the pressures on high needs budgets. We have sent out a short survey to councils' Chief Finance Officers which asks for information about high needs budget and spending patterns over the last four years. We hope a good response rate will support our lobbying in the forthcoming Spending Review for additional resources to support SEND children. The deadline for response is Friday 19 October.
- 4.5 **Children's social care:** we briefed MPs ahead of a House of Commons debate on children's social care in England, led by our Vice-President Tim Loughton MP (Conservative, East Worthing and Shoreham). Our briefing highlighted the current funding constraints within children's services and promoted the key recommendations in our Bright Futures campaign.
- 4.6 **Nurseries:** we briefed MPs ahead of a debate on the sustainability of the nursery sector. We highlighted the benefit of early years education and repeated our call on the Government to sustainably fund early years provision.

Priority 5 – Adult Social Care and Health

- 5.1 **Adult social care funding:** as part of plans to ease winter pressures, the Secretary of State for Health and Social Care has announced £240 million in additional funding for adult social care this winter. This will be allocated to councils based on the adult social care relative needs formula, and is aimed at reducing delayed transfers of care. As we said in our response, this injection of desperately-needed funding recognises the role of councils in achieving a sustainable health and care system. However, the pressures facing social care are year-round and continued short-term bailouts are not the answer.

The lives we want to lead

- 5.2 On 31 July we published our green paper on the future of adult social care and wellbeing, *The lives we want to lead*. In the absence of the Government's own green paper, we launched our own to stimulate a nationwide debate about how best to fund the care we want to see in all our communities for adults of all ages and how our wider care and health system can be better geared towards supporting and improving people's wellbeing.
- 5.3 The response to our green paper has been an enormous success. There have been more than 15,500 views of our green paper, the 'easy read' version has been downloaded more than 400 times and our facilitators and communications packs have been downloaded more than 360 and 430 times respectively. We have received more than 500 submissions to our consultation questions and the Twitter debate, through #FutureofASC, has reached more than 4 million people. Accompanying videos we produced have been watched more than 72,500 times. We have conducted public polling as well as focus groups as part of the consultation process.
- 5.4 Our green paper has enjoyed similar success in the media. On the day of the publication's launch, the green paper achieved 26 episodes of national coverage. This included Cllr Izzi Seccombe being interviewed on BBC radio stations, Cllr Marianne Overton being interviewed live on Sky News and Sky News Radio, Cllr David Simmonds appearing on the BBC Victoria Derbyshire Show and BBC Radio 5 Live, and Cllr Richard Kemp being interviewed on several regional BBC radio stations.
- 5.5 A detailed update of all of our work on the green paper is covered by another item on the Agenda, including the next steps.
- 5.6 **Veterans Strategy:** we submitted a response to help shape the Government's forthcoming veterans strategy that emphasised the different ways in which councils support veterans who have served in the Armed Forces and their families.
- 5.7 **Supported Housing:** we responded to the Government's announcement that supported housing will continue to be funded by Housing Benefit by welcoming the certainty this will give providers, but highlighting the need to give councils a stronger oversight role and that councils must not face a shortfall in Housing Benefit funding.
- 5.8 **NHS Plan:** we have responded to the mental health work stream of the NHS long term plan consultation, highlighting the need for the NHS to recognise and fund the spectrum of mental health services (including prevention), ensure better access to treatments and ensure local areas receive the full £1.7 billion of funding Government promised for children's mental health. We continue to be fully engaged in all of the work streams covered by the NHS Plan.
- 5.9 **National Strategy for Loneliness:** we responded to the Office of Civil Society Consultation on a National Strategy for Loneliness. This was a joint response with ADASS and ADPH.
- 5.10 **Safeguarding missing adults:** we wrote to Anne Coffey MP chair of the All Party Parliamentary Group for Runaway and Missing children to respond to the APPG inquiry into safeguarding missing adults who have mental health issues. We met with Missing People representative to see how we could assist with the inquiry's recommendations.
- 5.11 **Economic Affairs Committee:** we submitted written evidence to the House of Lords Committee on Economic Affairs as part of its inquiry on the future of adult social care in England. Our submission highlighted our green paper.
- 5.12 **Sexual Health:** we submitted written evidence on sexual health to the Health and Social Care Committee. Our submission highlighted the record demand for sexual health services which are adding to the existing pressures faced by local authorities, particularly as public health budgets continue to be constrained by the £533 million reduction to the public health grant.

Priority 6 – Supporting Councils

- 6.1 **Suppliers update:** we have been working on a Strategic Supplier Relationship Management initiative with councils to engage with some of the key suppliers to local government in construction, ICT, social care and children's services. We have been in touch with high spending councils to engage in a collective conversation.
- 6.2 **One Public Estate:** the One Public Estate (OPE) Programme, which is delivered by the LGA, Cabinet Office and MHCLG, has announced its latest funding round. A national fund of £15 million is available and new and existing OPE partnerships are invited to apply. Funding is open for projects that support the delivery of collaborative public sector land and property projects. This application round will place particular emphasis on increasing housing supply. Councils have until 30 November to apply.
- 6.3 **Efficient and intelligent councils:** we are developing a package of support for efficiency. This will include an efficiency maturity model, which aims to help councils self-assess and identify areas for further improvement. Councils will be able to access and share a range of resources (including case studies and best practice) easily and in one place. This package of support will be developed and piloted with councils over the autumn, and implemented by the end of March 2019.
- 6.4 **Sport England and Arts Council England Improvement contracts:** we have signed a two-year improvement contract worth £271,728 with Sport England; a significantly increased investment in local government compared to the £69,960 contract from 2017/18. This will deliver five leadership essentials events for councillors; six leadership events for senior strategic officers; four regional events for councillors and/or senior strategic officers; and four masterclasses for senior strategic officers. Discussions with Arts Council England are ongoing, but to date they have confirmed their intention to commission us to deliver: two leadership essentials events for portfolio holders; three cultural peer challenges; ten library peer challenges; and a councillor handbook on museums services. The value of this activity will be £149,860, compared to £44,840 in 2017/18.
- 6.5 **National Graduate Development Programme (ngdp):** the ngdp has been featured in The Times Top 100 Graduate Employers once again. Applications for cohort 21 of the programme have now opened and our new guide for councils has just been published.
- 6.6 **Land charges register:** after two years of working with HM Land Registry (HMLR), MHCLG, the Local Land Charges Institute, we are pleased that our efforts on their behalf mean that councils impacted pre-migration work in relation to the transfer of your Local Land Charges Register to HMLR Digital Register have now received letters with information on funding under the new burdens doctrine.
- 6.7 **Cyber Security Stocktake:** every council in England has now completed the Cyber Security Stocktake. All councils will now receive an individual assessment to help them understand their strengths and weaknesses around cyber security. They will also have the opportunity to bid for funding to address any issues.
- 6.8 **Investment in Grassroots Sport:** we hosted a Football Conference at Wembley Stadium with The FA. Over 150 delegates from 100 councils attended to hear about the FA's investment in grassroots sport, worth £100 million per year over the next 10 years. Councils will play a crucial role in targeting the investment through the development of local football facility plans. Discussions are underway about a further conference in the North with the FA to maximise councils' ability to support grassroots football.
- 6.9 **Local Digital Declaration:** the Workforce Team is working with MHCLG to promote the Local Digital Declaration that was launched at this year's LGA Annual Conference. We are looking at the best ways to develop digital leadership skills for senior officers and members and are seeking views via an online survey.
- 6.10 **UK Municipal Bonds Agency (UKMBA):** Lord Porter has written to council leaders letting them know that the UKMBA is now ready to issue a bond and to clarify that the opportunity to apply to borrow

through this route is open to all councils; there is no need to invest in the agency or to make any payment to access borrowing. We have engaged Chris West, former CFO of Coventry City Council and Chris Buss, former CFO of the London Borough of Wandsworth, to work with councils who would like to consider this borrowing option.

- 6.11 **Insurance Mutual:** the Mutual has been registered under the name Local Government Mutual Limited after receiving permission from government and the FCA. LGM Management Services Limited have been appointed as the mutual manager. This is a joint venture between the LGA and Regis Mutual Management Limited. A full governance review is being undertaken to ensure the mutual is fit for purpose when providing cover to local authorities. A third director is being appointed who has FCA Approved Person status. This will allow the mutual to undertake FCA regulated activity, such as conversations with authorities who wish to consider the mutual for their future cover requirements, as soon as the appointment is registered with the FCA. An OJEU procurement is taking place for the insurances required by the mutual.

Party Conferences

1. This year we hosted receptions and panel debates at the Liberal Democrat, Labour and Conservative Autumn Party Conferences.

Liberal Democrat

2. We held a panel debate at the Liberal Democrat Autumn Conference on the Spending Review and tackling the social mobility challenge. During the debate, Councillor Ruth Dombey encouraged people to engage with our adult social care green paper consultation.
3. Our evening reception was attended by Liberal Democrat Leader, Sir Vince Cable MP where he spoke about Liberal Democrat priorities for local government.

Labour

4. Cllr Lib Peck chaired our panel debate on the 2019 Spending Review and the financial challenges facing local services. A packed room heard contributions from Shabana Mahmood MP, Cllr Nick Forbes, and Dr Emily Andrews who discussed a broad range of issues with the audience, including the reputation of local government, financial sustainability, adult social care and the provision of children's services.
5. Our evening reception was attended by Labour Leader, Jeremy Corbyn MP, the Labour Deputy Leader, Tom Watson MP and the Shadow Minister for Communities and Local Government Andrew Gwynne MP.

Conservative

6. We held a panel debate at the Conservative Party Conference on the importance of the Spending Review for communities. Cllr Teresa Heritage chaired the debate, and we had contributions from Nicky Morgan MP (Chair, Treasury Committee), Chris Philp MP (PPS to James Brokenshire), Dr Emily Andrews (Institute for Government) and Cllr James Jamieson.
7. During our debate, Nicky Morgan MP said that councils are critical to driving prosperity, and backed our calls for greater borrowing freedoms to invest in housing.



LGA Leadership Board

17 October 2018

8. Our evening reception at Conservative Party conference was attended by councillors and council leaders. There were remarks from Lord Porter, Cllr James Jamieson, and the Secretary of State for Housing, Communities and Local Government. Local Government Minister, Rishi Sunak MP, was also in attendance.

Internal Priority – A single voice for local government

LGA Membership

17 October 2018

1. 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
2. The Broads Authority National Park are also on notice to leave the LGA on 31 March 2019 and Exmoor National Park have given notice for 31 March 2020.
3. Four councils remain out of membership – the London Boroughs of Bromley, Wandsworth and Barnet and Gosport Borough Council.
4. As a result of local government reorganisation, we have been informed by a further fifteen 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
 - Forest Heath District Council
 - St Edmundsbury Borough Council
 - Suffolk Coastal District Council
 - Waveney District Council
 - West Somerset District Council
 - Taunton Deane Borough Council
5. We have been informed that their successor authorities intend to take up LGA membership on 1 April 2019.

New LGA Company

6. 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.
7. All but one member authority have completed applications to be admitted as a member authority to the new LGA.

8. Following the resolution of the General Assembly that the unincorporated LGA be dissolved at such point as the Leadership Board shall determine, we have written to all member authorities to seek the agreement of at least two-thirds of our membership, to the dissolution, as required by the constitution of the unincorporated LGA. At the time of writing, 127 member authorities have signalled their agreement.

Membership engagement by the Strategic Management Team

Chief Executive	
12 September	Chief Executive, Liverpool City Council
17 September	Warwickshire Chief Executives
18 September	Chief Executive, Doncaster Council
19 September	Dorset Councils
21 September	Chief Executive, Central Bedfordshire Council
21 September	East of England Chief Executives
24 September	Association of County Council Chief Executives
27 September	Chief Executive, Newham Council
27 September	Chief Executive, Reading Council
3 October	Worcester City Council
4 October	Worcestershire County Council
5 October	South West Chief Executives
8-12 October	Coventry City Council, Corporate Peer Challenge
15 October	Waltham Forest Council
<i>Forward Plan</i>	
18-19 October	SOLACE conference
2 November	Sunderland Council
8 November	Member Peer Conference, Nottingham
9 November	European LGAs meeting, CoSLA, Edinburgh
14 November	National Children's and Adult's Services conference, Manchester
Deputy Chief Executive	
20 September	Buckinghamshire County Council
9 October	ASC Leadership Essentials, Warwick
Director of Communications	
16-17 September	Liberal Democrat Party Conference, Brighton
23-24 September	Labour Party Conference, Liverpool
30 Sept – 2 Oct	Conservative Party Conference, Birmingham

Media

Devolution and funding for local government

Resources Board Chair Cllr Richard Watts on Sky News Radio, Talk Radio and LBC news bulletins about how local services face a £1.3 billion government funding cut in 2019/20 despite many councils already struggling to balance their books (Times, Independent, i paper, Mirror, Sun, Metro, People, Sunday Mirror)
Lord Porter's letter was published in the Sunday Telegraph, on the need for the Budget to provide funding for local services.
Funding pressures facing councils and local services, warning that councils will have seen a reduction in core government funding of £16 billion. (Guardian, Guardian Online, Independent, BBC Politics Live, BBC Radio 4's Any Questions)
The LGA's analysis showing councils face a £5.8 billion funding gap by 2020 (People)
Lord Porter's warning that there is a real risk to the viability of some services and some councils if local government is not funded adequately, following criticism of Chief Secretary to the Treasury Liz Truss's claim that local councils are not facing cuts (Independent Online, i paper online)
Inclusive growth, jobs and housing
Lord Porter was interviewed on BBC Radio 5 Live and LGA Deputy Chairman Cllr David Simmonds featured on the BBC News at Six and News at Ten and also appeared live on the BBC News channel, in response to the Prime Minister's Conference speech announcing the scrapping of the housing borrowing cap. (FT, Times, BBC Online, Independent Online, i paper online, Mail Online, Express Online, Sun Online and Huffington Post)
Lord Porter was interviewed live on BBC Radio 4's World at One programme and Sky News in response to the Prime Minister's announcement on social housing (Mirror Online, BBC Radio 2, BBC Radio 4's PM programme and news bulletins, BBC Radio 5 Live, BBC local radio and Talk Radio news bulletins)
The LGA's call for restrictions to be eased so that councils can introduce selective licensing schemes for landlords, to help target areas with poor quality rented accommodation (BBC Radio 4's You and Yours programme)
Lord Porter about how the only solution to address the housing crisis was for the Treasury to lift restrictions on borrowing, to allow local authorities to build homes themselves (Independent Online)
Children, education and schools
The LGA's Bright Futures lines that councils are facing a £3 billion funding shortfall in children's services by 2025, in a piece about support for young carers (BBC Breakfast)
Front page story that by 2020, government funding for councils will have been cut by £16 billion, about how councils are developing "predictive analytics" systems to identify families for attention from child services (Guardian)
Former Labour Cabinet minister David Blunkett on the LGA's call for a proportion of funding for the National Citizen Service to be diverted into local early intervention services (Times Red Box)
Call for more funding for council youth services amid estimates that local government will have received £16 billion less in funding by 2020 than in 2010 (Huffington Post)
A total of £1 billion has been taken out of children's services over the last eight years (Huffington Post)
The LGA's children's services funding lines, in response to the latest Department for Education figures on spending on children at risk of neglect or abuse (Independent)
Analysis by the LGA which found that 22,000 children are classed as severely obese, increasing their risk of Type 2 diabetes, heart disease and stroke (Sunday Express)
Number of children referred to mental health services has increased by more than a quarter in the last five years (Independent)
Adult social care and health

The LGA's adult social care green paper featured on the front page of the Telegraph and in the Express after Health and Social Care Secretary Matt Hancock suggested that a system similar to the national pension scheme could be developed to pay for people's future care needs. BBC Online also featured an analysis of our green paper.
The LGA response to the Government's announcement of an additional £240 million for the adult social care system to ease winter pressures (Times, Guardian Online, Independent Online, i paper online, BBC Breakfast, BBC News, BBC Radio 4's Today programme).
Pressures on unpaid carers and references to the LGA's adult social care green paper consultation (Telegraph, Independent, i paper, Express, BBC Breakfast, BBC News, Sky News, BBC Radio 4's Today programme, BBC Radio 2 news bulletins and across BBC local radio) Cllr Peter Fleming was also interviewed on Channel 5 News.
LGA Vice Chair Cllr Marianne Overton featured on LBC, Talk Radio, talkSport and Sky News Radio bulletins while the LGA's Cllr Peter Fleming appeared on BBC News about the LGA's press release, urging first year university students to get vaccinated against meningitis ahead of the new academic term.
Response to research by the Advisory Group on Contraception on contraceptive access in England, highlighting how councils' public health grants have been reduced by central government by £600 million since 2015 (BBC Radio 4's PM programme, BBC Radio 5 Live)
Reductions in the local government public health grant is a short term approach which will only compound acute pressures for the NHS and other services (Independent Online)
Adult social care services face a £3.5 billion funding gap by 2025 just to maintain existing standards of care (Mirror, BBC Online, Independent Online, Mail Online, BBC Radio 5 Live, BBC Radio 4's File on 4 programme)
Response to the latest Delayed Transfers of Care figures (DTCs). (Mirror, Mail, Sun Online)
Public Health England estimates that just one in 10 people will be smokers in five years' time (Mail Online, ITV Online)
Age UK report warning that 2 million over-50s are likely to be affected by loneliness by 2026 (Guardian)
LGA Deputy Chairman Cllr David Simmonds on lunchtime ITV News and ITV News at Ten about adult social care funding.
Councils have had to make £7 billion in adult social care savings since 2010 (Express)
Dangers of loneliness and isolation (Guardian Online)
Supporting councils
LGA's ultimate ownership of Public Sector Audit Appointments Limited, about accounting firm Grant Thornton calling for nationalisation of auditor selection among Britain's largest companies to break up oligopoly of biggest four firms (FT)
LGA Vice Chair Cllr Howard Sykes was interviewed on Talk Radio and several regional BBC radio stations and LGA Vice Chair Cllr Marianne Overton was on BBC Radio 5 Live's Wake Up To Money programme calling for the mandatory display of food hygiene ratings to be extended to England following their successful introduction in Wales and Northern Ireland (BBC Breakfast, Sky News Radio bulletins and in the Telegraph, Mail, Metro, Mirror, Sun, ITV Online)
Growing multi-billion pound roads repair backlog facing councils, a pothole being fixed by councils every nine seconds (Independent, Guardian Online)
Improvement and Innovation Board Chairman Cllr Peter Fleming on BBC Radio 5 Live about councils' efforts to recycle and calls for producers to take more responsibility
Councils are trying to revitalise high streets but need more powers and flexibilities (Mirror)
LGA's recommendations on reforming current taxi legislation included in private vehicle licensing parliamentary report (Times)
Nearly half of all council-subsidised bus services have been lost since 2011 (Observer)



Maintaining green spaces and open parks in face of £8 billion funding gap by 2025 (Mail on Sunday)

Metal theft costs more than £750 million a year, including from churches, electricity cables and war memorials (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
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LGA Forward Plan

LGA Leadership Board LGA Executive Councillors' Forum

December

LGA LEADERSHIP BOARD 06.12.18	
Item	Summary / Purpose
LGA Business	
Brexit	To update on the LGA's work programme on Brexit.
LGA Outside Body appointments	To note the list of bodies to which the LGA appoints each year.
Autumn Budget	To discuss the Autumn Budget and the LGA's response.
Local Government Finance Settlement	To endorse the response to the Finance Settlement.
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.
LGA Membership	To agree a proposed approach to the LGA membership offer for the following year
Performance Report	To review six month performance report.
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.

There is no Councillors' Forum in December.

LGA EXECUTIVE 06.12.18	
Summary / Purpose	
Brexit	To update on the LGA's work programme on Brexit.
Autumn Budget	To discuss the Autumn Budget and the LGA's response.
Local Government Finance Settlement	To endorse the response to the Finance Settlement.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Note of the last LGA Executive	To agree the note of the last meeting.

January

LGA LEADERSHIP BOARD 23.01.19	
Item	Summary / Purpose
LGA Business	
Brexit	To update on the LGA's work programme on Brexit.
LGA Budget	To note a proposed LGA budget framework prior to full report in January.
Local Government Finance Settlement	To consider a summary of LGA activity on the LG Finance Settlement.
Treasury Management	To consider the performance of treasury management over the year.
Spring Statement	To comment on the Spring Statement Submission to Treasury and commend to the Executive the following day.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Chief Executive's Report	To hold the Chief Executive to account against delivery of business plan priorities.
Forward Plan	To consider topics for discussion at LGA Leadership Board, Executive and Councillors' Forum.
Note of the last meeting	To approve the note of the last meeting.
Part 2: Confidential	
Audit Committee minutes	To note the minutes of the previous Audit Committee
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 24.01.19	
Item	Summary / Purpose
Suella Braverman MP, Parliamentary Under Secretary of State at the Department for Exiting the European Union	To receive a presentation by the Parliamentary Under Secretary of State at the Department for Exiting the European Union.
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 24.01.19	
Summary / Purpose	
Brexit	To update on the LGA's work programme on Brexit.
Local Government Finance Settlement	To consider a summary of LGA activity on the LG Finance Settlement.
Spring Statement	To comment on the Spring Statement Submission to Treasury.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
Note of LGA Leadership Board	To highlight key issues from the LGA Leadership Board meeting.
Note of the last LGA Executive	To agree the note of the last meeting.

March

LGA LEADERSHIP BOARD 6.3.19	
Item	Summary / Purpose
LGA Business	
LGA Budget	To agree the LGA's Budget for recommendation to the Executive.
Annual Conference & Exhibition	To provide a first progress update on arrangements for Annual Conference.
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.
Part 2: Confidential	
Layden House Update	To update on the Layden House refurbishment projects

COUNCILLORS' FORUM 7.3.19	
Item	Summary / Purpose
James Brokenshire MP, Secretary of State for Housing, Communities and Local Government	To receive a presentation by the Secretary of State.
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 7.3.19	
Summary / Purpose	
LGA Budget	To agree the LGA's Budget as recommended by the Leadership Board.
Brexit	To update on the LGA's work programme on Brexit.
Business Rates Retention and Fair funding	To receive an update on the LGA's work on the government's proposals for business rates retention and fair funding review.
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

Title:	LGA Leadership Board
Date:	Wednesday 12 September 2018
Venue:	Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

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

Item	Decisions and actions
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1 Apologies and Declarations of Interest

Apologies for absence were received from Cllr Howard Sykes MBE, Cllr Paul Carter CBE, Cllr Michael Payne, and Cllr Anne Western CBE.

No declarations of interest were made.

2 Brexit Update

Cllr Kevin Bentley, Chairman of the LGA's Brexit Task Force, introduced the report. He explained that there was an urgent need to clarify if EU nationals could stand for election and would have voting rights in the local elections in May 2019. It was disappointing that the Government had not been able to provide clarity on the issue.

Confirmation had been given that, under a no deal scenario, the Government would guarantee structural funds to local government from the Treasury. The LGA had made a vital but more general point that local authorities could not take any additional burdens from new or anticipated responsibilities after Brexit without new resources.

In the discussion which followed Members raised the following points:

- It would be useful for Members to have a clearer idea of what was required from meetings with Government. It was also important to put all points in writing afterwards so all sides knew what was agreed and what further action would be taken.
- Members discussed communications work around the voting rights issues.
- Members agreed that it would be in the interest of communities for continuity in the local elections immediately after Brexit, with EU nationals to continue to have voting rights, and be able to stand in local elections in May 2019, even if this was not a reciprocal arrangement with the EU. It was suggested that the LGA should set this out as the solution.
- It was suggested that if clarity was not provided from the Government within two

weeks, a public statement needed to be made to highlight the issue. At this stage it would be six months until nominations opened for the local elections, and the issue would become even more important to Member authorities.

- It was also highlighted that there were a large number of EU nationals in the local government workforce, particularly in Adult Social Care, who would benefit from clarity and confidence on their employment terms.

Decision

The LGA Leadership Board **noted** the update.

Action

A letter requesting clarification on the issue of EU nationals voting and standing in local elections in May 2019 be written to the Secretary of State, and a media strategy on the issue also be considered. (**Ian Hughes**).

3 LGA Business Plan

Mark Lloyd, Chief Executive, introduced the report which presented the LGA's draft Business Plan for 2018/19 which had been updated to reflect the latest priorities for the LGA and its agreed work plans. In particular he highlighted that 'Funding for Local Government' now was a separate priority, 'Inclusive Growth, Jobs and Devolution' had been grouped together, and 'Housing' was also a new separate item. The paper set out how the new Business Plan would be implemented once agreed by the Leadership Board, LGA Executive, and Group Leaders.

In the discussion which followed the following points were raised:

- It was highlighted that the Business Plan could be more confident about the role of councils. There should be more clarity on the ambition of local government to create a vibrant and thriving democracy. Regarding councils' leadership, the tone should be positive.
- Consider whether the ordering reflects relative priority.
- It was also suggested that devolution should be further promoted within the Britain's exit from the EU priority, given the importance of devolving powers from Brussels to local areas.
- Regarding housing, there was a view that the priority could be expanded beyond building houses to the wider priority of creating great places to live. There should be more focus on councils' role in shaping and protecting communities, provision of the right facilities and services, housing for older people, greater emphasis on planning to shape future communities. Homelessness and welfare reform should be separated into two bullet points.
- There should be greater focus on mental health within the children, schools and education section.
- Regarding the growth agenda, there should be greater emphasis on councils' economic leadership role on all aspects of business growth.

Decision

The LGA Leadership Board **agreed** to present the draft 2018/19 Business Plan, along with the comments made, for further discussion at LGA Executive on 13 September 2018.

Action

Business Plan to be amended following comments from the Leadership Board and LGA Executive, and to be submitted for final sign off by the Chairman and Group Leaders

(Claire Holloway).

4 Local Government Finance Settlement 2019 to 2020: Technical Consultation

Nicola Morton, Head of Local Government Finance, introduced the report which set out the key points in the Government's technical consultation on the 2019/20 local government finance settlement, and presented the LGA's draft response to the consultation for comment.

It was noted that the response had been drafted along existing policy lines and in particular drew attention to the funding gap facing local government in 2019/20 and 2025, and the lack of clarity for local authorities from April 2020, as the outcome of the Spending Review was not yet known. For councils who were impacted by negative RSG, the consultation did include a proposal to cancel the adjustment to top-ups and tariffs, meaning that negative RSG would be paid for by central government resources. However there were also proposals to increase the New Homes Bonus threshold based on levels of housing growth; the response commented that the threshold should not be increased, as this could mean that housebuilding schemes and other projects could be stalled when this was such a vital issue facing the country.

During the discussion on the consultation it was agreed to include a comment that council tax is not the whole solution because it raises different amounts of money in different authorities.

Following comments from the Leadership Board, the draft response to the consultation would also be considered by the LGA Executive on 13 September and the Resources Board on 14 September prior to submission.

Regarding councils charging for certain services, and raising tourist taxes, it was confirmed that these issues were not part of the settlement consultation but would be part of the Autumn Budget submission.

Decision

The LGA Leadership Board **agreed** that the LGA's response to the consultation be forwarded to MHCLG, subject to comments from the LGA Executive and the Resources Board.

5 Fair Funding Review and Business Rates Retention Update

Nicola Morton, Head of Local Government Finance, introduced the report which provided an update on the LGA's progress on the Fair Funding Review and Business Rates Retention reform since the previous meeting in July. Members noted that LGFutures had been commissioned to deliver a Business Rates Retention model, which would enable officers to vary design choices based on resets, tier splits, and other variables. This would be presented to the Task and Finish Group on Thursday. LGFutures had also been commissioned to produce a report and a model on transition. It was proposed that this model and the Business Rates Retention model be cleared through the Task and Finish group, and then by the Chairman and Group Leaders before it was published. The paper on transition would be considered by the Leadership Board at a future meeting.

The Fair Funding Review consultation was expected any time up until the provisional settlement. A consultation on business rates retention is expected later in the year.

On Business Rates Retention, the Government had published a prospectus inviting bids to become 75 per cent retention pilots. An event was held earlier in the month for authorities who were looking to become pilot areas.

In the discussion which followed the following points were raised:

- In response to a question on the business rates retention model, it was confirmed that the model would allow officers to vary the percentage which is retained (75 per cent, 100 per cent, etc).
- It was confirmed that it was LGA policy for councils to receive full business rates retention, but that this was not possible without primary legislation.
- It was suggested that to strengthen the local government case for the Fair Funding review it would be good to ask a critical audience if the points raised would stand up to scrutiny, as a number of MPs did not see the need for local government to receive any more funding.
- Variation in spend would be considered as part of the LGA's work on the Spending Review.
- It would not be known which authorities had applied to be pilot areas until the Government had received all pilot applications, but there had been a great deal of interest across the sector on the basis of attendance at the recent LGA / MHCLG event on pilots.

Decision

The LGA leadership Board **noted** the update and **agreed** to the procedure for signing off the transition work and the business rates retention model, as outlined in the report.

6 Chief Executive's Report - September 2018

Mark Lloyd, Chief Executive introduced the report which set out the LGA's main achievements against the Business Plan since the last meeting in July 2018. He drew particular attention to the LGA's Adult Social Care Green Paper, which had been launched over the summer and thanked all colleagues across the organisation who had worked on the publication. Over 200 responses had been received so far from a range of organisations and stakeholders, and he invited Members to attend a briefing on the Green Paper for parliamentarians which would be held later in the day.

In addition to the Green Paper, Members noted work which had been undertaken regarding the forthcoming Autumn Budget; the LEP review; joint work with MHCLG on building safety; work with councils on cyber security; a new work stream in partnership with DHSC on childhood obesity; and the LGA's activity on a number of NHS work streams on how additional funding would be used.

Decision

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

7 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.

Decision

The LGA Leadership Board **agreed** the Forward Plan.

8 Note of the last Leadership Board meeting

Decision

The LGA Leadership Board **agreed** the minutes of the previous meeting held on 18 July 2018.

9 Spending Review Update and Autumn Budget Submission

Sarah Pickup, Deputy Chief Executive, introduced the report which provided an update on the LGA's planned activity ahead of the 2019 Spending Review and asked for Members' views regarding the outline content of the LGA's 2018 Autumn Budget submission.

Decision

The LGA Leadership Board **noted** the report and **commented** on the 2018 Autumn Budget submission outline as set out in the report.

Action

2018 Autumn Budget submission to be updated in line with Members' comments following consideration by the Leadership Board and the LGA Executive. (**Sarah Pickup**).

10 LGA Annual Conference and Exhibition

David Holdstock, Director of Communications, introduced the report which provided a summary of activity and feedback from the LGA Annual Conference and Exhibition 2018. Members were asked to provide any further feedback, and comment on the direction and content of the 2019 Annual Conference and Exhibition.

Decision

The LGA Leadership Board:

- a) **Noted** the summary of activity and feedback from the 2018 LGA Annual Conference and Exhibition; and
- b) **Commented** on the direction for the 2019 LGA Annual Conference and Exhibition.

11 Layden House Refurbishment

Claire Holloway, Head of Corporate Services, introduced the report, which provided an update on the Layden House refurbishment project, including the timescale, budget and other outstanding issues.

Decision

The LGA Leadership Board **noted** the latest position on the refurbishment of Layden House, including the timetable and cost plan.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Lord Porter of Spalding CBE	South Holland District Council
Senior Vice-Chair	Cllr Nick Forbes	Newcastle upon Tyne City Council
Vice-Chairman	Cllr James Jamieson	Central Bedfordshire Council
	Cllr Marianne Overton MBE	Lincolnshire County Council
Deputy Chairmen	Cllr Izzi Seccombe OBE	Warwickshire County Council
	Cllr David Simmonds CBE	Hillingdon London Borough Council
	Cllr Robert Alden	Birmingham City Council
	Cllr Lib Peck	Lambeth London Borough Council
	Cllr Peter Box CBE	Wakefield Metropolitan District Council
	Cllr Ruth Dombey OBE	Sutton London Borough Council
	Cllr Clive Woodbridge	Epsom and Ewell Borough Council
Apologies	Cllr Howard Sykes MBE	Oldham Metropolitan Borough Council
	Cllr Paul Carter CBE	Kent County Council
	Cllr Michael Payne	Gedling Borough Council
	Cllr Anne Western CBE	Derbyshire 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
 Website: 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

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

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

